

**Communications Report for ERCB FIS Incident No: 20111497  
Moosehorn 8 inch Pipeline**

**Chronology and summary of events including detailed timeline of incident Communications both to and from Pembina**

July 20, 2011

- 8:00 a.m. Contacted ERCB Communications department
- 8:10 a.m. Contacted Alberta Environment Communications department
- 11:00 a.m. Discussed aboriginal contact list with ERCB Community & Aboriginal Relations Advisor
- 11:00 a.m. Distributed Pembina news release regarding spill
- 11:00 a.m. – 5:00 pm Fielded media inquiries
- 11:00 a.m. onward Contacted First Nations communities

July 21, 2011

- 8:00 a.m. Information update on Pembina website
- All-day Fielded media inquiries
- 9:00 a.m. Contacted Legislative Office of Provincial MLA, the Honourable Ken Kowalski
- 9:15 a.m. Contacted Constituency Office of Federal MP, Robert Merrifield

July 22, 2011

- 8:00 a.m. Information update on Pembina website
- All-day Fielded media inquiries
- 9:00 a.m. Contacted Town of Swan Hills Chief Administration Officer, ~~Donna Rux~~

July 23, 2011

- 8:00 a.m. Information update on Pembina website

July 26, 2011

- 8:00 a.m. Information update on Pembina website

August 2, 2011

- 8:00 a.m. Information update on Pembina website

August 3, 2011

- 2:00 p.m. Pembina quarterly report is distributed via newswire, which includes spill volume and containment update
- 2:00 p.m. Information update on Pembina website

August 9, 2011

- 8:00 a.m. Information update on Pembina website

August 24, 2011

- 8:00 a.m. Information update on Pembina website

**Actions to inform affected public of outcomes and findings:**

Pembina prides itself on a long-standing and strong reputation with its stakeholders as a reliable and responsible operator. Incidents such as the spill on the Moosehorn 8 inch pipeline ("the Release") have the potential to negatively impact this reputation with a broad range of stakeholders including community members in our operating area, government officials and regulators, the investment community, aboriginal communities and employees.

Upon discovering the Release, Pembina activated its corporate Emergency Response Plan which includes notifications both internally to various departments within the company, members of Pembina's executive team and externally to regulatory bodies.

In addition, Pembina's Communications and Public Affairs as well as its Land, Regulatory and Aboriginal Relations departments immediately began internal and external communications and notifications to potentially affected stakeholders. Pembina employed a process of transparent, open, honest and fact-based communication using a variety of communications tools during the early stages of the Release including:

- One-on-one conversations with internal company representatives, regulators, the Town of Swan Hills and elected government officials;
- An initial press release;
- Frequent web updates;
- Establishing a single spokesperson and granting media interviews; and
- Employee bulletins (through the Pembina employee portal and employee newsletter)

The following is a summary of the communications activities that occurred after the Release:

July 20, 2011

- began working with Communications and Aboriginal Relations departments at both ERCB and Alberta Environment
- issued initial press release
- posted employee bulletin on Pembina employee portal and began preparing newsletter article for August employee newsletter
- began granting media interviews once news became public
- began notification to, and working with, aboriginal communities

July 21, 2011

- began posting frequent updates to [www.pembina.com](http://www.pembina.com)
  - updates were posted on July 21, 22, 23, 26, August 2, 3, 9 and 24<sup>th</sup>
    - Note: elected officials, aboriginal communities, media and the general public have been referred to these updates when we have received follow-up questions or requests for additional information
- began notifications to elected officials

July 22, 2011

- sent Pembina Communications representative to the spill site to field on-site media inquiries

August 3, 2011

- Pembina's 2011 2<sup>nd</sup> Quarterly Report is distributed and contains updated spill information

#### Working with ERCB and Alberta Environment Communications Departments

The regulatory agencies with oversight of the Release, were informed of the Release on July 20, 2011. AENV's Swan Hills office was notified at 04:00, the ERCB St. Albert Field Centre was notified at 06:50, ASRD's High Prairie Office was notified during the morning of r July 20, 2011 and Environment Canada was notified at 12:00.

Upon confirming the Release, The Pembina Communications and Public Affairs department immediately developed a communications plan. An early draft of a press release was prepared in anticipation of ERCB and AENV approval of our communications approach. Once approved, these materials were also provided to other departments within Pembina to ensure consistent messages with all stakeholders, such as customers, the investment community, and Aboriginal Communities.

Throughout the course of all communications activities related to the Release, Pembina's Communications and Public Affairs department was in regular contact with the communications departments of both the ERCB and Alberta Environment, sharing information about media inquiries, news coverage, and additional developments related to the spill.

#### Notifying Elected Officials and Community Officials

Pembina also recognized the need early to notify community leaders about the spill, keeping them up-to-date and informed about the various activities the company would be undertaking and providing them with the information they may require to address potential questions from their constituents. The Mayor of Swan Hills, Mark Pickering, was already engaged in the required clean-up efforts through his role at Alberta Environment, Pembina also contacted the offices of the provincial MLA, the Honourable Ken Kowalski; the Federal MP, Robert Merrifield; and, the Chief Administrative Officer for the Town of Swan Hills, ~~Don Rook~~.

#### Aboriginal Communities Notifications

As a key stakeholder in the area, Pembina recognized the need to contact aboriginal communities in the region upon determining there had been a spill. We began working with both the SRD and ERCB on the morning of July 20, 2011 to ensure an appropriate level of consultation/notification with aboriginal communities was occurring. Pembina subsequently worked closely with the ERCB's Community & Aboriginal Relations Advisor on the strategy/approach to be undertaken. Communities contacted were:

- Sucker Creek First Nation
- Driftpile Cree Nation
- Kapawe'no First Nation
- Swan River First Nation
- Sawridge First Nation
- Alexis First Nation
- Alexander First Nation
- East Prairie Métis

During the early stages of the spill, many of these groups requested information related to the spill location, environmental impacts and clean-up efforts. In addition, once it was deemed safe for visitors to the site and weather permitted traffic, we provided tours both on foot and via helicopter to ensure we had fulfilled the specific information requests made by the various communities.

Through its early clean-up efforts, Pembina also recognized a need for manpower to help with slashing and other activities, and worked with the various aboriginal communities in the area to determine whether they could provide the workforce required. Throughout the first month of the clean-up activities, Pembina contracted up to 8 aboriginal labours through the Lesser Slave Lake Management Services to support the on site work.

In addition to the scheduled tours that took place during the first week following the Moosehorn spill, members of the Alexis First Nation visited the spill site on the morning of July 30, 2011 to conduct an additional tour and sample water in the nearby affected creek. Pembina's Site Commander provided the group with proper personal protective equipment, toured them to a variety of points in the clean-up area, and answered their questions.

**Communications and media involvement, including an assessment of their effectiveness, what worked well, where improvements can be made:**

Upon confirming the Release, the Pembina Communications and Public Affairs department immediately developed a communications plan. An early draft of a press release was prepared in anticipation of ERCB and AENV approval of our communications approach. Once approved, these materials were also provided to other departments within Pembina to ensure consistent messages with all stakeholders, such as customers, the investment community, and Aboriginal Communities. Despite these early activities, the news media (specifically 630 CHED radio in Edmonton) learned of the Release and began its reports before Pembina had published its press release. Pembina reacted quickly, by releasing its own press release in order to contain and control the messages being received by our stakeholders.

After the Pembina news release, Pembina's Communications and Public Affairs department began fielding media inquiries. A single spokesperson, the department Manager, was identified to ensure message consistency; no other company representatives were tasked with speaking with media about the incident. Other team members were mobilized to field media requests and conduct media monitoring. In the first three days following the incident, Pembina conducted 19 media interviews related to the Release and had been mentioned in 98 media stories (this compares to an average of 3-5 media requests and 15-25 media hits per month during typical operations).

On the afternoon of July 21, 2011, a CBC reporter made their way to Pembina's Swan Hills office and requested an in-person interview at the spill site. Due to the safety hazards posed by the spill site, particularly because of the wet conditions, it was determined that interviews would take place only at either the Swan Hills office or in Calgary's head office. Pembina would send a communications representative to Swan Hills to field any in-person requests and would take photos of the spill site, making them available to reporters requesting images.

By the fourth day following the spill, media inquiries diminished dramatically with only 1-2 requests per day, and as such, on-site communications presence was no longer deemed necessary.

Pembina believes the media relations approach worked well. Pembina established, early on, a strong working relationship related to the Release with our ERCB and AENV counterparts and was able to communicate quickly and efficiently with all media once we had distributed our press release. Pembina found the media stories were consistent in their portrayal of the incident, and received very few requests for additional information from stakeholders. For the most part, the stories included factual information about the Release with little speculation about the event or clean-up activities.

Improvements on the media relations efforts that Pembina will take forward from the Release are in the future, we will:

- Move quickly to distribute the initial press release and eliminate the possibility of a third party distributing an inaccurate story;
- Determine earlier whether there is a need for on-site communications representation and a process for handling unexpected media visits to the spill site;
- Identify the visual needs of various media outlets and make images available earlier; and
- Update the communications plan throughout the activities to ensure it contains not only the early messages and approach, but reflects new developments as they occur.