Ultimarii

CASE STUDY

Turning Posts and Proceedings into Project Intelligence



The Challenge ↘

Contested Before the First Open House

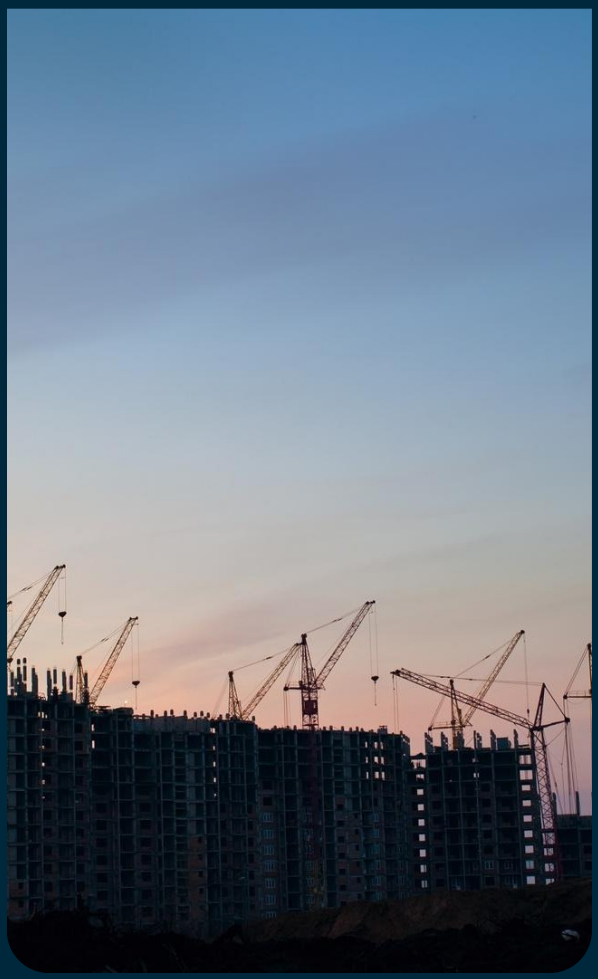
A Canadian independent power producer was developing a large generation project to serve new data-centre load. Comparable projects in the same province had already met organised community opposition, municipal moratorium requests, and contested regulatory proceedings, in several cases before the developer held its first open house.

Information about this project had begun circulating publicly before formal engagement started. The company's engagement, regulatory and communications teams needed to know what was being said, by whom, and on what record, early enough to do something about it.

01 **Opposition arrives before engagement does:** at comparable projects, petitions and moratorium requests were under way before the proponent held a first open house.

02 **The rules move mid-project:** one county reclassified data centres from a permitted to a discretionary use, and the province opened a review of setbacks, noise and cooling.

03 **The arguments are settled elsewhere:** water draw, setback distances and consultation adequacy were tested in other proceedings, then arrived locally fully formed.



Ultimarii's Approach ↘

Curated Data Sources

The first decision is what to watch. A keyword net returns volume and still misses the local group where organising starts. Every source here is named, maintained, and reviewed as new actors and jurisdictions appear.

- **Social:** community groups and pages chosen by jurisdiction and by intervener interest, working outward from the councils nearest the site.
- **The influencer watch list:** named voices on both sides, from ministers and proponents to opposition organisers and social-licence groups.
- **Proceedings:** the project's own filings, and the comparable projects whose arguments arrive next.
- **The county record:** council agendas, minutes, public hearing packages and land use bylaws, across several meeting-portal platforms.
- **News:** local, national and Indigenous outlets in both countries, plus municipal meeting transcripts from the US states where the same projects are being fought.

Counties and proceedings are added as their instruments move, so the list tracks the file rather than a fixed geography.

The Solution ↘

Dated, Then Analysed for What It Means

Every source is pulled on the same cycle, so the window is complete and each week is comparable with the last.

- ✓ **Everything is dated:** a fact carries the date it was established in the primary record, not the date we found it, so a real development is never confused with fresh paperwork about an old one.
- ✓ **Read for what changed:** which arguments are gaining ground, who is carrying them, and which actors have moved since the last cycle.
- ✓ **Analysed for what it means:** what each development implies for the project, with the reasoning stated and the source attached.

Behind it sits a standing record of every actor, storyline and risk in play, carried forward week to week so that nothing has to be remembered by hand.

The Impact ↘

Earlier Visibility of Emerging Opposition

An actionable report lands every week, ordered by what needs a decision, with anything urgent escalated in between.

300+	292	56	10
SOCIAL SOURCES	NAMED VOICES	PROCEEDINGS	COUNTIES

Over six months the reporting has shifted from recording what happened to flagging what is coming.

- **Six days' notice of a protest:** the date and location were in tracked community groups before any announcement. Hundreds attended, corroborated across 14 sources.
- **The opposition's script, three days out:** a rebuttal sheet circulating ahead of a public session set out what the room would say before anyone walked in.
- **A mechanism, not just a case:** a county granted an approval appealable only by the applicant, reported as a rule applying to any proponent in that position.



The Bottom Line ↘

Intelligence the Room Will Actually Use

The reporting is part of the working group's weekly rhythm, helping to inform engagement, regulatory and communications decisions.

“The social listening reports have been super helpful to understand the environment we’re heading into, and what is actually happening on the ground.”

— Client external affairs lead

“It’s been super useful. It’s a lot of material, but it’s been really helpful to get a good grounding on the project.”

— Project manager, client engagement team

“It’s important to make sure that we’re all very aware of what’s bubbling, and to mitigate it before it gets to a point it’s going to be a problem.”

— Client communications lead

“On the messaging front, we’ve seen where people do things not well, and how do we learn from some of those mistakes.”

— Client external affairs lead