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The 4th Annual

Communications for the Energy Industry

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Canada

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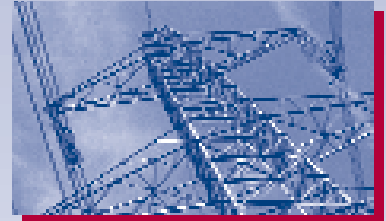
The MediaHouse

CH2M HILL

October 19 & 20, 2004

Delta Bow Valley, Calgary

Optional Pre-and Post-Conference Workshops on October 18 and 21, 2004



Attend this comprehensive and highly interactive conference and hear from top organizations in the energy industry, as well as leading consultants and media on:

- The critical importance of effective communication strategies for business success
- How to win investor trust and confidence
- Innovative internal communication strategies that promote a sense of 'ownership' within a large workforce
- Collaborating with the media for mutual benefit
- Working effectively with government and regulatory authorities

Official Publication

Oilweek
MAGAZINE

Register Now: 1-877-927-7936
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The job of a communications professional is extremely challenging, especially in the energy industry . . .

That is why effective and efficient communications with your various stakeholder groups is essential. Aside from controversial issues like drilling sour gas wells, producing coalbed methane, extracting oil from oil sands, rising electricity and natural gas prices, and supply/demand imbalances for electricity and natural gas — there are the daily duties of communicating with employees, investors, consumers, media, community, and regulatory authorities.

The Canadian Institute's Communications for the Energy Industry will cover it all — **public relations, media relations, investor relations, government relations, community relations, Aboriginal relations, internal communications**, and much more — through comprehensive and engaging interactive sessions, telling case studies, and top notch panels, with plenty of opportunity for questions, debate and exchanges of ideas and practices among delegates, speakers and panellists.

By attending this practical, 'roll-up-your-sleeves' conference, you'll learn new and better ways for:

- Meeting and exceeding the expectations of senior management
- Integrating communications and sustainable development strategies to involve and engage all stakeholder groups
- Informing the public proactively — of the good, the bad and the ugly
- Building lasting media relationships while sticking to your communications strategy and advancing your business objectives

- Gaining shareholder trust and ensuring that your investor relations strategies are in sync with the public relations strategy and long term business objectives
- Strengthening relationships with employees by implementing a comprehensive internal communications strategy that promotes a culture of "ownership"
- Harmonizing relations with the government and the community (including Aboriginal peoples and environmental groups) by adopting a communications strategy involving dialogue, consultation, and commitment
- Measuring the effectiveness of communication strategies against business objectives, and using the results to make positive changes

Don't miss this special learning and networking opportunity! Share the knowledge and acquire the skills of some of the most creative and innovative communications professionals in the energy industry today.

If you are responsible for any of the communications functions in the energy industry, do not miss **Communications for the Energy Industry**.

Register now, in one of four easy ways:

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This is what some of our past delegates had to say about our Communications Conferences

"Great experience — 48-hour professional development marathon!"

Paul Hagel, PR Associate
Sparks & Associates (Public Relations for the Energy Industry, October 2002)

"(Liked) all the great ideas and real issues brought forward by the speakers"

Chantale Simons, Aboriginal Engagement & Project Manager
National Energy Board (Managing Consultations and Stakeholder Relations, December 2002)

"Excellent. Really enjoyed the conference and learned a great deal to take back to my organization"

Brita Harrison, Public Relations Assistant
Petro-Canada (Media Relations Summit, March 2002)

"(I liked) having experts from all areas in the public relations field at one venue; exploring and reviewing case studies and sharing personal experience"

Katherine Kiska, Communications Officer
Hydro One (Media Relations Summit, March 2001)

Register at 1-877-927-7936 or www.CanadianInstitute.com

A**Pre-Conference Workshop A
Monday, October 18, 2004****Tuesday, October 19, 2004****9:30 a.m. to 4:30 p.m.****Developing a Strategic Communication Platform that Aligns Stakeholder Relations With Business Objectives****Workshop Leader:****John Larsen**
Associate Vice President
GPC International

This workshop will provide a template that you can base your overall communication strategy upon. Take this opportunity to refresh your communications practices and approaches.

Learn from John Larsen as he helps you to work out your company's business and communication issues, apply strategic thinking and new planning processes to old problems, and share new ideas. In this 'thinking', 'planning' and 'implementing' strategic communications workshop, you will learn new approaches for:

- Identifying opportunities to transform your company's communications
- Utilizing innovative mapping processes to think, analyze and plan your communications
- Using options and scenarios in your planning process
- Developing a strategic partnership with management
- Designing a communications plan that speaks to bottom-line business issues — the kind executives listen to
- Advancing your leadership skills and gaining broader executive influence
- Overcoming internal resistance, building management support and influencing your organization
- Knowing when and how to take the initiative
- Using research and strategic inquiry as inputs for developing communications messages

Don't miss this unique opportunity to find out how to initiate and implement strategic communications for your organization. Register for this workshop today!

John Larsen is Associate Vice-President with GPC International in Calgary. Mr. Larsen brings to the firm a strong background in both government and corporate communications, particularly in the areas of media relations, building reputation programs, crisis communications, and issues management. He joined GPC International from his position as Director of a regional public affairs office for the federal government. Mr. Larsen has served in a variety of communications, strategic planning, and implementation roles, including the coordination of national positioning campaigns and the development of international media events. His clients have included top-tier energy companies, the federal government, the Alberta provincial government, and several municipalities.

8:00 Registration Opens & Coffee Served ☞**9:00 Opening Remarks from Chair**

Colleen Killingsworth, APR, ABC
President, Canadian Centre for Energy Information and Vice President, The Canadian Public Relations Society

9:15 Lowering the Drawbridge: The Importance of Open and Honest Communications**Keynote****James S. Kinnear**
President & CEO, Pengrowth Corporation

Organizations fiercely compete for interest and involvement of their stakeholders — investors, employees, consumers, communities and the government. Open and honest communications is one of the most important ways to ensure stakeholder commitment to your organization. Many energy companies' leaders recognize this, and make every attempt to align communication policies with their company's long term business objectives and ethical principals.

- Using research and benchmarking to:
 - outline investor base and key stakeholders groups
 - identify industry trends and resources
- Ensuring effective communications with stakeholder groups by:
 - setting measurable objectives
 - confronting issues
 - identifying target audiences
 - assigning clear roles and responsibilities
- Developing strategies and tactics in line with company policy
- Identifying communication tools and preparing strategic messages for each key stakeholder group
- Transforming strategies into action by scheduling major activities, allocating necessary resources, and planning for the unexpected
- Monitoring, evaluating and refining communication efforts constantly

10:00 Creating and Engaging Stakeholder Networks for Business Success and Innovation

Ann Svendsen
Partner, CoreRelation Consulting Inc and Executive Director
Centre for Innovation Management
Simon Fraser University

**Author of The Stakeholder Strategy:
Profiting from Collaborative Business Relationships**

Learn about stakeholder relations from Ann Svendsen, a leader in this field for over 20 years. She has helped corporations forge stronger, more strategic and profitable relationships with their customers, suppliers, employees, and community stakeholders.

- Transitioning from traditional communication and consultation, to engaging stakeholder networks
- Using “Social Capital” to build the foundation of strong relationships with the various stakeholder groups
- Illustrating the process and importance of building stakeholder networks through a case study (accompanied by a 10-min video demonstration)
- Integrating the three key steps of creating successful stakeholder networks — outreach, collaborative learning, and innovation — into the communications strategy

11:00 Networking Coffee Break ☕

11:15 Leveraging Sustainable Development Initiatives to Reinforce Corporate Identity and Drive Business Results

Panel

Dr. Blair Feltmate
 Director
 Sustainable Development Initiatives
 Ontario Power Generation

J. Ashley Nixon, Ph.D.
 Sustainable Development Advisor
 Shell Canada Limited

Ann Duffy
 Vice President
 Sustainable Development
 CH2M HILL

Achieving progress towards sustainable development requires the integrated management of economic, environmental and social considerations, and addressing both short-term and long-term needs of stakeholders.

- Developing a stakeholder engagement strategy
- Building trusting and cooperative relationships with internal and external stakeholders by:
 - basing communications strategies on company values
 - creating internal processes and systems to support the communication strategies
 - developing and aligning stakeholder strategies with the communications practices
- Knowledge management through sharing successes and failures of sustainable development performance
- Establishing performance measures and evaluating progress against these metrics

12:15 Networking Luncheon for Delegates and Speakers 👤👤

1:30 Media Relations: Working With the Media to Create a Win-Win Situation

Media Panel

Moderator:
Elisha Moreno
 Media Relations Manager
 BC Hydro

Darrell Stonehouse
 Managing Editor
 Oilweek

Patrick Brethour
 Alberta Bureau Chief
 The Globe & Mail

James Stevenson
 Reporter
 The Canadian Press

The media is often accused of failing to understand the issues affecting the energy industry, and therefore, not reporting accurately or objectively to the public. Hear from senior journalists about how they do their jobs, what they need for their stories, and how reporters and media relations professionals can better cooperate and succeed.

- Clarifying the workings of the media:
 - who decides which stories should be covered
 - how much time and resources are available to the reporter, and how this impacts the story
 - what information do the reporters need, and what is just good to know
- Understanding the needs and expectations of media, especially at the time of a crisis
- Innovative techniques to ensure your story generates media interest
- How to build trustworthy relationships with the media
- What are the perceptions of media on current issues like:
 - drilling sour gas wells in Alberta?
 - production of coal-bed methane?
 - oil sands production?
 - rising electricity and natural gas prices?
 - supply versus demand for electricity and natural gas?

3:00 Refreshments

3:15 Public Relations: Building and Maintaining Public Confidence

Frances S. O'Flynn
 Director of Corporate Communications
 Hamilton Utilities Corporation

Alan Roth
 Partner
 Communica Public Affairs

- Communicating with customers in a changing regulatory environment
- Prioritizing key issues and addressing them with the urgency and level of response required
- Ensuring that your public relations strategy is in sync with your branding strategy
- Managing your brand strategically and consistently by using a brand guideline
- Developing and implementing a communication strategy for crisis and issues management — oil spills, power outages, pipeline leakage, increase in prices, reliability of supply, etc.
- Creating communication synergies within the energy industry to ensure all organizations are delivering the same message
- Ensuring that individual corporate messages do not compete with or are contrary to industry initiatives

INTERACTIVE SESSION

4:15 **Investor Relations: How to Provide Timely and Comprehensive Information and Gain Investor Confidence**

Case Study

Daniel Pigeon
Director
Investor Relations
TransAlta Corporation

Winner of CICA's 2003 Corporate Reporting Awards

In order to obtain capital and broaden an international investor base, Canadian companies need to meet and surpass investor relations norms at home and abroad. Post-Enron, companies in the energy industry face tougher scrutiny by regulators and investors. In this session learn how to attract investors and keep them satisfied.

- Understanding what investors really want to know
- Developing an investor relations strategy to ensure that their needs and expectations are met, without:
 - compromising on the company's competitiveness
 - disclosing more than what is necessary/required
- Aligning your investor relations strategy with:
 - the organization's short-term and long-term objectives
 - public relations strategy, as investors are part of the public
- Using the various forms of media effectively to address the disparate investor groups
- Addressing compliance, corporate governance and transparency issues

5:00 **Chair's Recap and Conference Adjourns for Day 2**

Wednesday, October 20, 2004

8:00 **Coffee is Served ☞**

9:00 **Opening Remarks from Chair**

9:15 **Government Relations: Collaborating Effectively With the Government to Gain Regulatory or Political Support**

GR Panel

Phil Cochrane
Vice President
Government & Public Affairs
BP Canada Energy Company

John Sparks
Director
Government & Public Relations
Burlington Resources Canada

Greg Moffatt
Director
Government Relations
TransCanada

Randy Pettipas
President & CEO
Global Public Affairs

- What are the best practices of government relations?
- Identifying the relevant people in each level of government and educating them about:
 - what the company does
 - how it is done
- Breaking target audiences into sub-groups and tailoring messages according to their information needs:
 - assisting them in their decision-making
 - developing long-term relationships
- Encouraging the government to make time for the industry and influencing regulatory approval or change
- Demanding regulatory streamlining to ensure consistency of government decisions:
 - gas over bitumen in Alberta
 - shutting down of coal fired plants in Ontario by 2007
 - emphasis on alternative energy sources by many provincial governments

10:30 **Internal Communications: Transforming Employees into Brand Ambassadors**

Case Study

Catherine Williams
Manager
Employee Communications
Bruce Power

As Ontario's largest independent electricity generator, Bruce Power operates six nuclear generating units in Ontario with a total capacity of 4,660 megawatts. It currently employs more than 3,500 people who work in shifts across various locations, 24 hours per day, 365 days per year. Catherine Williams will explain the unique challenges and best practices of employee communications that successfully engage employees at Bruce Power.

- The two-way mirror — developing and aligning employee communication strategies and tactics with overall corporate communication strategies
- Understanding the bigger picture — from action to reputation, how everyone contributes to the company business plan
- Impact and influence — involving senior managers to support and lead initiatives
- Right medium, right audience? Identifying and evaluating different media to communicate with a variety of audiences through — intranet, newsletters, employee information boards, meetings, voice messages, videos, and training
- Beyond message delivery — ensuring employees understand current issues and are able to contribute positively
- Stability in a dynamic world — reassuring employees by explaining the impact of changes in:
 - government regulations
 - ownership
 - policies, objectives and culture of organization
- Living the brand — the actions beyond the words
- Delivering success, demonstrating leadership, developing pride
- Measuring the effectiveness and success of internal communications regularly

11:15 **Networking Coffee Break ☞**

The following two sessions focus on different aspects of community relations — Aboriginal Relations and Community Relations — and their unique needs and expectations from the energy industry.

11:30 **Aboriginal Relations: Transforming Divergent Interests into Mutually Beneficial Opportunities**

**Brian McConaghy, Vice President
Community, Safety & Environment
TransCanada PipeLines Limited**

**Kim McCaig, Manager
Community, Safety & Environment
TransCanada PipeLines Limited**

Aboriginal relations are a priority when energy companies need to explore, drill or lay pipelines on Aboriginal land, especially if there is no treaty in place. However, conflicts in interests can be minimized when companies like TransCanada PipeLines make Aboriginal relations a part of their corporate culture.

- Creating a company-wide culture of:
 - acknowledging the rights of Aboriginal people
 - respecting the environment, cultural and economic concerns
 - promoting Aboriginal contribution through business development
- Developing and implementing a consistent Aboriginal relations strategy
- Maximizing the mutual benefits (and minimizing the costs of doing business with each other) by building effective partnerships through dialogue, consultation, engagement, cooperation, and consensus building
- Sharing information, concerns and ideas with Aboriginal communities and organizations
- Initiating and encouraging honest, prompt two-way communication between the organization and Aboriginal people, including the company's current operations and future plans

12:15 **Networking Luncheon for Delegates and Speakers**

1:30 **Community Relations: Winning Support of the Community through Proactive Communication and Engagement**

**Sue Stickley, Communications Specialist
Low Level Radioactive Waste
Management Office (LLRWMO)
Atomic Energy of Canada Limited**

LLRWMO was established in 1982 to carry out the responsibilities of the federal government for management of low-level radioactive waste in Canada. Conducting remediation projects in communities with sensitive contamination problems, particularly low-level radioactive waste, requires communication strategies that meet the needs of the community as well as the organization. The Port Hope Area Initiative is a federal government project that depends on community support for its success.

- Assessing public opinion, prioritizing and proactively addressing concerns/fears
- Developing a communication strategy to address these issues in the short-term and long-term
- Using issues management techniques to keep external relations activities focused on high-priority challenges — and opportunities

- Setting up a community relations office in the community to provide factual information, answer questions promptly and provide reassurance
- Proactively providing relevant information to, and seeking inputs from, the local community:
 - by implementing a media relations plan
 - distributing newsletters and personalized letters
 - through community group/personal/ neighbourhood visits
 - at open houses, information offices, shows and fairs
 - via telephone surveys and focus groups
 - advertising in local publications
- Conducting an open, transparent and traceable environmental assessment process involving all relevant stakeholders
- Getting involved in the community by setting up working groups, committees, partnerships, etc.

2:30 **Refreshments**

2:45 **Communicating and Demonstrating Environmental Integrity**

Case Study

**Walter Tersmette
Manager, Health, Safety & Environment
Devon Canada Corporation**

- Acknowledging any environmental damage caused by the company's operations and communicating what is being done to remedy the damage
- Working with residents and landowners to enhance the company's environmentally-responsible image through:
 - actively communicating the company's environmental activities with surrounding communities
 - working together with affected stakeholders to develop a mutually agreeable plan
 - employing alternate dispute resolution methods to resolve conflicts
- Reassuring residents, landowners and other external stakeholders about:
 - the organization's commitment to the environment
 - ensuring compliance with environmental regulations

3:45 **Measuring Corporate Communications: Public Relations Very Own "Dismal Science"**

**Boyd Neil, Senior Vice President
National Practice Director
Corporate Communications
Hill & Knowlton Canada**

- Selecting a measurement system in line with your company's business objectives and communication strategy
- Finding useful performance metrics and applying them systematically and consistently
- Customizing the measurement system to ensure that it accurately measures the effectiveness of your communication with various stakeholder groups
- Implementing the communications performance measurement system
- Interpreting the results and adjusting communications strategy based on these results

4:30 **Chair's Recap and Conference Concludes**

B**Post-Conference Workshop B
Thursday, October 21, 2004****Media Interview Skills: The Advanced
Guide for Expert Media Relations****Glenn Herchak**
President, The Media House**Shael Gelfand**
Managing Partner, The Media House

In order to communicate your message through the media, you require an understanding of how the media works, and finely tuned media interview skills. Furthermore, the advanced media relations expert uses the interview — even in critical situations — to serve as an opportunity to advance key organizational messages.

This workshop will reinforce your confidence in dealing with the media, and assist you in enhancing your reputation and credibility as a communications professional. Learn how to take control of media encounters and interviews with this "mutual gains" approach to media relations by:

- Organizing your key messages quickly and effectively
- Preparing for an interview in advance
- Avoiding common interview pitfalls
- Giving the reporters/journalists what they need without disclosing sensitive or confidential information
- How to respond to any question a reporter may throw at you (hint — "no comment" is not an option)
- Bridging back to key foundational messages
- Speaking in positives and avoiding negative language
- Managing the media during a crisis or emergency situation

Come away from this workshop with a better grasp of how to take control of any media interview and — as a consequence — reap better results.

Glenn Herchak is a seasoned media relations professional with 15 years of corporate and agency experience, gained in the Canadian and U.S. energy sectors. He was official company spokesperson for some of North America's largest energy companies. Glenn has given hundreds of successful media interviews covering a broad range of issues, incidents and emergencies.



Shael Gelfand has 25 years experience in the communications industry. He has media trained hundreds of executives, project managers, operations personnel and elected officials. An award winning broadcast journalist, Shael has interviewed hundreds of newsmakers. He has written and produced thousands of news stories, newscasts, documentaries and corporate videos.



The Media House (www.themediahouse.ca) Based in Calgary, The Media House is a media relations firm led by senior consultants with a focus on the energy industry. The firm specializes in MediaTrend™ news and content analysis, strategic counsel, training and production.

**WHO YOU WILL MEET**

Vice Presidents, Directors, General Managers, Senior Managers, Managers, Coordinators, Advisors and Consultants of:

- Internal/Employee Communications
- Corporate Communications
- Public Affairs/Relations
- Media Relations
- Government Affairs/Relations
- Community Affairs/Relations
- Investor Relations
- Aboriginal Relations
- Sustainable Development
- Corporate Relations
- Customer/Consumer Relations
- External Communications
- Stakeholder Communications
- Communications and Planning
- Shareholder Relations
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Maximize your company's visibility in front of key decision-makers in *your* target market! For more information, contact Senior Business Development Manager **Brian Shugar** at **416-927-0718 ext. 232**, toll-free **1-877-927-0718 ext. 232** or by email at b.shugar@CanadianInstitute.com

Enquire about **The Canadian Institute's** first **Communications College** — with five single-day conferences to choose from:

- July 12** – Managing the Communications Function
- July 13** – Mastering Crisis Communications and Issues Management
- July 14** – Maximizing Financial Communications
- July 15** – Building Media, Stakeholder and Community Relationships
- July 16** – Implementing Performance Management for Communications

Toronto – Old Mill Inn

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Program Materials

Conference participants will receive a comprehensive set of conference materials prepared by the speakers. These materials are intended to provide the participants with an excellent reference source after the conference.

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VOLUME DISCOUNT

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