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From: Gupta, Kumar -LDN -GR
Sent: April 11, 2011 1:10 PM
To: Cronin-Cossette, Ann -GUA
Cc: Gera, Sushma -LDN -TD
Subject: PEOST Advocacy Strategy
Attachments: IB_LDN-#109342-v2-Pan-European_Oil_Sands_Advocacy_Strategy_-_March_2011.docm

Ann

Pls find attached the final version of the PEOST Strategy, consulted with the team.

Thanks

Kumar

2011/06/21

s.15(1) - International
s.21(1)(a)
s.21(1)(c)

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PAN-EUROPEAN OIL SANDS ADVOCACY STRATEGY

March 2011

Advocacy Objective(s)

Ultimate Outcome

- Improved prosperity for Canadians;
- Improved stewardship of the global energy supply and the environment.

Intermediate Outcome

- Reframing of the European debate on oil sands in manner that protects and advances Canadian interests related to the oil sands and broader Canadian interests in Europe;
- An improved image in Europe of Canada as a responsible energy producer;
- Maintained confidence of investors, governments and the international community more generally in Canada's oil sands developments;
- Maintained European oil sands investments;
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Immediate Outcomes

- Increased acceptance by Europeans of the role the Canadian oil sands will continue to play in global energy security, as a secure, reliable and abundant source of energy;
- Increased acceptance of Europeans that Canada is responsible energy producer (for a range of energy sources);
- Increased presentation of positive/factual information on the Canadian oil sands within Europe;
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- Increased and more balanced understanding by European stakeholders of the social and environmental impacts (including climate change) of Canadian oil sands developments; the measures to already in place address them; and the commitments of the federal and Alberta Governments to make further progress
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- Increased understanding by European stakeholders of Canada and Alberta's approach consulting with First Nations and addressing their concerns including in relation to health impacts.
- Increased understanding by European stakeholders of the robust regulatory process for both the approval and management/operation of oil sands developments;
- Increased understanding by European stakeholders of the important role of technology in mitigating the impacts of oil sands;
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Canadian Interest

Interest:

- Europe is an important source of investment for the oil sands;
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- While Europe is not an important market for oil sands derived products, European legislation/regulation, such as the EU Fuel Quality Directive, has the potential to impact the industry globally
- Perception of the oil sands is linked to Canada's overall image
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- Canada's reputation as a clean, reliable source of energy may be put at risk.

Risks:

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Issue Background

- Oils sands have been the focus of many high profile NGO campaigns in Europe stressing their environmental and social impacts (in particular Aboriginal issues) which are actively framing the issue in a strongly negative light. This has resulted in significant negative media coverage in key European countries;
- Oil sands development has been linked with Canada's boreal forest and the broader environmental issues such as climate change impacts on the Arctic – issues that can be presented visually and resonate with Europeans at an emotional level.
- NGOs have also targeted the investment aspect – highlighting the risk attached to what they characterize as a carbon intensive

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industry and have called on investors (including in some cases governments) to divest from the oil sands. Some investors such as the Royal Bank of Scotland Statoil are already facing protests over oil sands;

- The European Commission is currently consulting on implementation measures for the EU Fuel Quality Directive that would treat oil sands crude differently from all other crude sources and require oil sands crudes to be traced throughout the processing life cycle, including product originating in Canada for processing in the US, overtly and unfairly discriminating against oil sands in comparison with other crudes;
- [redacted] NGOs used oil sands as a means of drawing attention to Canada's broader stance on climate change.
- The BP Macondo in the Gulf of Mexico blow-out has focussed attention NGO attention on off-shore drilling (including the Arctic).

Principal Actors (Note missions can modify to their specific context).			
Targets	Influencers	Allies	Adversaries
Local <ul style="list-style-type: none"> • National and European level Politicians (especially from the ruling and influential parties) • Key Government departments (esp. Depts of environment and energy, and climate change) • Public • Investors • Energy Company Management • EU Commission (Commissioners, officials and Member States) 	Local <ul style="list-style-type: none"> • Ministers and Parliamentarians • National Depts for Energy, Environment and Climate Change • Foreign Ministry • Media • Energy industry • Academics and think tanks • Business Canadian <ul style="list-style-type: none"> • NGOs • Provincial and Federal Government representatives • Canadian energy companies and Canadian energy industry associations • Canadian First Nations 	Local <ul style="list-style-type: none"> • Industry associations • Energy companies Canadian <ul style="list-style-type: none"> • Energy Industry Associations (CAPP, CEA) • OGDs (NRCAN, PCO, INAC, EC) • National Energy Board • Alberta • Centre for Energy Information Business Associations • NGOs 	Local <ul style="list-style-type: none"> • NGOs • [redacted] media • Competing industries (i.e. biodiesel industry) Canadian <ul style="list-style-type: none"> • Environmental NGOs • Aboriginal groups
Advocacy Approach			
<ul style="list-style-type: none"> • The team works together to implement joint activities where there are synergies (eg. Site visit) 			

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	<p>(set out in the Pan-European Action Plan):</p> <ul style="list-style-type: none"> • Missions share information regarding upcoming activities with a view to maximizing coordination; • Missions develop country specific oil sands strategies that would include the identification of key influencers, credible third parties and vulnerabilities; • Missions monitor the overall discourse on oil sands in appropriate sectors (eg. public, government policy, political, regional, etc); • Missions strategically correct misinformation in the media; • Develop country specific messaging (based on lines from Ottawa) to explain Canada's approach to and policies surrounding mitigating and managing the environmental and social impacts the oil sands; • Contextualize oil sands environment impacts through European specific/appropriate comparators; • Missions monitors the overall effectiveness of Canadian advocacy efforts in Europe.
<p>Key Messages</p>	<p>General Messaging</p> <ul style="list-style-type: none"> • The oil sands are a strategic resource that will contribute to energy security for Canada, North America and the world for decades to come; • There are significant environmental challenges in the areas of air, land and water; • Improvements have been made in each of these areas but more must be done; • We have the regulatory framework to support our objectives for improved environmental performance; • Governments and industry are making the investments in technology to achieve our objectives in environmental performance; • We are committed to bring on this key strategic resource in an environmentally responsible way; • Proposals for projects to develop oil sands deposits are subject to extensive environmental and regulatory review, and permits are only granted once environmental issues and First Nations concerns have been considered. <p>The team will draw on the latest, approved messaging from the oil sands wiki.</p>
<p>Progress (performance indicators)</p>	<p>The team will draw on the latest, approved messaging from the oil sands wiki.</p> <ol style="list-style-type: none"> 1. Maintain an overview of Canadian advocacy efforts in Europe (Missions may wish to track efforts in a more detailed fashion); 2. Monitor overall media coverage in Europe to assess the accuracy, tone and extent of oil-sands coverage; 4. Monitor national and EU-level policy dialogue on oil sands (ie. the position European governments and the EC are taking on oil sands) 5. Assess the impact of NGO advocacy campaigns on the decision-making of the shareholders and management of European oil sands operators.

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Frequency and method of reporting	Based on mission-specific reporting, prepare an bi-annual pan-European assessment on oil sands in Europe		
Results	Short Term	Medium Term & Expected	Long Term
	<p>Expected</p> <ul style="list-style-type: none"> - Increased strategic consultation with the key stakeholders (eg. Government, European Institutions, private sector and key influencers) on energy and environmental issues; - Increased number of strategic alliances and partnerships; - Increased understanding (at all levels) by EC and EU Member State Governments of Canada's concerns/position regarding the treatment of oil sands in the EU FQD. <p>Main Achievements</p>	<p>Expected</p> <ul style="list-style-type: none"> - Perceptions of Canadian oil sands by key partners are more accurate, balanced and nuanced with emphasis on Canada's environmental stewardship, regulatory systems, and environmental research and development activities; - Continued investment by European firms in oil sands development based on market criteria - More balanced media coverage. <p>Main Achievements</p>	