

APPENDIX C – Community Consultation Plan

Plains Midstream Canada Rainbow Pipeline MP-188 Crude Oil Release

Background

Plains Midstream Canada (PMC) has developed the following community consultation plan to provide consistent, timely, factual information to affected communities and key stakeholders regarding the progress of the cleanup efforts and plans to restart the pipeline.

PMC's president has reviewed and approved the contents of this plan and has committed all necessary resources to ensuring its successful execution. This document is intended to be amended to meet the circumstances as they evolve.

Communications Goal

Respond to public request for more accountable communication regarding the release, cleanup efforts and planned startup, through consistent and proactive communication.

Communications objectives

1. Increase local residents' and other stakeholders' ability to:
 - receive adequate current information regarding the clean-up process and the plans to restart the pipeline in the respective audience's preferred method;
 - receive timely and ongoing communication throughout the site remediation process, and throughout and after the startup process; and
 - quickly contact a company representative for information requests, or to provide feedback on the communication process .
2. Increase the ERCB's and AENV's awareness of PMC's ongoing communication activities and related outcomes, and any adaptations to the communication plan.
3. Use the framework of this plan to establish a specific crisis communications plan for unexpected incidents during startup or ongoing operation of the pipeline.

Communication strategy for regular updates

Research and analysis

- review previous communications with stakeholders to determine communications needs (as outlined in the remainder of the document), and then validate with follow up;
- solicit stakeholder contacts and target audiences through personal contact to determine preferred frequency and method of communication delivery (email, phone, personal meeting, community meeting) for each audience, and, if possible, raise awareness of PMC's efforts to better communicate with them and identify specific concerns;
- use existing stakeholder feedback and media monitoring to catalogue interests and concerns regarding incident and planned startup of pipeline, and to identify any audiences not currently addressed by the plan; and
- identify common themes of concern, objections to previous approaches to communication to align key messages and delivery methods accordingly

Background on Local Communities

The Rainbow pipeline MP-188 release is located in the municipal district of Northern Sunrise County. The hamlet of Little Buffalo is located approximately 12 km to the west by northwest and is mainly occupied by members of the Lubicon Lake First Nation. Cadotte Lake (hamlet and First Nations settlement) is located approximately 17 km to the west of Little Buffalo along highway 986 on the boundary between the Woodland Cree First Nation Reserve and Northern Sunrise County. The First Nations settlement of Marten Lake is located approximately 12 km to the north by northwest within the Woodland Cree First Nation Reserve.

The local communities have provided some feedback to the PMC's emergency response team. Their concerns generally revolved around the impacts of the release on soil, water and air quality, the long-term health effects of these impacts on their communities, and employment opportunities.

Key audiences, concerns and actions -- The following is a general outline of key audiences, needs and anticipated messages and details regarding messages, delivery and frequency. We have included a more specific listing of individual stakeholders within each of these groups as Exhibit A.

Audience	Communication need	Communication Actions/Messages	Delivery	Timing	Delivered by
Lubicon Lake Indian Nation	<ul style="list-style-type: none"> - info on products in pipeline - impacts to land, water, air, wildlife - info on timeline for cleanup - info on location of block valves - info on frequency of pressure tests - meeting w. senior PMC management - more proactive comms. 	<ul style="list-style-type: none"> - offer meetings between PMC VP and Chief or designees - offer meetings with community Elders facilitated by band member - operational updates - offer community meetings - collaboratively identify intervals for on-going communications updates, follow-up site visits, and in-person updates and council meetings - maintain minutes of meetings with respective groups and outlining known concerns and targeted follow-up 	<ul style="list-style-type: none"> - face-to-face, phone calls - face-to-face - faxed/emailed to band office - face-to-face 	<ul style="list-style-type: none"> - daily or as requested - as requested - daily or as requested - as requested 	<ul style="list-style-type: none"> - Company spokesperson (Director Level or Above), senior aboriginal relations staff - Communications and aboriginal relations staff
Woodland Cree First	<ul style="list-style-type: none"> - info on products/ in pipeline 	<ul style="list-style-type: none"> - offer meetings between PMC VP and Chief or designees 	<ul style="list-style-type: none"> - face-to-face, phone calls 	<ul style="list-style-type: none"> - daily or as requested 	<ul style="list-style-type: none"> - Company spokesperson,

Audience	Communication need	Communication Actions/Messages	Delivery	Timing	Delivered by
Nation	<ul style="list-style-type: none"> - impacts to land, water, air, wildlife - info for trapline holders - info from air monitor monitoring stations; more stations set up - more proactive comms. - impact on trapline 	<ul style="list-style-type: none"> - offer meetings with community Elders facilitated by band member - updated bulletin in plain language addressing known concerns - offer community meetings - collaboratively identify intervals for on-going communications updates, follow-up site visits, and in-person updates and council meetings - maintain minutes of meetings with respective groups and outlining known concerns and targeted follow-up 	<ul style="list-style-type: none"> - face-to-face - faxed/emailed to band office - face-to-face 	<ul style="list-style-type: none"> - as requested - daily or as requested -as requested 	<ul style="list-style-type: none"> (Director Level or Above) senior aboriginal relations staff - Communications and aboriginal relations staff
Other First Nations including: Metis, Treaty 8, Assembly of First Nations, etal.	<ul style="list-style-type: none"> - info on products/ in pipeline - impacts to land, water, air, wildlife - proactive comms. 	<ul style="list-style-type: none"> - provide updates on remediation efforts - offer community meetings as merited by the circumstances 	<ul style="list-style-type: none"> - face-to-face, phone calls, e-mails to band office 	<ul style="list-style-type: none"> - daily or as requested 	<ul style="list-style-type: none"> - Company spokesperson, (Director Level or Above) senior aboriginal relations staff
AENV	<ul style="list-style-type: none"> - cleanup progress and any new info on impacts to land, water, air, wildlife - any new health or safety concerns brought forward by community - advance notice and details of any planned engagement or 	<ul style="list-style-type: none"> - advise communications director's office in advance of any meeting with community leaders and share relevant communication materials (news releases, presentations, communication plans for startup) - provide a weekly summary of accomplished activities related to this communication plan (frequency of reporting to be reviewed/adjusted as merited by circumstances) 	<ul style="list-style-type: none"> - email, phone calls or face-to-face meetings if requested - email push - email push as attachment or link to posting on PMC 	<ul style="list-style-type: none"> - daily --weekly 	<ul style="list-style-type: none"> - Communications staff - media relations staff - Communications staff

Audience	Communication need	Communication Actions/Messages	Delivery	Timing	Delivered by
	<ul style="list-style-type: none"> - communication with community leaders - regular updates on communications with stakeholders reporting on as set out in approved plans 	<ul style="list-style-type: none"> - establish, maintain and share a stakeholder concern and commitment tracking matrix 	<ul style="list-style-type: none"> website 		
ERCB	<ul style="list-style-type: none"> - cleanup progress and any new info on impacts to land, water, air, wildlife - any new health or safety concerns brought forward by community - advance notice and details of any planned engagement or communication with community leaders - regular updates on communications with stakeholders 	<ul style="list-style-type: none"> - advise office of the communications manager in advance of meetings with community leaders and share relevant communication materials (news releases, presentations, communication plans for startup) - provide a weekly summary of accomplished activities related to this communication plan (frequency of reporting to be reviewed/adjusted as merited by circumstances) - establish, maintain and share a stakeholder concern and commitment tracking matrix 	<ul style="list-style-type: none"> - email, phone calls or face-to-face meetings if requested - email push - email push as attachment or link to posting on PMC website 	<ul style="list-style-type: none"> - daily - daily - as updated or requested by office 	<ul style="list-style-type: none"> - on-site Communications staff - media relations staff - Communications staff
Alberta Health Services	<ul style="list-style-type: none"> - cleanup progress and any new info on impacts to land, water, air, wildlife - any new health or safety concerns 	<ul style="list-style-type: none"> - provide communications director's office updates on the clean up and impacts, and plans for restart - encourage dissemination of updates to local AHS leaders, as appropriate (Medical Officer of Health, 	<ul style="list-style-type: none"> - email push, phone calls if requested 	<ul style="list-style-type: none"> - daily 	<ul style="list-style-type: none"> - Communications staff

Audience	Communication need	Communication Actions/Messages	Delivery	Timing	Delivered by
	brought forward by community	Environmental Health)			
elected officials: (Alberta Premier, Northern Sunrise County, MLA Peace River, MLA Slave Lake)	<ul style="list-style-type: none"> - cleanup progress and any new info on impacts to land, water, air, wildlife - any new health or safety concerns brought forward by community - plan for startup - more proactive communications 	<ul style="list-style-type: none"> - provide administration and constituency offices updates on the clean up and impacts, and plans for restart 	<ul style="list-style-type: none"> - email push, phone calls if requested - Face-to-face meetings 	<ul style="list-style-type: none"> - as requested by office -as requested. 	<ul style="list-style-type: none"> - senior management - company spokesperson (Director Level and above) and media relations staff
Media	<ul style="list-style-type: none"> - cleanup progress and any new info on impacts to land, water, air, wildlife - access to spokesperson - access to spill site - 	<ul style="list-style-type: none"> - push of daily updates on PMC website to current media contact database; establish and promote a subscription list for updates - promote phone and email contact through evolving media contact list (target providing initial response to inquiries within 3 hrs.) -- arrange and conduct tours for accredited media 	<ul style="list-style-type: none"> - email push - all channels (phone, email, web) - all channels 	<ul style="list-style-type: none"> - daily - as requested - as requested 	<ul style="list-style-type: none"> - company spokesperson (Director Level and above) and media relations staff
Industry (CEPA, CAPP)	<ul style="list-style-type: none"> - cleanup progress 	<ul style="list-style-type: none"> - provide communications executive updates on the clean up and impacts, and plans for restart 	<ul style="list-style-type: none"> email push, phone calls if requested 	<ul style="list-style-type: none"> - as requested by office 	<ul style="list-style-type: none"> company spokesperson (Director Level and above) and communications staff

Measurement

Evaluation of Plains' effectiveness at following this plan will be determined according to the successful achievement of actions outlined above, which will be assessed on a monthly basis.

Communication strategy for unforeseen future incident on same pipeline

Note: the First Nations identified below are based on the incident occurring near the same site as the April 29 incident. If it was on a different location, the relevant First Nation would be substituted for the audience but the tactics would remain the same.

Audience	Communication need	Communication Actions/Messages	Delivery	Timing	Delivered by
Lubicon Lake Indian Nation	<ul style="list-style-type: none"> • details of incident • impact to health, safety and environment of community members • is it related to the April incident? 	<ul style="list-style-type: none"> - Get the most senior person available on the ground to meet Chief and, if appropriate, visit incident site - Arrange for visit by PMC VP with Chief to discuss incident - send approved initial statement to the band office 	<ul style="list-style-type: none"> - face-to-face, phone calls if necessary - face-to-face - faxed/emailed to band office 	<ul style="list-style-type: none"> - ASAP - within 1 day of incident - within 1 hour of incident 	<ul style="list-style-type: none"> - PMC VP, senior aboriginal relations staff - Communications and aboriginal relations staff
Woodland Cree First Nation	<ul style="list-style-type: none"> • details of incident • impact to health, safety and environment of community members • is it related to the April incident? 	<ul style="list-style-type: none"> - Get the most senior person available on the ground to meet Chief and, if appropriate, visit incident site - Arrange for visit by PMC VP with Chief to discuss incident - send approved initial statement to the band office 	<ul style="list-style-type: none"> - face-to-face, phone calls if necessary - face-to-face - faxed/emailed to band office 	<ul style="list-style-type: none"> - ASAP - within 1 day of incident - within 1 hour of incident 	<ul style="list-style-type: none"> - PMC VP, senior aboriginal relations staff - Communications and aboriginal relations staff
AENV	<ul style="list-style-type: none"> • details of incident • impact to health, safety and environment of 	<ul style="list-style-type: none"> - Notify Minister's office and communications director's office of incident - send approved initial statement to the 	<ul style="list-style-type: none"> - phone call - email, phone 	<ul style="list-style-type: none"> - ASAP - as soon as 	<ul style="list-style-type: none"> - Senior management (Director Level or above),

Audience	Communication need	Communication Actions/Messages	Delivery	Timing	Delivered by
	<ul style="list-style-type: none"> community members • is it related to the April incident? 	<p>Minister's office and the communications director's office</p> <ul style="list-style-type: none"> - advise Minister's office and communications director's office in advance of any meeting with community leaders - establish, maintain and share a stakeholder concern and commitment tracking matrix 	<ul style="list-style-type: none"> call follow-up - phone call - email push as attachment or link to posting on PMC website 	<p>statement is ready</p> <ul style="list-style-type: none"> - as soon as meeting time is known - as updated 	<p>senior aboriginal relations staff</p> <ul style="list-style-type: none"> - Communications and aboriginal relations staff
ERCB	<ul style="list-style-type: none"> • details of incident • impact to health, safety and environment of community members • is it related to the April incident? 	<ul style="list-style-type: none"> - Notify Chair's office and office of the communications manager of incident - send approved initial statement to the Minister's office and the communications director's office - advise Minister's office and communications leader's office in advance of any meeting with community leaders - arrange joint communication of news releases and information to community and media - establish, maintain and share a stakeholder concern and commitment tracking matrix 	<ul style="list-style-type: none"> - phone call - email, phone call follow-up - phone call - in person, phone, email - email push as attachment or link to posting on PMC website 	<ul style="list-style-type: none"> - ASAP - as soon as statement is ready - as soon as meeting time is known - as soon as release is jointly approved - as updated 	<ul style="list-style-type: none"> - Senior management (Director Level or above) - Company spokesperson and media relations staff - Media relations staff - Communications staff
Alberta Health Services	<ul style="list-style-type: none"> • details of incident • impact to health, safety and 	<ul style="list-style-type: none"> - Notify Minister's office and communications director's office of incident - send approved initial statement to the 	<ul style="list-style-type: none"> - phone call - email, phone 	<ul style="list-style-type: none"> - ASAP - as soon as 	<ul style="list-style-type: none"> - Senior management (Director Level or Above)

Audience	Communication need	Communication Actions/Messages	Delivery	Timing	Delivered by
	environment of community members <ul style="list-style-type: none"> • is it related to the April incident? 	Minister's office and the communications director's office <ul style="list-style-type: none"> - establish, maintain and share a stakeholder concern and commitment tracking matrix 	call follow-up <ul style="list-style-type: none"> - phone call - email push as attachment or link to posting on PMC website 	statement is ready <ul style="list-style-type: none"> - as soon as meeting time is known - as updated 	<ul style="list-style-type: none"> - Company spokesperson and media relations staff - Communications staff
elected officials: (Northern Sunrise County, MLA Peace River, MLA Slave Lake)	<ul style="list-style-type: none"> • details of incident • impact to health, safety and environment of community members • is it related to the April incident? 	<ul style="list-style-type: none"> - send approved initial statement to the officials' offices 	<ul style="list-style-type: none"> - email, phone call follow-up 	<ul style="list-style-type: none"> - as soon as statement is ready 	<ul style="list-style-type: none"> - Company spokesperson and media relations staff
Media	<ul style="list-style-type: none"> • details of incident • impact to health, safety and environment of community members • is it related to the April incident? • access to spokesperson • access to incident site 	<ul style="list-style-type: none"> - send approved initial statement to current media contact database; promote a subscription list for updates, media contact and indicate timing of next update - respond to media inquiries with available information - Invite on 3-mo, 6-mo and 9-mo tours of the response site; 	<ul style="list-style-type: none"> - email push - phone call, email as requested 	<ul style="list-style-type: none"> - as soon as statement is ready - call back within 3 hrs of request (within business hrs) 	<ul style="list-style-type: none"> - Media relations staff - Company spokesperson and media relations staff

Audience	Communication need	Communication Actions/Messages	Delivery	Timing	Delivered by
Industry (CEPA, CAPP)	<ul style="list-style-type: none"> • details of incident • impact to health, safety and environment of community members is it related to the April incident? 	<ul style="list-style-type: none"> - send approved initial statement to the communication executives' offices 	<ul style="list-style-type: none"> email push, phone call follow up 	<ul style="list-style-type: none"> - as soon as statement is ready 	<ul style="list-style-type: none"> - Senior management (Director Level or Above) - Company spokesperson and media relations staff

Communication strategy for pipeline restart

Audience	Communication need	Communication Actions/Messages	Delivery	Timing	Delivered by
Lubicon Lake Indian Nation	<ul style="list-style-type: none"> - details of how the startup will occur and what to expect after it is running 	<ul style="list-style-type: none"> - in advance of restart gain an understanding of communications expectations from First Nation - meet with Chief(s) to confirm that pipeline will restart - provide plain language email or handout Q&A with photos of affected site repairs, and description of what to expect with restart - Invitation to attend the pipeline restart 	<ul style="list-style-type: none"> - face-to-face, phone calls if necessary - face-to-face - hand delivered/ faxed/e-mailed to band office 	<ul style="list-style-type: none"> Upon firm approval to restart the line Once specific timeline to restart is known 	<ul style="list-style-type: none"> - Senior management, Company spokesperson, senior aboriginal relations staff
Woodland Cree First Nation	<ul style="list-style-type: none"> - details of how the startup will occur and what to expect after it is running 	<ul style="list-style-type: none"> - in advance of restart gain an understanding of communications expectations from First Nation - meet with Chief(s) to confirm that pipeline will restart - provide plain language email or 	<ul style="list-style-type: none"> - face-to-face, phone calls if necessary - face-to-face 	<ul style="list-style-type: none"> Upon firm approval to restart the line Once specific 	<ul style="list-style-type: none"> - Senior management, Company spokesperson, senior aboriginal relations staff

Audience	Communication need	Communication Actions/Messages	Delivery	Timing	Delivered by
		handout Q&A with photos of affected site repairs, and description of what to expect with restart - Invitation to attend the pipeline restart	hand-delivered/ faxed/e-mailed to band office (as necessary)	timeline to restart is known	
AENV	- Orderly, methodical approach to pipeline restart - Continued reassurance that cleanup work will continue until environmental standards are achieved	- General summary of steps Plains will take to restart the line	- face-to-face, phone calls or e-mail if necessary	Upon firm approval to restart the line	- Communications staff
ERCB	- Orderly, methodical approach to pipeline restart - All technical and operational considerations have been completed for restart	- General summary of steps Plains will take to restart the line	- face-to-face, phone calls or e-mail as necessary	As requested	- PMC Operations & Communications
Alberta Health Services	- Continued commitment to keep them advised of any health concerns	- General summary of steps Plains will take to restart the line; Q&A of common questions related to restart	- E-mails	Upon firm approval to restart the line	-- Communications staff
elected officials: (Northern Sunrise	- details of how the startup will occur and what to expect after it is running	- General summary of steps Plains will take to restart the line; Q&A of common questions related to restart	- face-to-face, phone calls or e-mails	Upon firm approval to restart the line	--Communications staff

Audience	Communication need	Communication Actions/Messages	Delivery	Timing	Delivered by
County, MLA Peace River, MLA Slave Lake)	- Continued commitment to keep the community, etc. updated on cleanup progress				
Media	- details of how the startup will occur and what to expect after it is running - Continued commitment to keep the media updated on cleanup progress	- General summary of steps Plains will take to restart the line; Q&A of common questions related to restart - send approved statement - respond to media inquiries with available information	- email push - phone call, email as requested	When Pipeline restart is scheduled	--Media relations staff
Industry (CEPA, CAPP)	- Continued commitment to communicate with all stakeholders on cleanup progress	- General summary of steps Plains will take to restart the line; - send approved statement	--phone call/e-mail as necessary	When pipeline restart is scheduled	--PMC communications

Tools:

Attached hereto are a few of the tools that PMC will typically use in the execution of this communication plan where practicable. These tools include:

Exhibit A – Stakeholder list / summary of needs

Exhibit B – Post site tour survey

Exhibit C – Community meeting exit survey

Exhibit “B”

Open House/Community meeting Exit Survey

Did the representatives at the community meeting meet your needs to learn about Plains’ clean-up efforts on the Rainbow pipeline incident?

- Did you get the information you needed? Yes No
- Was it helpful to speak with the company representatives? Yes No
- Did the maps and photos materials help you understand the clean-up work? Yes No
- Were the staff helpful in explaining material? Yes No
- Were your questions answered fully? Yes No
- Did you comment on those areas of greatest interest/need/concern to you? Yes No
- Did staff listen and record your comments? Yes No
- Did the Plains staff demonstrate that they are working to improve communication with the local community? Yes No

Are there improvements you would recommend for future community updates activities?

What additional questions or concerns do you have?

What is the best way to contact you regarding these items?

Name: _____

Phone: _____

E-mail: _____

Exhibit “C”

Post-tour Survey

Did the tour leaders and Plains representatives meet your needs to learn about Plains’ clean-up efforts on the Rainbow pipeline incident?

- Did you get the information you needed? Yes No
- Was it helpful to speak with the company representatives? Yes No
- Was the tour helpful to understand the clean-up work that’s been undertaken Yes No
- Did the maps and photos materials help you understand the clean-up work? Yes No
- Were the staff helpful in explaining material? Yes No
- Were your questions answered fully? Yes No
- Did you comment on those areas of greatest interest/need/concern to you? Yes No
- Did staff listen and record any follow-up questions or concerns? Yes No
- Did the Plains staff demonstrate that they are working to improve communication with the local community? Yes No

Are there improvements you would recommend for future site tours?

What additional questions or concerns do you have?

What is the best way to contact you regarding these items?

Name: _____

Phone: _____

E-mail: _____