

CAMPAIGNRESEARCH
INSIGHT WITH VALUE

Natural Gas Electricity Generation in Ontario

Focus Groups
June 21 – July 10

Objectives of this Phase of Research

1. Identify the best arguments and language to drive broader awareness and support for Natural Gas for electricity generation.
2. Understand any key objections to the use of Natural Gas in electricity generation and how to overcome them.
3. Develop input into the quantitative portion of the research.

Methodology

- 2 focus groups in each of Toronto (June 21), London (June 25), Sudbury (June 27) and Ottawa (July 10).
- General population of voters recruited using residential phone list database from each targeted city.
- Participants could not have been in focus group in last six months and no more than one in last 5 years.
- Employees of utility companies, advertising agencies and market research firms excluded.
- Total of 82 participants across all age categories – 33 female and 49 males.

Sections

- Executive Summary of Natural Gas
- Fuel Sources to Generate Electricity
- Factors Considered in Choice of Electricity Generation
- Perception of Fuel Sources
- General Themes on Green Energy Act
- Impact of Electricity Rates
- Local Production
- Recommendations

Executive Summary of Natural Gas

For Electricity Generation:

- Natural Gas is not a top of mind source.
- Familiarity of the benefits of NG is low and derived mostly from home heating use.
- Perceived as an abundant, inexpensive and reliable fuel source.
- Perceived as relatively “clean” when compared to other fossil fuels and nuclear.
- Good support for locating NG generating plants in industrial areas.

Emerging Issues

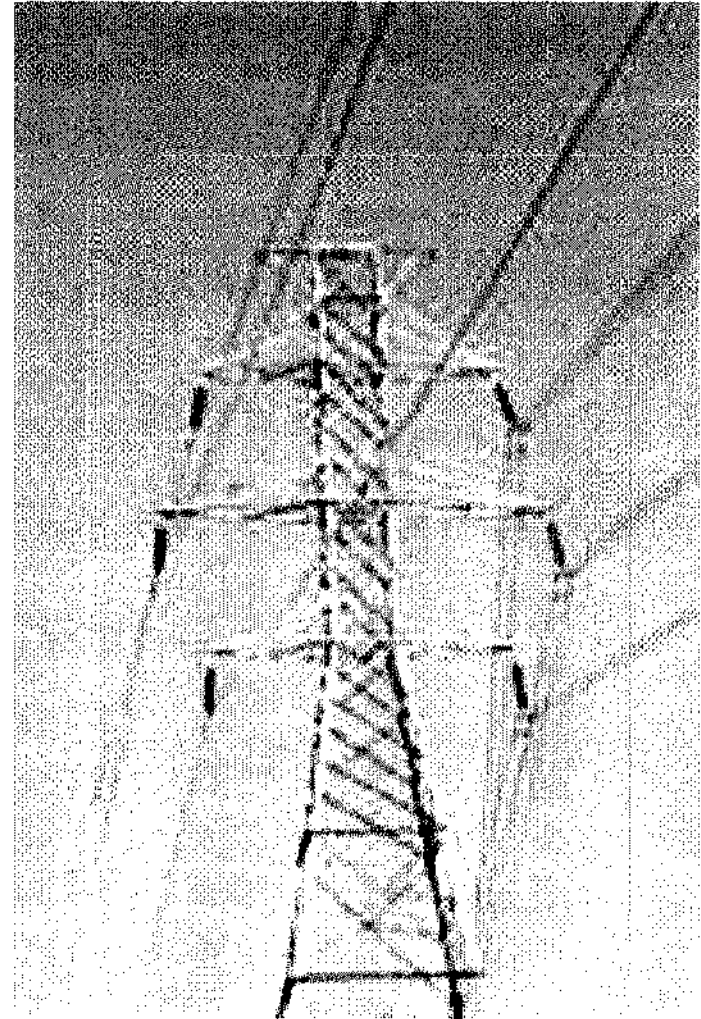
Fuel Sources to Generate Electricity

- Knowledge level of participants ranged from very low (just pay hydro bill) to very high (detailed knowledge of processes).
- All groups collectively came up with the complete set of fuel sources used in Ontario.
- Most groups mentioned Nuclear and Hydro as the 1st or 2nd mentions.
- Most of the groups mentioned Natural Gas, Wind and Solar towards the middle or end of the list of sources.
- In most cases when asked Nuclear and Hydro were picked as the top sources of electricity generation in Ontario.
- Estimates for Natural Gas ranged between 10 and 50% of electrical generation.

Implication: Natural Gas not top mind as a source of electricity in Ontario. Awareness relating to electricity generation could be low.

Factors Considered in Choice of Electricity Generation

- Cost
- Environmental Impact
- Reliable
- Safety & Health
- Transmission & Location
- Renewable
- Politics and Public Opinion
- Others



Cost

- In all groups cost was the 1st mentioned factor.
- Costs were always split between:
 - infrastructure cost or what it took to build facility
 - fuel cost
- Some mentioned on-going maintenance cost.
- Some mentioned cost related to externalities such as added health and environmental costs related to pollution.

Environmental Impact

- All groups mentioned environmental impact in one form or another.
- Key areas of impact were:
 - Emissions – either pollutants or greenhouse gas – often referred to as “clean”.
 - Waste – generation and disposal issues.
 - Landscape or Ecosystem – mentioned in some groups.
 - Aesthetic impact – mentioned in some groups.

Reliable

- All groups mentioned reliability of the fuel source to generate electricity.
- Words such as “ready on demand”, “dependable”, “available”, “sustainable”, “accessible”, “consistent” and “reliable” were used to describe the ability to generate electricity all of the time and can be ramped up on demand.
- Often would hear the phrase “when I flick on the switch it comes on”.

Health & Safety

- Mentioned by all groups.
- Most of the groups mentioned safety in the context of accidents.
- Health was mainly related to air quality issues from emissions, transmission (power lines) and low frequency noise (wind turbines).

Transmission & Location

- Most groups eventually mentioned the location of the source whether generation is local or remote.
- Related to this was the cost or difficulty of transmission of a remote source versus local generation.
- In addition, the type of source directly related to the location. For example Nuclear and Hydro plants have to be located near large water sources.

Renewable

- Separately from the environmental impact, many groups mentioned the renewable nature of the fuel source.
- Was the supply “endless” or in abundant supply.

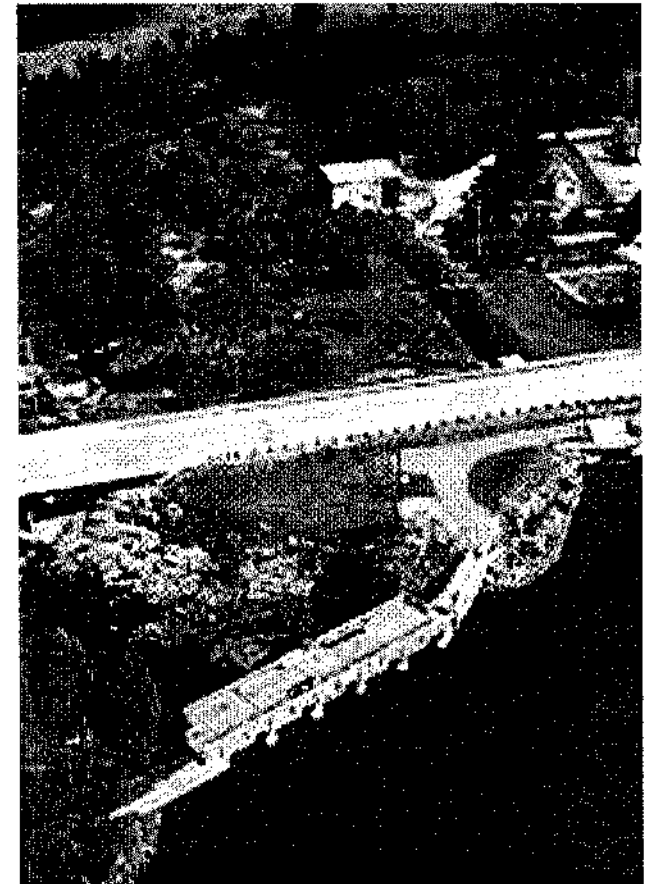


Politics and Public Opinion

- Many groups thought politics played a role in key electricity generation decisions.
- Some felt that certain decisions were made to get votes, react to lobbyists and placate special interest groups.
- There was general discontent with this factor because of suspicion that decisions were not made in the best interests of taxpayers or consumers of electricity.

Other Factors

- Other factors mentioned by one or two groups included ownership (public vs. private) , maintenance requirements, security of fuel source, storage, legal constraints and local planning issues.



Perception of Fuel Sources

- Nuclear
- Hydro
- Natural Gas
- Wind
- Solar
- Coal

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Supply Overview in Ontario
http://ieso.com/imoweb/media/md_supply.asp

Nuclear Energy

- Definitely seen as a reliable source, however, a few mentioned potential for shutdown of plants for safety concerns as a risk to reliability.
- Safety concerns were on the minds of many participants due to nuclear accidents elsewhere (Fukushima Daiichi and Chernobyl).
- Some pointed out the excellent safety record of CANDU reactors while others thought an accident was inevitable.
- Waste was mentioned as an environmental concern
- Many were divided on the cost . Some felt it was definitely the cheapest form of electricity generation even if plant cost and maintenance was included, and others thought that with these costs included, it was very expensive.

Hydro-Electric

- Most thought Hydro was a low cost way of producing electricity.
- Many also thought it was reliable, however, some questioned the reliability in areas affected by low water levels.
- Seen as a “clean” energy source, however, some concerned about its initial impact on the landscape and ecosystem from flooding land.
- Not seen as a source that can be easily expanded.

Natural Gas

- Most groups see Natural Gas (NG) as a low cost way of generating electricity.
- Many believe that NG is abundant and getting cheaper due to increasing supply.
- Only some recognize the reason for the increased supply is shale gas.
- Many see NG as a “clean” low emission fuel source although some relate that it is still a fossil fuel and therefore does produce some carbon and is also not renewable.
- Although thought as one of the cleaner fuels there are some concerns about the environmental impact as it relates to pipelines and also “fracking”.

Natural Gas (cont'd)

- Pipelines as a “brand” is suffering as of late due to leaks reported in the media (Alberta and Michigan).
- Although these leaks are oil, it causes some to question the risk associated with pipelines.
- Many trust the integrity of NG pipelines because as they point out its used in their homes and pipes run down the street and into their homes.
- However, there are some who are concerned about the potential risk due to the explosive nature of NG.
- NG is seen as a reliable source. Some mentioned it can be built to scale to meet local power needs in industrial areas.

Wind Turbines

- Mixed reviews on the cost.
- Although everyone recognizes the fuel is “free” many are aware that the building and maintenance of wind turbines is expensive given the energy produced.
- In recognition that the wind does not blow all the time, some use the word “supplemental” to describe the source.
- Although seen as completely renewable source by many, it is not seen as reliable.
- Initially seen by many to have no environmental impact, in almost all groups (except Toronto), questions over the health effects of low frequency noise is brought up.
- Other issues brought up occasionally are impact on birds, use of productive land, decline in property values, divided communities and aesthetic issues.

Solar Panels

- Like wind, mixed impressions about the cost.
- Everyone recognizes the sun is free, however, many understand the cost of solar panels are high.
- The FIT program adds to this perception as some quote the price premium paid per kw hour to those who install them.
- Despite the costs, many believe that the technology will improve in efficiency and costs will come down.
- Like wind, solar is seen as a supplemental source of electricity because of its unreliable nature.
- Seen as having no environmental impact by most, some bring up issues on the amount of space needed, but others counter that there is a lot of wasted space on rooftops.

***"They all have environmental issues
.... its an issue of balance."***

Green Electricity

- The focus groups in Toronto were noticeably less critical of the Green Energy Act than in other cities.
- There was more skepticism of the motivations of the government and generally more criticism of wind turbines outside of Toronto.
- It appears the closer people are to the Wind Turbine areas the more critical they are.

“People that live in Toronto that thought it’s a good idea to have wind turbines there, have no interest in Goderich and never want to go there so who cares about Goderich.” London

General Themes on Green Energy Act

Some see need to push forward:

- Technology will improve and cost will come down.
- Need to invest to develop industry.
- Cannot afford from an environmental perspective to wait.
- It was good because it changed attitudes about conservation.
- We need to diversify sources.
- Direction must last more than one election cycle.

“Can’t be innovative if you don’t have dreams” - Ottawa

General Themes on Green Energy Act (cont'd)

Many see it as Poorly Implemented:

- Does not seem to have created investment.
- Changing policies.
- Took away property rights and municipal powers.
- One person gets paid (wind turbines) and neighbours get nothing but issues.

“85% idealism and 15% realism” - Ottawa

General Themes on Green Energy Act (cont'd)

Don't Trust Politicians Motivation:

- Government not accountable.
- Municipalities set bad examples with electricity waste (leaving lights on).
- Reacting to strong environmental lobby groups and other special interests.
- Government information is self-serving.

“Natural gas replaced coal not wind turbines. That’s what actually happened behind the scenes.” London

General Themes on Green Energy Act (cont'd)

Poorly researched

- Didn't understand the real costs.
- Job promises that never materialized.
- Seen as a big experiment.
- Health effects from low frequency sound from Wind Turbines.

*“To big a dream for government to take on.”
Boondoggle” - Ottawa*

Reaction to Statement 1

“

.”

- Most react that a “balance” is needed because we can’t predict the future.
- Some people want a price reduction, some want no increase, some will pay 5-10% more and others will pay up to 20%.
- Those who are willing to pay more expect to conserve enough to balance their costs.
- Many expressed frustration with trying to lower electrical bills through conservation only to be hit with high fixed charges.

Reaction to Statement 2

“

“

- Negative reaction to first part of statement – some think the decision to invest in wind and solar was bad and doing it just because you have the money in good times is wrong.
- Others who think its good to invest in wind and solar believe it is a long term investment and must push ahead regardless of economic cycles.
- “Balance” of sources needed was mentioned in more than one group during this discussion.

Reaction to Statement 3

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“

- Even those supportive of wind and solar don't believe the first part of this statement is achievable.
- Most believe the second half of this statement, even green energy supporters.
- Many perceive that wind and solar are supplemental sources.

Impact of Electricity Rates On Consumers

- Everyone agrees that electricity rates are rising dramatically.
- Some believe that “time of use” pricing is good because it changes behaviour and will also result in enough savings to offset the higher unit cost.
- Some are very skeptical they can conserve enough because of high fixed charges and family situations and the rates at peak times are set do high.
- There is a tendency for those who are most idealistic about conservation don’t pay their electrical bills directly.
- Some groups blamed mismanagement and high executive pay and benefits as a major reason for rate hikes.

Impact of Electricity Rates on Business

- General agreement that higher energy costs will impact manufacturing.
- Believe that companies will conserve more where they can, move factories if necessary, not make the decision to locate in Ontario, reduce other costs including jobs and pass on high costs to consumers, although the latter might not be practical due to competition.
- Some older men mentioned that Ontario used to boast about being a low energy cost province to attract manufacturing.
- There is less sympathy for manufacturers, although some are concerned about job losses, and more sympathy for small business.
- Even those supportive of green energy are concerned about the impact on local small businesses.

“... only hurts the little guy.” – Toronto

Green Jobs

- There is only vague recollection of the promise of green energy jobs when the Green Energy Act was introduced.
- Many believe that green jobs have not materialized of which they believe part of the reason is low cost solar panel production in China among other things.
- Many perceive foreign companies as being the beneficiary (e.g. Samsung).

“I don’t know anyone who builds solar panels or wind turbines.” – Toronto

“(Green jobs) – In Samsung’s finance division in Seoul.” - Ottawa

Local Production

- General agreement with the concept that electricity generation is better in the municipality that needs the added electricity.
- However, it depends on the type.
- Other than Sudbury there is no room for Wind Turbines.
- Lots of room for Solar Panels on rooftops.
- Nuclear plants are not wanted except by a very few number of people.
- Some like the idea of more Hydro in Ottawa.
- Gas plant is considered scalable to needs and if located in industrial area is fine.

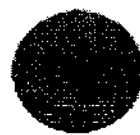
(In response to Gas Plant idea) " All the young people are leaving Sudbury. I support anything that will create jobs. " Sudbury

Shale Gas and Fracking

- Less than 50% of participants have heard about shale gas.
- Those that have heard of shale gas connect it to fracking which more participants have heard of.
- Those that have heard of fracking tend to have heard negative reports about groundwater contamination and very select few about seismic activity.
- Some participants know that shale gas is responsible for more supply of NG and lower prices.

Recommendations

1. Focus on
for electricity generation.
2. Position uniquely as a balanced solution for reliable
and scalable electrical generation to meet local needs.
3. Educate the public and stakeholders on how the balanced growth of
and will continue to complement the
growth . As proof bring in the growth of
.
4. Educate the public and stakeholders built in
industrial or rural areas can be scaled to what is needed locally, has a
small footprint, is clean, affordable and offers local jobs.
5. Monitor and manage the . Don't delay!
6. Do not use in communications as it
allows as the reason.
7. Because of
".



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Attitudes toward the energy market in Ontario

prepared for:

January 2013

Objectives

Brand Health and Image

- Measure awareness, knowledge and interest on the use of Natural Gas for Electricity Generation in comparison to other sources.
- Examine the covert importance of different factors in deciding on the sources of Electricity Generation.
- Understand the relative positioning of each source by measuring the perceptions of each source on each of the factors.
 - Perceptual mapping and other techniques will show the current position of Natural Gas in the minds of consumers relative to other sources and help establish where Natural Gas should be ideally positioned.

Objectives (cont'd)

Attitudes, Demographics and Segmentation

- Determine public attitudes as it relates to green energy, conservation, electrical rates, impact on consumers, impact on manufacturers, impact on small businesses and preferences for local electricity generation.
- Understand electrical and natural gas consumer attitudes as it relates to reaction to higher electrical rates, conservation practices, who pays electrical bills, use of natural gas etc.
- Understand the attitude consumers have about the role of politics in energy decisions and the impact on investment decisions.
- Determine key demographics such as age, gender, income, education, occupation, type of housing, provincial voting preferences and region.

Methodology

- A quantitative telephone study was designed and administered by Campaign Research among a representative sample of Ontarians age 18 or older from across the province.
 - N=1,872 completes were obtained, with the following regional breakdown:
 - Southwestern Ontario (area code 226/519) – n=381
 - Northern Ontario (249/705)– n=257
 - GTA West (905 West)– n=371
 - GTA North & East (905 East) – n=157
 - E Ontario (343/613) – n=307
 - Metro Toronto (647/416) – n=359
 - NW Ontario (807) – n=40
 - Results are considered accurate $\pm 2.27\%$, nineteen times out of twenty.
 - The survey was conducted between December 14, 2012 and January 5, 2013.
- The survey results were weighted and cross-tabulated.
 - Weighting was done by age and gender to 2011 Canada Census proportions to ensure that the results are representative of the opinions of the general public.
- Brand Image analysis, including performance grids and perceptual maps were completed.

A Note on Demographic Differences in Results

- The big picture: in general, the overall trends in attitudes hold true across demographic segments and regions.
- While some variation between segments does exist – most notably among PC-leaning voters – they by and large are in line with overall patterns in the results.
- All statistically significant and noteworthy differences are identified throughout the report.

Key Findings

Key findings

- Total unaided awareness of natural gas (NG) as a source of electricity generation trailing behind all other sources with the exception of biomass. Top of mind awareness of NG for electricity generation is well behind hydro and nuclear
- Taking all the attributes into consideration, overall, Natural Gas as an electricity source is rated the same as Wind, lower than Solar and Hydro (water power) and higher than Coal and Nuclear.
- Natural Gas as an electricity source is perceived, relative to other energy sources, as efficient (\$ per megawatt), reliable, affordable, requiring less investment, able to be supplied locally and requiring less land to build a plant (economic and reliability attributes).
- Natural Gas, as an electricity source, is rated higher than Coal and Nuclear but lower than Hydro, Wind and Solar on health and well-being (plant vicinity), clean (emissions), renewable, waste and safety from accidents (health, safety and environment attributes).

Key findings (cont'd)

- A majority of respondents say electricity prices have gone up, many saying prices have gone up significantly. Fewer say heating bills have gone up, with only a small portion saying they have done up a great deal. NG is the dominant heating source in Ontario (66%).
- Respondents are concerned about raising electricity prices in the future, and just as worried about increases in heating bills in the future.
- Respondents believe that raising energy prices will have a negative impact on their household spending patterns in other categories, as well as their energy consumption.
- Many also believe that businesses, both large and small, will be impacted by higher electricity rates, and the most commonly mentioned outcome will be higher prices for consumers and small business closures.

Key findings (cont'd)

- Ontarians are not impressed with the current Ontario government's management of energy needs:
 -
 - believe that it is not the Premier's or Energy Minister's job to make decisions on electricity generation plants (locations/types).
 - are of the view that the government's involvement in shaping energy policy should be limited to setting policy frameworks, allowing the industry build the infrastructure.
 -

Key findings (cont'd)

- agree that both expansion and conservation will be necessary to meet Ontario's future energy needs.
- believe that investments in green energy are worthwhile, as the costs will eventually come down, and find it to be a waste of money.
- Still, a large proportion of Ontarians recognize the need to supplement less reliable sources of 'green energy', such as wind and solar, with more reliable natural gas.
- of Ontarians support local electricity generation.
- would welcome a natural gas electricity plant in their neighbourhood, and would oppose such a development.
- Building such plants in industrial areas and educating Ontarians about lower carbon emissions (compared to coal) are strategies that are likely to be effective in strengthening support for natural gas plant development in municipalities:
 -

Summary of Findings

Provincial priorities

- Education and healthcare are viewed as top provincial priorities of equal importance with hydro bills in second place
 - This relatively high awareness of hydro bills as an issue was likely influenced by mentioning the focus of the study in the introduction.

Awareness of energy sources in Ontario – unaided and aided

- Top-of-mind unaided awareness:
 -
- Total unaided awareness
 -
- Except for biomass, total awareness of each energy source is quite high
 -
- Natural gas is the dominant heating source in Ontario

Electricity Source Perceptions

- Taking all the attributes into consideration, overall, Natural Gas as an electricity source is rated the same as Wind, lower than Solar and Hydro (water power) and higher than Coal and Nuclear.
 -
- Natural Gas as an electricity source is perceived, relative to other energy sources, as efficient (\$ per megawatt), reliable, affordable, requiring less investment, able to be supplied locally and requiring less land to build a plant (economic and reliability attributes).
 - NG is rated higher than Coal, Nuclear, Wind and Solar on most economic and reliable attributes and similar to Hydro.
 - Efficiency, reliability and abundance of supply tend to drive the overall positive perception of NG.
- Natural Gas, as an electricity source, is rated higher than Coal and Nuclear but lower than Hydro, Wind and Solar on health and well-being (plant vicinity), clean (emissions), renewable, waste and safety from accidents (health, safety and environment attributes).
- The different sources of electricity are differentiated the most on the health, safety and environmental attributes which tend to be related perceptually.
- The different sources of electricity are differentiated the least on the economic and reliable attributes which also tend to be related perceptually.

Views on energy costs/Reasons for price increases

- There is a perception that electricity rates have been on the rise over the past few years, and this perception holds quite steadily across various demographic segments and user types.
- Homeowners have been experiencing increases in heating bills over the past few years, more noticeably so among those who use sources of heat other than natural gas.
- Homeowners are concerned about raising electricity prices in the future, and just as worried about increases in heating bills in the future.
 - These feelings hold true for all segments of the population.
- Concerns about price hikes do not bypass condo residents who are also expecting to see their electricity bills to go up.
- Although Ontarians' views on the reasons for raising electricity rates are fragmented, mismanagement is the
 -

Energy hikes and their impact on consumers and businesses

- believe that raising energy prices will have an impact on their household spending patterns in other categories, as well as their energy consumption.
 - foresee the need to conserve energy and cut spending elsewhere, one in five will look to only adjust their energy consumption, and will only look at cutting other household expenses.
- expect higher electricity rates to have some impact on small businesses in Ontario, but views are split as to the type of impact.
 -
- also expect higher electricity rates to have some impact on large businesses, and views on the impact of higher rates on large businesses are too split.
 - Again, the most commonly mentioned expectation is that the rate hikes will translate into
 - expect large businesses to weather price increases without any impact on the operations, compared who feel that there won't be any impact on small businesses.

Views on Ontario government's management of the province's energy needs

- Ontarians are not impressed with the current Ontario government's management of energy needs:
 -
- expect energy policy decisions to be factual, transparent and balanced, and a believe that it is not the Premier's or Energy Minister's job to make decisions on electricity generation plants (locations/types).
- agree that investments in energy projects will continue despite changes in political/regulatory environment, but opinions are split as to whether energy companies should necessarily accept financial risks due to changes in political /regulatory landscape.
- are of the view that the government's involvement in shaping energy policy should be limited to setting policy frameworks, allowing the industry build the infrastructure.
 -
- These patterns hold across demographic segments.

Solutions for dealing with Ontario's energy needs

- agree that both expansion and conservation will be necessary to meet Ontario's future energy needs, and again this view is shared by all segments of the population.
- view government investment in solar energy as the way forward in expanding electricity generation.
 - All other possible methods receive less support, with wind turbines and expansion of natural gas generating plants and nuclear reactors at existing facilities
 - While the views are generally shared across segments, opinions vary by voting intention, with leaning voters less likely to favour solar and wind sources and more likely to favour natural gas and nuclear plants among general population).

Green Energy – awareness and green energy's role in meeting Ontario's energy needs

- are aware of the Green Energy Act.
- believe that investments in green energy are worthwhile, as the costs will eventually come down.
 - feels that it is a waste of money, and another feel that these investments should be done at all costs.
- These views are generally true across segments, with the exception of of them view these investments are waste of money that should be stopped.

Attitudes toward locally built natural gas plants/ Reasons for supporting and opposing such developments

- recognize the need to supplement less reliable sources of 'green energy', such as wind and solar, with more reliable natural gas.
- of Ontarians support local electricity generation.
- would welcome a natural gas electricity plant in their neighbourhood, and would oppose such a development.
- Reasons for support: Lower energy costs are the primary driver followed by a need for locally generated electricity job creation
- Reasons for opposition: safety and pollution concerns), followed by concerns with proximity and no need for another source of electricity
- The above views generally hold across segments.

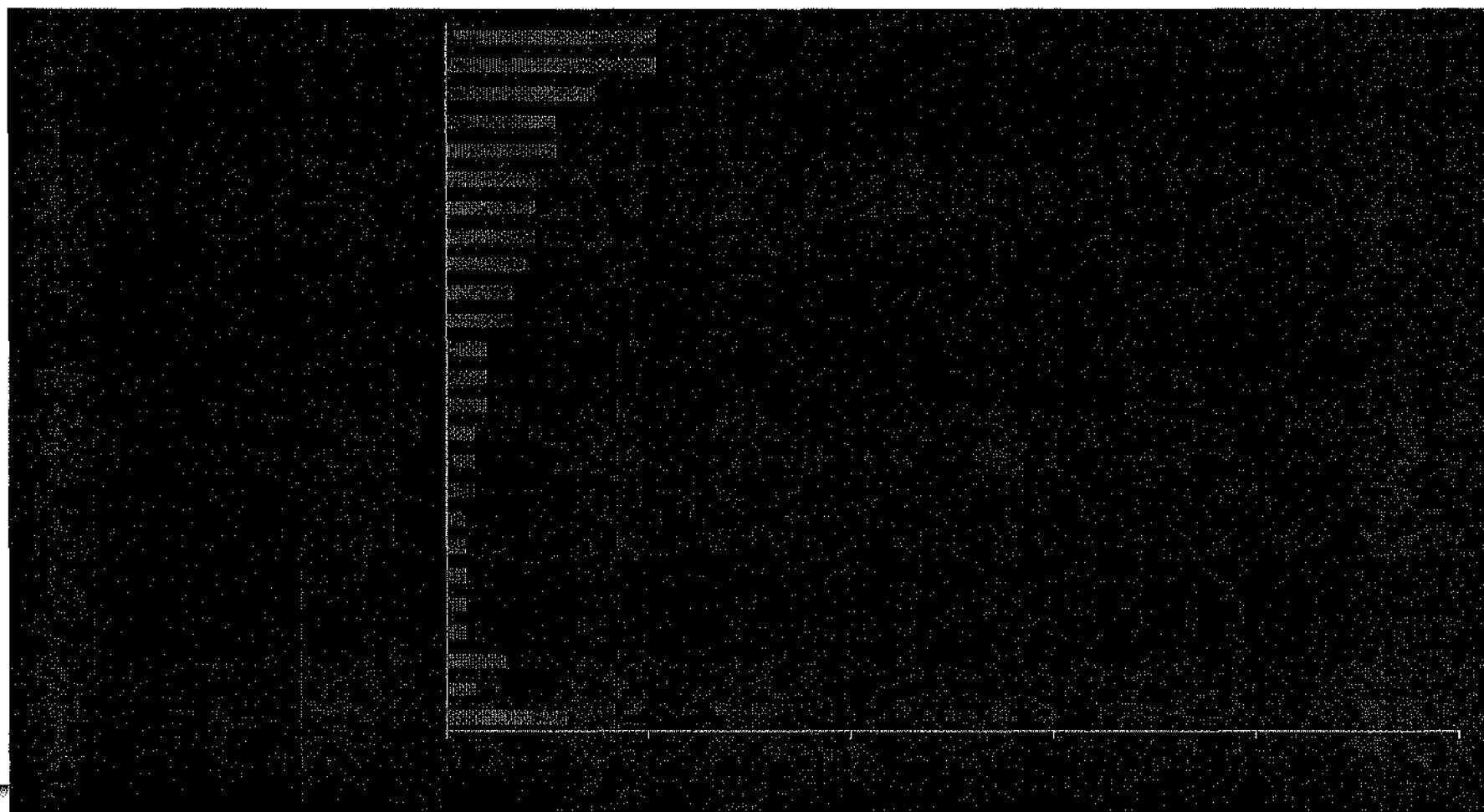
Attitudes toward locally built natural gas plants – mitigating factors

- would be more positively inclined toward a local plant if it was built in an industrial area.
 - Location would have no impact and it would be seen as more negative
 - Of who initially oppose this type of development, be persuaded toward such development if it was built in an industrial area.
- Educating consumers about lower carbon emissions of natural gas compared to coal can positively influence of respondents.
 - It would have no impact on and seen as negative by .
 - Of those who initially oppose this type of development, would be more positive toward it knowing about natural gas' lower carbon emissions, compared to coal.
- have no awareness of any natural gas plant cancellations.
 - Cancellation of the Mississauga plant has the highest level of awareness followed by Oakville's
 - There is awareness of the plant cancellation in Thunder Bay

Detailed Findings

Important Provincial Issues

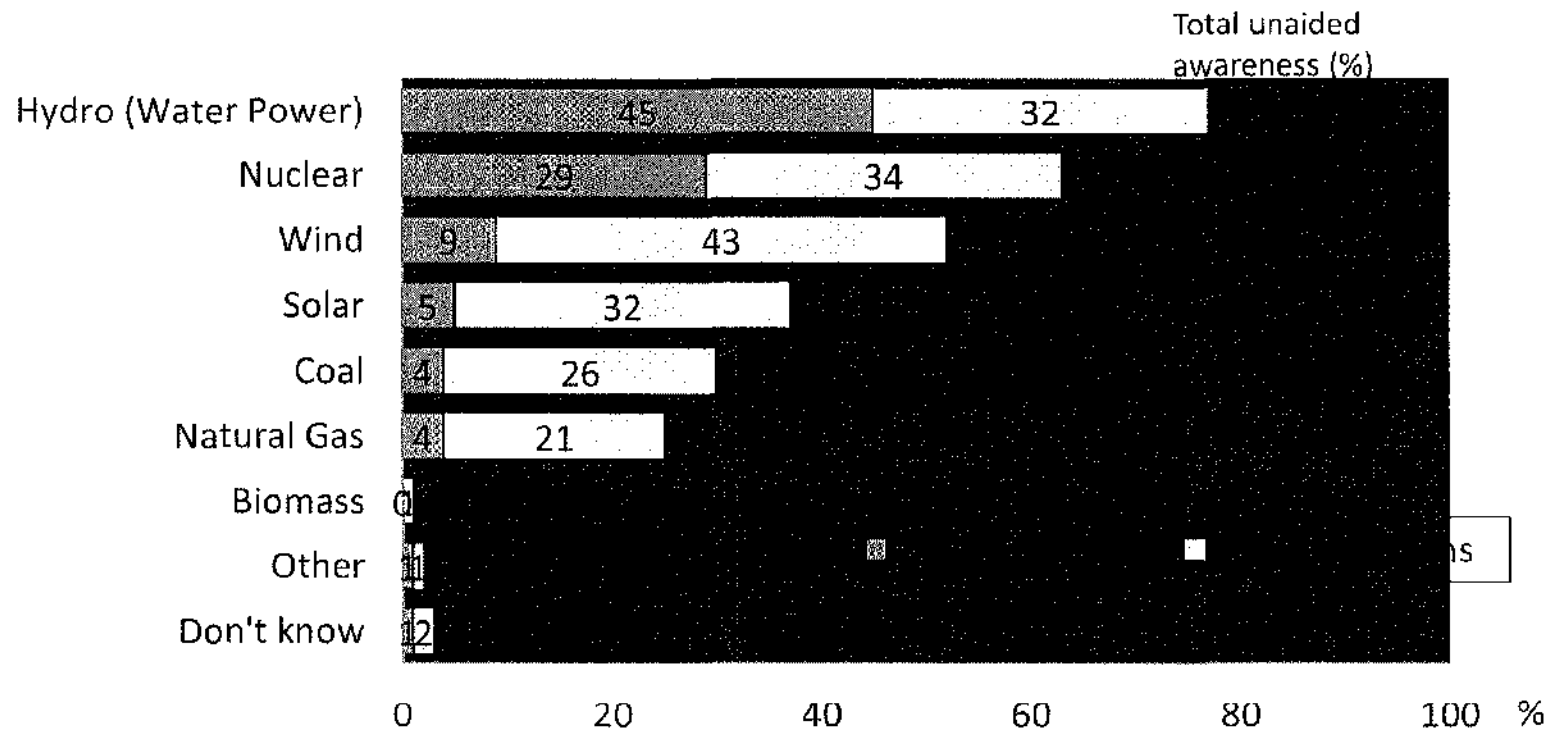
- Education and healthcare are more likely to be mentioned as top provincial priorities of equal importance, with hydro bills in second place.
 - Hydro bills are of particular concern in NW Ontario and in Northern Ontario than elsewhere in the province; this is possibly income-driven.



Q1. Given that there may be a provincial election next year, what are some of the important provincial issues you think need to be addressed? (PROBE: Any others?) N=1872

Electricity Sources – Total Unaided Awareness

- Bar biomass, awareness of natural gas as a source of electricity in Ontario trails behind nearly all other sources, at 25%.
 - Men are more likely to mention nuclear power
 - Those in NW Ontario more often mention hydro
 - With the exception of hydro, a greater proportion of homeowners than renters are able to mention different energy sources.



Q2a. When thinking about the electricity that is used to power our homes, our workplace and our cities and towns in Ontario, please tell us what are the different ways this electricity is generated in the province of Ontario. Which one comes to mind first?/ Q2b. Which one comes to mind next? Are there any others (Probe until the respondent cannot name any more) N=1872

Electricity Sources – Total Aided Awareness

- Except for biomass, total awareness of each electricity source is quite high, with hydro at
- Those whose utility is included in rent/condo fee are less aware of different electricity sources, with the exception of hydro power.



Q2a. When thinking about the electricity that is used to power our homes, our workplace and our cities and towns in Ontario, please tell us what are the different ways this electricity is generated in the province of Ontario. Which one comes to mind first?/ Q2b. Which one comes to mind next? Are there any others?/ Q2c. You did not mention [Source 1]? Were you aware that some of our electricity in Ontario comes from [Source 1]?

N=1872

Perception on Electricity Sources – Attributes

Affordability

Affordable

The overall investment required to build capacity

Investment

Being clean with respect to emissions

Clean

Its reliability with respect to supply

Reliable

Its ability to generate electricity close to where its needed

Local

Being safe from accidents

Safe

Its overall efficiency in dollars per megawatt of electricity generated

Efficiency

Having a flexible source of supply

Flexible

The renewable nature of the fuel

Renewable

The abundance of supply of the fuel

Abundant

The waste it generates

Waste

The health and well-being of people living nearby the plant

Health

The amount of land needed to build a plant

Footprint

Taking all these factors into consideration, overall, as a source of electricity

Overall

Q3. Now I will ask you to rate up to three of the fuel sources you mentioned earlier on a number of factors. I'll ask you to rate them as either poor, fair, good or excellent. There are no right or wrong answers, we just want your impression. Starting with the first factor, how would you rate each source on

Perception – Mean Rating and Covert Importance

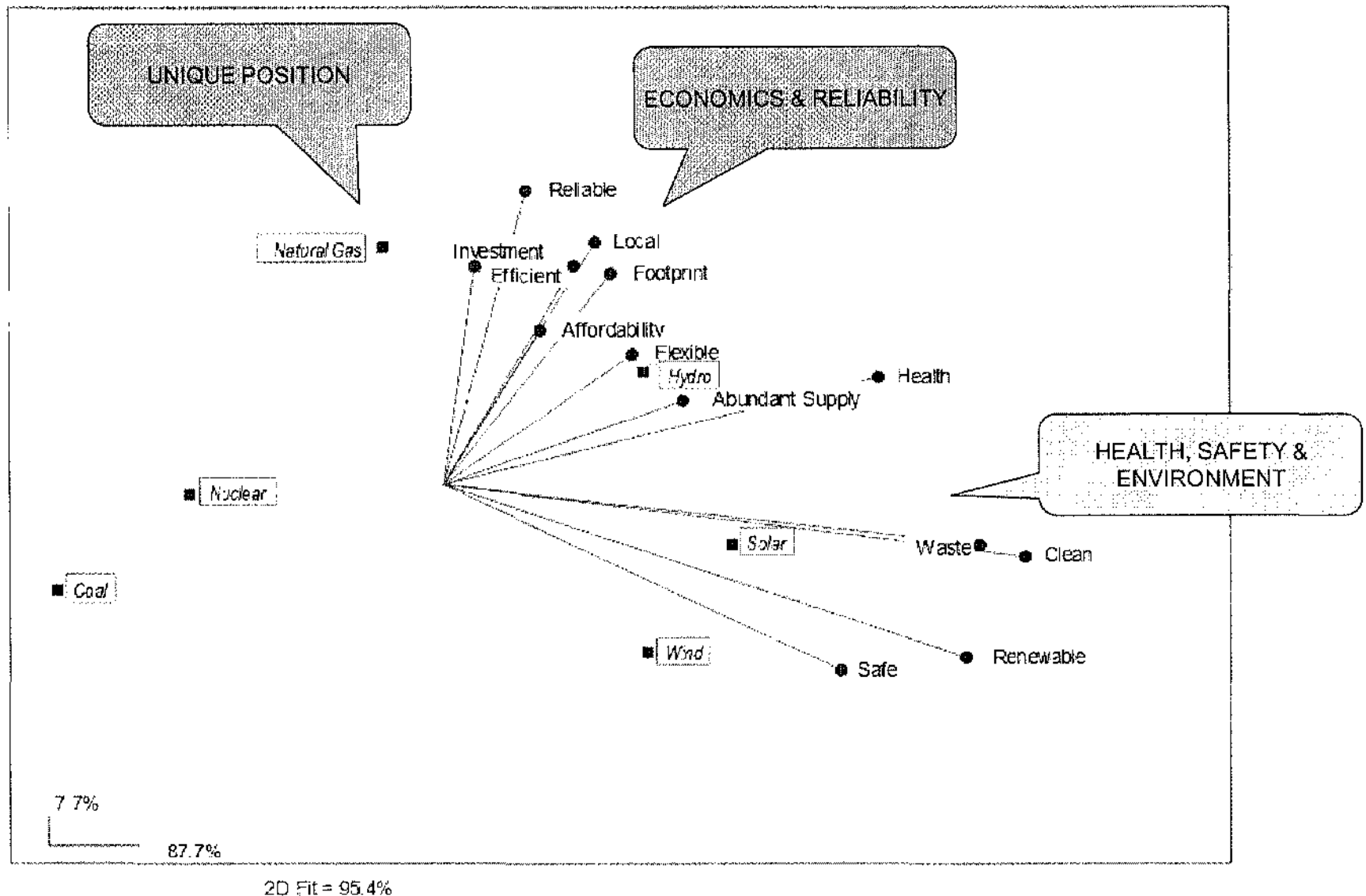
- Health and well being of residents near plant and efficiency (\$ per megawatt) are the top two attributes driving overall brand ratings. Safety from accidents is the least.
- Hydro is the top rated energy source followed by solar, natural gas = wind, nuclear and then coal.

Mean Rating – Poor = 1, Fair = 2, Good = 3, Excellent = 4

Attributes arranged in order of covert importance. Conditional formatting (green – highest, yellow – middle, red – lowest)

Covert Importance – Correlation co-efficient between mean attribute rating and overall brand rating. In other words, the degree to which the attribute drives overall brand ratings.

Electricity Sources – Perceptual Map



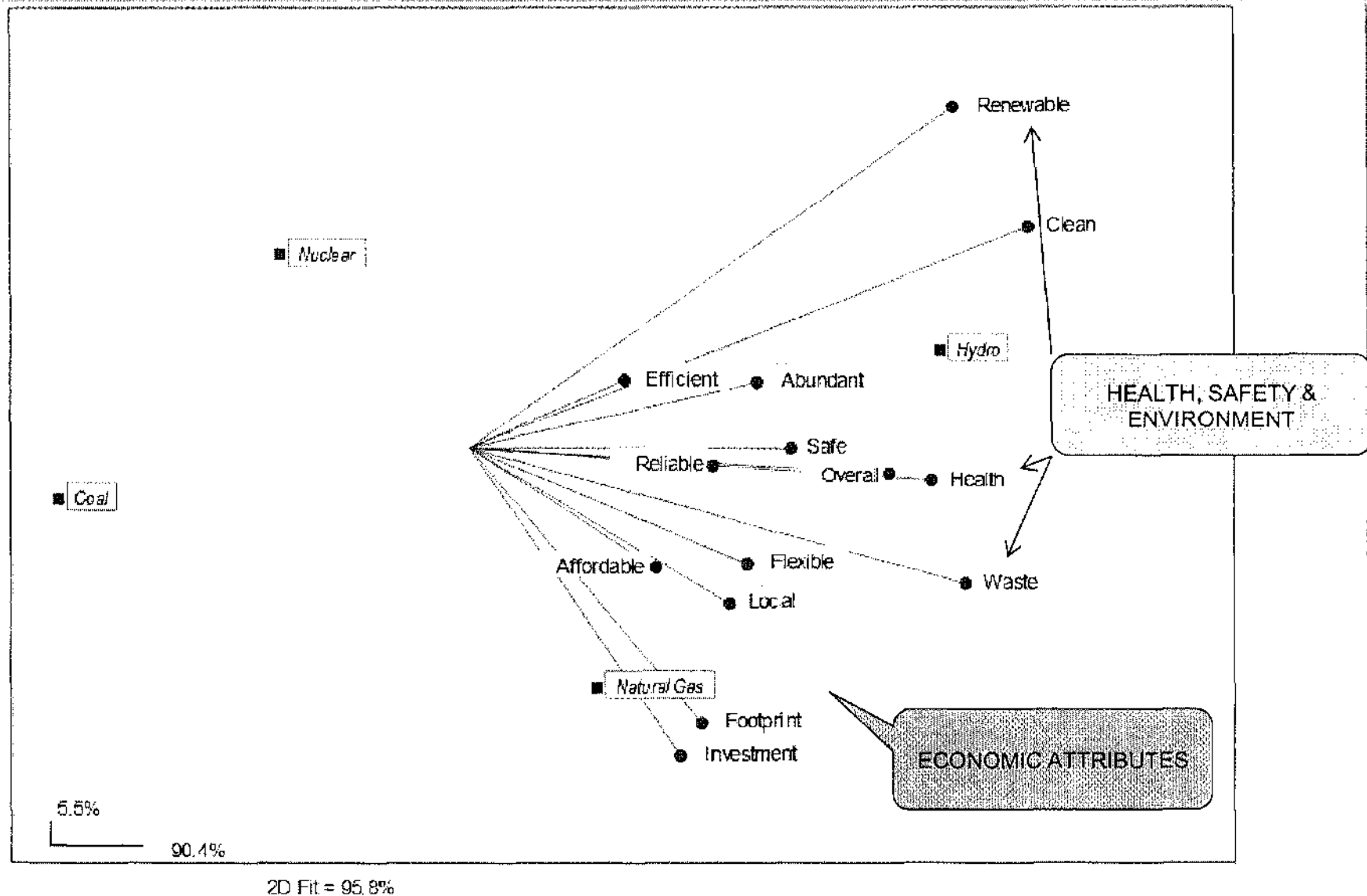
Length of array - amount of differentiation on brand ratings

Arrays position with one another - shows the relationship between attributes. The closer the arrays the stronger the relationship.

Brand position - sweep a perpendicular line from attribute point on array. First brand has strongest rating on that attribute.

Objective: By examining position of brand can determine the degree to which brands are differentiated from one another.

Electricity Sources – Traditional Sources



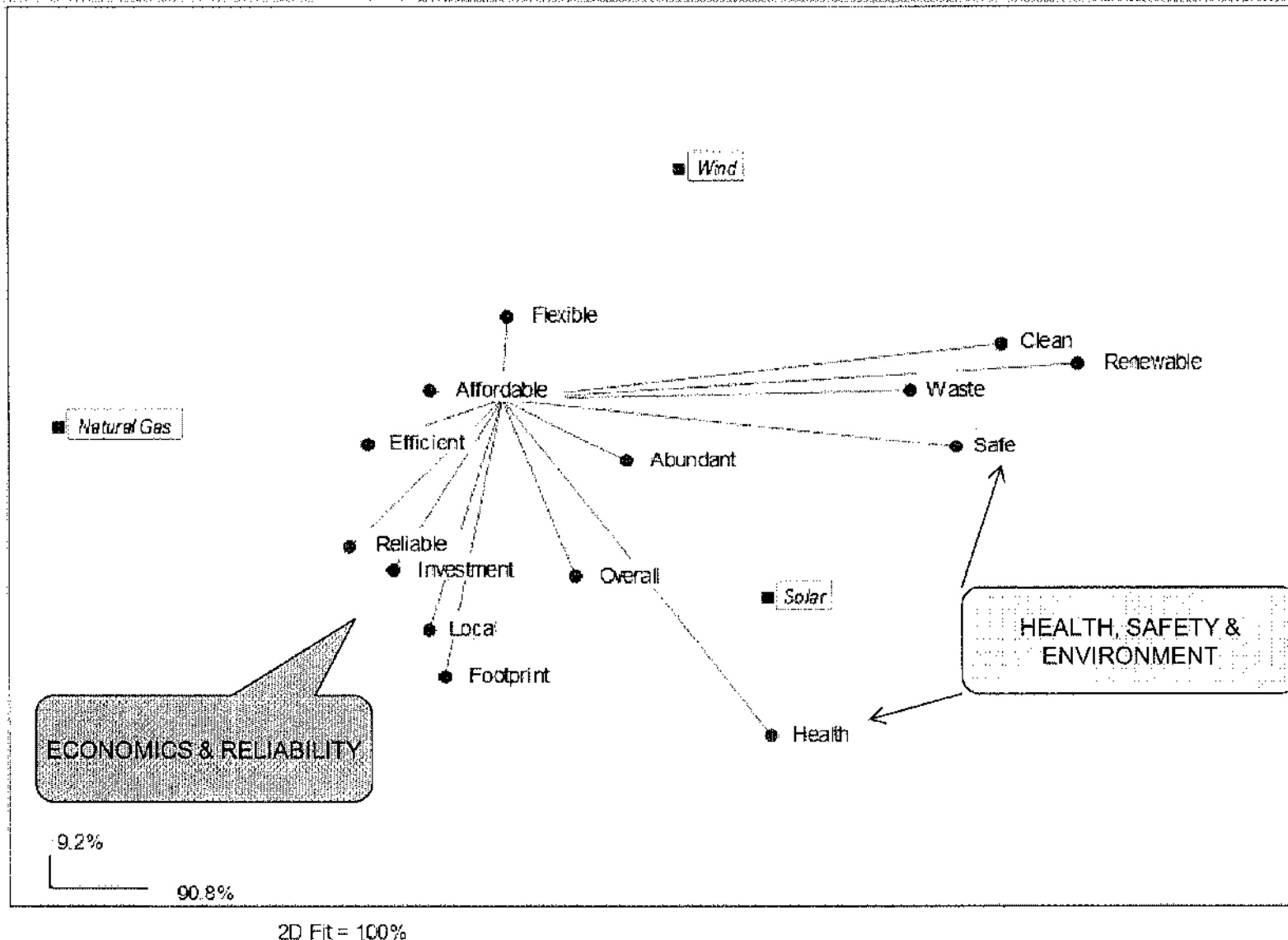
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Brand position – sweep a perpendicular line from attribute point on array. First brand has strongest rating on that attribute.

Objective: By examining position of brand can determine the degree to which brands are differentiated from one another.

Electricity Sources – NG vs. Wind/Solar



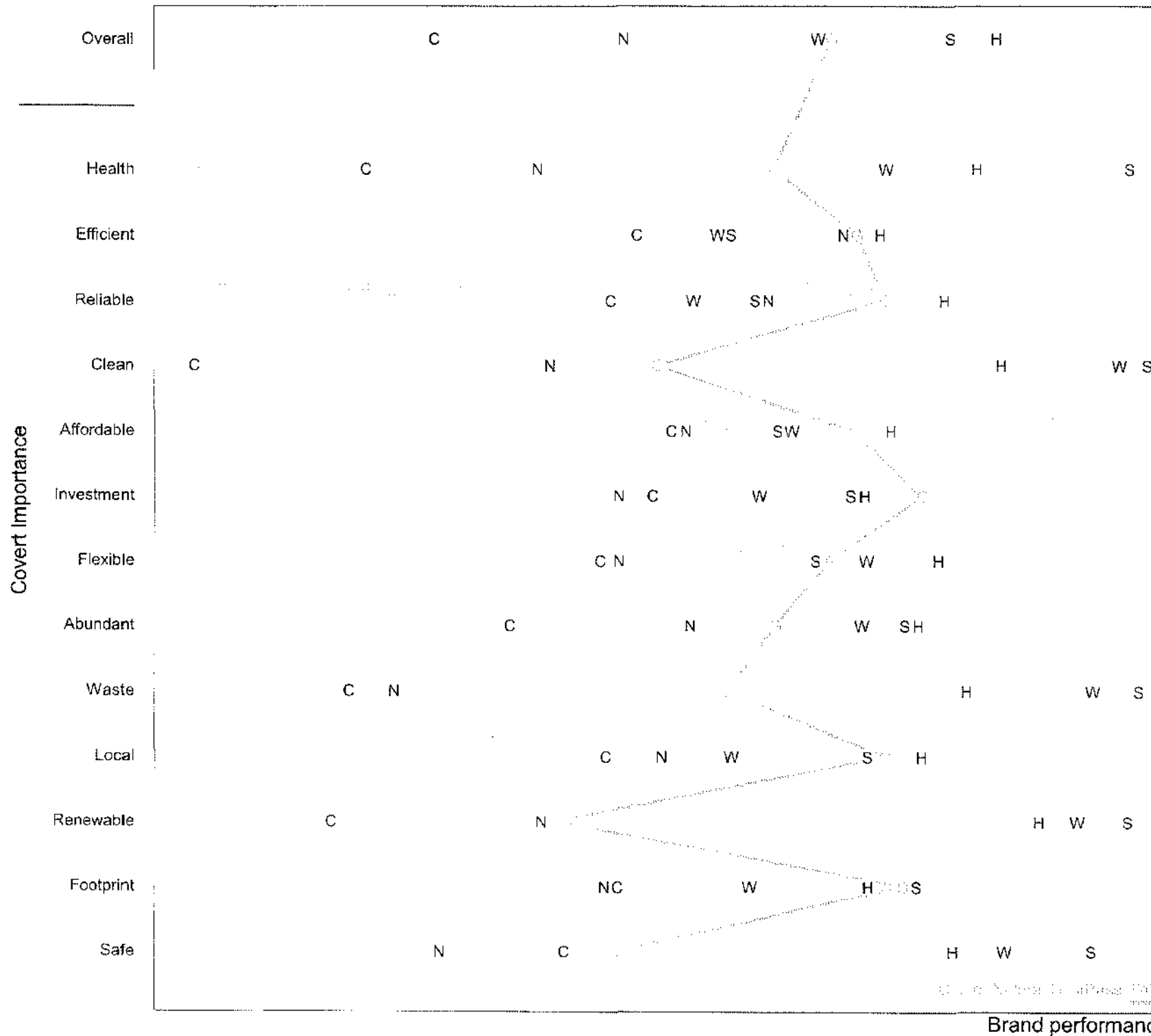
Length of array - amount of differentiation on brand ratings

Arrays position with one another - shows the relationship between attributes. The closer the arrays the stronger the relationship.

Brand position – sweep a perpendicular line from attribute point on array. First brand has strongest rating on that attribute.

Objective: By examining position of brand can determine the degree to which brands are differentiated from one another.

Natural Gas — Performance Grid - Electricity Generation

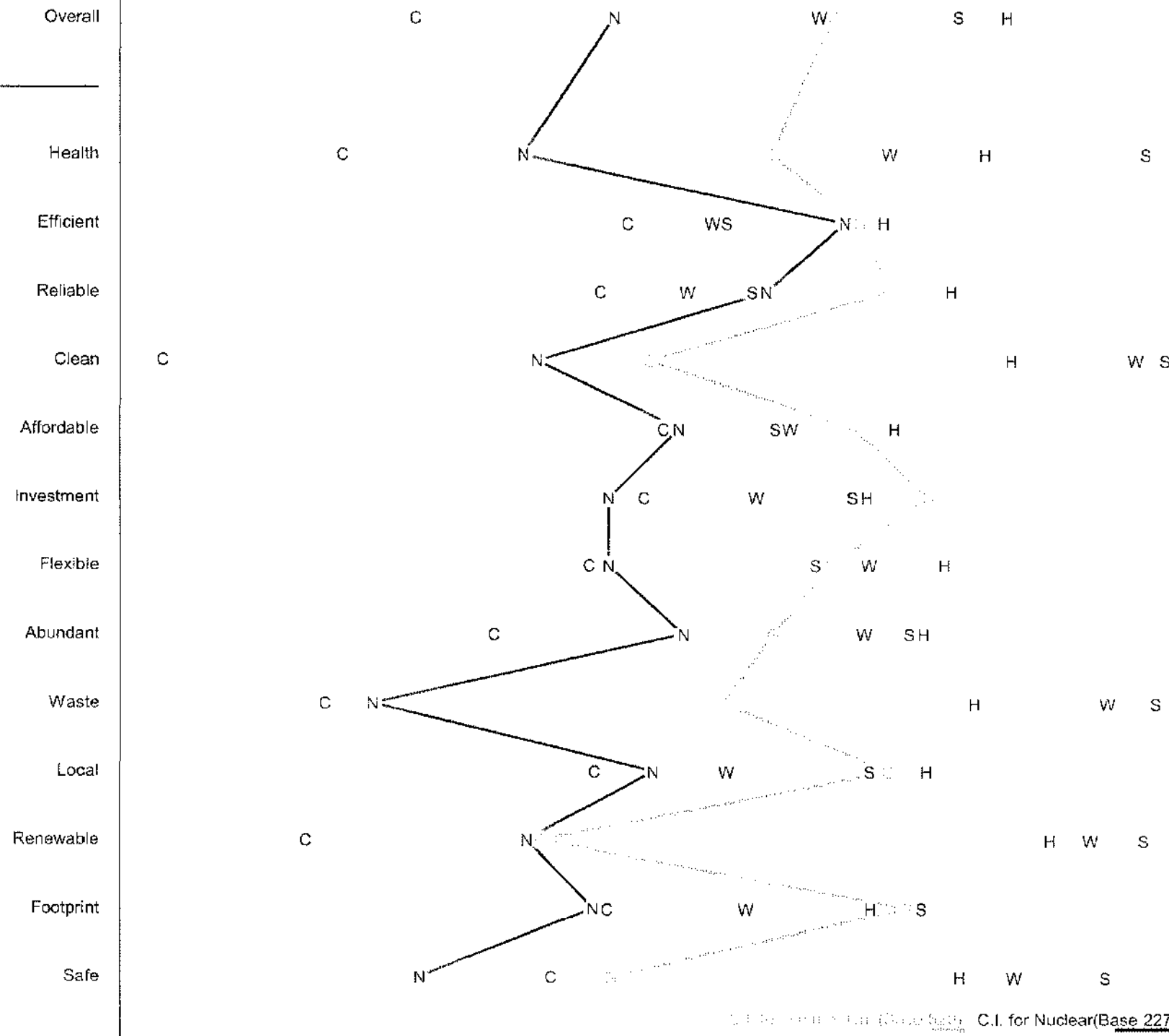


Nuclear
Hydro
Natural Gas
Coal
Wind
Solar

Brand performance

Nuclear Vs Natural Gas — Performance Grid - Electricity Generation

Covert Importance

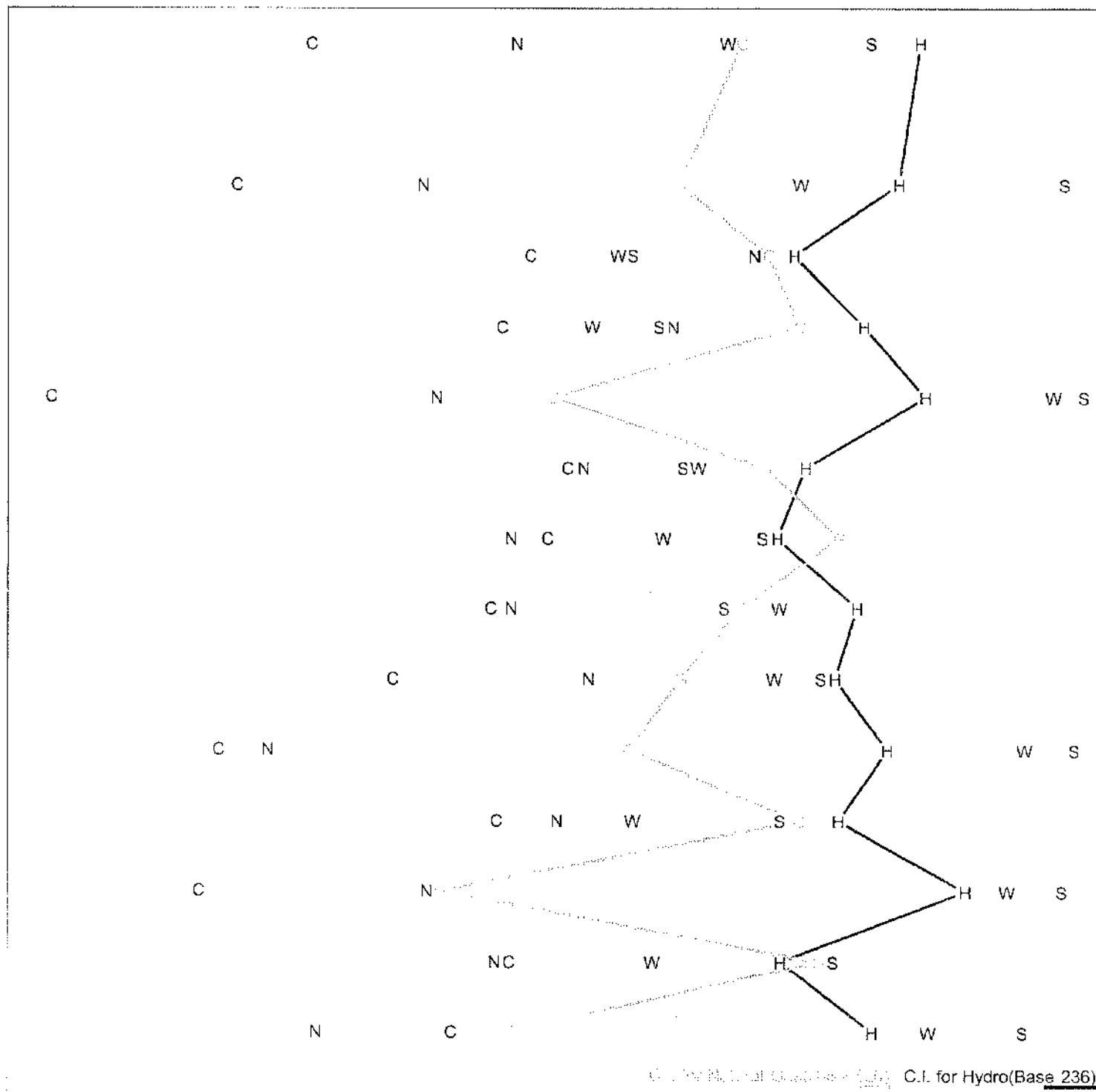


Nuclear
Hydro
Natural Gas
Coal
Wind
Solar

Brand performance

Covert Importance

Overall
Health
Efficient
Reliable
Clean
Affordable
Investment
Flexible
Abundant
Waste
Local
Renewable
Footprint
Safe



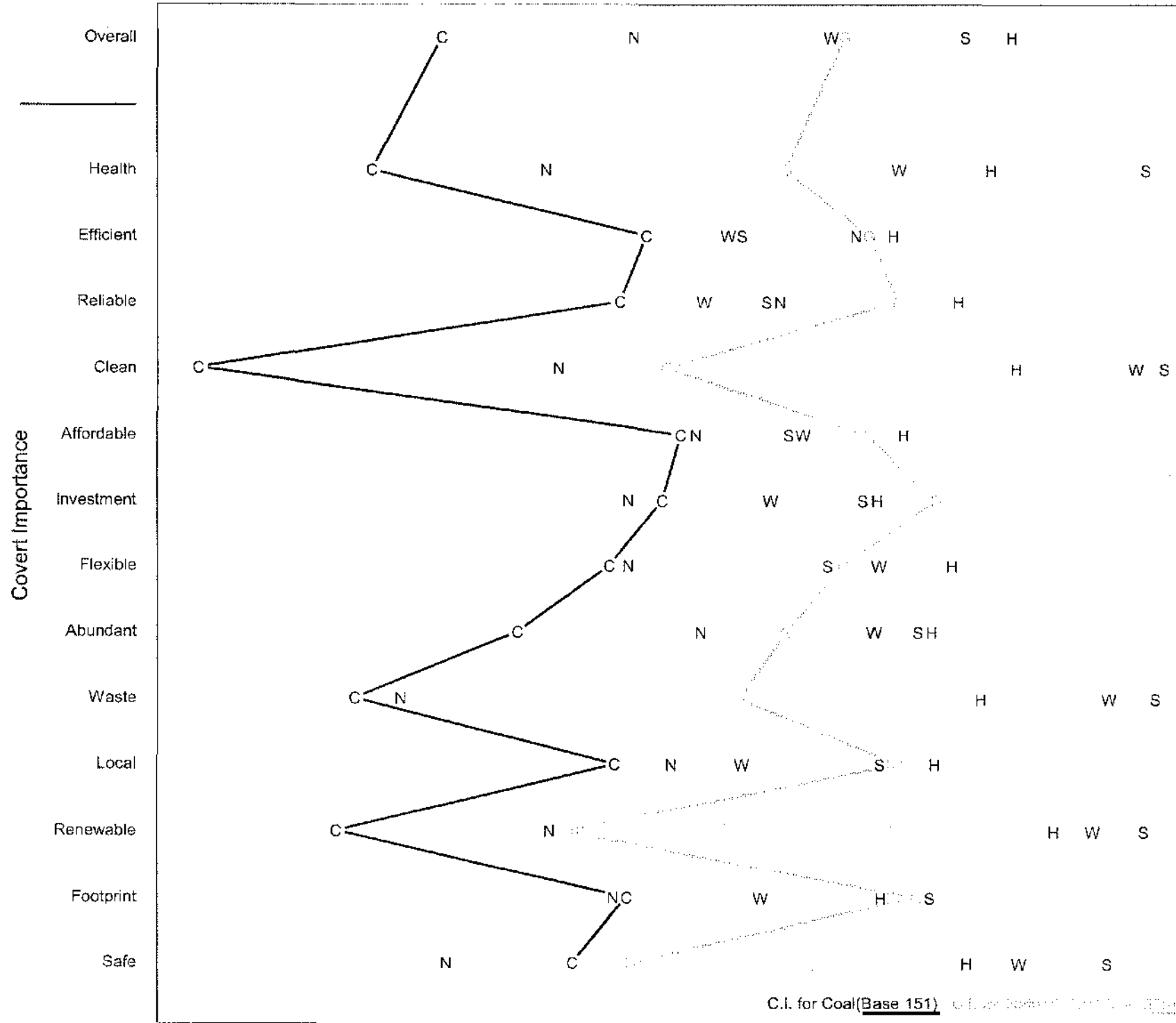
Hydro Vs Natural Gas
Performance Grid
Electricity Generation

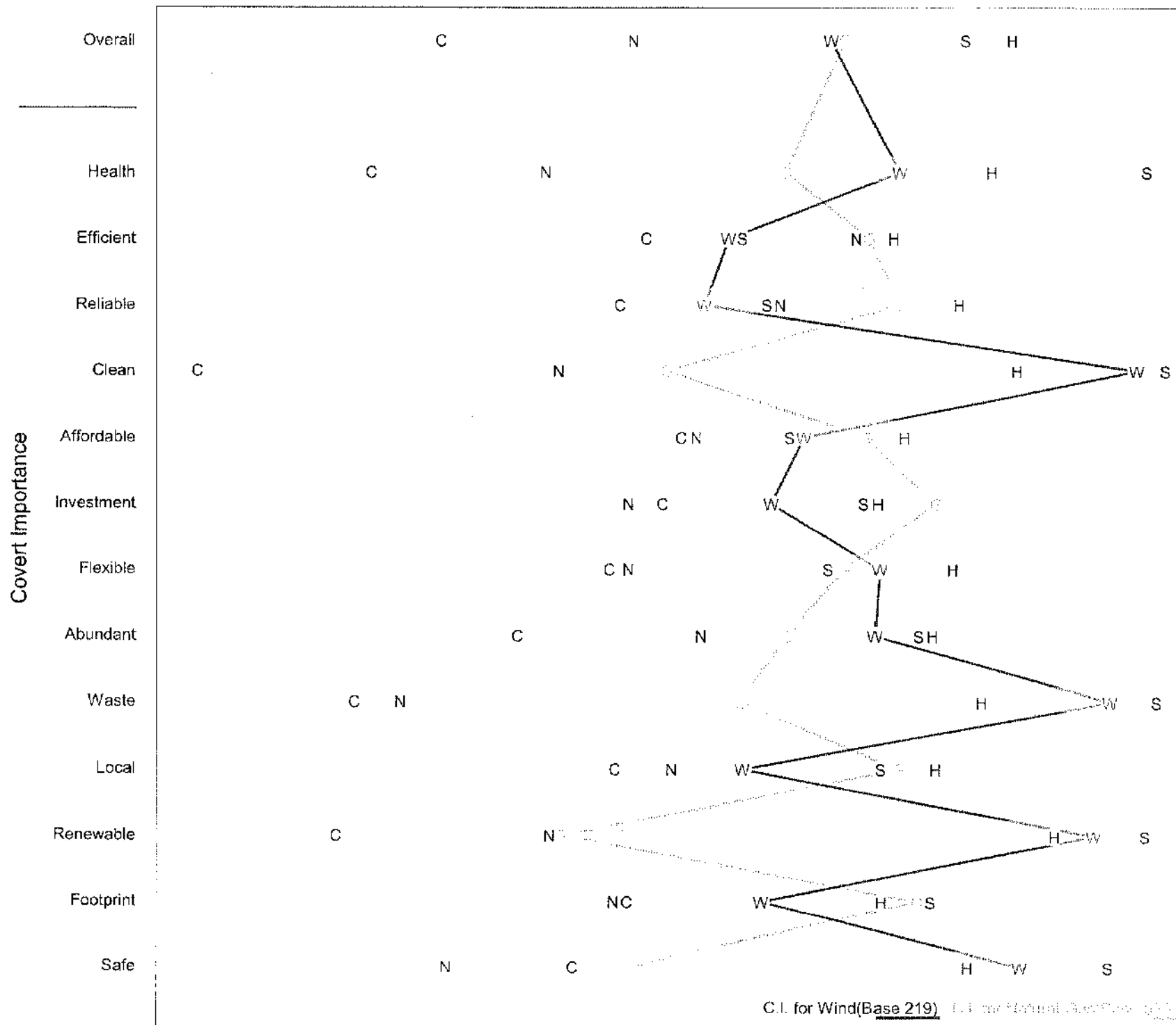
Nuclear
Hydro
Natural Gas
Coal
Wind
Solar

C.I. for Natural Gas (Base 236) C.I. for Hydro (Base 236)

Brand performance

Natural Gas Vs Coal - Performance Grid - Electricity Generation



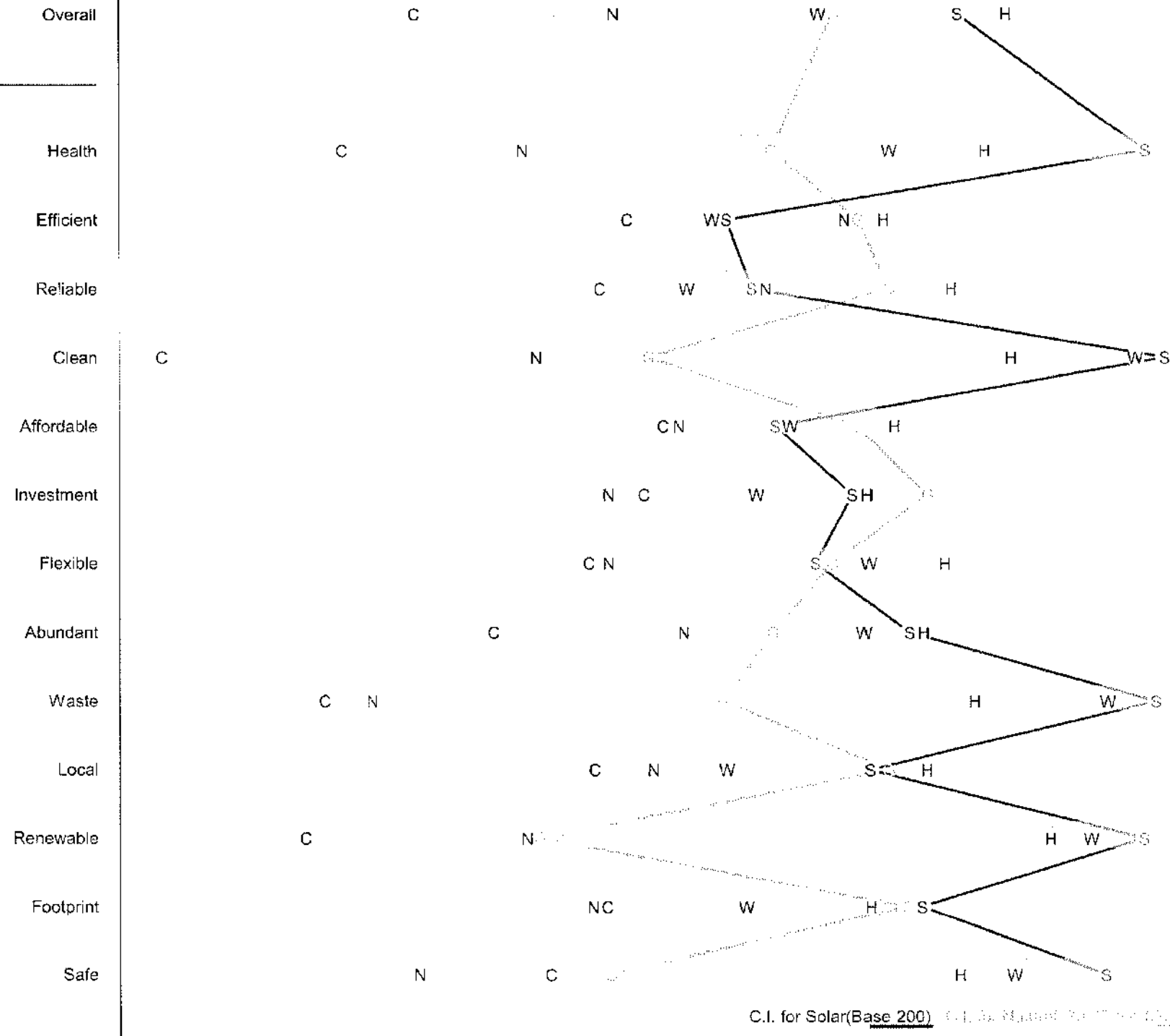


C.I. for Wind(Base 219) 1.3 for Natural Gas 0.5

Natural Gas Vs Solar

Performance Grid - Electricity Generation

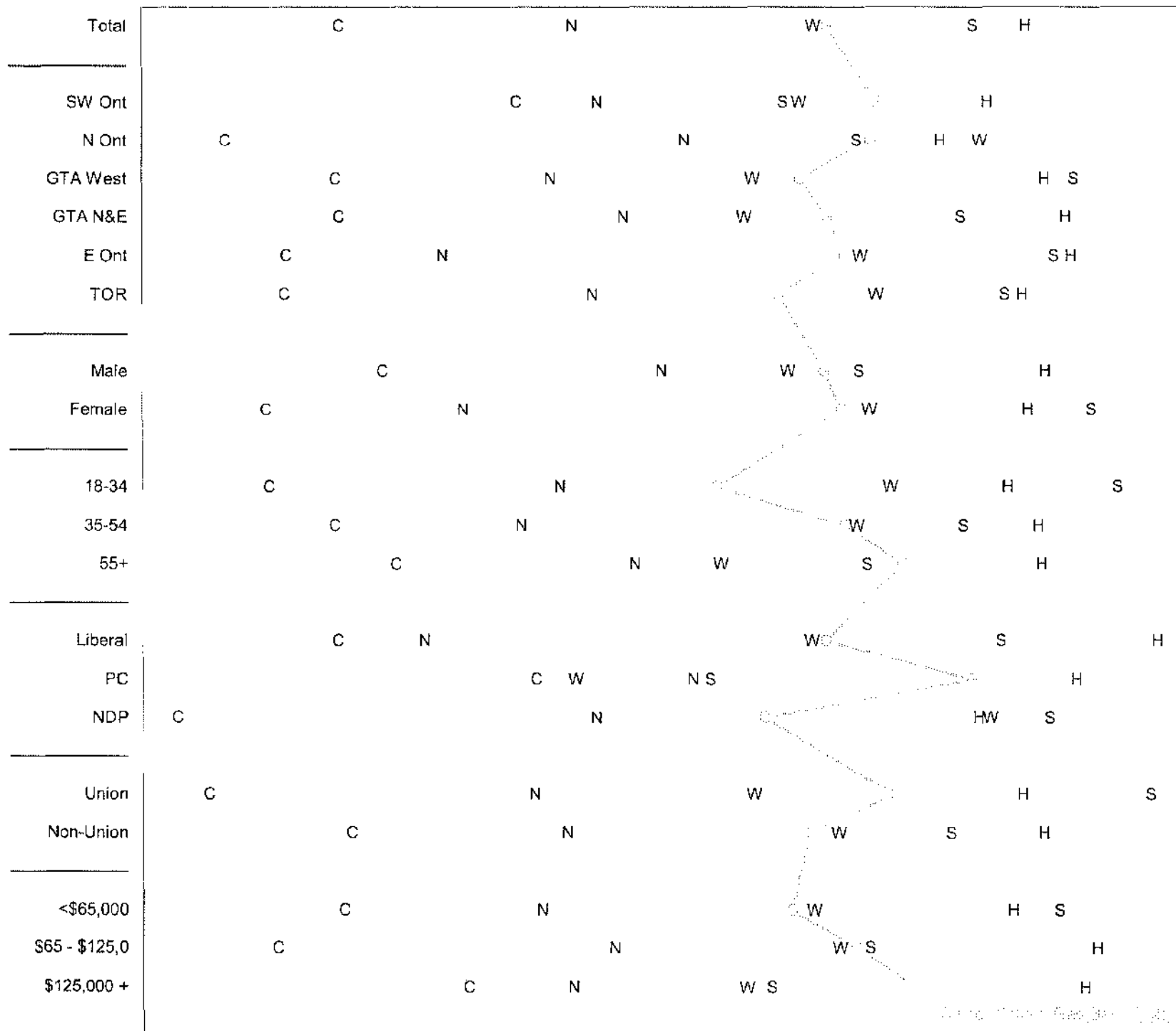
Covert Importance



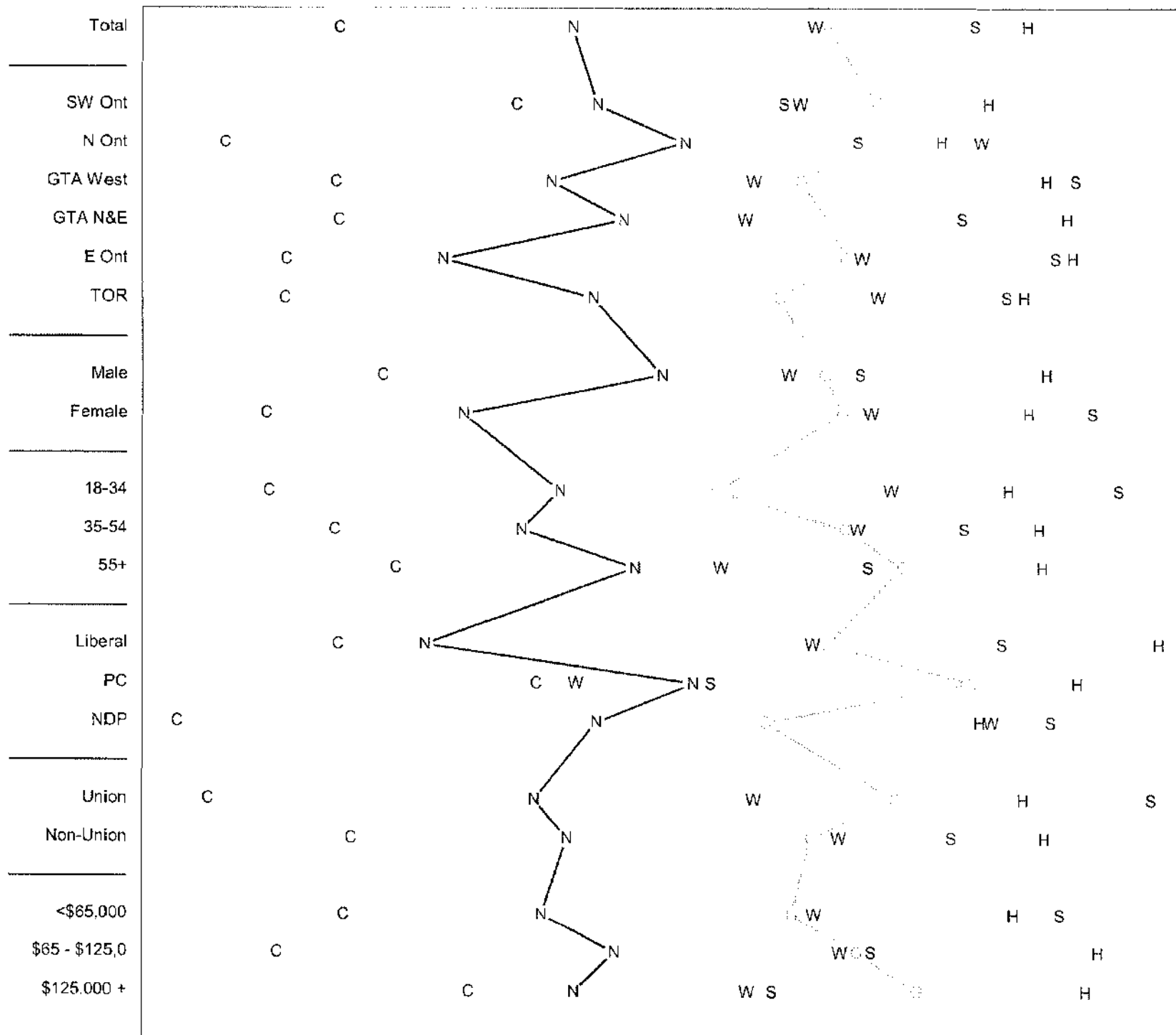
Brand performance

Natural Gas — Overall Rating - by Demographic

Nuclear
Hydro
Natural Gas
Coal
Wind
Solar

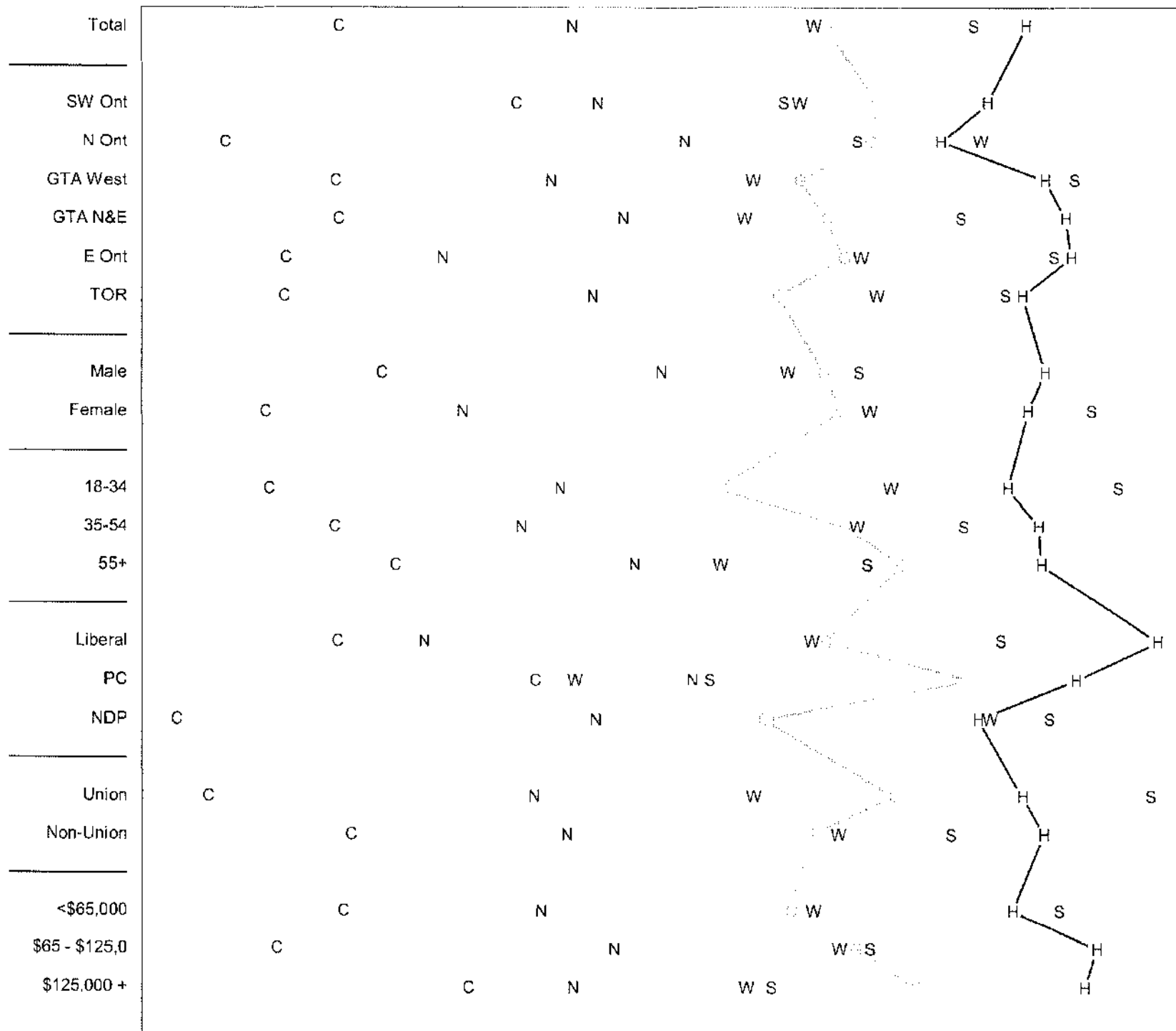


Brand Performance



Nuclear Vs Natural Gas — Overall Rating - by Demographic

Nuclear
Hydro
Natural gas
Coal
Wind
Solar



Hydro Vs Natural Ga

Overall Rating -
by Demographic

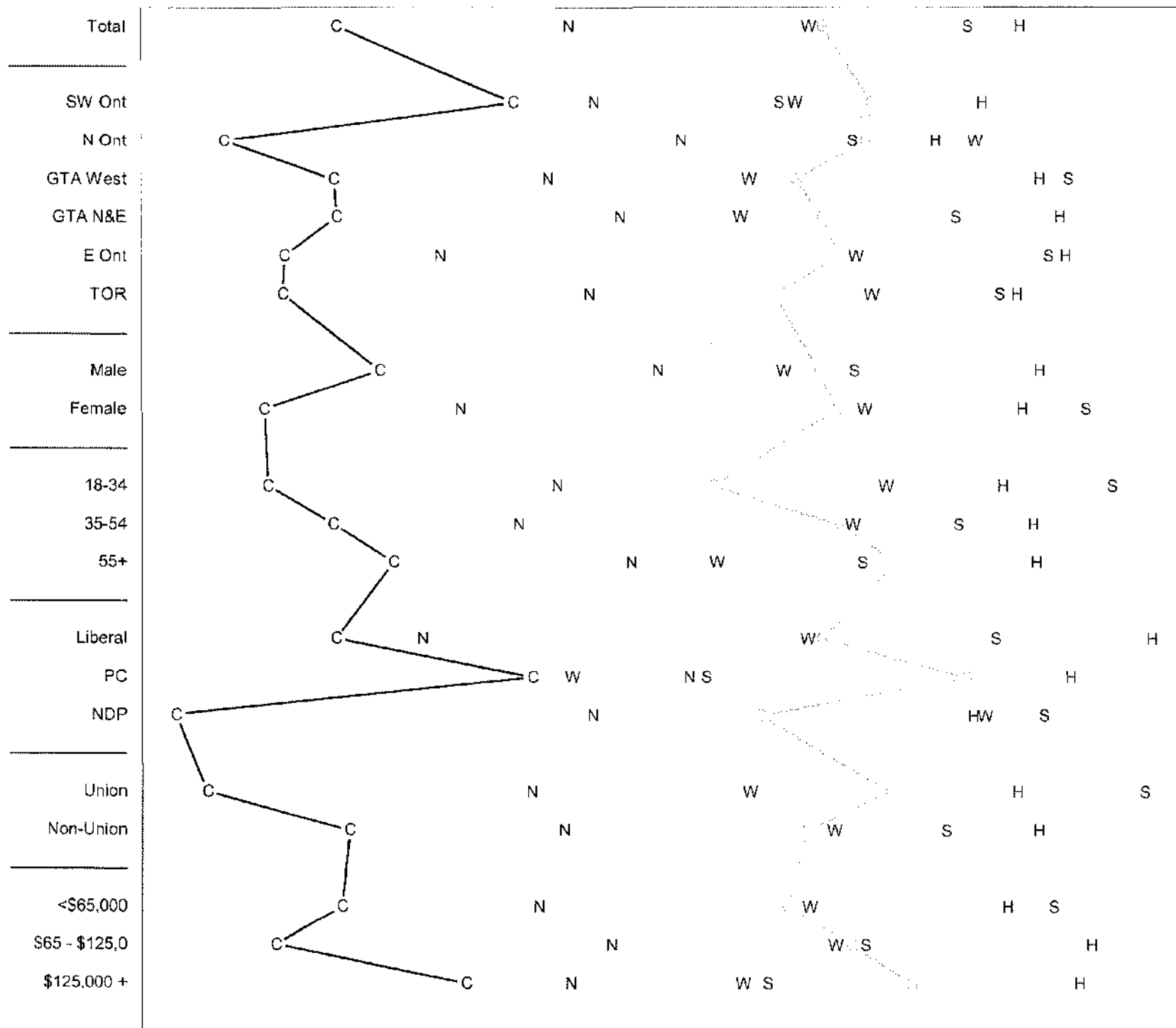
Nuclear
Hydro
Natural Gas
Coal
Wind
Solar

Brand Performance

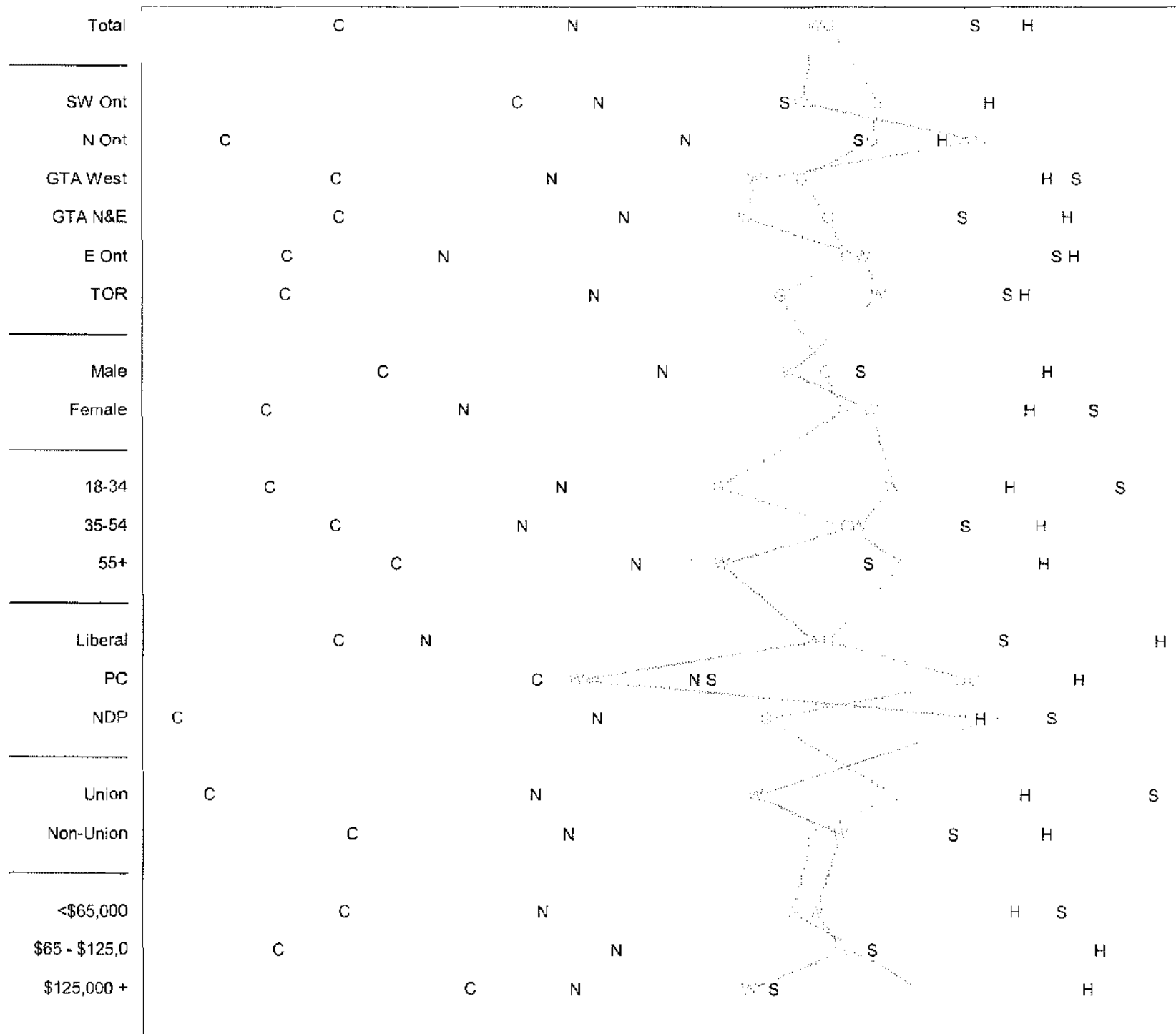
Natural Gas Vs Coal

Overall Rating -
by Demographic

Nuclear
Hydro
Natural gas
Coal
Wind
Solar



Brand Performance



Natural Gas Vs Wind

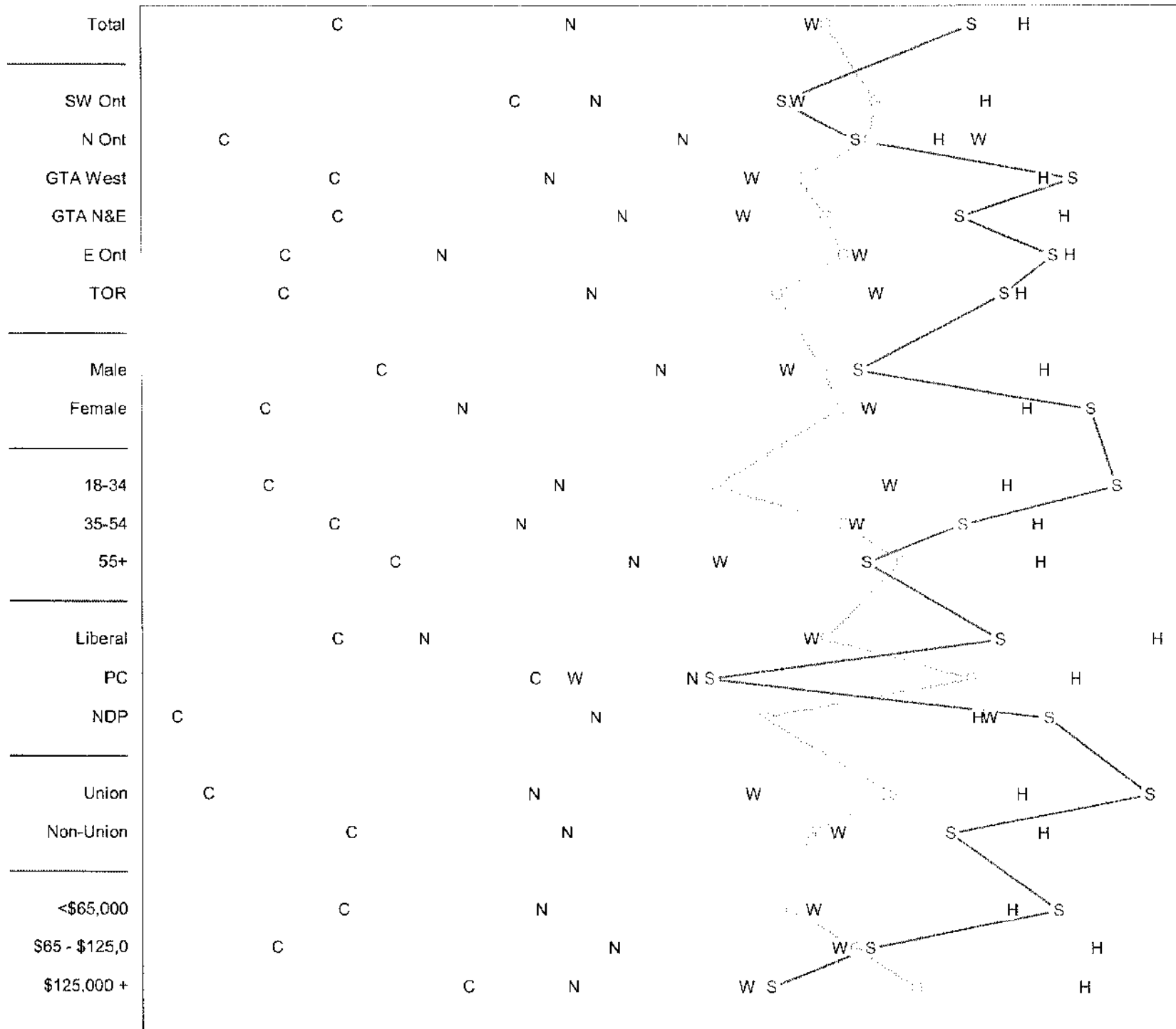
Overall Rating -
by Demographic

Nuclear
Hydro
Natural Gas
Coal
Wind
Solar

Brand Performance

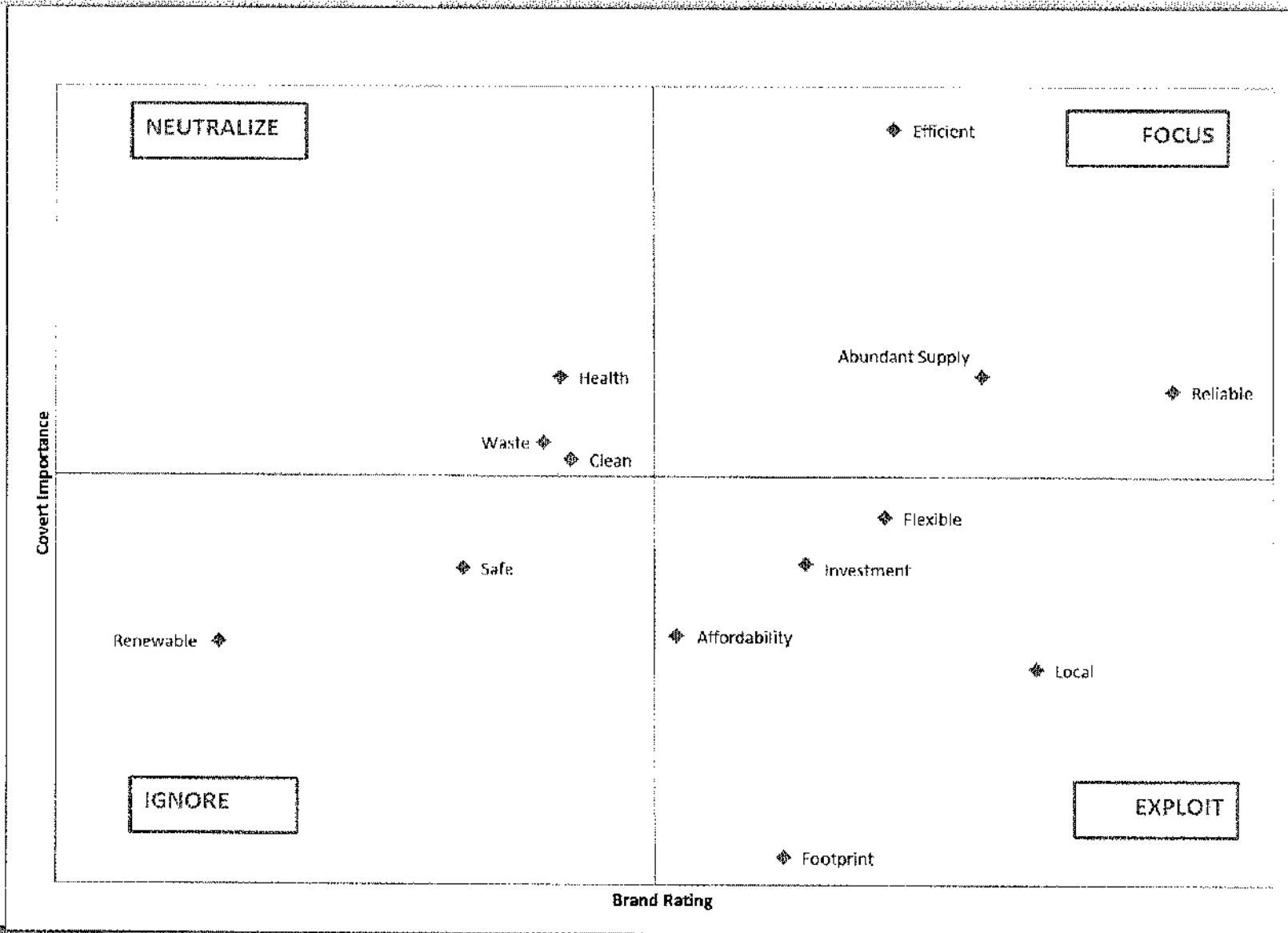
Overall Rating -
by Demographic

Nuclear
Hydro
 Natural Gas
Coal
Wind
Solar



Brand Performance

Natural Gas Perceptual Drivers

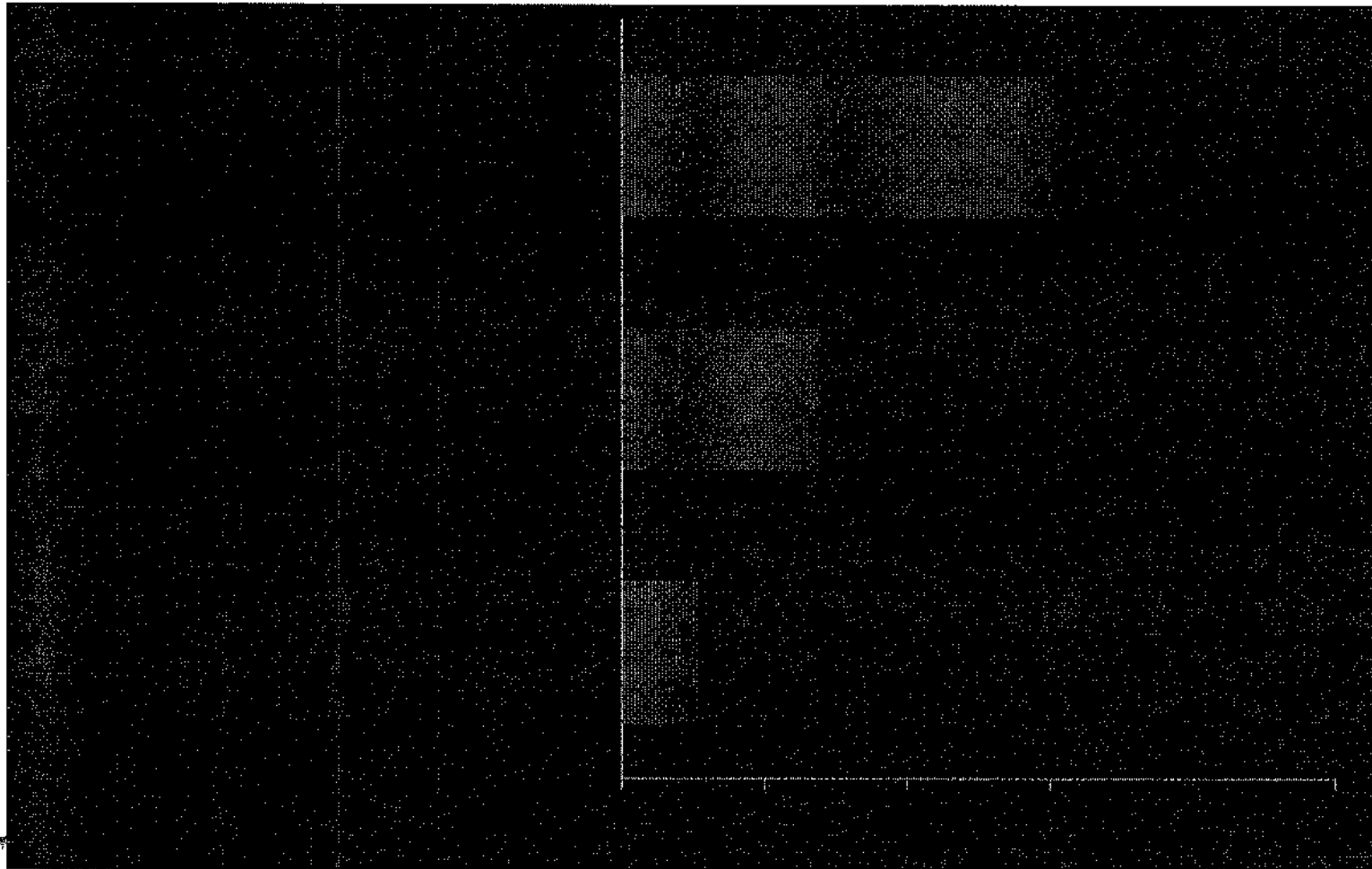


Horizontal axis (Mean brand rating) – higher rating to right side of chart

Vertical axis (Covert importance) – those attributes that are highly correlated with overall brand rating. Key drivers towards top of chart.

Who Pays the Utility Bills in Household?

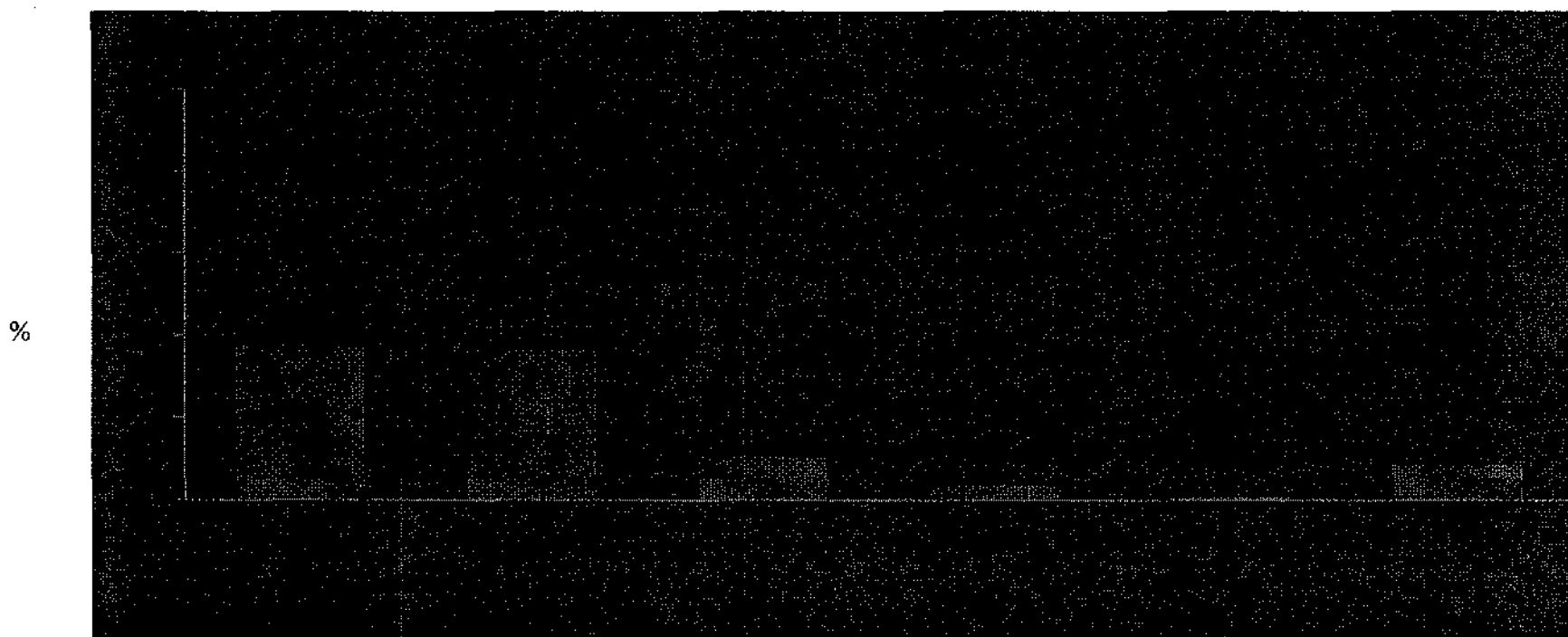
- A majority of respondents are utility bill payers.



Q5. Who usually pays the utility bills in your household? Do you usually pay the utility bill, does someone else in the household usually pays the utility bills or no one in the household pays utility bills because it's included in your rent or condo fees? N=1872

Electricity Rate Changes in Last Few Years

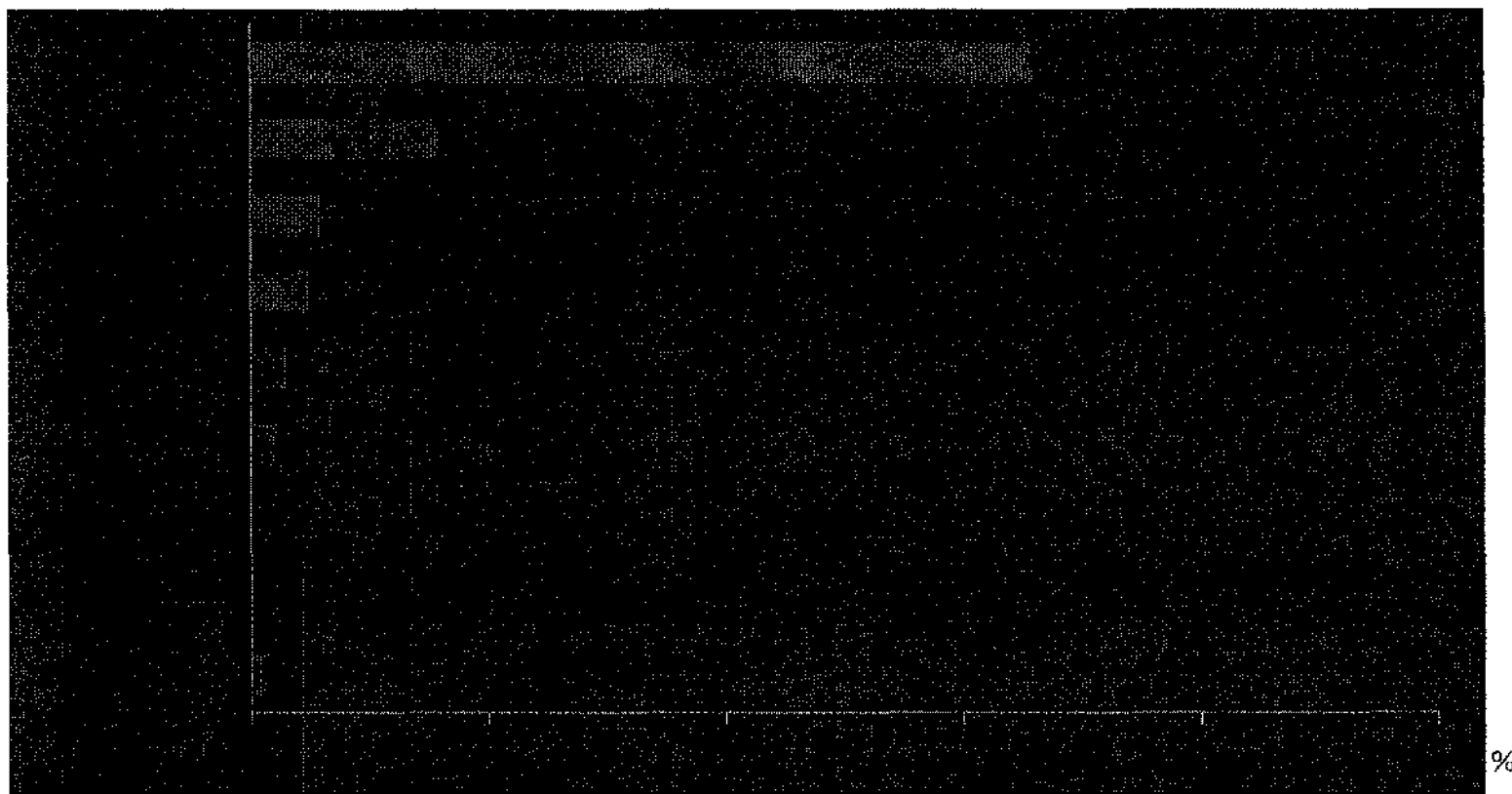
- There is a [REDACTED] that electricity rates have been on the rise over the past few years, and this perception holds quite steadily across various demographic segments and user types.



Q6. (SKIP IF Q5 = 3) Have electricity rates gone up or down in your household in the last few years? Would you say they have gone down a lot, gone down a little, stayed about the same, gone up a little or gone up a lot? N=1673

Primary Source of Heat in Home

- Even though unaided awareness of natural gas as a source of electricity generation is relatively it is the dominant heating source in Ontario
 - It is less prevalent in Northern and more common in all other regions.

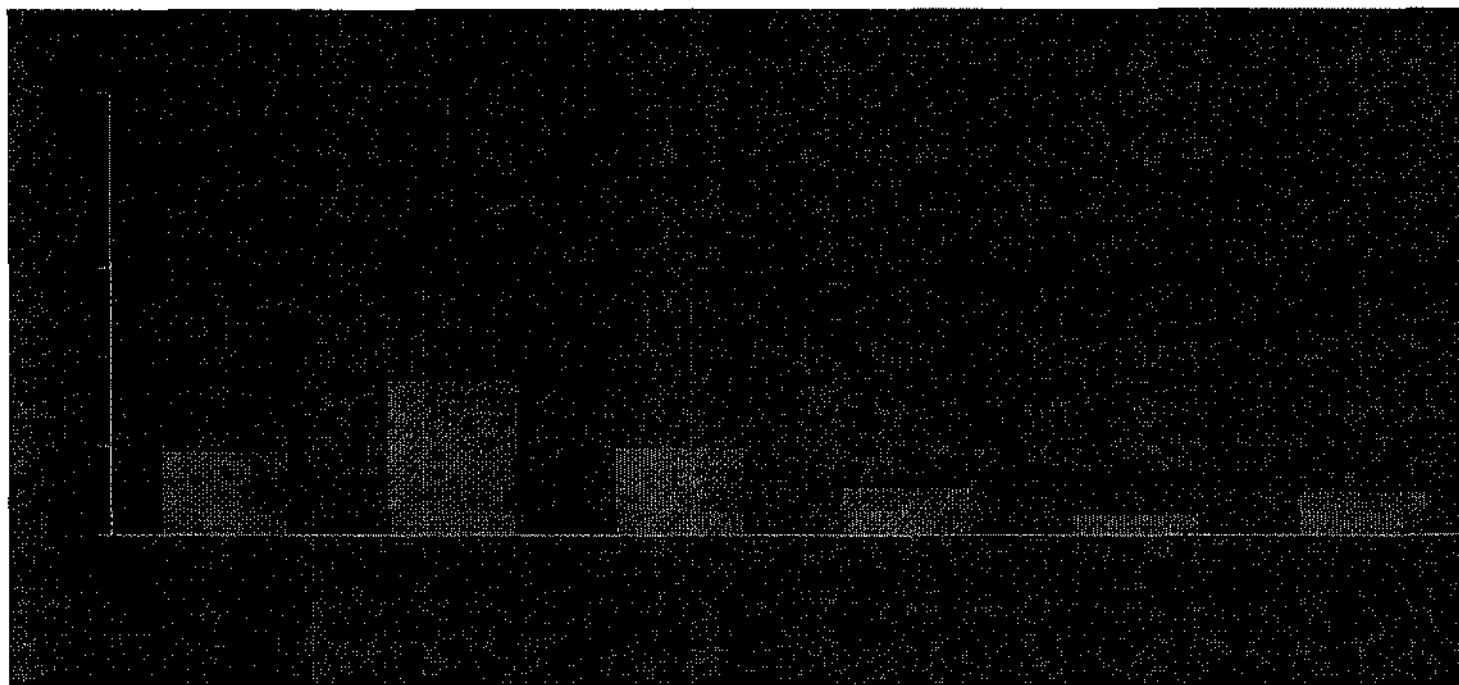


Q7. (SKIP IF Q5 = 3) How is your home primarily heated? (READ OPTIONS 1-4)
N=1673

Heating Rates Changes in Last Few Years

- say their heating bills have gone up over the past few years, more noticeably so among those who use sources of heat other than natural gas).
- who use natural gas say their heating bill have gone up “a lot” compared to those who don’t use natural gas to heat

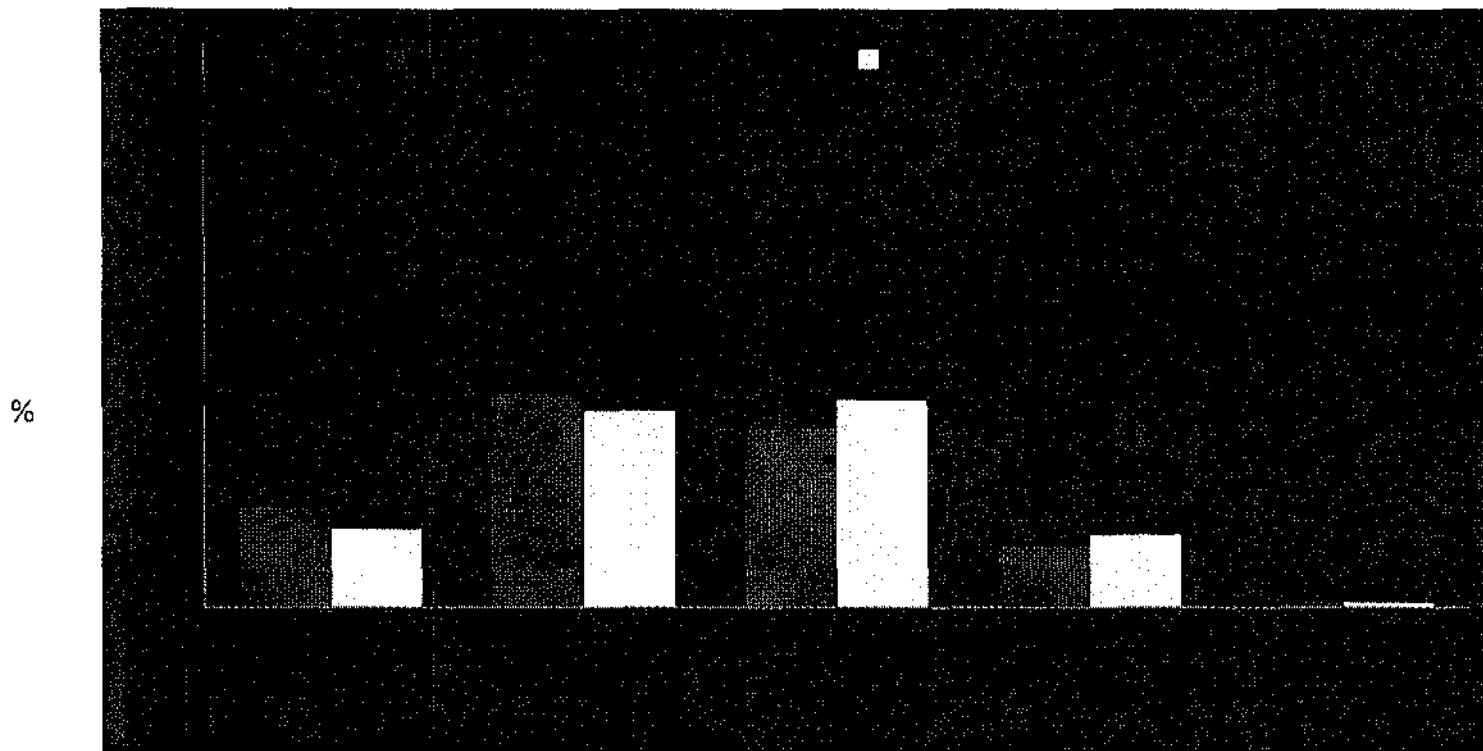
%



Q8. (SKIP IF Q5 = 3 OR Q7 = 5,6,7 or 8) Have your heating bills gone up or down in your household in the last few years? Would you say they have gone down a lot, gone down a little, stayed about the same, gone up a little or gone up a lot? N=1529

Concern About Raising Electricity Prices in Future

- Most are concerned about raising electricity prices in the future, and just as worry about increases in heating bills in the future.
- These feelings hold true for all segments of the population.

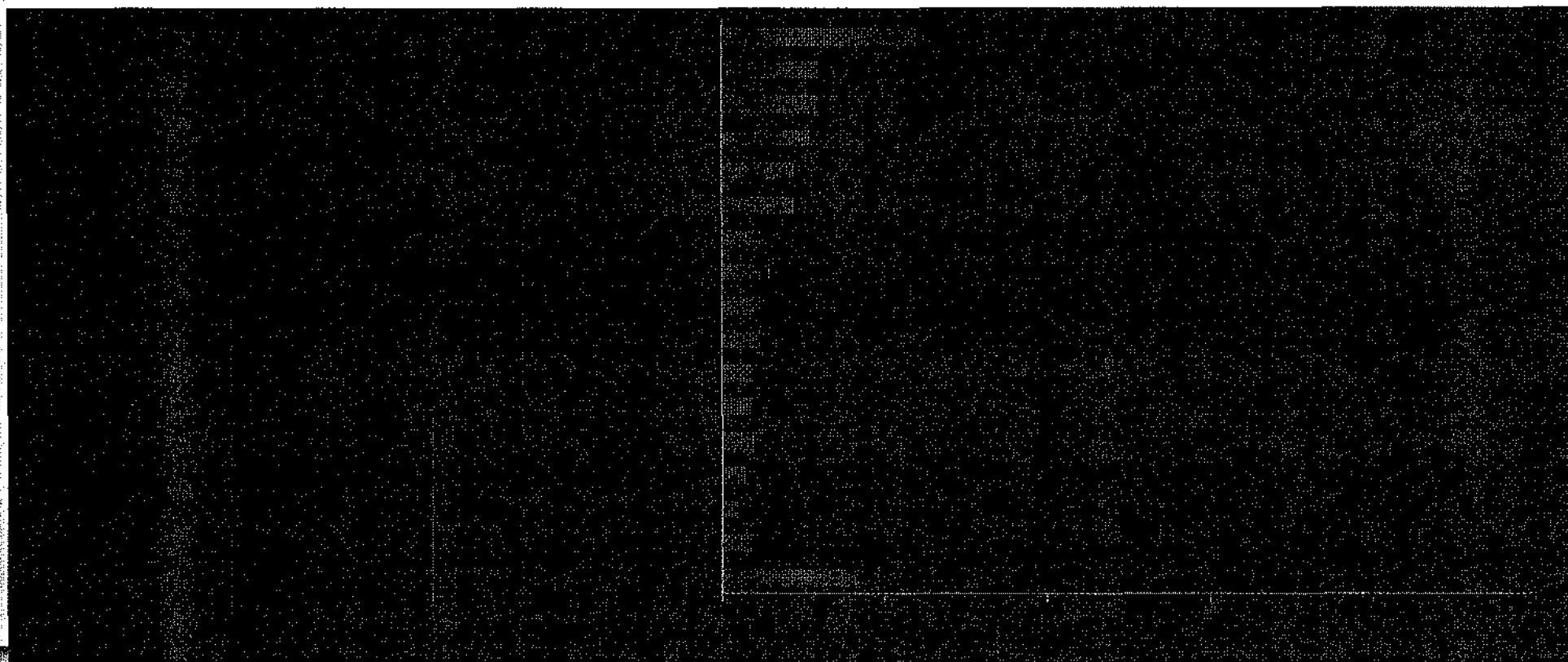


Q9. Overall how concerned are you about rising electricity prices in the future? N=1872

Q10. Overall how concerned are you about rising heating bills in the future? N=1529

Perceptions of the Causes of Higher Electricity Rates in Ontario

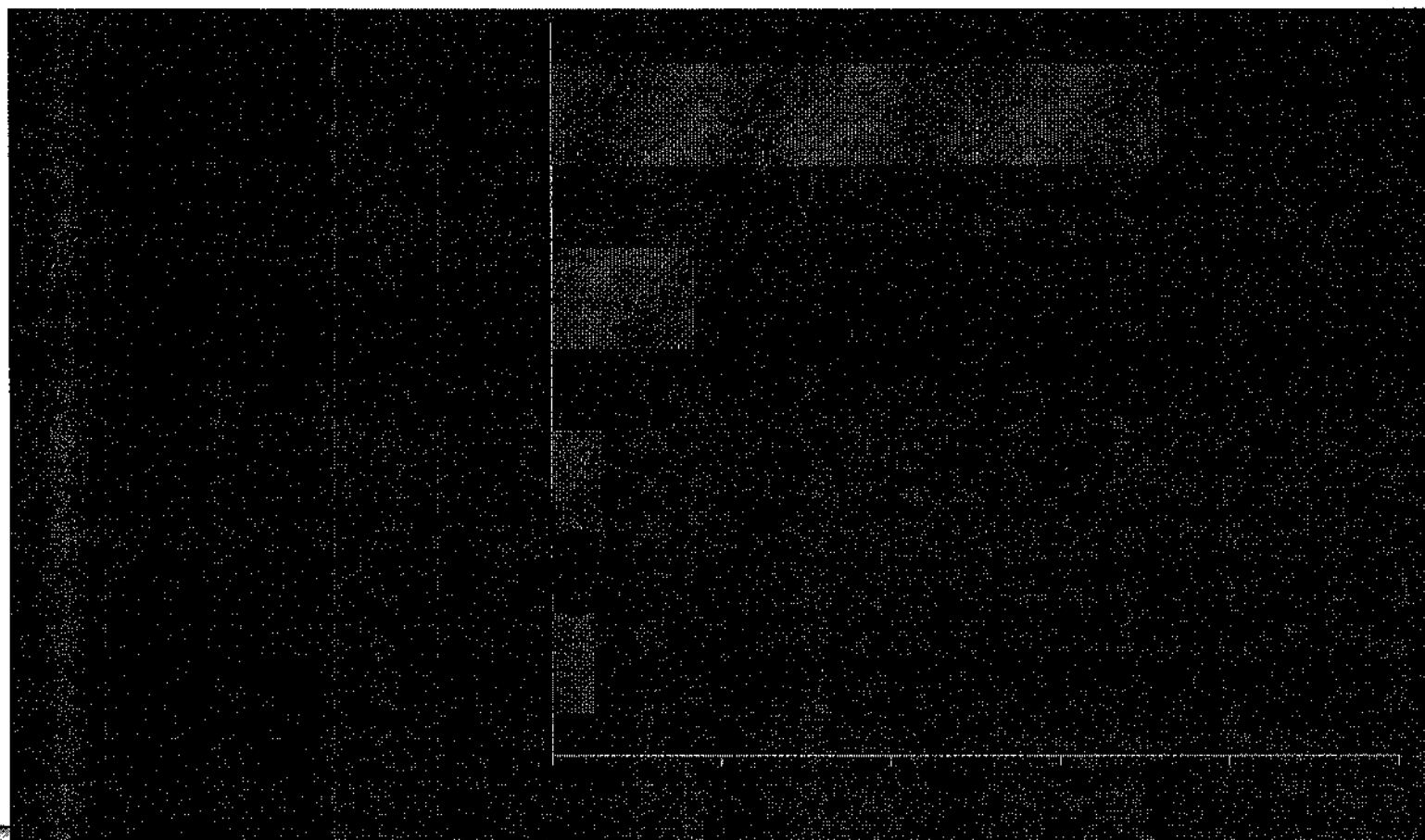
- Although Ontarians' views on the source of raising electricity rates are fragmented, mismanagement is the most common response. Increases in usage and high salaries of hydro executives are distant second/third, and the green energy transition is the least common response.
- This pattern generally holds across demographics, although more people in the younger age group think that the green energy transition should be a more significant factor.



Q11. What do you think are the causes of higher electricity rates in Ontario? (DO NOT READ LIST AND SELECT ALL THAT ARE MENTIONED)
N=1872

Best Approach to Meet Future Electricity Needs

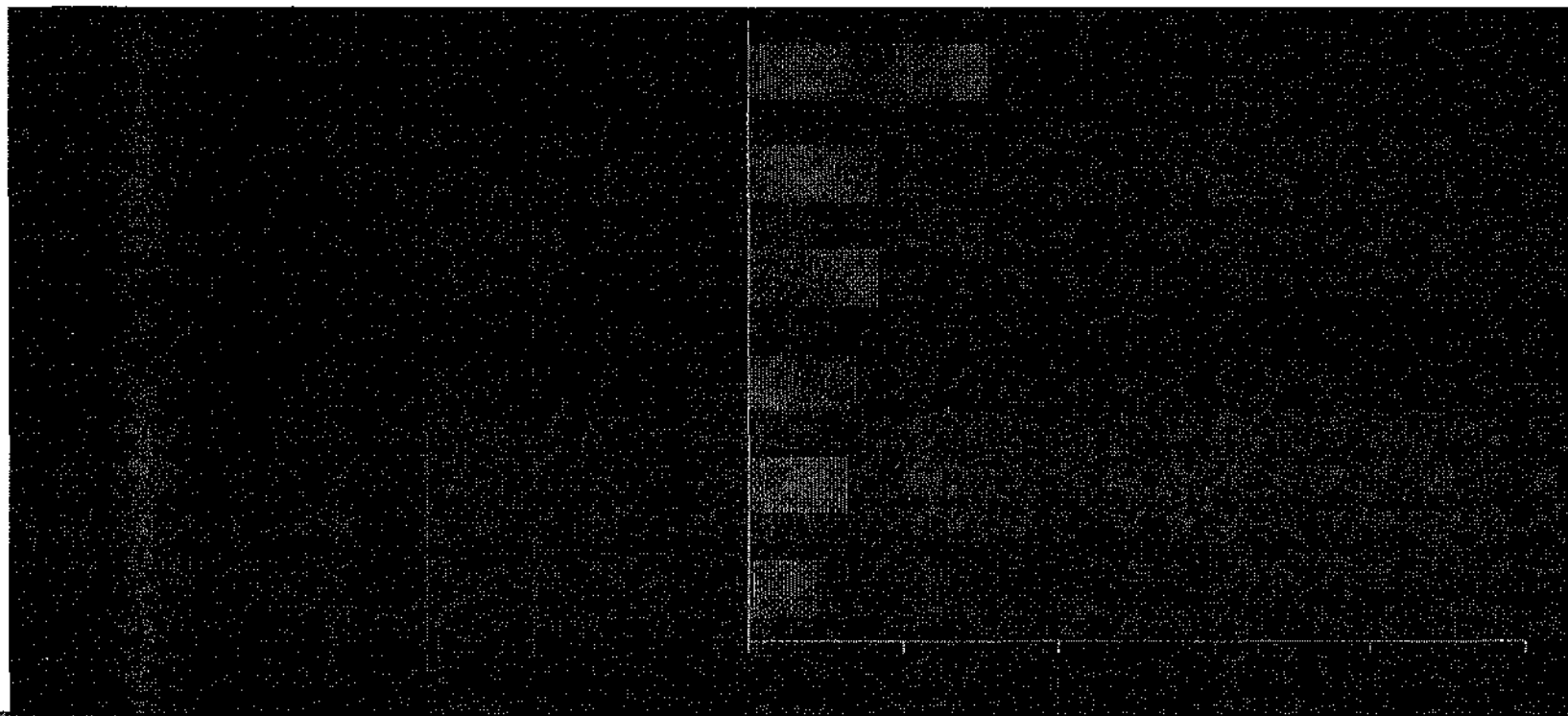
- agree that will be necessary to meet Ontario's future energy needs, and again this view is shared by all segments of the population.



Q12. In order to meet future electricity needs for reliable low cost electricity in the province of Ontario which approach do you think is the best? (READ LIST AND CHOOSE ONE) N=1864

Preferred Method of Expanding Electricity Generation

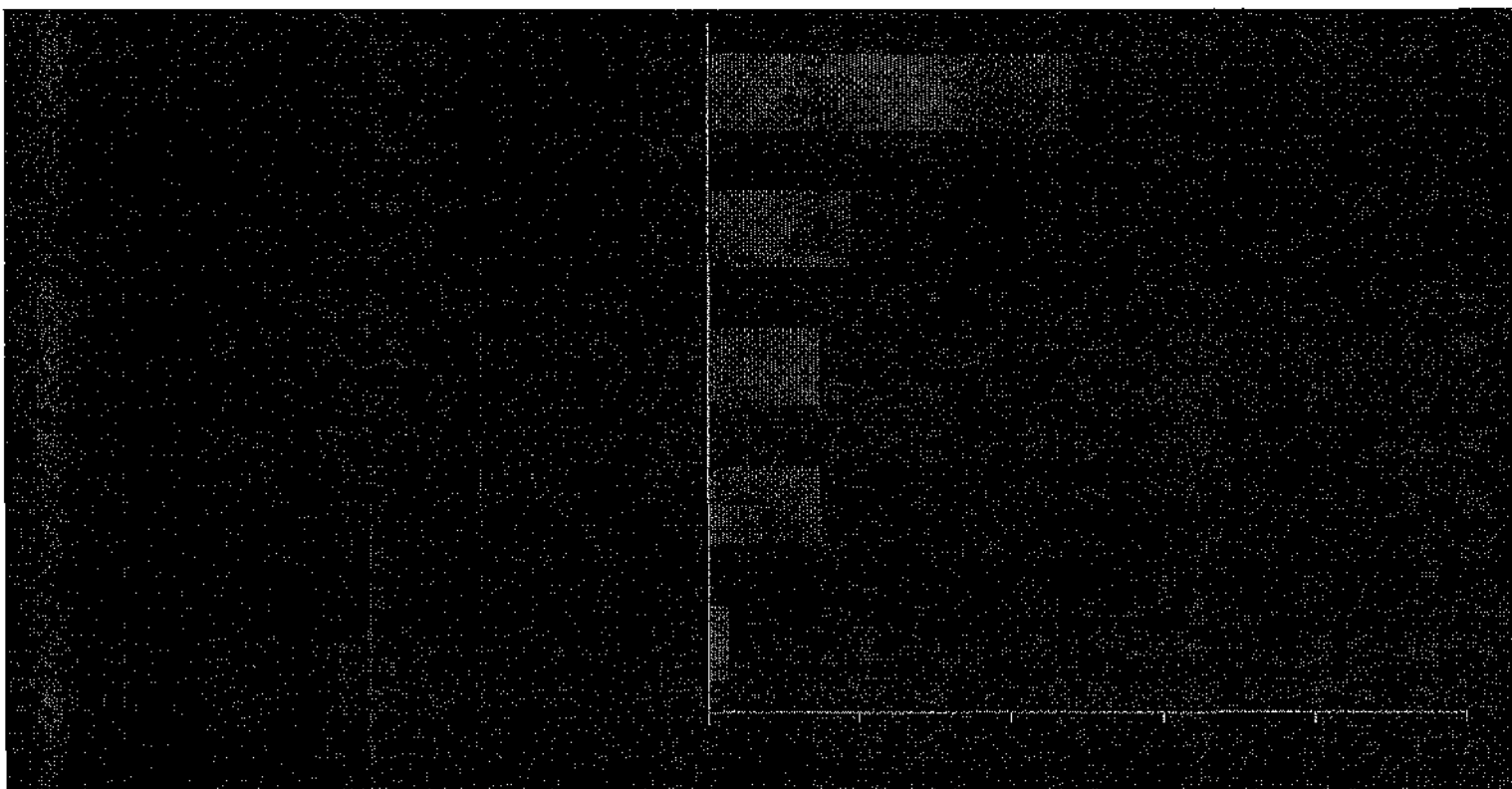
- view government investment in solar energy as the way forward in expanding electricity generation. All other possible methods receive less support, with natural gas generating plants
- While the views are generally shared across segments, opinions diverge by voting intention.
 -).



Q13. (SKIP IF Q12 = 2) To expand electricity generation which method do you prefer the most? (READ LIST AND CHOOSE ONE) (ROTATE ORDER OF LIST) N=1547

Perceived Impacts of Higher Electricity Prices on Household

- believe that raising energy prices will have an impact on their household spending patterns in other categories, as well as their energy consumption.
 - will both conserve and cut spending elsewhere, will look to only adjust their energy consumption, and will only look at cutting other household expenses.

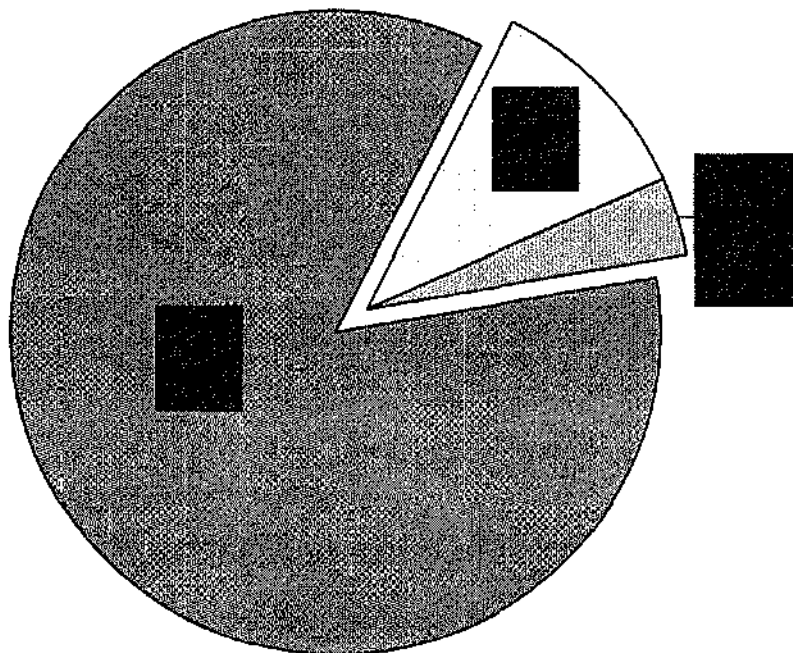


Q14a. (SKIP IF Q5 = 3) What do you believe are the impacts of higher electricity prices on your household? Will you ... (READ THREE OPTIONS)

N=1658

Do You Believe Your Rent/Condo Fees Will Increase With Higher Electricity Bills?

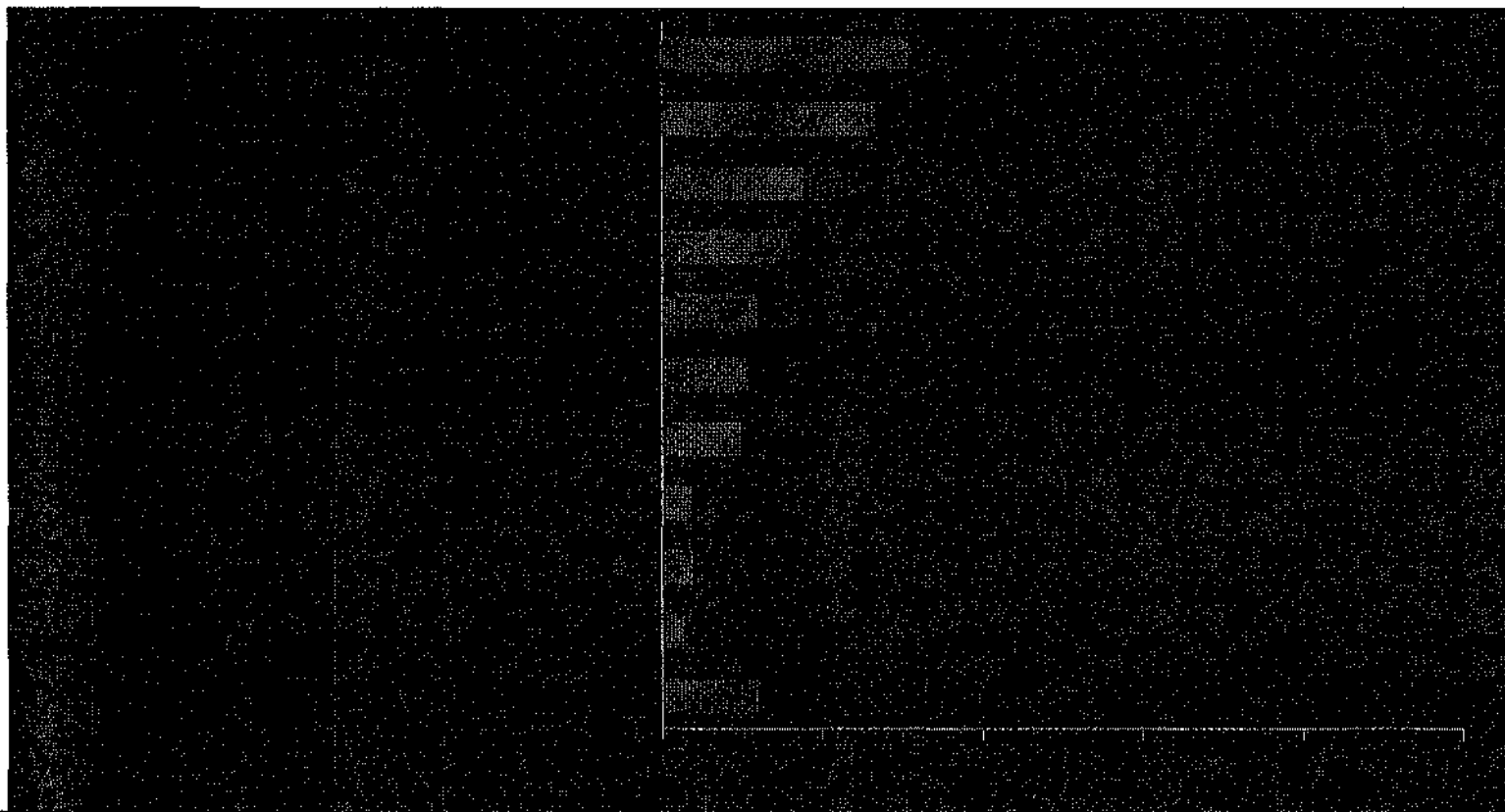
- Condo residents are expecting to see their rent or condo fees go up as a result of higher electricity bills, regardless of where they live, how old or how educated they are.



Q14b. (SKIP IF Q5 = 1 or 2) Do you believe your rent or condo fees will go up as a result of higher electricity bills? N=194

Perceived Impacts of Higher Electricity Prices on Small Businesses in Ontario

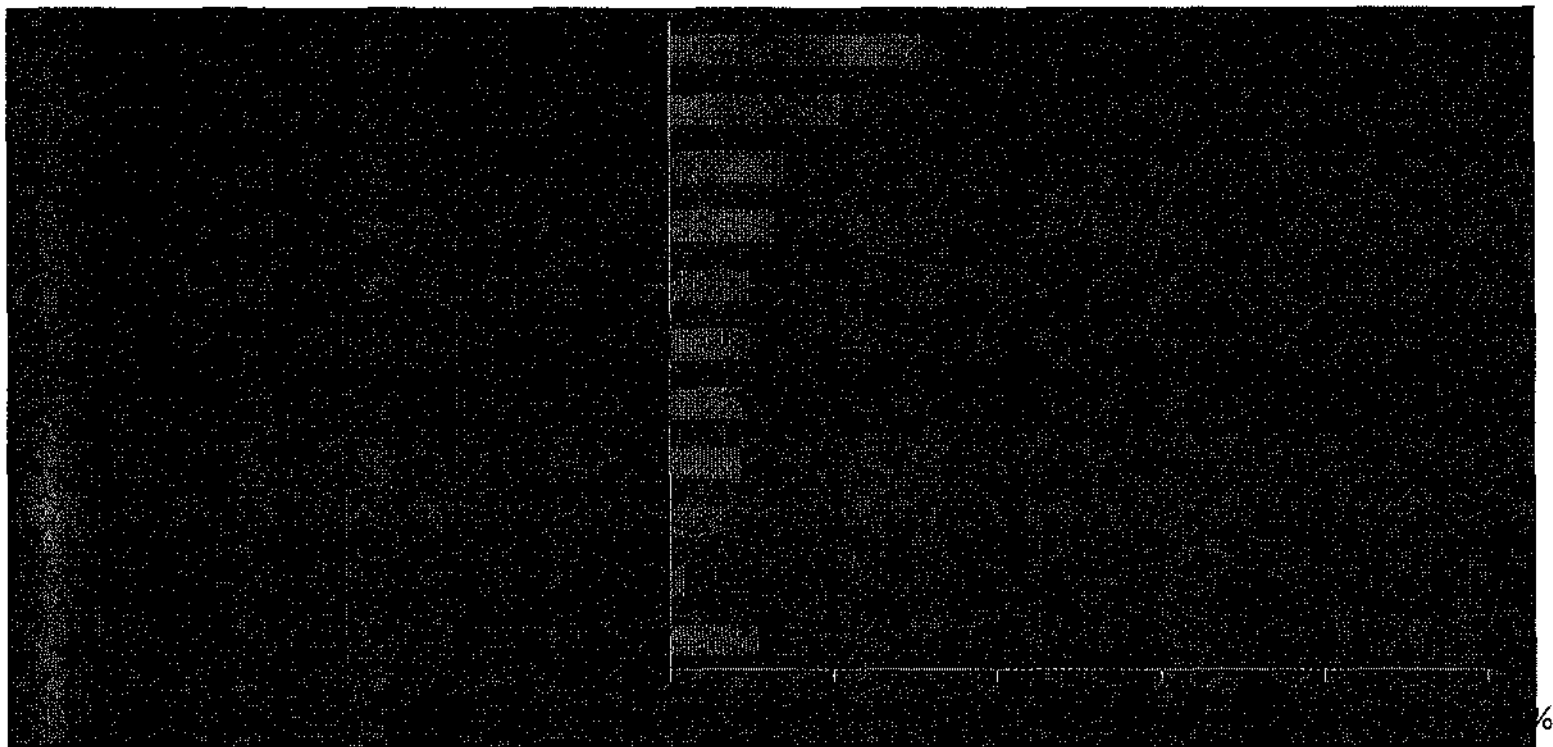
- expect higher electricity rates to have some impact on small businesses in Ontario, views are split as to the type of impact. But the most common expectations are that these rate hikes will translate into higher prices for consumers



Q14c. What do you believe will be the impact of higher electricity prices on small businesses in Ontario? (DO NOT READ LIST) N=1840

Perceived Impacts of Higher Electricity Prices on Large Companies in Ontario

- Views are also split with regard to the impact of higher electricity rates on large businesses.
- Again, the **majority of large businesses** is that the rate hikes will translate into higher prices for consumers
- At the same time, **more than half** of Ontarians expect large businesses to weather price increases without any impact on the operations (**less than half** who feel that there won't be any impact on small businesses).

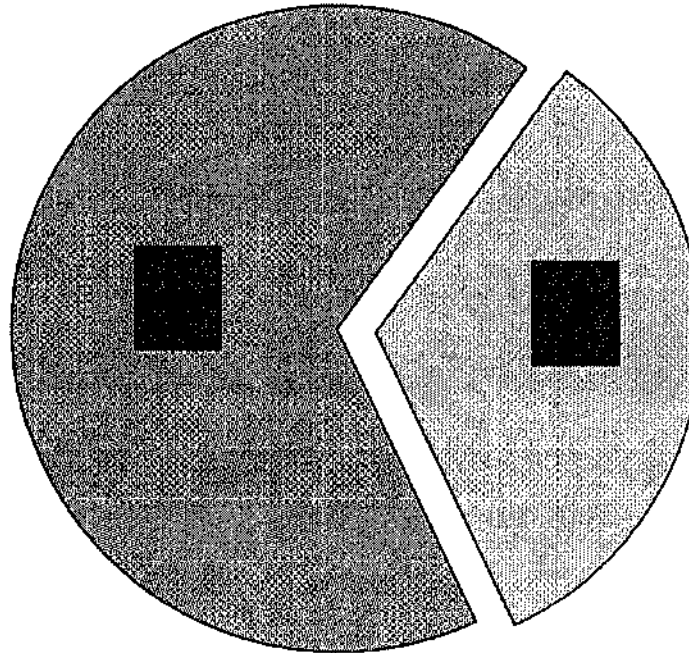


Q14d. What do you believe will be the impact of higher electricity prices on large companies in Ontario? (DO NOT READ LIST) N=1831

Awareness of Green Energy Act

- are aware of the Green Energy Act.

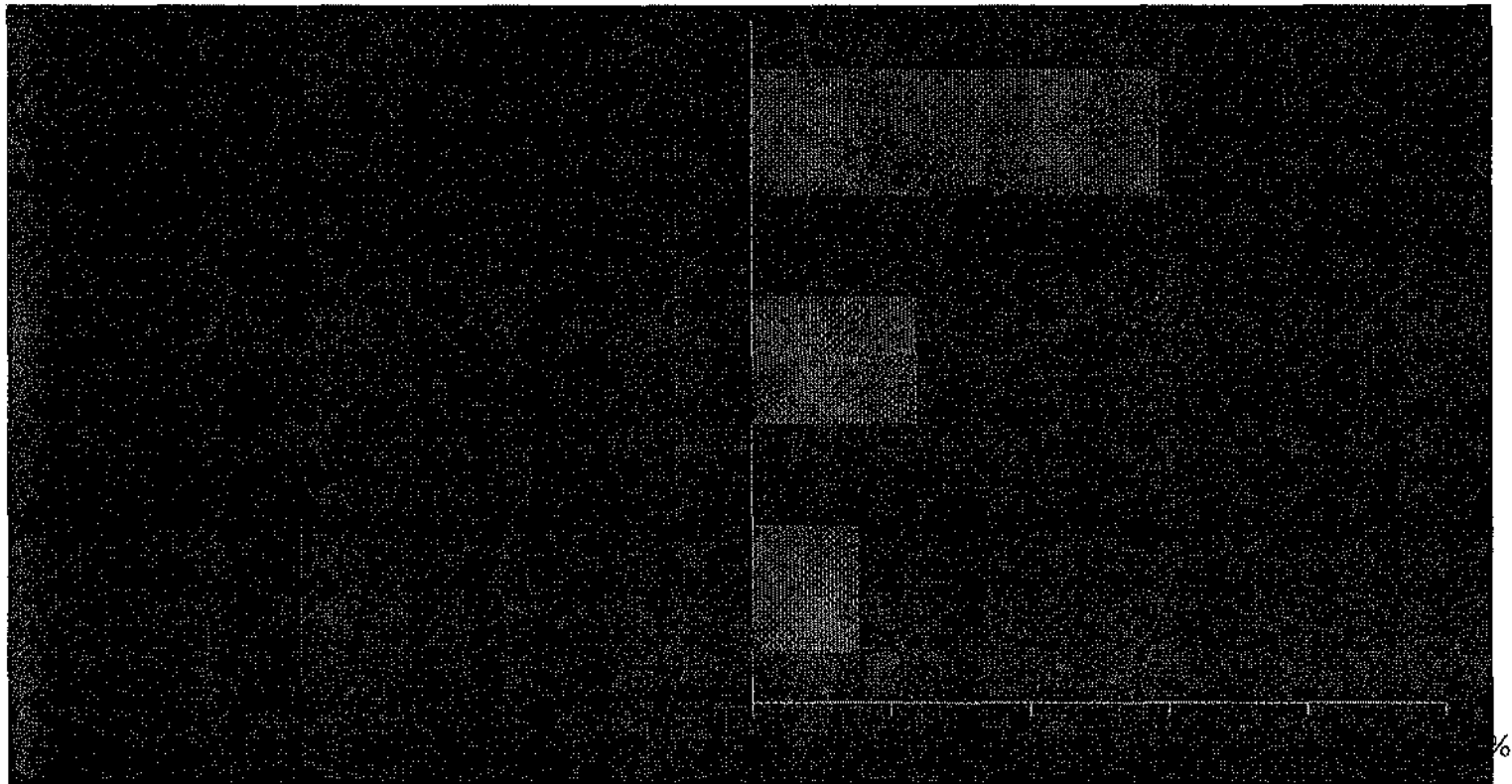
■



Q15. Are you aware of the Green Energy Act which provides subsidies for wind and solar power in Ontario? N=1828

Attitude about the Green Energy Act

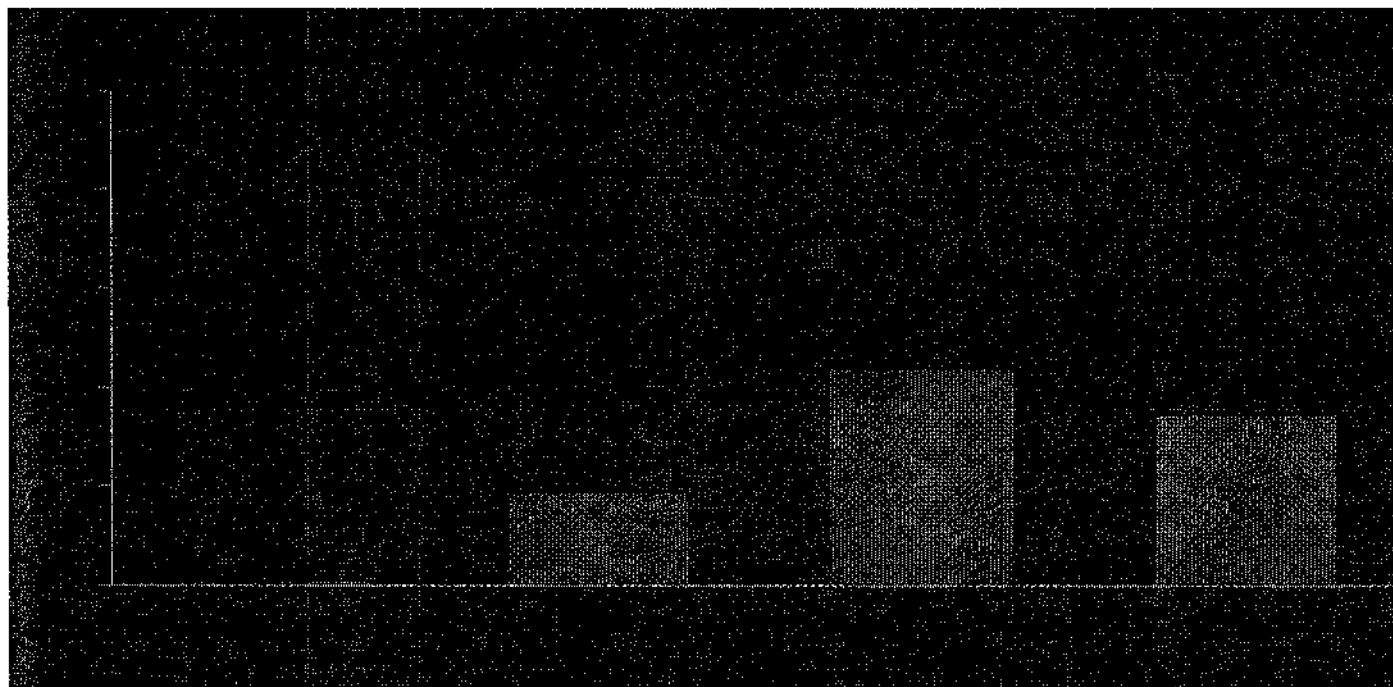
- believe that investments in green energy are worthwhile, as the costs will eventually come down. feels that it is a waste of money, and another feel that these investments should be done at all costs.
- These views are generally true across segments, with the exception of % of them view these investments are waste of money and should be stopped.



Q16. Which of the following statements best reflects your attitude about the Green Energy Act?
N=1260

Performance of Government of Ontario on Managing Energy Needs

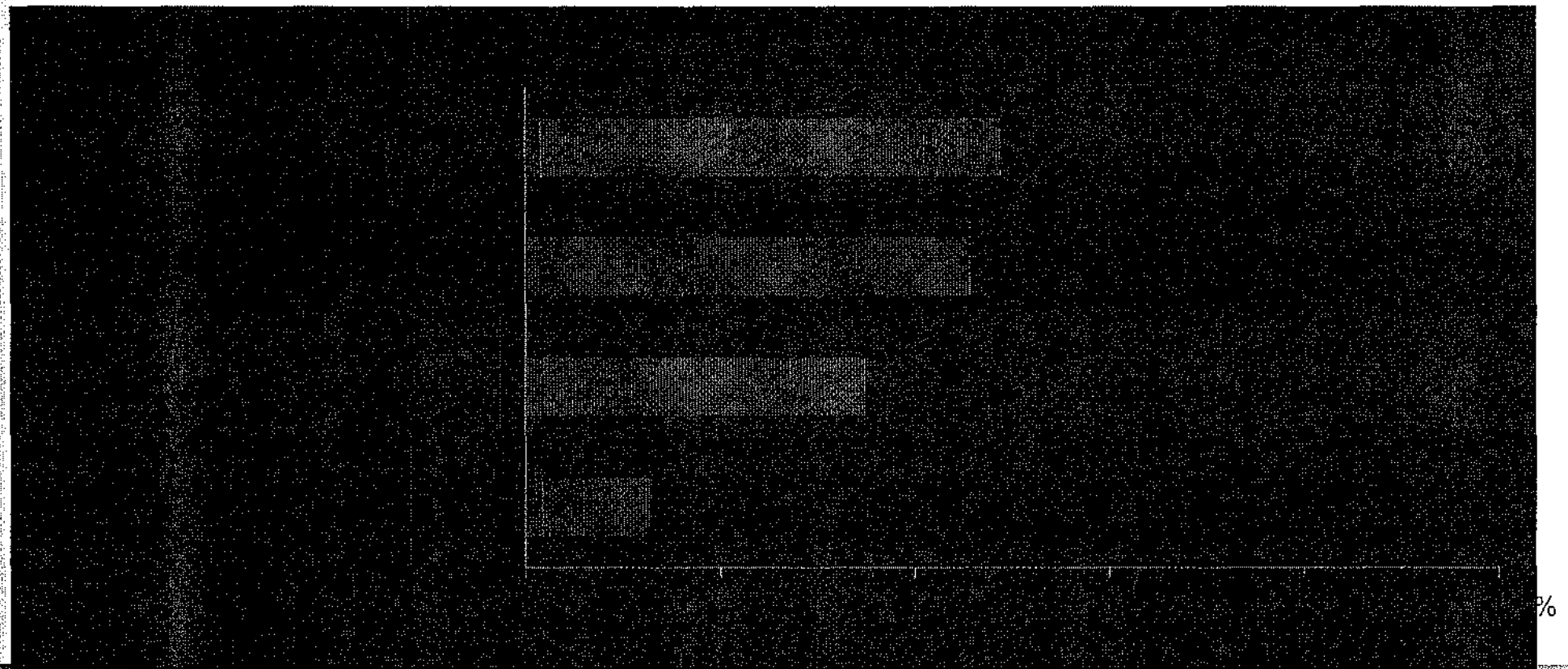
%



Q17. How would you rate the performance of the government of Ontario on managing the provinces energy needs? Would you rate them as poor, fair, good or excellent? N=1722

Awareness of Natural Gas Electricity Generating Plant Cancellation in: Mississauga, Oakville, Thunder Bay

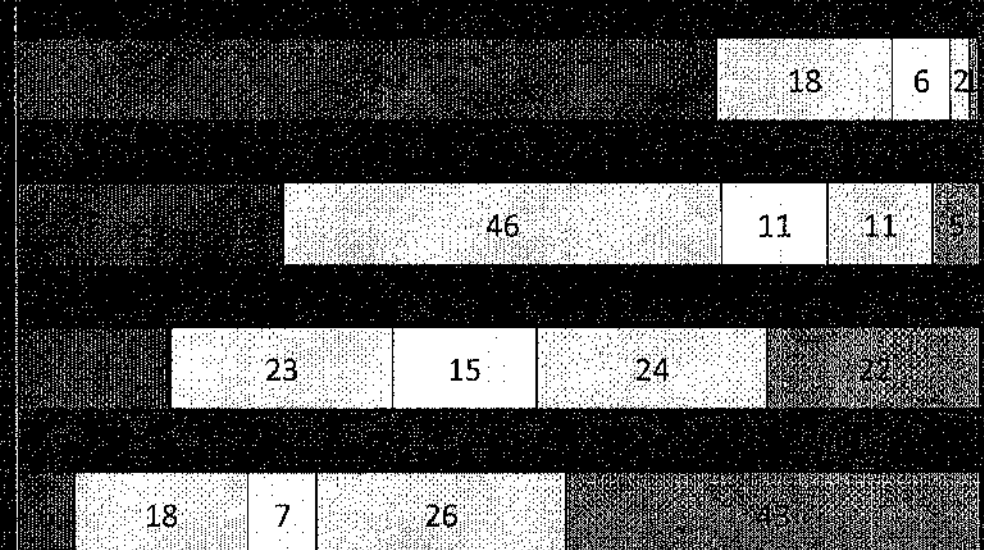
- have no awareness of any natural gas plant cancellations.
- Of those aware, the cancellation of the Mississauga plant has the highest level of awareness
- Northern Ontarians show



Q18. Have you heard about the cancellation of a natural gas electricity generating plant in Mississauga? How about Oakville? How about Thunder Bay? N=1813

Beliefs about the Energy Industry

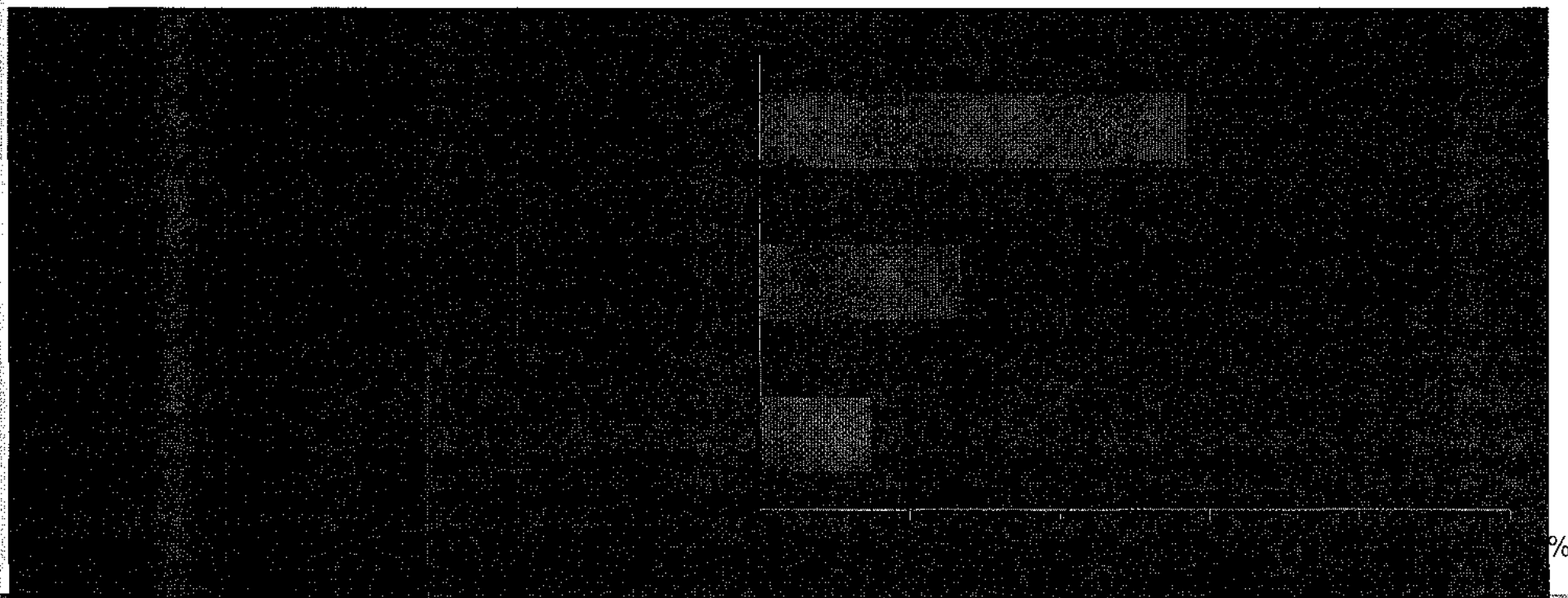
- expect energy policy decisions to be factual, transparent and balanced, believe that it is not the Premier's or Energy Minister's job to make decisions on electricity generation plants (locations/types).
- believe that investments in energy projects will continue despite changes in political/regulatory environment, but opinions are split as to whether energy companies should necessarily accept financial risks related to possible changes in political /regulatory landscape.



Q19: I am going to read out to you four statements and I would like you to tell me for each statement whether you completely disagree, somewhat disagree, neither agree nor disagree, somewhat agree or completely agree with the statement? N=1785

Attitudes Toward Government Involvement in Energy Policy

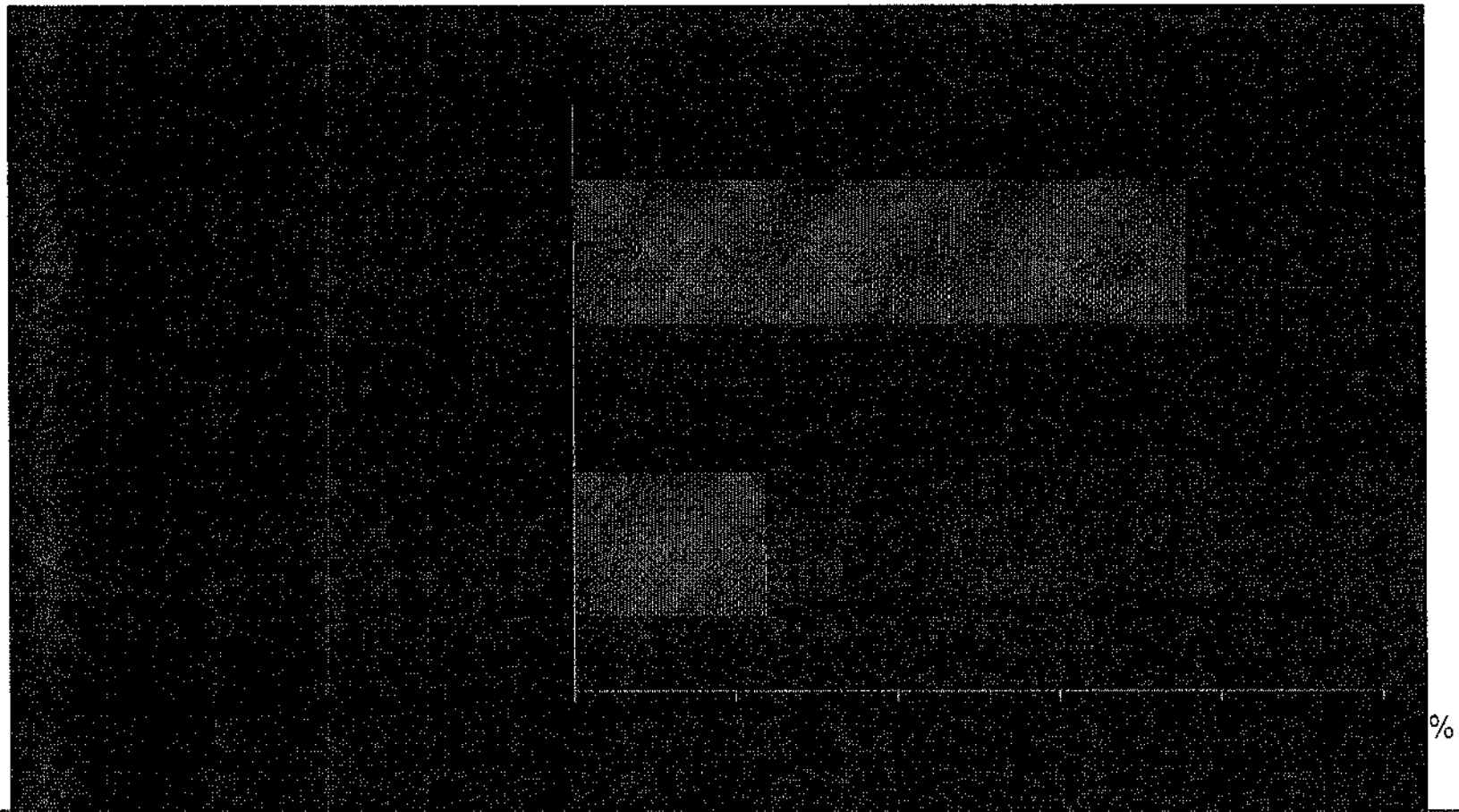
- are of the view that the government's involvement in shaping energy policy should be limited to setting policy frameworks, allowing the industry build the infrastructure.
- feel that government's involvement should go much deeper, into subsidizing the industry to build the infrastructure, and support the idea of the government building the infrastructure.
 - These patterns hold across demographic segments.



Q20. Which approach to government involvement in energy policy in the province of Ontario do you favour the most? N=1770

Preferred Approach to Electricity Generation

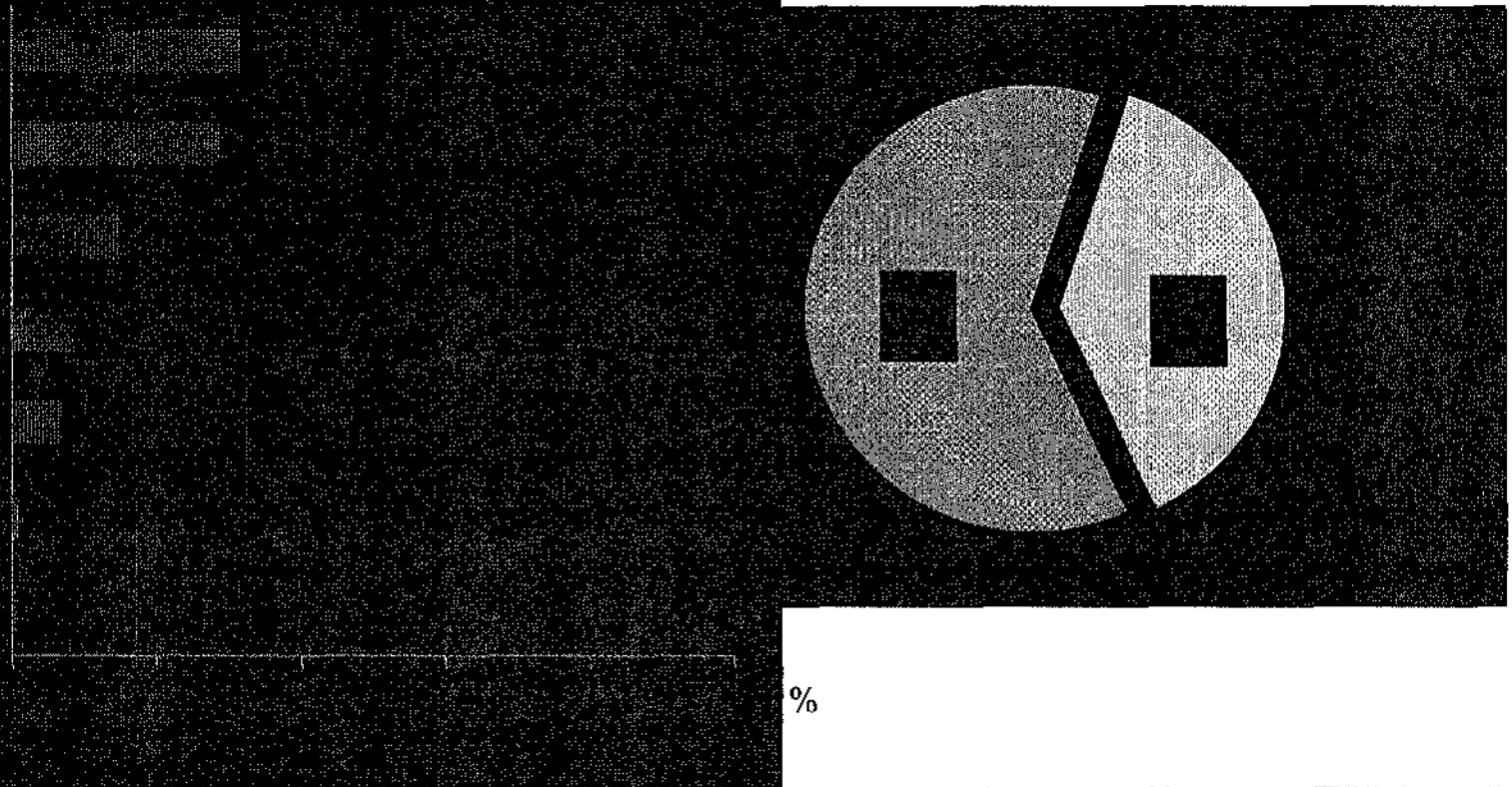
- Ontarians support local electricity generation, and this view is uniform across demographic groups.



Q21. Some say that the best approach to electricity generation is to have fewer big plants across the province and distribute the electricity to where it is needed through large scale transmission lines. Other say that electricity generation should be local and the best is to locate generation sources near where the electricity is needed. Which do you prefer? N=1756

Perceptions about what energy source replaced coal

- When asked unaided, Ontarians believe that _____ and _____ replaced coal usage in Ontario.
- But when prompted specifically about natural gas' role in reduction of coal usage, _____ agree that the decline in coal use is attributed to an increase in natural gas usage.

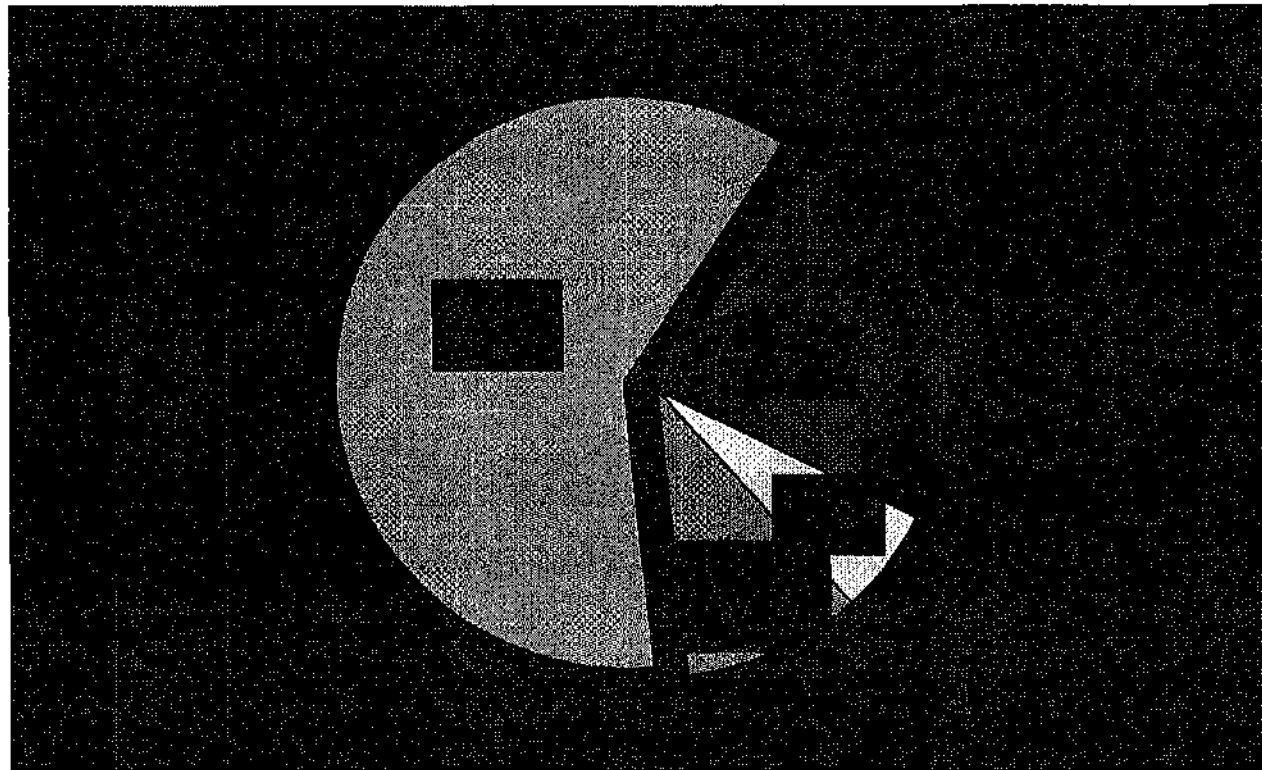


Q22. What energy source do you think has made up for most of the decline in electricity from coal? N=1748

Q23. Do you believe that natural gas electricity generation has made up for most of the decline in electricity generation from coal? N=1748

Attitude toward a Natural Gas Electricity Plant in Your Municipality

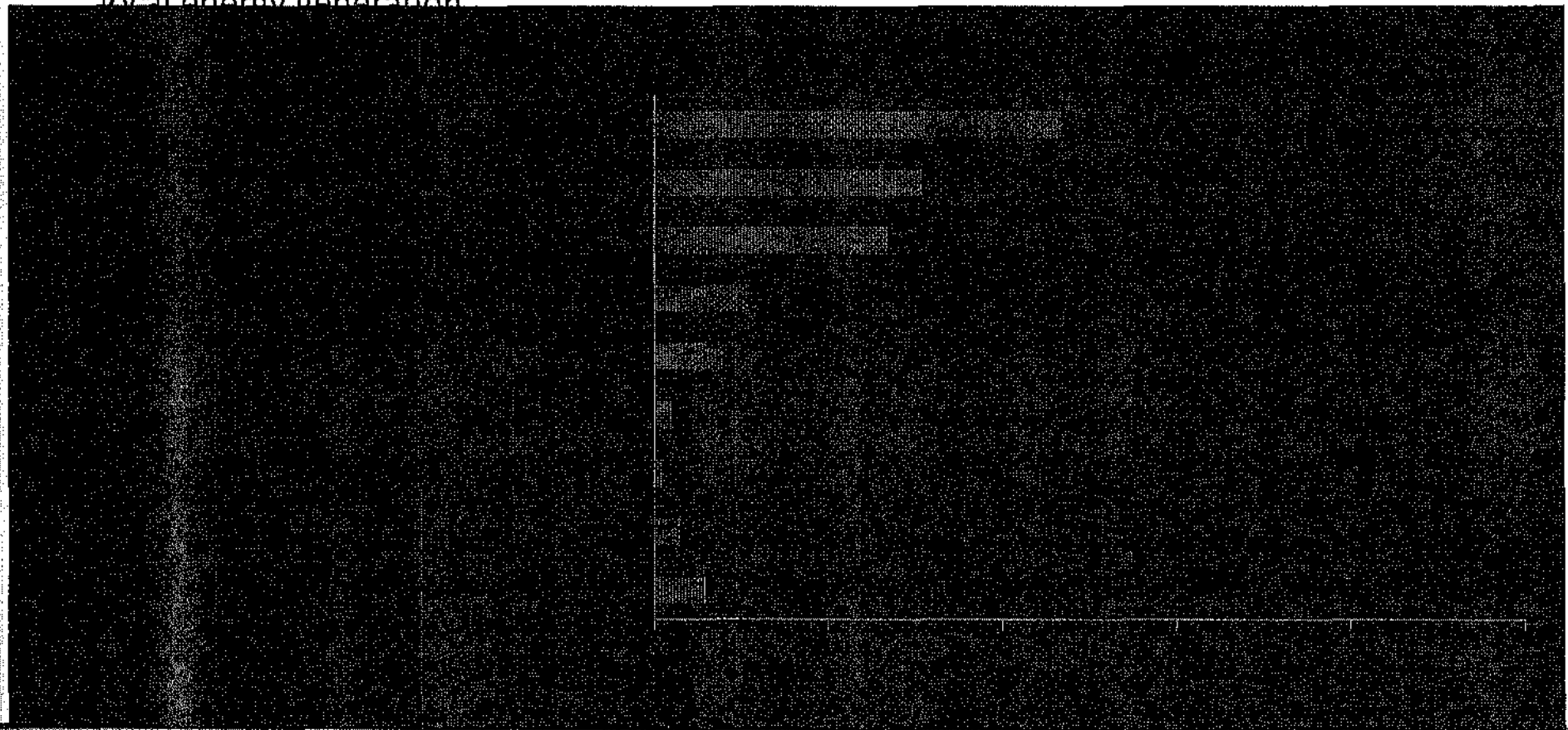
- would welcome a natural gas electricity plant in their neighbourhood, and oppose such a development.
- These views hold across population segments.



Q24. Natural gas prices have dropped significantly over the last few years such that electricity generation through local electricity generating plants makes much more economic sense. Would you support or oppose a Natural Gas electricity generating plant in your municipality? N=1748

Reasons for Supporting a Natural Gas Electricity Plant in Your Municipality

- Lower energy costs are the primary driver behind supporting local natural gas plants. The other two relatively more often mentioned benefits include a need for locally generated
- Note that the top two responses may be biased by previous questions that address costs and local energy generation.

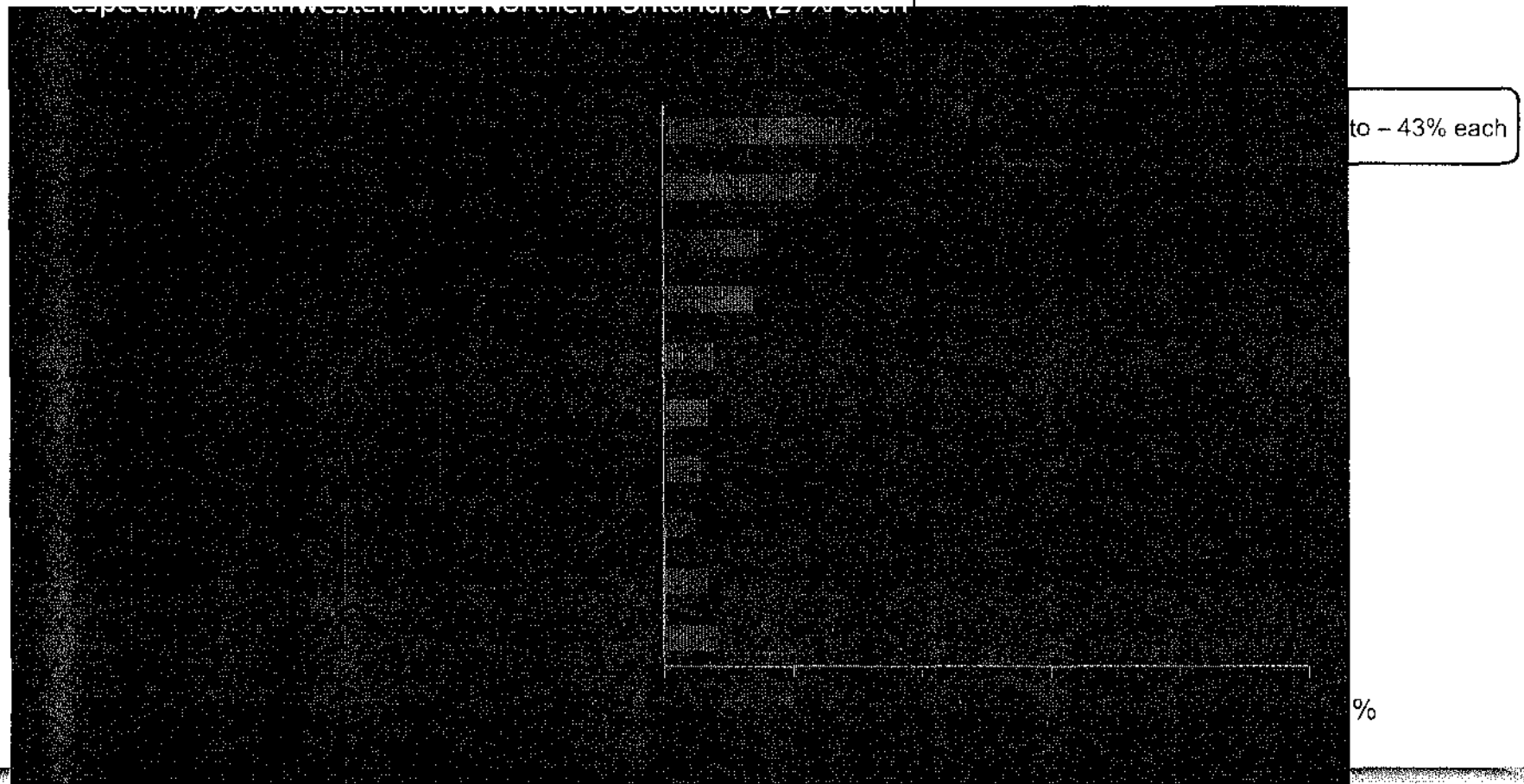


Q25a. (Skip if Q24 = 2,3 or 4) What are your reasons for supporting a Natural Gas electricity plant in your municipality? N=1105

Reasons for Opposing a Natural Gas Electricity Plant in Your Municipality

- who oppose local production of natural gas, the top two arguments include safety and pollution concerns ().
- The other reasons include

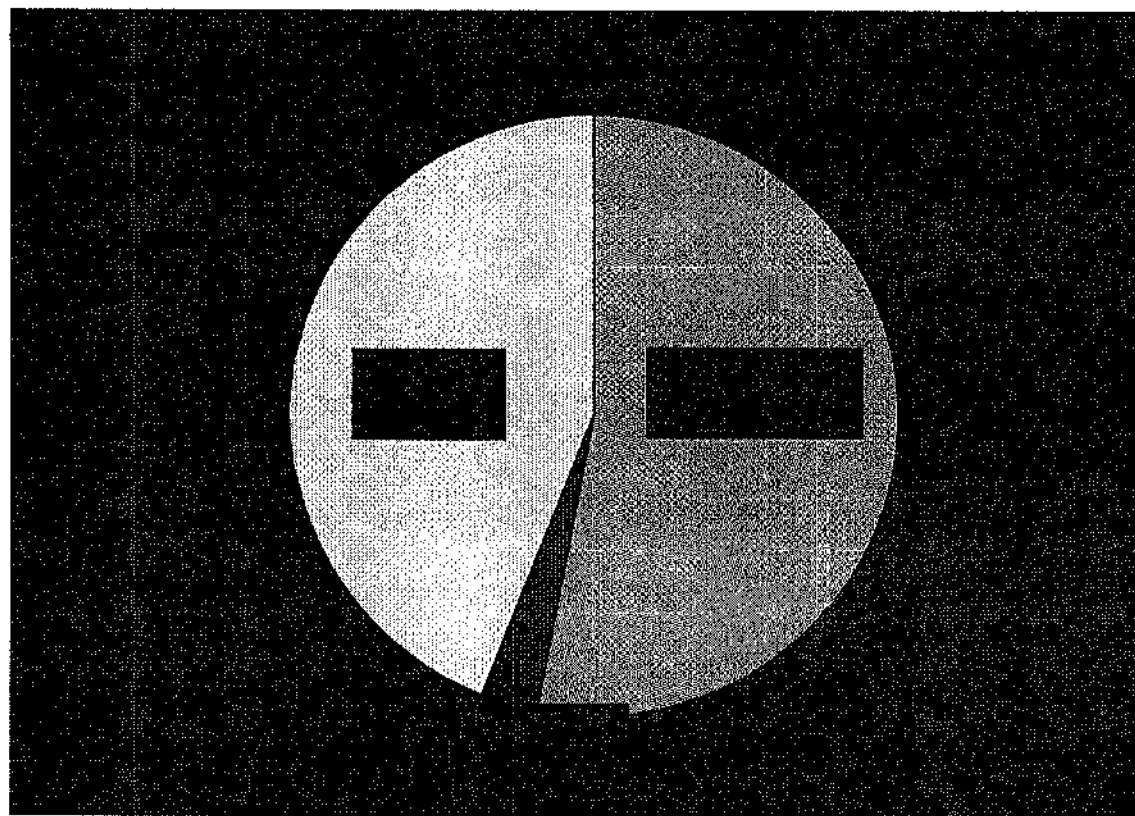
especially southwestern and northern Ontario (27% each)



Q25b. (Skip if Q24 = 1,3 or 4) What are your reasons for opposing a Natural Gas electricity plant in your municipality? N=354

Plant in an Industrial Area – Impact on Attitudes Toward Local Development

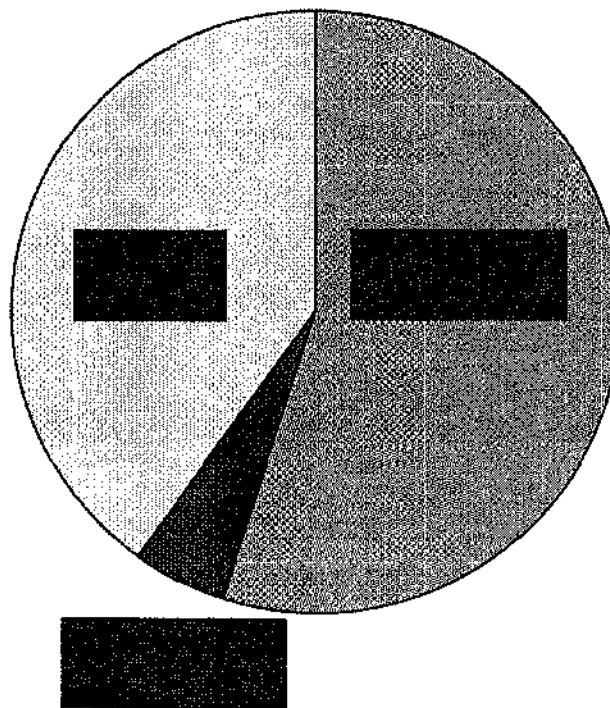
- would be more positively inclined toward a local plant if it was built in an industrial area.
- Of those who initially oppose this type of development say that having it in an industrial area would make them more positive toward it.



Q26. If the plant was located in an industrial area far from residents would this make you more positive, more negative or about the same?
N=1731

Lower Carbon Emissions as an Influence on Attitudes Toward Local Development

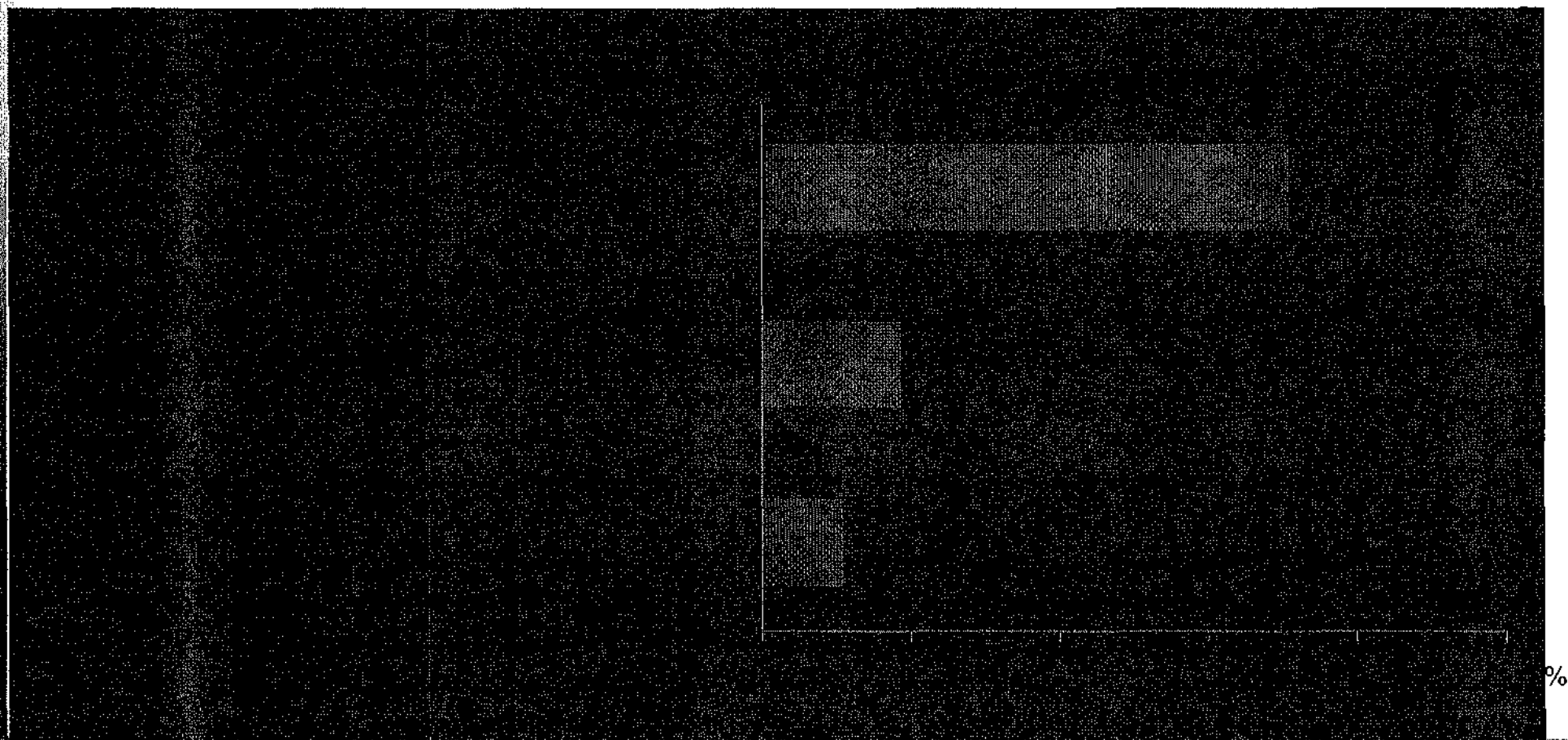
- Educating consumers about lower carbon emissions of natural gas compared to coal can have a positive influence on their attitudes toward building natural gas plants locally.
- Of those who initially oppose this type of development, be more positive toward it knowing about natural gas' lower carbon emissions compared to coal.



Q27. Knowing that Natural Gas has $\frac{1}{2}$ the carbon emissions of coal, would that make you more positive, more negative or about the same with respect to the building of Natural Gas plants in your municipality? N=1728

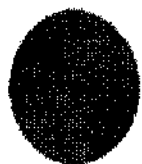
Attitudes Toward Natural Gas Electricity Generation

- recognize the need to supplement less reliable sources of 'green energy' such as wind and solar, with more reliable natural gas.
- These views generally hold across segments.



Q28. Natural gas is touted as clean and affordable. Which of the following statements best describes how you feel about natural gas electricity generation? N=1713

Thank You



CAMPAIGN RESEARCH

8 York Street, 2nd Floor

Ottawa, ON K1N 5S6

Tel: 613-482-0622

www.campaignresearch.ca



Proposal to the Government of British Columbia

Response to Request for Standing Offer No.: ON-002386

Advertising Research Services

Due July 4, 2013 2:00 PM Pacific Time

Enclosures:

1. Cover Letter ____
2. Written Response ____
3. Financial Proposal ____
4. Profile of Company ____
5. Work Samples ____

Submitted By:
Campaign Research Inc.
8 York Street, Second Floor
Ottawa ON K1N 5S6

In British Columbia:
1553 Eric Road
Victoria BC V8N 5Y6

Proposal for:
Government Communications and Public Engagement,
British Columbia
Advertising Services Standing Offer : ON-002386
Advertising Research Services





CAMPAIGN RESEARCH

I. Introduction:

This proposal has been submitted in fulfillment of the requirements for consideration for selection as a supplier of Advertising Research Services to the government of British Columbia, Government Services and Public Engagement (GCPE) branch.

The content of this proposal represents the capabilities and service offering of Campaign Research (The Offeror / The Research Contractor) in relation to the services requested in the Request for Proposal.

The Offeror will work with GCPE on an "as, if and when" requested basis on specific projects, building upon communications planning and activities undertaken to date. In addition to any focussed project, the Offeror will also provide creative planning, support and services on an as-needed basis, for all communications activities relating to the strategic priorities of the applicable assignment.

The Research Contractor will provide, but not be limited to, the following services:

- a) Strategic advice and planning;
- b) Creative advice; and
- c) Qualitative and quantitative research;

The Research Contractor's responsibilities, relating to a specific project or assignment, may include the following as part of service delivery:

- a) Strategic and issues research;
- b) Assisting in quantitative research;
- c) Assisting with qualitative research including secondary research and focus groups, and
- d) Advice on creation and preparation of concepts, layouts and copy to be used in the execution of plans.

Upon project completion, the Research Contractor will be required to provide the following to GCPE:

- all final reports and raw data.

This proposal details the Offeror's capabilities, approach, special services, experience and work fees, and demonstrates our ability to competently fulfill the requirements of GCPE on an ongoing basis.

Proposal for:
Government Communications and Public Engagement,
British Columbia
Advertising Services Standing Offer : ON-002386
Advertising Research Services

2

II. Corporate Capability:

1. Respondent Profile (APPENDIX B)

Respondent Organization Name:	Campaign Research Inc.
Address of Respondent's Head Office:	8 York Street, Second Floor, Ottawa, ON K1N 5S6
Address of Respondent's Canadian Branch Office(s):	1553 Eric Road, Victoria, BC V8N 5Y6
Year Established:	2003
Name of Owner:	Richard Ciano, Nick Kouvalis, Greg Dunlop
Mergers Within the Past 2 Years:	N/A
Respondents' Business Philosophy / Mission / Mandate / Etc.:	The focus of Campaign Research is to provide high quality marketing research and consulting services to clients in a wide range of fields including: public affairs and policy, energy, healthcare, aviation, infrastructure, and agriculture. Campaign Research principals, consultants and staff work directly with our clients to ensure that key business challenges and opportunities are identified and resolved quickly and with the highest probability of success. Campaign Research staff have a wide range of experience using marketing research methods and tools to assist clients including quantitative tools such as live, online and IVR polling in addition to well recognized expertise in qualitative techniques such as focus groups, depth interviews and dial sessions.
Strategic Alliances to Provide Communications Services:	We work with a number of high quality partners on a project by project basis based on the needs of our clients.
Total \$ Value of 2012 Canadian Billings:	\$1,800,000
Name, Address, Phone, Fax #'s & Email of Response Contact Person:	Dimitri Pantazopoulos 1553 Eric Road, Victoria BC V8N 5Y6 ph 250-588-1345 email dimitrip@me.com

Proposal for:
Government Communications and Public Engagement,
British Columbia
Advertising Services Standing Offer : ON-002386
Advertising Research Services



CAMPAIGN RESEARCH

REFERENCES			
<p><i>Provide the name, corporate affiliation, title and telephone number of three clients who can attest to the Respondent's corporate professionalism and ability to provide the Services. State the number of years that services have been provided to each client. The Ministry may contact these references without notifying the Respondent. The Ministry reserves the right to not award a Standing Offer to any Respondent who has references that are deemed to be unsatisfactory, in the Ministry's sole opinion.</i></p>			
First Client Reference	Name of Client:	Ray Foley	
	Title or Position	Executive Director	
	Firm Name	Ontario Association of Radiologists	
	Telephone Number	s 22	City Toronto
	Nature of Services Provided	Advertising services, Ad testing	
	Date(s) Services Provided	Continuous 2012 & 2013	
Second Client Reference	Name of Client:	Jeffrey Brown	
	Title or Position	Executive Vice President	
	Firm Name	Porter Airlines	
	Telephone Number	s 22	City Toronto
	Nature of Services Provided	Marketing research services, focus groups, survey research	
	Date(s) Services Provided	Continuous 2012 & 2013	

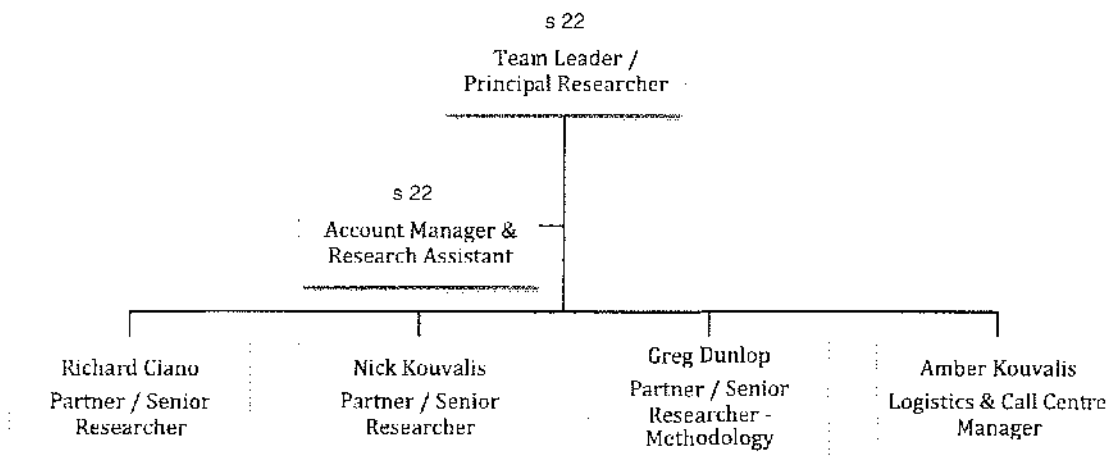
Proposal for:
 Government Communications and Public Engagement,
 British Columbia
 Advertising Services Standing Offer : ON-002386
 Advertising Research Services



CAMPAIGN RESEARCH

2. Organizational Chart and Reporting Structure

As the Offeror is a smaller-sized company, the organization chart is relatively flat. For purposes of understanding work-flow and client involvement, we offer the following description:



Team Leader/ Principal Researcher:

s 22

- The Team Leader is responsible for assisting the client in determining the objectives of the project and ensuring that projects are designed and implemented to meet the client's objectives
- The Principal Researcher is responsible for the design of the research

Account Manager / Research Assistant:

s 22

- The Account Manager is responsible for maintaining the ongoing functional relationship with the client. Specifically, it is the role of the Account Manager to ensure a proper flow of communication and to ensure that deadlines are adhered to and materials are received in a timely fashion.
- The Research Assistant is responsible for supporting the Principal Researcher and Senior Researchers during the course of a research study.
- The Account Manager reports to the Team Leader.

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Logistics & Call Center Manager: Amber Kouvalis

- The Logistic & Call Centre Manager is responsible for managing all aspects of fielding studies (including online studies). Specifically, ensuring the proper and timely execution of focus group recruitment, and survey administration. This includes programming, testing and overall responsibility for the supervision of callers.
- The Logistic & Call Centre Manager reports to the Principal Researcher.
- All research operations staff (i.e. callers, programmers, etc.) report to the Logistic & Call Centre Manager.

Senior Researcher – Methodology: Greg Dunlop

- The Senior Researcher – Methodology is responsible for details of research as they relate to sample selection, weighting and other technical research issues.
- This researcher is also capable of preparing research reports.

Senior Researchers: Richard Ciano, Nick Kouvalis, Greg Dunlop

- Senior Researchers work collaboratively, but take direction from the Principal Researcher.
- Senior Researchers would support in survey preparation and analysis. This includes the development of questionnaires, writing reports, occasionally presenting results, and moderating focus groups.
- The Senior Researchers are experts in their area and have handled projects at a senior level. Some Senior Researchers possess the Certified Market Research Professional accreditation

3. Dispute Resolution Policy

In the unlikely event that a dispute arises between the Offeror and the client, we propose the following process for reconciling the dispute:

1. The complaining party should raise any issue(s) at the earliest possible opportunity to allow for corrective action. The concerns can be raised verbally, however if the nature of the complaint is substantive, we recommend that the issue be raised in writing via an email to the most senior person on the project.
2. The party receiving the complaint should acknowledge receipt of the complaint within 24 hours and attempt to explain and rectify the situation to the complainant's satisfaction.
3. In the event that there is dispute that cannot be resolved as above, we propose additional steps be taken:
 - a. The complainant shall provide a detailed written statement outlining the nature of the issue within two business days of the matter not

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being resolved. The written statement shall be delivered by email to the most senior person assigned to the project, with a copy to any other relevant parties.

- b. Upon receipt of the communication, the receiving party shall prepare a response outlining their view of the complaint and suggested steps to resolve the situation.
- c. The complainant will review this response and accept, amend or reject the explanation and remedy proposed. The complainant must respond regarding the suggested remedy in writing within two business days of receipt.
- d. In the event that the parties are still unable to resolve the matter, the parties will appoint a three-person panel to review the complaint. The panel will include one person selected by each party (these persons should not be working directly on the project) and a mutually agreed upon third person. The three person panel shall be appointed within three business days of the last written dialogue between the parties. This panel shall provide a mutually agreed upon recommendation for resolution of the dispute within five business days of being convened.
- e. If the panel is unable to reach a resolution acceptable to all parties within five business days the parties shall appoint a mutually agreed upon mediator who is listed on the Mediate BC Civil Roster.

This dispute resolution has not been formalized as we have not had a need for such a process to this point. The resolution process has been adapted from other approaches – starting with an informal resolution (where we believe all disputes will be resolved), to a more formal exchange of positions, to a form of mediation, to a legal solution. We are open to discussing this process with GCPE to reach a mutually agreed upon arrangement.

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4. Experience – Ad Research

The Offeror has conducted numerous province/state-wide and national advertising campaigns over the past twenty years in both Canada and the United States. Below are examples of such projects that demonstrate our capacity and capabilities:

Name of client	BC Liberal Party (General Election Ad Testing)
Year of campaign	2013
Geography	British Columbia – Province wide
Type of research performed	<p>Aspects of this campaign included:</p> <ul style="list-style-type: none">▪ Development of strategic messages and framing of the campaign message.▪ Development of key messages, slogans, and thematics.▪ Development and testing of phrases and messaging for clarity and effectiveness.▪ Testing and refining of draft ads for clarity and effectiveness and to determine the best execution.▪ Tracking and follow-up on the impact of advertising and messaging. <p>The campaign included a combination of quantitative and qualitative research spanning a period in excess of six months.</p>

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Name of client	Ontario Association of Radiologists (Radio and Online Ad Testing)
Year of campaign	2012
Geography	Ontario – Province wide
Type of research performed	Aspects of this campaign included: <ul style="list-style-type: none"> ▪ Development of strategic messages and framing of the campaign message. ▪ Development of key messages, slogans, and thematics. ▪ Development and testing of phrases and messaging for clarity and effectiveness. ▪ Testing and refining of 10 draft radio ads and complimentary website, banner and search advertising for clarity and effectiveness and to determine the best execution. ▪ Tracking and follow-up on the impact of advertising and messaging. ▪ The campaign included a combination of quantitative and qualitative research spanning a period in excess of six months.

Name of client	Porter Airlines
Year of campaign	2012 – 2013
Geography	Ontario Primarily Toronto
Type of research performed	Aspects of this campaign included: <ul style="list-style-type: none"> ▪ Development of strategic messages and framing of the campaign message. ▪ Development of key messages, slogans, and thematics. ▪ Development and testing of phrases and messaging for clarity and effectiveness. ▪ The campaign included a combination of quantitative and qualitative research spanning.

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Name of client	Association for Mineral Exploration BC
Year of campaign	2010
Geography	British Columbia – Kootenay Area
Type of research performed	Aspects of this campaign included: <ul style="list-style-type: none">▪ Development of strategic messages and framing of the campaign message.▪ Development of key messages, slogans, and thematics.▪ Development and testing of phrases and messaging for clarity and effectiveness.▪ Tracking and follow-up on the impact of advertising and messaging.▪ The campaign included quantitative research.

5. BC Connection

The Offeror has a significant amount of experience in the province, having conducted research and studied issues in all areas of the province.

The Offeror has a presence in Victoria and is in the process of establishing a presence in Vancouver.

The Offeror currently has two full-time project staff located in British Columbia ready to serve the needs of GCPE in a timely fashion.

The Offeror has conducted province-wide research as well as research in several communities in all areas of the province – Lower mainland, Fraser Valley, Interior, North and on the Island.

The Principal Researcher gained a substantial amount of experience and understanding of the province – the various regions and unique aspects of different geographic, cultural and demographic communities - through his work within senior levels of government over the past two years.

The Offeror's team has worked in the past three years with the BC Liberal Party, Hogan Miller Advertising, the Christy Clark leadership campaign, the George Abbott Leadership campaign, the Smart Tax Alliance, the Association for Mineral Exploration BC, Tasco Mines and several other companies within the province.



6. BC Address

As noted on the cover of the proposal the Offeror currently operates in BC at the following address: 1553 Eric Road, Victoria BC V8N 5Y6

7. BC Services

In addition to overall project management, the Offeror provides a full complement of consulting services from its BC operation, including:

- Focus Group Management
 - Screener development
 - Discussion Guide preparation
 - Moderating services
 - Report-writing and presentation
- Survey Research
 - Questionnaire development
 - Report writing and presentation

The field and tabulation services of the Offeror are based in Ontario, however we are capable of staffing local (BC) field staff for ongoing projects if it is advantageous for the client.

8. Client Relations

The Offeror is equipped and scalable to meet the needs of the client, irrespective of the size, time-sensitivity and or rigorous demands of the project.

We have a 'small agency approach' to customer service – we encourage client contact at all levels of the organization - although we encourage the client to deal with the Team Leader and the Account Manager for day-to-day issues. The entire team is ready and willing to answer questions and deal with matters in each of our areas of expertise.

We propose that each project begin with a meeting between the Offeror's team (or relevant parts of the team) and the GCPE team. This is important to ensure that we understand the complexity and scale of the project.

Once the project commences, the Offeror will provide regular progress updates to the client. Updates could include the status of the project in field (number of interviews completed, etc.), and an oral debrief of the project if needed. No two





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projects are alike. We are happy to accommodate the different reporting needs of each project.

Following each project, the Offeror and GCPE staff will have a 30-minute debrief on the project to determine what worked and where there could be improvement.

Where we can add value and ensure customer satisfaction, we will take every possible additional measure to achieve success. We recognize that some projects will have special circumstances. In the past some situations we have encountered and professionally managed include:

- Tight turnaround times –As we have staff in both BC and Ontario, we can work a longer day – starting earlier in the morning and finishing up later in the evening. We routinely deal with clients who need things done well and fast.
- Complex methodologies – Sometimes projects require a specialized or low incidence sample or . the client wants to have second-language interviews. We have the internal capability and experience to respond to these types of project requests with adequate notice.
- Project Scale - As a smaller research firm, we are able to be more nimble in handling smaller projects, but we have the professional skills to handle larger projects as well. On smaller, low budget projects, we can implement tools such as interactive touch response systems and online methodologies to economize where necessary. For larger projects, we have four senior research professionals who can be dedicated to the management of individual elements of the project.

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III. Key Personnel:

Below is a summary of the requirements outlined in Section 8 of the Request for Proposal:

1. Name a single key individual who is proposed to be the Account Manager

- s 22
- s 22 will have the responsibility for overseeing and managing day to day activities with the client.
- Based in Vancouver s 22 has extensive experience in project and event management.
-

s 22

- s 22 is organized, diligent and effective in managing projects and will be a key driving force in ensuring client satisfaction in a timely fashion.

2. Name the person to whom the proposed Account Manager reports

- s 22
- s 22 will have the overall responsibility for the contract and the authority to make decisions regarding service delivery. s 22 will be GCPE's main point of contact for project oriented activities. He will be easily accessible to resolve issues with GCPE that may arise during the term of the contract.
-

s 22





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3. Name a core team of resources

Account Manager: s 22

- s 22 will be responsible for managing project logistics and supporting s 22 on a day-to-day basis.
- s 22 reports to the Principal Researcher.

Field Management: Amber Kouvalis

- Ms. Kouvalis manages the call centre, including all aspects related to focus group recruitment, and survey field scheduling and programming. She leads the operations centre team.
- Ms. Kouvalis reports to the Principal Researcher. All research operations staff (ie. Callers, programmers etc.) report to Ms. Kouvalis.

Senior Researchers:

Greg Dunlop

- Mr. Dunlop is responsible for details of research as they relate to sample selection, weighting and other technical research issues. Mr. Dunlop is also capable and would work on preparing research reports.

Richard Ciano

- Mr. Ciano would support in survey preparation and analysis. As a Certified Market Research Professional, Mr. Ciano is capable of preparing survey questionnaires, conducting focus groups, preparing written reports and providing research presentations to clients as needed.

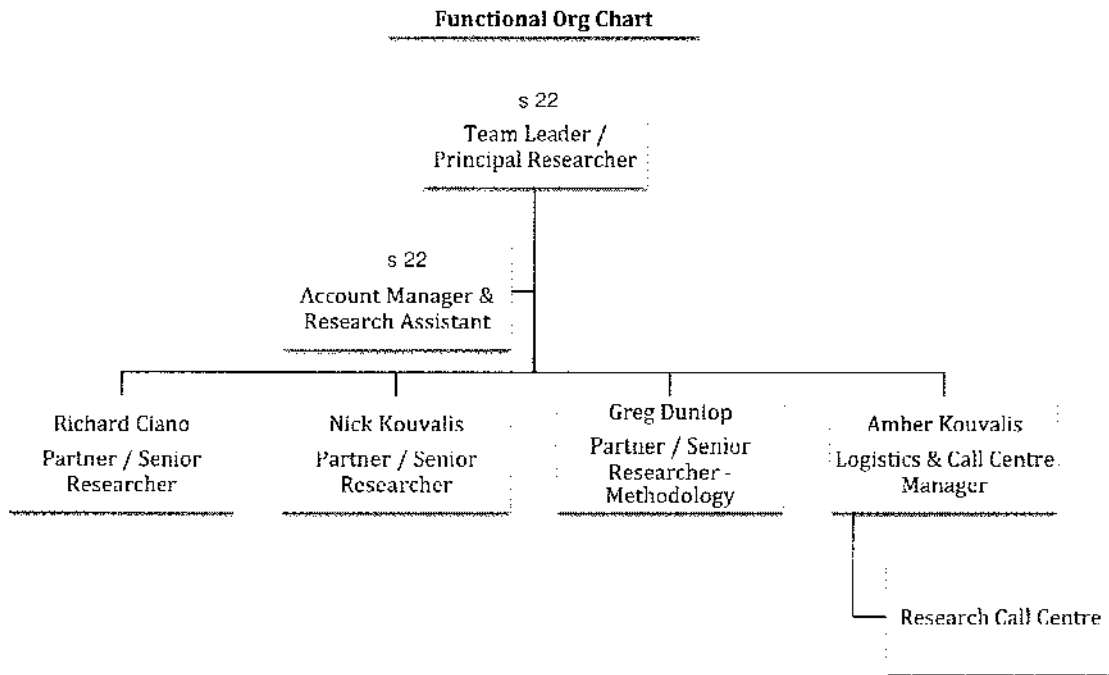
Nick Kouvalis

- Mr. Kouvalis would support in the preparation and planning aspects of research studies. His experience in field management and tactical support for "campaigns" is valuable to the process of the development and execution of research studies. He is also a skilled focus group moderator with over five years of experience moderating focus groups.



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4. Functional Organization Chart



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Pages 123 through 128 redacted for the following reasons:

s 22



6 & 7. Contingency Plans

In the event that the Team Leader becomes unexpectedly unavailable, we would implement the following contingency plan:

- s 22 the Account Manager will be available to deal with logistical matters related to the day-to-day operations of the project.
- Based on availability, either Richard Ciano, or Nick Kouvalis will take on the senior role on the project. Depending on the size of the project, one of these individuals could relocate to BC if necessary.
- In the event that the Team Leader is unavailable in the long term, the Offeror will seek a permanent replacement. This replacement will have a similar level of experience to the existing Team Leader and be hired with approval from GCPE.

IV. Work Samples:

Two work samples are appended to this document as an Addendum in fulfillment of this requirement.

V. Ability to Provide a Unique Offering:

The Request for Proposal asks that the Offeror describe a work product or creative idea that relates to GCPE's main business streams:

- Social Marketing
- Jurisdictional Marketing
- Public Safety, Community Development
- Financial Policy
- Health and Education

Although few services in this business are unique, we believe that we can offer a breadth of service that is unavailable through many other vendors. Our services include:

Survey Research	Qualitative Research
- Online research	- Focus groups
- Live telephone	- Perception analyzer ad testing
- Interactive Touch Response (ITR)	- Online focus groups

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Below is an example of a past campaign which we believe highlights our unique ability to provide a breadth of services.

Social Marketing - BC Liberal Branding Research

The purpose of the research campaign was to inform and direct earned and paid media to improve the reputation and electoral chances of the BC Liberal party.

The research campaign involved an array of methodologies, including quantitative (online, Interactive Touch Response and live telephone), qualitative (focus groups) and even some hybrid research (large group Perception Analyzer research).

The approach was iterative:

- We conducted exploratory focus groups to determine the potential challenges and areas where we could have an impact,
- We conducted online and live telephone survey research to quantitatively test ideas, slogans and messages,
- We conducted additional qualitative research to test draft ads to determine clarity of message and effectiveness of delivery,
- We conducted live and ITR research to track the effectiveness of the message (earned and paid media) over time,
- We used Perception Analyzer research (large focus group where people employ dials to respond to an audio-visual stimulus) to test message delivery for tone and identify potential opportunities and challenges.

Each of these processes (except the Perception Analyzer research) was used multiple times to define and refine the messaging.

Below is a brief proposal for a BC related campaign which further demonstrates our creativity and unique abilities.

Jurisdictional Marketing Campaign

The main challenges underlying Jurisdictional Marketing Campaigns is that they tend to be low-incidence campaigns (the target tends to be small), they require time to establish changes in attitude, and they tend to last over a very long term (many years).

This type of campaign lends itself well to a multi-faceted research methodology over a long period of time. The deployment of such a campaign can be costly, however, the payback can be tremendous even when the overall effectiveness improves slightly.

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Envisioning a "come to / stay in BC" campaign (work, live, play), we propose a fairly comprehensive approach to establish an effective message, track progress and modify the campaign over time.

Research Elements:

- Exploratory focus groups - we would initiate the study with a small number (probably 4) focus groups. The recruitment demographic of these groups would be as broad as possible. The purpose of the groups would be to begin to establish the criteria and attitudes that we will need to measure and affect throughout the campaign. As this is "exploratory" we would be flexible with respect to the discussion guide and the actual number of groups (possibly adding more groups depending on what we discover).
- Benchmark live telephone survey with robust demographics - the purpose of this study would be to establish initial benchmarks and to establish parameters around the type of people we are trying to target. This benchmark is the single most important piece of research we would conduct as it would establish the guidelines for everything that follows.
- Concept testing focus groups - having established the direction of the messaging and the target demographic, we would begin to refine the message to improve clarity and effectiveness. We envision a round of approximately six groups at this stage (or three groups of double the size if we conduct Perception Analyzer ad testing). In these groups it is likely we would employ Perception Analyzer dial testing but this would depend on the overall size of the ad buy (obviously the level and cost of the testing should be consistent with the project budget).
- Creative "gut check" - once we have the creative for the ad finalized and the ad firm has developed one or two more executions (than what they ultimately expect they will need), we will conduct 2 to 4 focus groups as a final gut check to determine whether the polished ads meets objectives.
- Ad-Tracking diagnostic - before the ads are aired, we will begin to conduct regular testing of a limited number of key metrics (3 to 4 questions and 2 to 3 demographics). This survey will be fielded at regular intervals (perhaps even a few times a week) depending on the size of the ad buy. For this surey we would employ Interactive Touch



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Response research (telephone calls using a recorded message and allowing respondents to press a number to respond to a question).

- Final Tracking - towards the end of the campaign, we recommend the client conduct a final live telephone tracking study. This quantitative study would examine the overall effectiveness of the campaign. We would use a similar (albeit shorter) questionnaire to the one used in the initial benchmark. We would track the most important demographic questions and the key attitudes in order to determine, whether and among which groups we made a significant improvement in attitudes.





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V. Project Pricing (APPENDIX C)

SERVICES	HOURLY RATE
CLIENT SERVICES	
Account Services (Primary day to day contact)	\$100
Research Director or Management	\$200
Junior Personnel	\$125
Data Analysis	\$75
Questionnaire Design Hours	\$75
Writing Services	\$75
Moderator Guide Development	\$100
Call Centre Services	\$30
Note Taking	\$30
Report Writing Services	\$125
Focus Group Moderation	\$200

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Pages 1 through 10 redacted for the following reasons:

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Advertising Services

REQUEST FOR STANDING OFFER NO. ON-002386

REQUEST FOR STANDING OFFER

GOVERNMENT COMMUNICATIONS
AND PUBLIC ENGAGEMENT

JATINDER **RAI** / President

P 604 779 4200 E Jatinder@responseadvertising.ca

Response Advertising Inc.

r>spons<

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CTZ-2013-00140



Response Advertising Inc.
200 - 409 Granville Street
Vancouver BC V6C 1T2

Date: July 4, 2013

GOVERNMENT COMMUNICATIONS AND PUBLIC ENGAGEMENT

Purchasing Services Branch
2nd Floor 563 Superior Street
Victoria, B.C. V8V 1T7

Attention: Cheryl Akey

Subject: Advertising Services

Request for Standing Offer No. ON-002386, including any amendments or additions (the "Request for Standing Offer")

The enclosed Response is submitted in response to the above-referenced Request for Standing Offer.

We have carefully read and examined the Request for Standing Offer and have conducted such other investigations as were prudent and reasonable in preparing the Response. We are authorized to submit this Response on behalf of the Respondent.

Yours truly,

Jatinder Rai | President
P 604 779 4200 **E** Jatinder@responseadvertising.ca
www.responseadvertising.ca

July 4, 2013

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corporate information overview

Multicultural communication requires a specialized understanding and a talented, experienced team. With a truly multicultural team of seasoned professionals possessing world class experience in advertising and marketing, **Response Advertising Inc.** offers a deep understanding of the multicultural consumer segments in Canada and the way this market works.

Founded in 1999, Response is a fully integrated advertising agency that specializes in multicultural communications. Steering marketers through the complex yet exciting multicultural landscape of North America, Response specializes in South Asian, Chinese, Korean, Filipino and Japanese communities.

Response is well positioned to meet GCPE's advertising needs. Our team has an extensive track record for executing government projects and campaigns. As such, we understand government processes and public policy. When approaching multicultural marketing, in particular, it is critical that the message remains distinct from the mass communication. We understand that in order to reach the multicultural segments, GCPE must tailor their approach and message for these markets. With our track record, expertise and cultural insight, we are the agency that will reach the multicultural audience.

A one-stop-shop for advertising, market research, strategic planning, creative development, media planning and buying, media relations management, public and corporate relations, and events and sponsorships, Response takes the mystery out of multicultural communications. In order to stay ahead in this ever changing marketplace, we constantly keep honing our understanding, and we unearth consumer insights through regular community research and interaction.

Our clients will tell you that your brand is in safe hands. Whether it's developing original creative or transcreating mainstream campaigns, we always come up with creative solutions that are rooted in core brand values and stem from well conceived communication strategies. This in turn produces great results for our clients and helps forge strong business partnerships.

While knowledge is abundant, attitudes and big egos are in short supply here. In fact, we are a very decent lot who enjoy this business of multicultural communication.



respondent profile summary

RESPONDENT PROFILE INFORMATION

Respondent Organization Name	Response Advertising Inc.
Address of Respondent's Head Office	200 - 409 Granville Street Vancouver BC V6C 1T2
Address of Respondent's Canadian Branch Office(s)	16 Sylvestre Square, Scarborough, ON, M1W 3V2
Year Established	1999
Name of Owner	Jatinder Rai
Mergers Within the Past 2 Years	N/A
Respondents' Business Philosophy / Mission / Mandate / Etc.	<p>As a multicultural agency, we celebrate ethnic and cultural diversity; it is part of everything we do at Response Advertising. We live, work, and play in our communities and focus on great relationships. Our culture is collaborative and team-oriented.</p> <p>Some of our key attributes and core values include:</p> <ul style="list-style-type: none"> • Integrity • Team spirit • Friendliness • Openness to new and different ideas and opinions, allowing us to be creative and innovative <p>We have a strong focus on quality service and we have a quick response time in delivering high quality work to our clients</p> <p>With our feet firmly rooted in today's market reality, our team's sights are set on a bright future. As a team, we are driving multicultural marketing towards its rightful place of importance in the Canadian market.</p>
Strategic Alliances to Provide Communications Services	<p>Because Response Advertising is focused exclusively on the multicultural segment, we are able to work seamlessly with mainstream agencies with no sense of competition — only collaboration — as we combine our respective expertise.</p> <p>We have worked with many of the top lead/mainstream agencies in Canada, including:</p> <ul style="list-style-type: none"> • DDB (for TELUS, BC Hydro, and ICBC) • Rethink (Mr. Lube) • TAXI (TELUS, M&M Meat Shops) • TBWA (Vancity) • Wasserman + Partners (WorksafeBC)
Total \$ Value of 2012 Canadian Billings	3.9 Million
Name, Address, Phone, Fax #'s & Email of Response Contact Person	Jatinder Rai / 200 - 409 Granville Street Vancouver BC V6C 1T2 T 604 779 4200 F 604 572 8584 Jatinder@responseadvertising.ca

REFERENCES

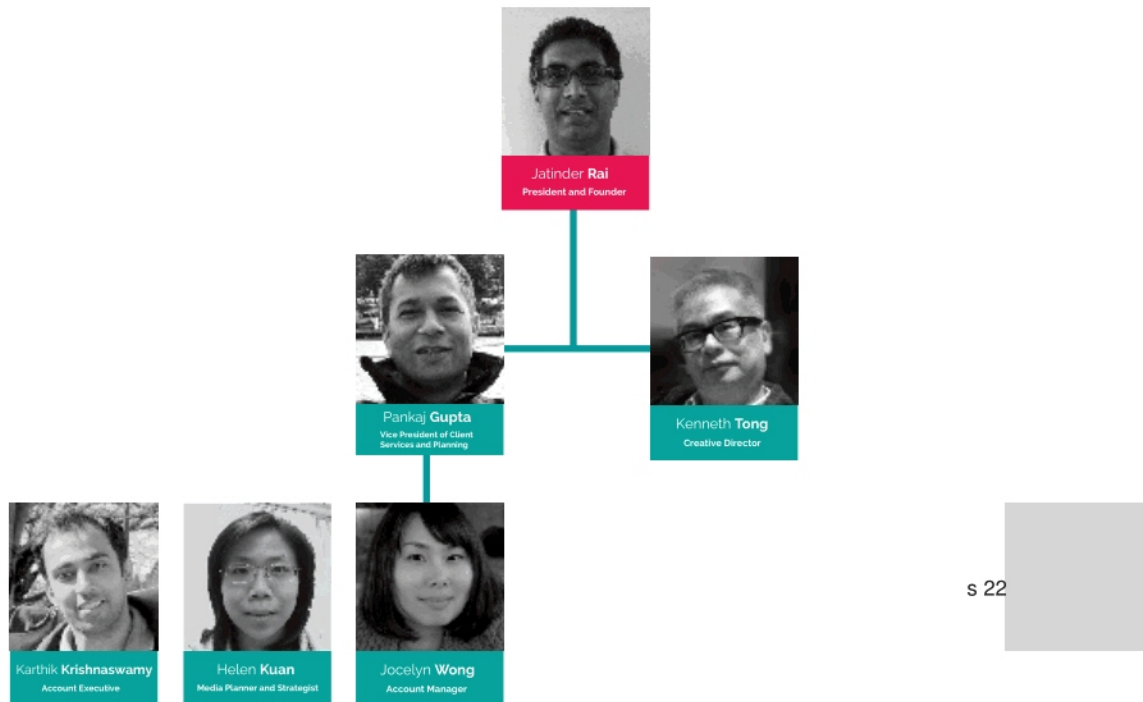
First Client Reference	Name of Client	Kelly McNeil-Sproxton
	Title or Position	Manager Segment Marketing
	Firm Name	Vancity Credit Union
	Telephone Number	s 22 Vancouver
	Nature of Services Provided	Advertising campaigns including print, radio, TVC and event planning.
	Date(s) Services Provided	2006 – 2012 (7 years)

Second Client Reference	Name of Client	Scott McCloy
	Title or Position	Director of Communications
	Firm Name	WorkSafeBC
	Telephone Number	604 276 5157 Vancouver
	Nature of Services Provided	The mass media campaign used the following media: <ul style="list-style-type: none"> • TV billboards in Punjabi and Mandarin. • Print ads in Punjabi and Chinese. • Informational interviews with WorkSafeBC spokespersons on select radio and TV channels/ programs • Radio ads in Punjabi and Mandarin
	Date(s) Services Provided	2010-2013

Third Client Reference	Name of Client	Rachael Peterson
	Title or Position	Director of Marketing and Communications
	Firm Name	TELUS
	Telephone Number	s 22 Vancouver
	Nature of Services Provided	Multimedia marketing and advertising campaigns which includes print, radio, TVC, online, website development, event planning, media planning and buying and public relations.
	Date(s) Services Provided	2005 – 2013 (8 years)

corporate capability

Organizational Chart



Roles and Responsibilities

Jatinder Rai / *President and Founder*

Jatinder will act as the primary account manager and first point of contact for the duration of this contract with GCPE.

Pankaj Gupta / *Vice President of Client Services and Planning*

Pankaj is the secondary account manager and will oversee the day-to-day operations.

Kenneth Tong / *Creative Director*

Kenneth will be responsible for the creative direction for all of GCPE's advertising creative and campaigns.

Jocelyn Wong / *Account Manager*

Jocelyn is responsible for the executions of the advertising campaigns, creating workback schedules and meeting timelines.

Helen Kuan / *Media Planner and Strategist*

Helen will be the digital and traditional media planner and multicultural marketing strategist.

Karthik Krishnaswamy / *Account Executive*

Karthik will be assisting Jocelyn on the execution of the campaigns and he will be responsible for budgets and worksheets.

s 22 / *Graphic Designer*

s 22 will be responsible for graphic design of all web and print pieces.

s 22 / *Studio Manager and Punjabi Copywriter*

s 22 will be responsible for coordinating all print production projects including print ads, posters, collateral, brochures, etc. He will also be responsible for all Punjabi copywriting.

s 22 / *Senior Chinese Copywriter*

s 22 will be responsible for Chinese copywriting for all materials.

s 22 / *Filipino Copywriter*

s 22 will be responsible for Filipino copywriting for all materials.

Policies and Procedures for Dispute Resolution

First and foremost, we have long-standing, tried and tested relationships with many of our clients. There are processes in place from the briefing stage to end delivery, and the Response Advertising team supervises the process at every step.


We have measures in place that ensure issues are identified and resolved as soon as they arise. We conduct weekly status meetings and provide status reports. We provide contact reports for important meetings and conference calls, and have daily internal job lists for all functions. Internally, we have project management timelines that are discussed on a daily basis.


s 22 and Helen ensure that issues get resolved. Kenneth, Jocelyn and Karthik will oversee project flow and forward any unresolved issues to Pankaj, who will take necessary steps to make final resolutions.


Respondent's Campaign Experience


During the 15 years we have been in business, we have accumulated significant campaign experience with some of the top companies/clients in BC.

Client Name	
Year Created	2012
Targeted Area	BC and National
Creative Message	We modified existing TELUS branding/advertising to appeal to multicultural markets. We used concepts and themes that would resonate specifically with this audience.
Media Used	<ul style="list-style-type: none"> • Online • In-language website development • Public relations • Multicultural research

Client Name	
Year Created	2011
Targeted Area	BC and Lower Mainland
Creative Message	The creative relayed the message that workplace safety is important and that WorkSafeBC is relevant and trustworthy.
Media Used	<ul style="list-style-type: none"> • Public relations • Multicultural media training • Online

Client Name	
Year Created	2010
Targeted Area	BC and Lower Mainland
Creative Message	The creative informed the multicultural segment that simple behaviour changes could have a significant province-wide impact on energy consumption.
Media Used	<ul style="list-style-type: none"> • TV • Radio • Print

Client Name	
Year Created	2011
Targeted Area	BC and Lower Mainland
Creative Message	Vancity was originally seen by the Chinese and South Asian segments as just the provider of the "cheapest mortgages." We helped Vancity become known for a full range of investment portfolio services within these segments.
Media Used	<ul style="list-style-type: none"> • TV • Radio • Print

Client Name	
Year Created	2011
Targeted Area	BC and Lower Mainland
Creative Message	We helped Terasen Gas create awareness around CO2 in homes, the dangerous characteristics of CO2 and the actions to be taken.
Media Used	<ul style="list-style-type: none"> • Print

Client Name	
Year Created	2012
Targeted Area	Province of BC
Creative Message	We relayed the message that the Province of BC needs to open and expand markets overseas and partner with Asian-Pacific countries. Our creative reflected 3 pillars – education, investment and trade.
Media Used	<ul style="list-style-type: none"> • TV • Radio

Client Name	HST Referendum Campaign
Year Created	2011
Targeted Area	Province of BC
Creative Message	We communicated the benefits of keeping the HST in BC.
Media Used	<ul style="list-style-type: none"> • Print • Radio

BC Advertising/Marketing Industry Connection

Response Advertising is a proud member of the BC Chapter of the American Marketing Association (BCAMA). For over 50 years, BCAMA has contributed to the growth and education of the BC marketing community. It is made up of over 500 members.

Response is also a member of the Vancouver Board of Trade (VBOT). VBOT is dedicated to supporting the development of the region as a pacific centre for trade, commerce and travel.

BC Office Location

Response Advertising's head office is located at 200 - 409 Granville Street, Vancouver, BC, V6C 1T2. We are conveniently located close to Harbour Air and the Premier's office.

The Response team will be available for meetings in Vancouver (and the Lower Mainland), as well as in Victoria. Our team is available to attend meetings in either location on short notice. As a key client, GCPE can expect to receive priority treatment from our team.

Services Provided

Response is a multicultural, multilingual and multifaceted agency. Below is a list of our services:

Consumer Research

We work hand-in-hand with both clients and their mainstream agencies to identify multicultural marketing opportunities, plan communication strategies, plan and manage consumer research, analyze competitive media activity, and track and analyze client program results.

We have spearheaded and directed several qualitative and quantitative multicultural consumer market studies in diverse categories for a broad range of clients such as TELUS, BC Hydro, M&M Meat Shops, Mr. Lube, Red Bull, National Defence of Canada and Western Union.

Depending on the project, we would work with third party research agencies such as Environics Canada, Ipsos-Reid or another leading research agency.

Strategic Consultation / Planning

Response Advertising has accumulated over more than 10 years of specialized knowledge about marketing and advertising to the multicultural segments in Canada. We have access to various primary/secondary, syndicated/specific client commissioned research in the multicultural arena (much of which is personally designed and conducted by our team members). In addition, Census Canada's reports provide great insight on a regular basis into the profiles of multicultural segments in Canada (which we closely study and monitor at all times).

South Asian and Asian segments in Canada are diverse and complex, with many countries and numerous languages/dialects. We help our clients get the maximum returns on their communication dollars by investing in proprietary consumer research, such as our study on the "sub-segmentation of the South Asian and Asian target in Canada." Sub-segmenting enables focused target identification for better targeted marketing, resulting in more efficient and effective communication and more precise media and channel strategies.

Media Planning and Buying / Media Relations

Response is an industry leader in the planning and purchase of South Asian and Asian media in Canada. With our strong media relations, significant cumulative media budgets and our team's years of experience, we are able to offer our clients the very best negotiated media rates with the maximum added value.

Advertising Creative Development / Production

Response specializes in creating in-language and in-culture advertising to reach some of the most significant multicultural audiences in Canada (South Asian and Asian, including the Chinese, Filipino, Korean and Japanese consumer audiences).

In the last 10 years we have produced an impressive creative archive including several TV, radio, print, direct mail, out-of-home and various other non-traditional media executions. We have had the opportunity to develop strong partnerships with many blue chip clients spanning a wide range of product categories (including telecom, financial services, packaged goods/food, government/government agencies, provincial utilities and non-profit organizations).

Whether a client needs us to create a single stand-alone print ad, design a fully integrated multi-media campaign, adapt a mainstream campaign/creative or create an original campaign, our recommendations are always rooted in sound communication strategy and established brand values. We don't do creative for creative's sake. Sometimes there is no need to translate/adapt a mainstream creative because it will work just fine with the multicultural audiences. If that is the case, we will share that recommendation with our clients. Other times, the mainstream concept is so alien and more likely to be misunderstood or not understood at all. In such cases, there is a need to come up with another concept to effectively communicate with the multicultural audience. We advise our clients what approach to take.

Event Planning / Management

There is a strong concentration of Asian and South Asian Canadians in a relatively small subset of cities and local communities across Canada. Plus, with the emergence of India and China as two of the most important and fastest growing economies, interest of these ethnic communities in connecting back to their ethnic cultures has become very strong. There are several high profile community and cultural events that could provide ideal opportunities for marketers to connect with these audiences.

We work closely with the ethnic media and community event partners and provide consultation on identifying the best fit for our clients' objectives and brand values. We also supervise the planning and execution of specific multicultural event partnerships/programs for our clients.

Community Outreach / Public Relations

"Word of mouth" is an extremely powerful tool when marketers are targeting Asian and South Asian audiences in Canada. Response has developed a world-class capability to achieve positive editorial endorsement for our clients' products/services. We have developed a reputation for creating community buzz around our clients' specific marketing programs among the key South Asian and Asian grassroots organizations.

We can offer all of the essential PR services, such as media relations, community positioning and consulting, crisis management, grassroots relations and event management.

Multi Language Expertise

Response has the capability to deliver the above solutions in several languages. We would consult with you about your requirements and objectives, identify the key multicultural target segments and sub-segments, and recommend which language or mix of languages is the best solution for delivering the required message(s). Some of the languages we have expertise in are Punjabi, Hindi, English, Mandarin, Cantonese, Tagalog, Korean and Japanese.

Client Relations Management

Response places special emphasis on client relations management in order to ensure a seamless workflow and guarantee client satisfaction.

Our team of highly experienced professionals in Vancouver and Toronto, all of whom are experts in their respective fields, is totally silo-free. This means that GCPE can expect to receive direct and timely communication and project coordination, as well as a deeply collaborative process.

We will ensure open and freeflowing communication and sharing of ideas between GCPE and our team for the desired business results.

Response conducts regular status meetings and conference calls with our clients and within our internal team. Technology has made it possible for all team members to participate in meetings and share ideas. We have also set out performance management models and key performance indicators to track client relationships and make adjustments as necessary.

key personnel

Account Management

Jatinder will be the primary contact person/account manager. Jatinder started Response Advertising in 1999. With 15 years of experience in account management, as well as a client list that includes Translink, ICBC, TELUS, Vancity, Koodo, BCLC, M&M Meatshops, Mr. Lube and BC Hydro, he has proven himself an effective account manager who always completes projects on time and on budget. His capabilities will ensure that he meets and exceeds GCPE's expectations. In the event that Jatinder is unavailable, Pankaj will assume his responsibilities.

Core Resources

Response's account leadership team will be available for the required term of the Standing Offer.

Jatinder Rai / *President and Founder*

Jatinder started Response Advertising in 1999. With 15 years of experience in multicultural marketing and communications, primarily focussed on the Chinese and South Asian markets, Jatinder has carved a special place in the industry. Over the years, he has worked with companies and corporations and helped them understand the needs of various multicultural segments both within British Columbia and other parts of Canada and the United States.

Exceptionally strong in the field of identifying niche market needs, Jatinder has successfully created targeted and effective multicultural marketing and advertising campaigns. As a skilled facilitator, he has also conducted research for major clients across Canada and the United States. Some of his clients over the years include Canadian National Defence, Translink, ICBC, TELUS, Vancity, Koodo, BCLC, M&M Meatshops, Mr. Lube and BC Hydro.

Jatinder has a Bachelor of Arts degree with a focus in marketing and a two-year certificate in cross-cultural communications from the University of Victoria.

Pankaj Gupta / *Vice President of Client Services and Planning*

Pankaj is a seasoned advertising and integrated communications professional with over 15 years of experience in India and Canada. He holds a Masters in business administration from Symbiosis, University of Poona, India.

Pankaj has worked with some of the largest advertising firms like Ogilvy, TBWA, Lowe and Bates Asia. He has led several successful marketing communication campaigns for Seagram/Pernod Ricard, Nokia, Motorola, Gillette, Pedigree, Apple, Coca Cola, Standard Chartered Bank and India Tourism in India.

Pankaj has been with Response for more than 6 years and he has worked on campaigns for TELUS, Vancity and WorkSafeBC.

Kenneth Tong / *Creative Director*

Kenneth has over 20 years of experience in advertising and graphic design. His career includes senior roles at top agencies like Leo Burnett and Grey Advertising in Asia.

Since moving from Hong Kong to Vancouver, Kenneth has been involved in many successful ethnic marketing communication campaigns for brands in Vancouver and North America.

Kenneth has been with Response for over 2 years. In this time, he has worked on campaigns for WorkSafeBC and Vancity.

Jocelyn Wong / *Account Manager*

Jocelyn is an account manager at Response. She is also an experienced project manager with a focus in client services.

Jocelyn was involved in projects for TELUS, World Vision, S.U.C.C.E.S.S. and BC Hydro. She has a Bachelor of Arts degree specializing in communications from SFU.

Helen Kuan / *Media Planner and Strategist*

Helen has over 10 years of media and account supervision experience. She specializes in multicultural marketing and multicultural digital and traditional media. She has had extensive experience strategizing integrated traditional and digital media campaigns, as well as integrated marketing and communications campaigns.

She has worked on projects with TELUS, Cathay Pacific, BC Hydro and BC Children's Hospital. Helen has a Bachelor of Science degree from UBC.

Karthik Krishnaswamy / *Account Executive*

Karthik has extensive experience as an account executive. Prior to joining Response in 2013, he worked as a marketing and advertising professional at a globally renowned advertising agency and a Fortune 100 company. He also has experience in planning and executing marketing and advertising strategies for leading brands, such as Legrand Inc., Johnson and Johnson, CEAT Limited, Wipro Healthcare and TATA Sky DTH.

Karthik has a Masters in business administration (marketing) from University of Mumbai in India.

s 22 / *Graphic Designer*

s 22

s 22 / *Studio Manager and Punjabi Copywriter*

s 22

s 22 / *Senior Chinese Copywriter*

s 22 has more than 8 years of experience working as a creative director in the advertising and telecommunication industry.

s 22

s 22

s 22 has been with Response since 2005.

*Refer to the organizational chart on page 7 for the reporting structure.

Reporting Structure

Jatinder Rai / *President and Founder*

Jatinder is the president and founder, and provides all final approvals. Pankaj and Kenneth report to him.

Pankaj Gupta / *Vice President of Client Services and Planning*

Pankaj reports to Jatinder.

Kenneth Tong / *Creative Director*

Kenneth reports to Jatinder.

Jocelyn Wong / *Account Manager*

Jocelyn reports to Pankaj.

Helen Kuan / *Media Planner and Strategist*

Helen will work with Jocelyn Wong and report to Pankaj.

Karthik Krishnaswamy / *Account Executive*

Karthik will work with Jocelyn and report to Pankaj.

s 22 reports to Kenneth.

s 22 will report to Kenneth.

s 22 reports to Kenneth.

s 22 reports to Kenneth.

Contingency Plan

In the event that he is unavailable, Jatinder will ensure that Pankaj will be available at all times during office hours. For after-hours emergencies, Jatinder and Pankaj are available by smartphone.

Pankaj, the secondary account manager and a seasoned advertising and integrated communications professional, also has over 15 years of experience in the account management field. He has led several successful marketing communication campaigns for Seagram/Pernod Ricard, Nokia, Motorola, Gillette, Pedigree, Apple, Coca Cola, TELUS and Vancity. He will be part of the project team from the onset and will carry the project forward and ensure all GCPE requirements are met.

Response always takes precautions at the onset of a project to ensure that there is always a second line support for all key roles. While s 22 will be the project coordinator for this project, s 22 will be stepping in the event that s 22 is away. Pankaj will be responsible for the day-to-day operations and step in for Kenneth and Jocelyn when required. Over the years, we have developed an effective internal communication system where progress can be easily tracked so that anyone who steps in can quickly move things along.

portfolio / TV COMMERCIALS

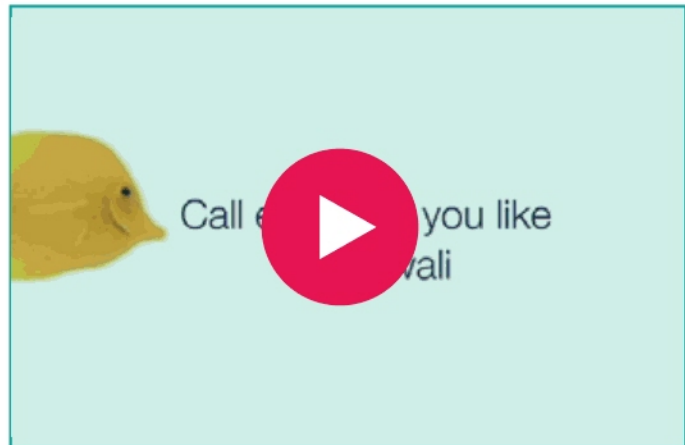


TELUS / Skype Unlimited

Target Audience: New immigrants from South Asia, those who were trying to establish themselves in Canada but still had firm roots and ties in their home country, and those who call India often.

Creative Message: We conveyed the message that individuals could connect with anyone (not just loved ones). We used a contemporary cover version of "Ina, Mina, Dika" (a popular classic Bollywood song) as the commercial music. "Ina, Mina, Dika" translates to "Tom, Dick and Harry."

Business Stream: Social marketing. (We were encouraging the target to sign up for TELUS' plan.)



WorkSafeBC / Be Safe at Work

Target Audience: South Asian and Chinese newcomers who had been in Canada for less than 5 years and had low English language skills.

Creative Message: We conveyed the facts about workplace injuries and made the target aware of WorkPlaceBC's services.

Business Stream: Social marketing and education. (We were informing the target about the facts and making them aware of WorkPlaceBC's brand; we were inspiring trust and confidence in WorkPlaceBC.)

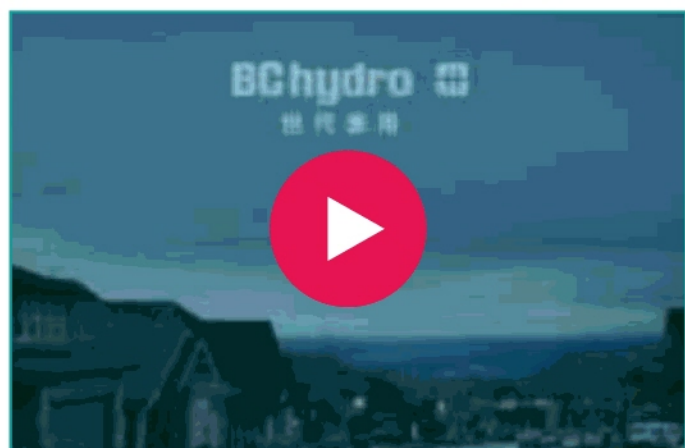


BC Hydro / Power Smart

Target Audience: Chinese and South Asian segments.

Creative Message: We encouraged consumers to conserve energy. We also explained that simple everyday changes make a big difference.

Business Stream: Social marketing and education. (We were encouraging the target to change their energy consumption behaviours and educating them about benefits of using the new Smart Meters.)





Copyright

TELUS / Skype Unlimited

Target Audience: New immigrants from South Asia, those who were trying to establish themselves in Canada but still had firm roots and ties in their home country, and those who call India often.

Creative Message: We conveyed the message that individuals could connect with anyone (not just loved ones) by using the "Ina, Mina, Dika" reference (Tom, Dick and Harry).

Business Stream: Social marketing. (We were encouraging the target to sign up for TELUS' plan.)



WorkSafeBC / Be Safe at Work

Target Audience: South Asian and Chinese newcomers who had been in Canada for less than 5 years and had low English language skills.

Creative Message: We informed the target about workplace safety and made them aware of WorkPlaceBC's services.

Business Stream: Social marketing and education. (We were making the target aware of WorkPlaceBC's brand; we were inspiring trust and confidence in WorkPlaceBC.)



BC Hydro / Installation of Smart Meters

Target Audience: Chinese and South Asian segments.

Creative Message: We were creating awareness around the Smart Meter campaign. After conducting research in the Chinese and South Asian communities, it was learned that they had very low awareness of the benefits of Smart Meters.

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Province of BC / Welcome BC

Target Audience: New immigrants to BC.

Creative Message: It's always hectic for new immigrants to restart their life in a brand new place. Our message and design demonstrated how welcomebc.ca is informative, all-inclusive and user friendly.

Business Stream: Jurisdictional marketing. (We were encouraging the target to invest and play in BC.)



Province of BC / Welcome BC - Bigbox



Copyright

TELUS / Optik TV

Target Audience: The Chinese market.

Creative Message: In order to promote TELUS' Chinese New Year special offer, we conveyed the following message: "The gift of fortune that touches you brings you warmth from home." It's a Chinese custom to give out red packets during Chinese New Year as a way of sending good wishes and good fortune.

Business Stream: Social marketing. (We were encouraging the target to sign up for TELUS' Chinese New Year special offer.)

TELUS / Free 40" Samsung HDTV

Target Audience: The Chinese market.

Creative Message: Our creative message was as follows: "The treasure is a concentration of riches, often one which is considered lost or forgotten until being rediscovered. And when discovered, it will bring great joy and satisfaction." The 16 Chinese channels with bountiful Chinese content choices was an entertainment treasure for immigrants who long for in-language content.



TELUS / High Speed Internet and Free Laptop

Target Audience: South Asia community. This target was young and educated, with a high disposable income and high home ownership potential. We also targeted the older segment, who had a high net worth, disposable income and strong family values.

Creative Message: We infused the campaign with some key cultural nuances that lent the campaign its very own "curry" flavor. The main character in this spot was a nonsensical Indian cook called Babloo, who created nonsensical Indian dishes. The only sensible thing he does is get TELUS high speed with a free HP laptop and home wi-fi.

Business Stream: Social marketing. (We were encouraging the target to sign up for TELUS' high speed internet.)

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WorkSafeBC – Be Safe at Work

Target Audience: South Asian and Chinese newcomers who had been in Canada for less than 5 years and had low English language skills.

Creative Message: We informed the target about workplace safety and made them aware of WorkPlaceBC's services.

Business Stream: Social marketing and education. (We were making the target aware of WorkPlaceBC's brand; we were inspiring trust and confidence in WorkPlaceBC.)

unique offering

Home to more than 200 different ethnicities, Canada is a land of immigrants with a diverse ethno-cultural population. In the last 25 years, the visible minority population in Canada has seen rapid growth. Most of this growth has been from new immigrants. Despite of this, it is a relatively untapped market with low investment and significantly higher ROI.

With a truly multicultural team of seasoned professionals with world class experience in advertising and marketing, Response's unique offering is a deep understanding of the multicultural consumer segments in Canada and the ways to reach this market.

Response is best positioned to provide advertising services for GCPE and help them take advantage of the opportunities this growing market will provide in the future. Multicultural markets and media have evolved to the point that the same marketing and advertising strategies used for the mainstream market are simply not effective in reaching multicultural audiences. Response uses its in-depth cultural understanding of the multicultural market to speak to these consumers via their culture, not just their language.

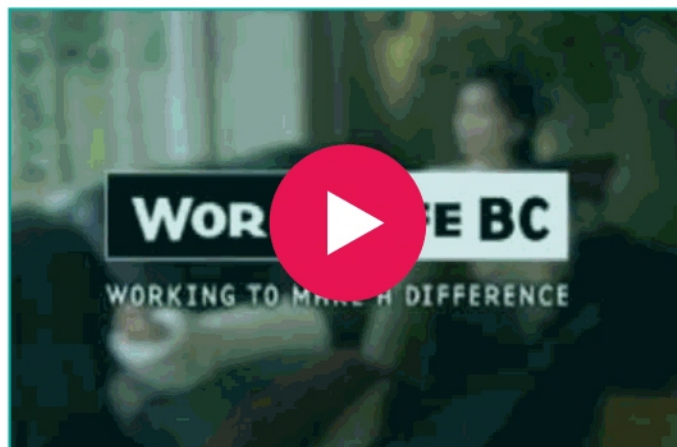
Below are some examples of past work that relate to GCPE's main business streams and demonstrate creative thinking and a unique approach.

Social Marketing

WorkSafeBC – Be Safe at Work Campaign

We created original TV spots for WorkSafeBC to educate the Chinese and South Asian communities about workplace safety and raise their awareness of WorkPlaceBC's brand and services. The goal of this campaign was to establish trust and confidence in the multicultural segments.

In addition to presenting the facts (e.g. "each year there are more than 94,000 injuries each year"), our creative idea was to make the TV spots relevant to each multicultural segment so that they would resonate. For example, one creative showed an injured individual not being able to join their friends on a trip to their home country. This scenario hit home with the South Asian and Chinese markets as it was something they could identify with.



Jurisdictional Marketing

BC Government – TOIFA

When the BC Government hosted the 2013 Times of India Film Awards (TOIFA), they had a unique opportunity to showcase British Columbia to BC's South Asian communities and to the people of India.

Because of this event, people in India were able to see the contributions that the South Asian



community has made in the development of BC, as well as the beauty of the province. This was a significant tourism and investment opportunity.

Our team created a 4-minute video for the event that highlighted agriculture, education, tourism, business, entertainment, culture and physical education in BC. We also demonstrated the harmony of many cultures living together. Our theme was "lucky ones" (as in, BC's South Asian community were lucky to find homes and prosper in BC). The central message was that the South Asian community is not just "part" of BC – they are BC. We used music to deliver the message as it reflected the Bollywood tradition. We created an original song with lyrics in Hindi, Punjabi and English to demonstrate working together and unity, and the video followed a timeline demonstrating the valuable contributions the South Asian community has brought to BC.

The event was attended by 40,000 people and it was viewed by 200 million people in India. The video has more than 38,000 views on Youtube and it was shown as part of the opening ceremonies at TOIFA 2013.

Public Safety & Community Development

WorkSafeBC – Unsafe Transport of Employees

On March 7, 2007, a 15-passenger van carrying 16 farm workers plus the driver was travelling east on Highway 1 near Abbotsford, B.C. The vehicle collided with two transport trucks. It rolled and landed on its roof on the highway median. Three workers were killed and 14 others injured.

It was discovered that proper seat belts had not been provided. If they had been, the number of fatalities and the severity of the workers' injuries could have been reduced.

Response developed original Punjabi radio ads to create awareness amongst agricultural workers about the need for safe vehicles to transport them to and from worksites. These ads played on South Asian radio stations in order to have the biggest impact. The ads were timed to air prior to farm season, so that workers could be aware of their rights before starting work.

As a result of this campaign, WorkSafeBC found that more people in the multicultural communities were aware of their workplace rights. They conducted research and found that people were empowered by their right to refuse work if conditions were unsafe (and not lose their jobs).

ਬੀਤੇ ਵਰ੍ਹੇ ਬੀ.ਸੀ. ਵਿਚ ਕੰਮ 'ਤੇ
121 ਮੌਤਾਂ ਹੋਈਆਂ।

ਇਸ ਤਰ੍ਹਾਂ ਦੀ ਹਾਲਤ ਵਿਚ ਅਸੀਂ ਕਿਵੇਂ ਮਦਦ ਕਰ ਸਕਦੇ ਹਾਂ,
ਜਾਨਣ ਲਈ ਸਾਨੂੰ 604-276-3100 'ਤੇ ਫੋਨ ਕਰੋ ਜਾਂ
worksafebc.com/punjabi 'ਤੇ ਜਾਓ।

WORKSAFE BC

ਹਮੇਸ਼ਾ ਸੁਰੱਖਿਅਤ ਰਹੋ।

[click here to listen to the radio](#)



ਬੀਤੇ ਵਰ੍ਹੇ ਬੀ.ਸੀ. ਵਿਚ ਕੰਮ 'ਤੇ
94000 ਤੋਂ ਵੱਧ ਸੱਟਾਂ ਲੱਗੀਆਂ।

WORKSAFE BC

ਹਮੇਸ਼ਾ ਸੁਰੱਖਿਅਤ ਰਹੋ।

[click here to listen to the radio](#)



Financial Policy

BC Government – HST Referendum

Response created original print and radio ads to educate the multicultural communities about the benefits of keeping the HST. The objective was to create awareness of the referendum and the impact it would have on the tax and financial policy.

Because of our cultural insight, we were able to develop creative that spoke to Chinese and South Asian families. The HST would provide families with \$175 for every child under the age of 18. A typical Chinese/South Asian family has 4 children. Knowing this, we calculated how much money a typical family would receive.

Health & Education

BC Government – HealthLinkBC

There is currently very low awareness of HealthLinkBC's 8-1-1 nurse's health line among the multicultural communities. Even though it is available in more than 130 languages, most multicultural people do not know it is available in their languages.

HealthLinkBC is a very important resource because it allows citizens to obtain medical advice from Registered nurses over the phone or online before seeking emergency medical assistance at hospitals or clinics. This service helps reduce wait times.

One of our ideas is to undertake a campaign aimed at the multicultural community that will educate them about this valuable service. We think it is important to show our audience how to use the service. We will demonstrate a series of steps through animated cartoon drawings featuring culturally neutral figures and a voice-over (keeping the spot neutral will allow the ad to be used across various cultures and languages). This will be very cost-effective for the client.

We will create TV ads and online ads to relay the message. The spot will run on major Chinese and Punjabi networks, and we will also run a pre-roll ad on Omni news (which features a multicultural newscast).



pricing

ADVERTISING PRICING SCHEDULE

SERVICES	HOURLY RATE
Account Services (Primary day to day contact)	\$150
Creative Director or Agency Head	\$250
Junior Account Personal	\$125
Art / Creative Direction	\$125
Copy Writing Services	\$100
Broadcast Development	\$75
Digital Design Services	\$75
New Media Development	\$75
Promotional Planning Services	\$100
Research / Strategic Planning Services	\$125
Production Services	\$75
Print Production	\$75
Broadcast Production	\$95
Digital / Online Production	\$100
Promotional Executions	\$70

Pages 45 through 54 redacted for the following reasons:

s 22

政府聆聽後, HST對家庭有所更改。



政府會發\$175予所有未超過18歲的兒童, 及收入不超過\$40,000的長者。在建議HST稅率更改至10%下, 一般卑詩省家庭每年較前12%GST加PST的制度時, 會多出\$120。

在新的HST計劃下, 政府會發給有兒童的家庭, 及中至低收入長者, \$175過渡期支票。

舉例二：一家四口有兩個18歲以下兒童

過渡期支票	\$350
最高HST退稅	\$920

總數	\$1270

舉例二：一家八口有四個兒童及兩個祖父母

過渡期支票	\$1050
最高HST退稅	\$1840

總數	\$2890

您來決定。請到HSTinBC.ca查閱詳情。

Government listens. Makes changes to the HST for families.



The government will provide \$175 for every child under 18 and every senior with income under \$40,000. Under the proposed change to a 10% HST rate, the average B.C. family will be \$120 better off annually than under the old 12% GST + PST system.

Under the new HST plan, families with children and modest income seniors will receive \$175 transition cheques.

Example 1 - Family of 4 with 2 children under 18		Example 2 - Family of 8 with 4 children under 18 and 2 grandparents	
Transition cheques	\$350	Transition cheques	\$1050
Maximum HST rebate	\$920	Maximum HST rebate	\$1840
	-----		-----
TOTAL	\$1270	TOTAL	\$2890

Decide for yourself. Learn more at HSTinBC.ca



保留HST: 請投反對票

反對恢復
12% PST 加 GST



SMART TAX ALLIANCE

反對更高稅項:

- 把您的稅率由 12% 減至 10%
- HST將令一般家庭每年節省 \$120

反對停止回贈及過渡期支票:

- 保留對一百一十萬卑詩省民低收入家庭的付款支助
- 保障對十八歲以下及長者的過渡期付款

反對危及保健及教育:

- 把卑詩省的十六億元撥進社會計劃, 而不是償還給渥太華

反對令職位帶來風險:

- 保持小型生意繼續蓬勃 – 及招聘
- 保持電影業繼續為本地經濟引進百萬金元

反 對 更 高 稅 率

www.hstjobs.ca | 投反對票及寄出您的選票。

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Copyright

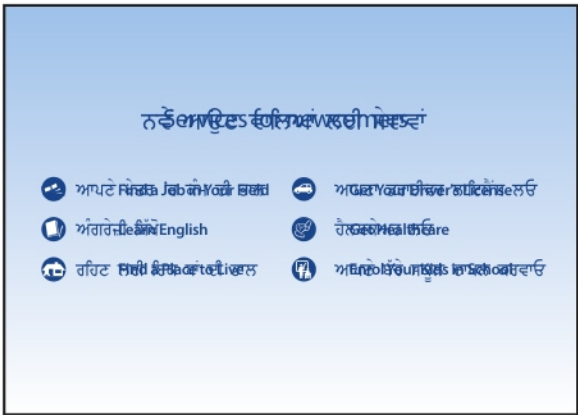
3'

4.5'

2.5'



1. Open on illustration and headline. Pops on "FREE".



2. Full List.



3. URL and sign off with Welcome BC logo.

Light music through out.

VO: Welcome BC offers Free Settlement services, free English classes and so much more for new immigrants.

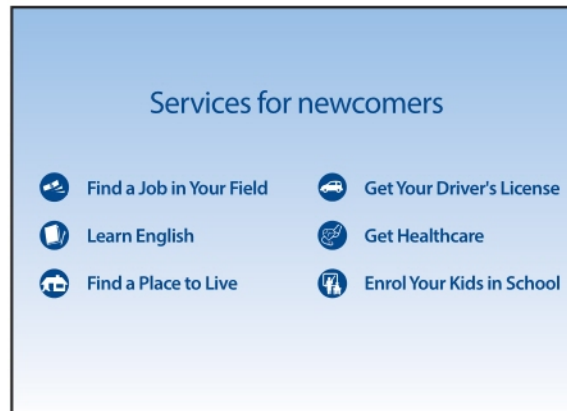
Visit www.welcomebc.ca to learn more.
A message from the Government of B.C.

VO: WelcomeBC 提供新移民免費服務, 免費英語課程及其他各項服務。
ਅੰਗਰੇਜ਼ੀ ਸਿੱਖਣ ਲਈ ਮੁਫਤ ਜਮਾਤਾਂ ਅਤੇ ਬਹੁਤ ਕੁੱਝ ਹੋਰ ਪ੍ਰਦਾਨ ਕੀਤਾ ਜਾਂਦਾ ਹੈ।

詳情請瀏覽 www.welcomebc.ca 上。
ਬੀ.ਸੀ. ਸਰਕਾਰ ਵਲੋਂ ਇਕ ਸੁਨੇਹਾ



1. Open on illustration and headline. Pops on "FREE".



2. Full List.



3. URL and sign off with Welcome BC logo.

Light music through out.

VO: Welcome BC offers Free Settlement services, free English classes and so much more for new immigrants.

Cantonese

VO: WelcomeBC為新移民 提供免費安頓服務, 免費英語課程同多個輔助項目。

Mandarin

VO: WelcomeBC為新移民 提供免費安頓服務, 免費英語課及更多其他輔助項目。

Korean

VO: WelcomeBC 는 새 이민자를 위한 무료 정착 서비스와 무료 영어 수업 등 많은 서비스를 제공하고 있습니다.

Filipino

VO: Ang WelcomeBC as nagbibigay ng libreng serbisyo para sa mga bagong dating dito sa British Columbia, tulad ng impormasyon ukol sa paninirahan dito at pag-aaral ng Ingles.

Visit welcomebc.ca to learn more.

A message from the Government of B.C.

詳情請瀏覽welcomebc.ca。以上訊息由卑詩省政府提供。

詳情請瀏覽welcomebc.ca。以上訊息由卑詩省政府提供。

자세한 내용은 welcomebc.ca를 방문하세요.

BC주 정부에서 알립니다

Alamin ito. Mag-punta sa welcomebc.ca.
Isang mensahe galing sa Gobyerno ng B.C.

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GOVERNMENT COMMUNICATIONS AND PUBLIC ENGAGEMENT

REQUEST FOR STANDING OFFER

Advertising Services

REQUEST FOR STANDING OFFER NO. ON-002386



HOGAN MILLAR MEDIA

Page 181
CTZ-2013-00140



July 4, 2013

GOVERNMENT COMMUNICATIONS AND PUBLIC ENGAGEMENT

Purchasing Services Branch
2nd Floor 563 Superior Street
Victoria, B.C. V8V 1T7

Attention: Cheryl Akey

Subject: **Advertising Services**

**Request for Standing Offer No. ON-002386, including any amendments or additions
(the "Request for Standing Offer")**

The enclosed Response is submitted in response to the above-referenced Request for Standing Offer.

We have carefully read and examined the Request for Standing Offer and have conducted such other investigations as were prudent and reasonable in preparing the Response. We are authorized to submit this Response on behalf of the Respondent.

Yours truly,

Eric J. Hogan
Senior Managing Director
Hogan Millar Media, Inc.
1 604 802 8680
Eric.Hogan@hoganmillar.com

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1.0 CORPORATE INFORMATION OVERVIEW

A specialized focus on public policy communications

Hogan Millar Media (HMM) is a British Columbia owned and operated company with a specialized focus on advertising about public policy issues, including thorough jurisdictional marketing, social marketing and

advocacy. This specialized focus is married with a client service ethic built around leadership by senior executives and a record of providing creative excellence and impact for our clients.

Our advertising clients are local, provincial, national and international. This range allows us to implement state-of-the-art strategic thinking and creative execution on behalf of our British Columbia clients, in this case the provincial government.

Senior, flexible and creative

All of our advertising campaigns are directly led by Senior Managing Director Eric Hogan and Managing Director Don Millar; Hogan is responsible for creative services and Millar is responsible for strategic services. This allows clients to get the benefit of senior level thinking and commitment, which is reinforced through the involvement of best-in-class teams. In the case of work for Government Communications and Public Engagement (GCPE), the senior level team will be rounded out by

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Our management structure is highly flexible, which allows us to adjust quickly and completely to client needs and work styles. Our business model keeps budgets under control as we rely on key team members on an as-needed basis.

A track record of work for relevant clients on relevant issues

HMM has demonstrated a sustained and consistent focus on issues that are relevant to the citizens of British Columbia, in particular education, energy, the environment and corporate sustainability.

Our firm has worked for government clients, including the Province of British Columbia (Ministries of the Environment and Citizen Services and Open Government), the City of Vancouver and the District of West Vancouver; educational institutions, including Capilano University, the University of Victoria, Stanford University and Queen's University; Fortune 500 companies such as Coca Cola, MGM Resorts and HSBC; energy companies such as Spectra Energy, EPCOR and Finavera Renewables; and non-governmental organizations including the Canadian Boreal Initiative, the Carbon War Room, the David Suzuki Foundation, and the Pew Charitable Trusts.

This work has won creative awards in Canada and the United States for television, radio, online and print advertising.

Understanding of the priorities of the Government of British Columbia

HMM has a clear understanding of the focus and priorities of the Government of British Columbia.

Millar was on contract with GCPE from November 2011 to December 2012 for the provision of a full range of communications services; today HMM is an approved vendor for the provision of writing services, as i

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who is also included in this document.



2.0 CORPORATE CAPABILITY

2.1 Respondent Profile Summary

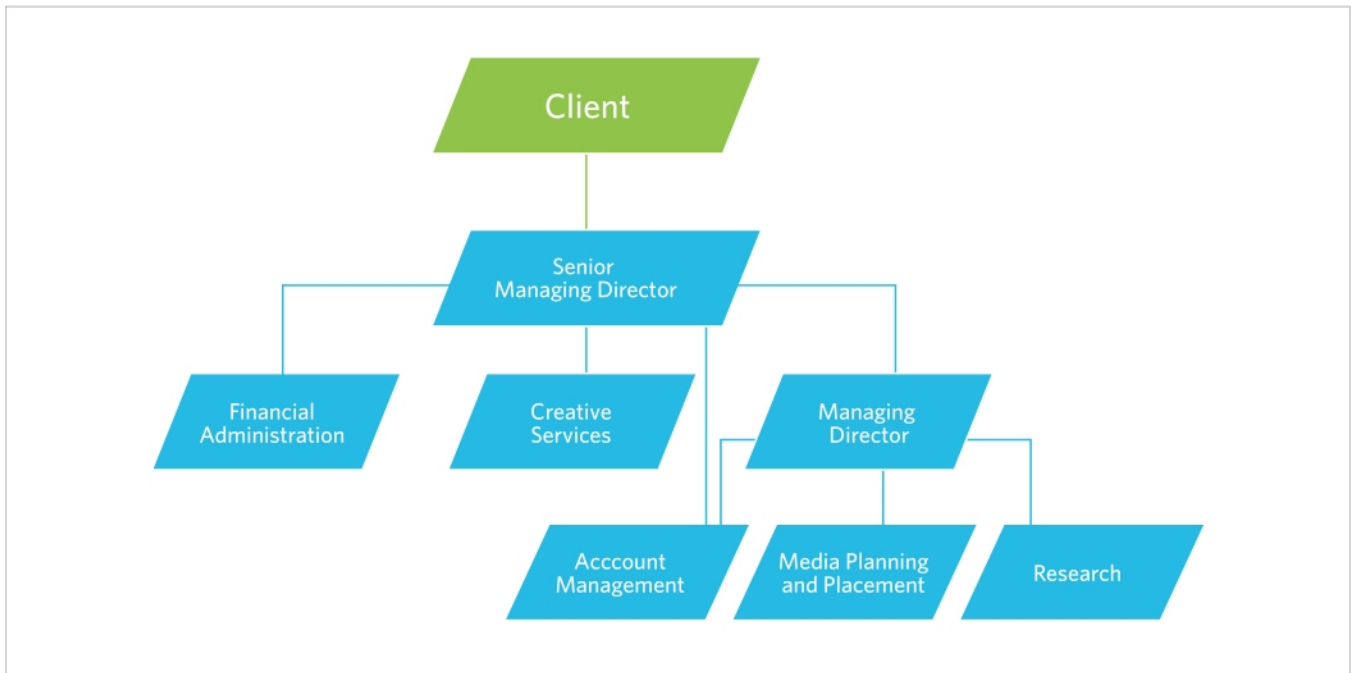
Respondent Organization Name:	Hogan Millar Media
Address of Respondent's Head Office:	1233 West Cordova Street Vancouver, BC V6C 3R1
Address of Respondent's Canadian Branch Office(s):	N/A
Year Established:	2002
Name of Owner:	HMM is owned by Hogan Creative Inc. (HCI), incorporated in 2007, and Assateague Island Communications Holdings, Inc. (AICH), incorporated in 2002.
Mergers Within the Past 2 Years:	N/A
Respondent Organization Name:	Hogan Millar Media
Respondents' Business Philosophy / Mission / Mandate / Etc.:	HMM's mission is to work with governments, corporations and non-governmental organizations to provide advertising services focused on public policy communications, social marketing, and corporate sustainability. Our business philosophy is to work as a small core team that leads strategic and creative activities; our Senior Managing Director and Managing Director work closely with clients and are intimately involved in all of our accounts. This ensures senior level products while being highly responsive to clients. We are fast, flexible and cost-effective.
Strategic Alliances to Provide Communications Services:	Two Story Productions, Backyard Creative, Techne Communications, Primeworks Media, Studio X Labs.
Total \$ Value of 2012 Canadian Billings:	\$651,824.00
Name, Address, Phone, Fax #'s & Email of Response Contact Person:	Eric Hogan Senior Managing Director 1233 West Cordova Street Vancouver, BC, V6C 3R1 Phone: (604) 240 - 1290 Fax: (604) 408 - 5630 Eric.Hogan@hoganmillar.com



References		
First Client Reference	Name of Client:	Mike Magee
	Title or Position	Chief of Staff to Mayor
	Firm Name	City of Vancouver
	Telephone Number	s 22
	City	Vancouver, BC
	Nature of Services Provided	Brand development, strategic planning, print design, video production, digital advertising.
	Date(s) Services Provided	October 2009 - March 2010
Second Client Reference	Name of Client:	Rosemary Silva
	Title or Position	Communications Manager
	Firm Name	Spectra Energy
	Telephone Number	(604) 488-8147
	City	Vancouver, BC
	Nature of Services Provided	Strategic advice and planning; creative advice and development; issues analysis research; writing services; design services; print production; television production; web development.
	Date(s) Services Provided	September 2012 - Current
Third Client Reference	Name of Client:	Mike Gladstone
	Title or Position	Government and Community Relations, Alberta and BC
	Firm Name	BFI Canada
	Telephone Number	(403) 250-2526
	City	Calgary, AB
	Nature of Services Provided	Strategic advice and planning; creative advice and development; writing services; design services; web development.
	Date(s) Services Provided	October 2012 - Current

2.2 Structure and Policies

2.2.1 Organizational Chart



- » **Senior Managing Director:** chief executive with overall responsibility for all HMM activities, line responsibility for creative services, brand development and brand stewardship
- » **Managing Director:** reporting to Senior Managing Director with responsibility for strategic development, account management, research and media planning and placement
- » **Financial Administration:** reporting to Senior Managing Director, responsible for bookkeeping, accounts payable, invoicing, budget tracking
- » **Creative Services:** reporting to Senior Managing Director, responsible for creative development and execution, including broadcast production, art direction, print design, digital advertising and marketing
- » **Account Management:** reporting to Managing Director, responsible for ensuring client needs are met, scheduling, project management and budget administration
- » **Media Planning and Placement:** reporting to Managing Director, responsible for development of media plans and budgets, advertising placement
- » **Research:** reporting to Managing Director, primary research and market research, including polling, focus groups and in-depth interviews

2.2.2 Dispute Resolution Policies and Procedures

HMM's chief executive, Senior Managing Director Eric Hogan is responsible for resolving disputes between clients and the firm. Clients are encouraged to contact Hogan in the case of a dispute with the HMM account team or a member of the team. At that time, Hogan will work with the client to understand the problem that gave rise to the dispute and will then work with the HMM team member to resolve the dispute; the client should determine if the reporting step occurs verbally or in writing. The exception is a case involving financial matters which shall always be handled in writing. Hogan will then write steps to resolve the dispute that will be modified or approved by the client prior to their presentation to the HMM account team. Hogan will follow-up with the client two weeks after these steps are outlined to confirm the situation has been satisfactorily resolved.

If a member of the HMM account team wishes to report a client dispute, they will contact Hogan who will work with Millar to develop suggested resolutions prior to Hogan contacting the client. Hogan will proceed to contact the client verbally or, if preferred by the client, in writing to resolve any issues in a manner that is satisfactory to the client. All cases involving financial matters will occur in writing. Hogan will then write steps to resolve the dispute that will be modified or approved by the client prior to their presentation to the HMM account team. Hogan will follow-up with the client two weeks after these steps are outlined to confirm the situation has been satisfactorily resolved.

If we begin work with GCPE, Hogan will have a private conversation with the client lead from GCPE to outline these procedures and provide them in writing prior to the commencement of work.

While HMM developed these procedures in 2012, we have not had cause to use them. Our proactive and positive approach to client relations generally ensures a harmonious and productive working relationship.



2.3 Experience

2.3.1 Five Year Campaign History

Here is a sample of the campaigns we have executed over the past five years. We have included a minimum of two campaigns per year to demonstrate our experience managing multiple complex campaigns concurrently.

Year	Client	Message / Objective	Target	Services
2008	PowerUP Canada	Encouraging the development of the renewable energy sector in Canada.	Canada	Strategic advice and planning; creative advice and development; brand development and stewardship; writing services; video production; digital advertising production; design services; print production.
2008	League of Conservation Voters	Issue advocacy campaign to promote public policy around renewable energy, clean water and clean air.	U.S. states: Georgia; Michigan; New Hampshire; New Mexico; Virginia	Strategic advice and planning; creative advice and development; design services; writing services; radio production.
2008	Kris Pickering for Nevada Supreme Court	Election campaign promoting Justice Pickering's experience, credentials and judicial temperament.	State of Nevada	Strategic advice and planning; creative advice and development; writing services; production; television production; radio production; print design and production.
2009	Independent Contractors and Business Association	Electoral advocacy campaign focused on economic issues in British Columbia.	Province of British Columbia	Strategic advice and planning; creative advice and development; writing services; production; television production; radio production.
2009	Independent Power Producers of British Columbia	Electoral advocacy campaign focused on issues around British Columbia's green economy.	Province of British Columbia	Strategic advice and planning; creative advice and development; writing services; production; radio production.

Year	Client	Message / Objective	Target	Services
2010	City of Vancouver	Jurisdictional marketing campaign to raise the profile of Vancouver and encourage investment in the City's green economy initiatives.	Canadian and international investors	Strategic advice and planning; creative advice and development; video production; writing services; marketing materials; brand development.
2011	Pew Charitable Trusts	Stimulate discussion of the national security implications of climate change for the United States of America.	United States of America	Strategic advice and planning; creative advice and development; writing services; video production.
2011	American Society of Anaesthesiologists	Public policy advocacy on the importance of having professional medical doctors administer anaesthesia in order to guarantee patient safety.	State of Colorado	Strategic advice and planning; creative advice and development; writing services; design services; radio production; print production and newspaper placement.
2012	MGM Resorts International	Highlighting sustainability initiatives undertaken across multiple business streams, including energy and water use, and waste management practices.	International meeting planners; investment advisors; travel agents; MGM employees	Strategic planning and advice; brand development; creative advice and development; writing services; design services; web development.
2012	Spectra Energy	Explaining the economic, social and environmental benefits of British Columbia's liquefied natural gas industry and Spectra Energy's proposed pipeline project.	Province of British Columbia	Strategic advice and planning; creative advice and development; issues analysis research; writing services; design services; print production; television production; web development.
2012	BFI Canada	Highlighting BFI Canada's new Alberta Community Relations Office and their efforts to support local civic organizations, schools, emergency services and community initiatives.	Province of Alberta	Strategic advice and planning; creative advice and development; issues analysis research; writing services; design services; print production; television production; web development.

2.3.2. Connection to BC Advertising Industry

We have experience working with the following BC-based advertising, communications, market research and creative agencies:

- | | |
|------------------------------|-----------------------------|
| » Cossette | » KIMBO Design |
| » DDB | » Maple Leaf Strategies |
| » Earnscliffe Strategy Group | » Rennie Marketing Systems |
| » Innovative Research | » Rushbrooke Communications |
| » IPSOS | |

Eric Hogan is also a member of the British Columbia Chapter of the American Marketing Association.

2.3.3. Vancouver Office

The HMM office is located as follows:

Hogan Millar Media

1233 West Cordova Street
Vancouver, BC, Canada
V6C 3R1

2.3.4. Services Offered from the BC Office

HMM currently provides our full suite of services from our Vancouver office. This includes strategic planning and advice, creative development, brand development, account management, market research, writing services, film and video production, radio production, post-production, sound design, broadcast services, design services, social media management and all other service offerings from HMM. In addition, the partners outlined in this document allow us to provide copywriting, art direction, digital advertising and new media services from British Columbia.

2.3.5. Client Relations Process

Our company's client relations process starts with a commitment to using senior people on every advertising account; our Senior Managing Director has line responsibility for creative services and our Managing Director has line responsibility for strategy development.

Hogan and Millar are backed up by a strong, effective BC-based team that is brought together on an as-needed basis. These people work to ensure the unique needs of each client is met and exceeded. In addition to ensuring we have the best personnel on each project, this also means budgets are kept under control as clients are not paying for overhead unrelated to their needs.

Here are some of the key components of our client relations process:

- » Establish clear written goals with the client at the start of the engagement or project; these are reviewed and revised periodically
- » Review the dispute resolution process at the start of the engagement
- » Develop clear communications channels with the client to ensure they work for the client's structure and culture; put this client-focused plan in writing
- » Engage clients in strategy and creative development on an on-going basis, informally as well as formally
- » Prepare and work from a detailed written schedule
- » Always have approved budgets and always make sure revisions are approved in writing
- » Stay in regular contact aimed at anticipating future needs and next steps in addition to making progress on current activities
- » Provide regular reports in a format and on a schedule that works for the client
- » Challenge all members of the team to think creatively and come up with new ideas to meet the client's needs



3.0 KEY PERSONNEL

3.1 Account Manager

Managing Director Don Millar will serve as Account Manager. He brings more than 20 years of experience to his work at HMM; this work includes extensive account management and client liaison across governments, the corporate sector and non-governmental organizations.

He has managed accounts ranging from those consisting of a single piece of a creative to multi-million dollar national campaigns in Canada and the United States. His extensive background across all advertising media also means he is able to provide a high level of quality control; this is enhanced by his role as a senior executive at HMM.

Millar's efforts for Government over the last two years also make him intimately familiar with the priorities of the provincial government.

3.2 Account Manager Reporting Structure

Millar reports to Senior Managing Director Eric Hogan. Hogan brings more than 10 years experience to his work, including extensive work liaising with clients and managing projects. These projects have been for government, corporate and non-governmental clients across Canada and the United States.

He is well suited to act as replacement due to the fact that his role in his work for GCPE, as outlined in section 3.3 below, is integral to the planned work for the provincial government. He will be intimately aware of all aspects of the on-going work.

Hogan has worked closely with Millar for seven years to develop effective account management protocols.

3.3 Core Team Resource Summary

EXECUTIVE TEAM



Eric Hogan – Senior Managing Director / Creative Director

Eric Hogan is an acclaimed filmmaker, video producer and digital content creator. He is a recipient of Business in Vancouver's "Top 40 Under 40" award.

He has worked across multiple communications platforms, leading advertising creative and production teams on campaigns that have earned awards and honours in Canada and the United States.



Don Millar – Managing Director / Senior Account Manager / Strategic Planning

Don Millar has been conducting business in Canada and the United States for more than 20 years.

Millar has extensive experience working with governmental clients to help them achieve their strategic communications goals, including BC Government Communications and Public Engagement, the City of Vancouver, BC's Climate

Action Secretariat, the Canadian federal government ministries of Finance and Health, the Government of Washington DC, and the US Departments of Commerce, Housing and Urban Development, and Defence.

Millar also specializes in corporate sustainability and advocacy, creative development, and the execution of multimedia communications campaigns.

CREATIVE LEADS

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CREATIVE SERVICES TEAM

s 22

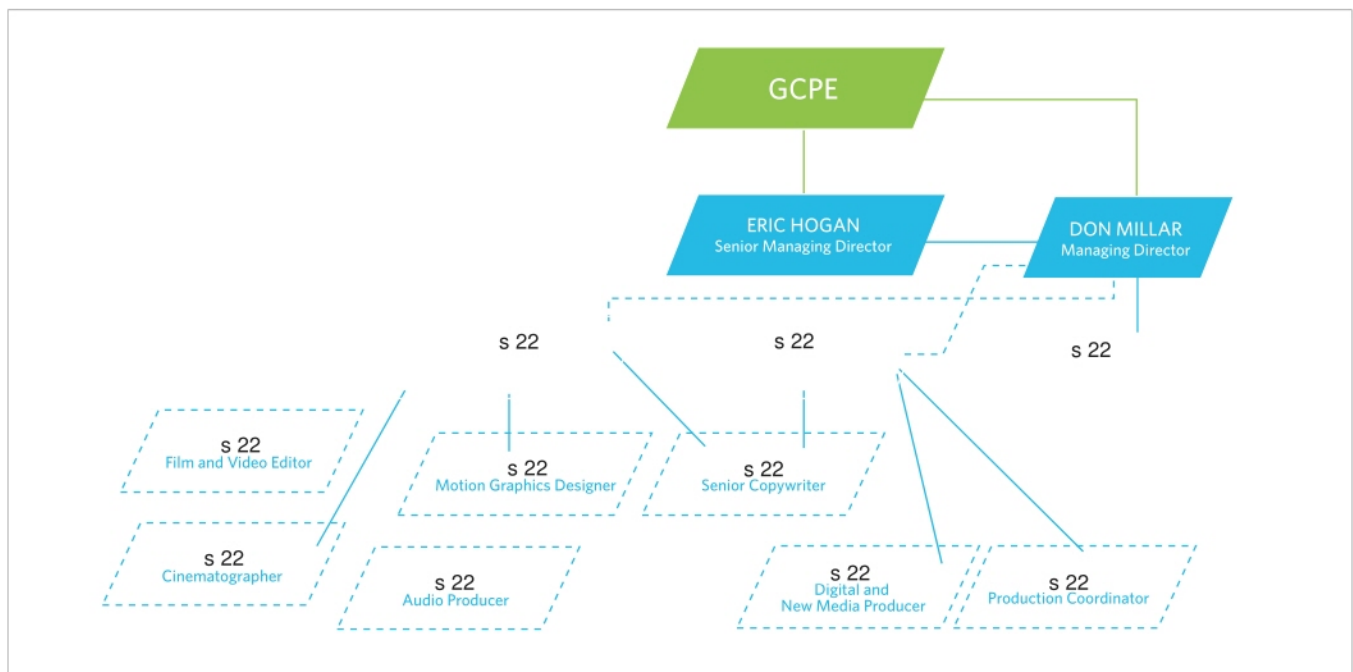
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PROJECT MANAGERS

s 22

3.4 Organizational Chart



The following describes the reporting structure between the key personnel for the delivery of the services described in this RSO.

EXECUTIVE TEAM

Senior Managing Director Eric Hogan will act as team leader with overall responsibility for planning and creative direction. Hogan will supervise all aspects of account execution and will have line responsibility for creative services, from concept development to the final delivery. He will put in place systems to guarantee quality control and ensure the HMM team is used effectively. Hogan will also be in charge of dispute resolution.

Managing Director Don Millar will serve as Account Manager. Reporting to Hogan, he will work with GCPE to develop campaign strategies and plans; Millar will have line responsibility for strategy development. Millar will provide monitoring and reporting of expenditures on a schedule set out by GCPE and be responsible for project estimates. He will be the day-to-day contact for GCPE and will keep the client aware of project progress, oversee the delivery of all drafts and final products, and ensure our work exceeds client expectations.

CREATIVE LEADS

The senior creative team will be s 22 who will be responsible for broadcast services, and s 22 who will provide art direction, digital design services and new media development. s 22 and s 22 will work closely with Millar, while reporting to Hogan; both will be available as needed to meet with GCPE to share drafts, gather ideas and provide creative advice.

s 22 will act as executive producer for all television and radio advertising products as well as online video. This will include providing both organizational and creative direction, overseeing film and video crews, and ensuring that creative productions are completed on time and on budget. s 22 will also coordinate closed captioning and trafficking of all advertisements.

s 22 will provide close coordination across these media, as well as creative direction. s 22 will be the lead designer and will oversee web developers, junior designers and, as directed, work with the GCPE in-house design team.

s 22 will also coordinate the distribution of advertising products to electronic and print outlets.

CREATIVE SERVICES TEAM

s 22 will be the lead copywriter and scriptwriter working across all media. He will report to s 22 and s 22 while also working closely with Millar. s 22 will work across all media which, along with his writing work for GCPE, will bring a high level of consistency to the advertising messaging.

s 22 will be the cinematographer and photographer, reporting to s 22 and leading the film and video crews reporting to s 22

s 22 will edit all film and video shoot footage into effective and compelling advertisements; in the case that external editing facilities are used s 22 will coordinate their work. She will report to s 22

s 22 will work as motion graphics designer and editor, reporting to s 22 s 22 will work with the Art Director to create dynamic visuals and motion graphics to convey key messages and create visual interest.

s 22 will work as Audio Producer, reporting to s 22 . Working with his team at Studio X Labs, he will provide sound design and original score for all advertising products with an audio component.

s 22 will be the Digital and New Media Producer, reporting to s 22 in the development of strategic digital and new media campaigns. He will also work with appropriate GCPE internal resources to develop and manage social media activities.

s 22 will be the Junior Designer, reporting to s 22. She will be responsible for implementing design across the multiple deliverables.

PROJECT MANAGERS

s 22 will be the Account Coordinator, reporting to Millar. She will ensure a smooth workflow coordinating schedules, assisting in budget management and ensuring GCPE has the information they need when they need it.

s 22 will be the Production Coordinator for print, digital and new media. Reporting to s 22 she will coordinate the production of these materials and their distribution to GCPE.

3.5 Resumes

Please see the attached resumes for our core team members.

3.6 Account Manager Contingency Plan

In the event Millar becomes unexpectedly unavailable, Senior Managing Director Hogan will step in to the role. As noted in 3.2 above, he will be leading all efforts on provincial government accounts and will be aware of any and all on-going activities in that regard. Hogan's first step, in this eventuality, will be to meet with appropriate government contacts to ensure progress continues with minimum disruption.

3.7 Core Team Contingency Plan

In the event that one or more of the named core team members become unexpectedly unavailable, HMM will seek to immediately contract a replacement from the wide array of contractors and partners with which HMM has existing relationships. HMM regularly works with a number of contractors across the communications and creative sectors, allowing us to adjust the size of our team in accordance with the project and client's needs. As such, HMM has numerous contacts that could potentially provide the services of our core team.

4.0 PORTFOLIO

4.1 TV Commercials Resume Reel

Our TV Commercials Resume Reel can be viewed on the attached USB key or DVD, or can be viewed by visiting the YouTube links below.

We have extensive experience producing television advertisements that have been broadcast provincially, nationally and internationally. The attached reel illustrates our commitment to delivering clear and effective messages through television advertisements, while also demonstrating our reputation for achieving high production values with cost-effective budgets.

Spot Name: East is East

Client: BC's Knowledge Network

Airing Date: September 2012 to present

View Here: <http://youtu.be/k3z93oXVszQ>

Campaign Description: East is East is Knowledge Network's documentary strand spotlighting the Asia Pacific region, with a specific focus on the rapidly changing nations of China and India. This 60-second ad, airing BC-wide, was designed to brand the program in a way that was visceral, tactile, and gave viewers the sense of taking a journey.



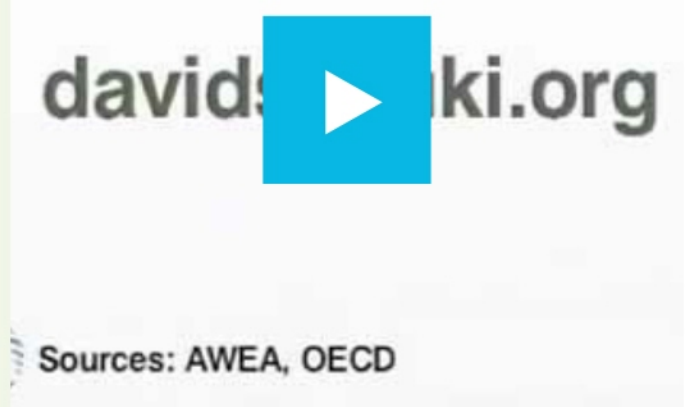
Spot Name: In Your Face Iceland

Client: David Suzuki Foundation

Airing Date: Spring 2004

View Here: <http://youtu.be/tkp3fzugoHY>

Campaign Description: The David Suzuki Foundation sought to increase federal government support for renewable energy in the 2006 budget. For this financial policy campaign, we opted to take a humorous approach with a carefully targeted media buy aimed at younger women through specialty channels and politically engaged citizens through extensive national news programming. The subsequent federal budget increased funding for renewable energy by 400 percent.



Spot Name: Responsibility

Client: Canadian Boreal Initiative

Airing Date: Spring 2004

View Here: <http://youtu.be/wVxzjAOmbu8>

Campaign Description: As part of the effort to balance environmental protection and development, our client worked with leading forestry and resource extraction companies to develop business-friendly sustainability practices. The business social marketing ad campaign highlighted these efforts in a way that encouraged other companies to change their behaviour and join the efforts. This was a national television campaign that ran on business and news channels as well as targeted programming in Ottawa.



4.2 Print Portfolio

HMM has extensive experience developing print advertisements to support provincial, national and international campaigns, including newspaper advertisements, direct mail, billboards and other print mediums.

Ad Name: Life and Death

Client: American Association of Anesthesiologists

Run Date: April 2011

Campaign Description: An advocacy campaign to ensure doctors were not removed from supervision of the provision of anesthesia at state funded hospitals in a number of American states, including Colorado. This was a health care related campaign.

Copyright



Ad Name: Cost You

Client: University of Victoria Centre for Addiction Research

Run Date: Spring 2005

Campaign Description: A social marketing campaign aimed at reducing alcohol use among young people. The effort used print, radio and online tools to encourage people who were drinking to drink less and to take an online test measuring their alcohol consumption.

Copyright



Ad Name: Listening

Client: Spectra Energy

Run Date: November 2012

Campaign Description: An effort to support consultation efforts around the company's plans to build a natural gas pipeline to Prince Rupert. This ad is part of a campaign that includes web, digital advertising and radio.

Copyright



4.3 New Media/ Social Media Campaign Portfolio

HMM was a pioneer in the use of digital video and social media to achieve results for their clients and mobilize citizen action. We have extensive experience developing, executing and managing digital campaigns across a diverse number of mediums, including Facebook, Twitter, YouTube, out-of-home digital displays and other emerging advertising mediums.

You can view the related videos on the attached DVD or USB key, or by clicking the corresponding YouTube link below.

Ad Name: Open Up Happiness

Client: Coca Cola

Date: August 2010

View Here: <http://youtu.be/a-QCNfp2zGA>

Campaign Description: This online video was used by Coca Cola to launch their Corporate Sustainability Report. The central idea was to outline the comprehensive nature of their efforts and to highlight the impact these efforts made for global citizens, in particular women.

Copyright

Ad Name: Sustainability in Residence Interactive Toolkit

Client: The University of British Columbia

Date: May 2012

View Here: <http://bit.ly/pqPGwH>

Campaign Description: This suite of interactive PDFs was created for UBC to help its Sustainability Coordinators orient new staff and students in residence to the simple actions they can take every day to live a more sustainable life on and off campus, and establish the sustainability culture at UBC. The objective was to create lively, content-rich and interactive PDF documents to encourage on-screen use.

Copyright

Ad Name: Save Our Sight

Client: SOS Coalition

Date: April 2009

Campaign Description: This campaign, featuring a website and digital advertising, was designed to reverse a government decision not to cover a drug to fight Wet AMD, a degenerative vision disease affecting senior citizens. The campaign succeeded in rallying public support and the decision was reversed in a matter of weeks.

Copyright



5.0 UNIQUE OFFERING

Our work for the City of Vancouver represented a confluence of the key strengths we offer:

- » Jurisdictional campaigns to promote investment
- » Wide experience from multiple perspectives on issues relating to the environment

- » The integrated use of online tools
- » An ability to be agile and creative simultaneously

The third quarter of 2009 and the first quarter of 2010 presented the City of Vancouver with a number of unique opportunities to present itself on the world stage; these opportunities grew from high profile participation in the United Nations climate summit in Copenhagen and its status as Host City for the 2010 Winter Olympic Games.

Our firm was retained to design and implement a jurisdictional marketing campaign to raise the profile of and encourage investment in the City's "green economy" initiatives under the brand of Vancouver Green Capital. This work involved strategic advice and planning, creative development, video production, writing services and brand development.

Under the strategic direction of Don Millar and the creative direction of Eric Hogan, we developed a digital video that was distributed online and through a packaged DVD that delivered Vancouver's economic development message. The message was broadly consistent with the carbon reduction and economic leadership priorities of the Province.

The package was distributed to governmental, non-governmental and media targets, including those in attendance at the Mayor's Summit on Climate Change. The package was clear and eye-catching; it was also unique in a sea of material promoting various sub-national governments.

Millar travelled to Copenhagen and was available to provide strategic advice to Mayor Robertson and the City's delegation, as well as functioning as liaison with Sir Richard Branson and his group Carbon War Room, another of one of Hogan Millar's clients. The City of Vancouver and the Carbon War Room launched a "Green City" initiative at the Olympics and it was announced, with our assistance, at the meetings in Copenhagen.

During the Olympic and Paralympic Games we were retained to use digital advertising tools to tell Vancouver's story at home and abroad. We branded a series of daily videos "SNAP 2010" and produced and posted 21 videos in 21 days; many of them focused on the green economy, sustainability and Vancouver's global environmental leadership. Our team literally worked on a 24-hour-a-day basis to meet the client's needs.

These projects were consistent with GCPE's desire to retain agencies that offer a unique creative approach. In particular, the SNAP 2010 series was unique in the history of the Olympics. They also demonstrated our familiarity with working in a global environment and communicating British Columbia's unique attributes to potential investors.

These projects highlighted the benefits of our unique structure – we were able to help the City perform on the world stage while delivering best-in-class service at an exceptional value.



6.0 ADVERTISING PRICING SCHEDULE

Services	Hourly Rate
Client Services	
Account Services (Primary day to day contact)	220
Creative Director or Agency Head	220
Junior Account Personal	80
Art/Creative Direction	165
Copy Writing Services	135
Broadcast Development	165
Digital Design Services	120
New Media Development	120
Promotional Planning Services	120
Research/Strategic Planning Services	220
Production Services	
Print Production	120
Broadcast Production	180
Digital/Online Production	160
Promotional Executions	120

Pages 29 through 41 redacted for the following reasons:

s 22