

An aerial photograph of a CN freight train crossing a long bridge over a large lake. The train consists of several black locomotives with red and white accents, followed by a long line of black freight cars. The surrounding landscape is lush with green trees and mountains in the background, some with patches of snow. The sky is clear and blue.

CN Incident Response and Crisis Communications Management

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Director, CN Public & Government Affairs



CN Network – linking communities across North America - safely



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- 20,000 mile network, 23,000 employees
- Forest products, metals & minerals, grains & fertilizers, automotive products, petroleum & chemicals,, intermodal container – all essential to North American economy
- 10 per cent of our traffic is made up of Dangerous Goods

DG's in our Society

Indispensable to our Way of Life

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Chlorine



- To purify our water
- To make PVC, into a diverse range of products

Butadiene and Styrene



- Tires
- Shoes

Propane



- Barbecues
- Heating

Propylene



- Eyeglasses
- Water cooler bottles

Sodium Hydroxide



- In paper production
- In soaps
- In paint

Rail Incidents – rare but potentially serious



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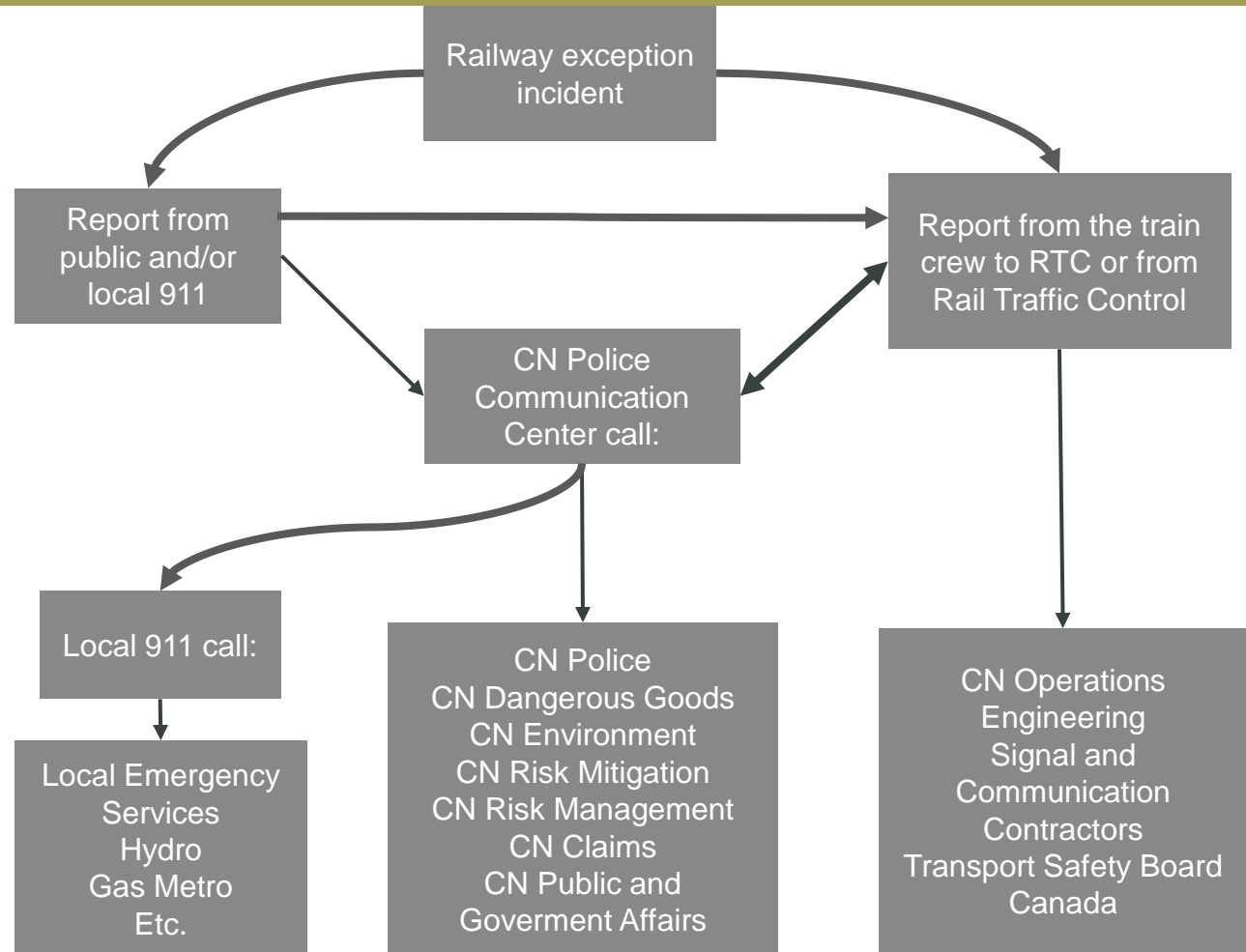


- Main Track incidents down by 55% in last decade
- 99.998% of all DG's move without incident causing release of product
- Stats don't matter – it's perception that counts
- Especially since Lac-Mégantic
- Even stronger safety focus at CN

Rigorous Notification Protocol

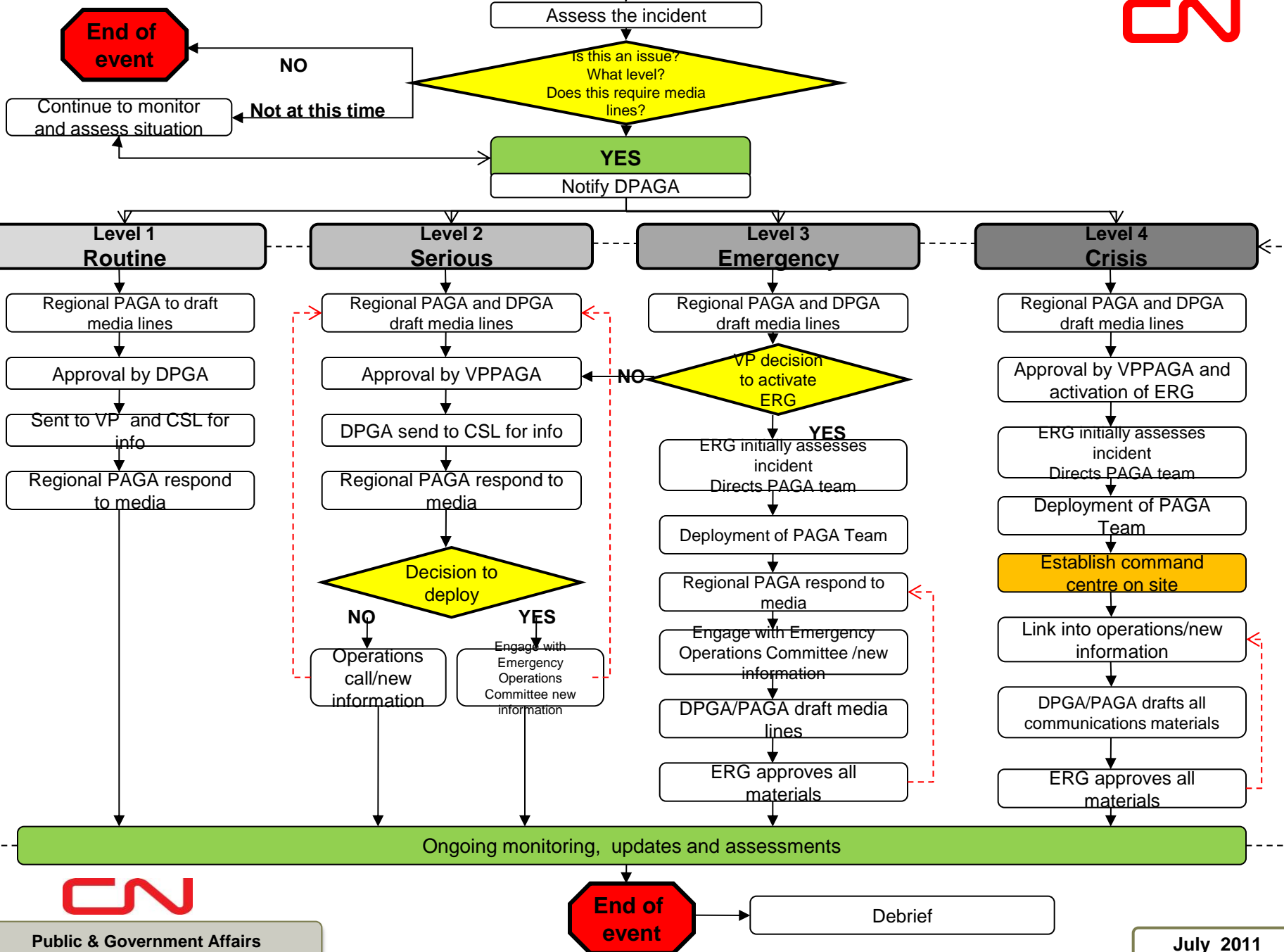


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Consist Information – Available Immediately

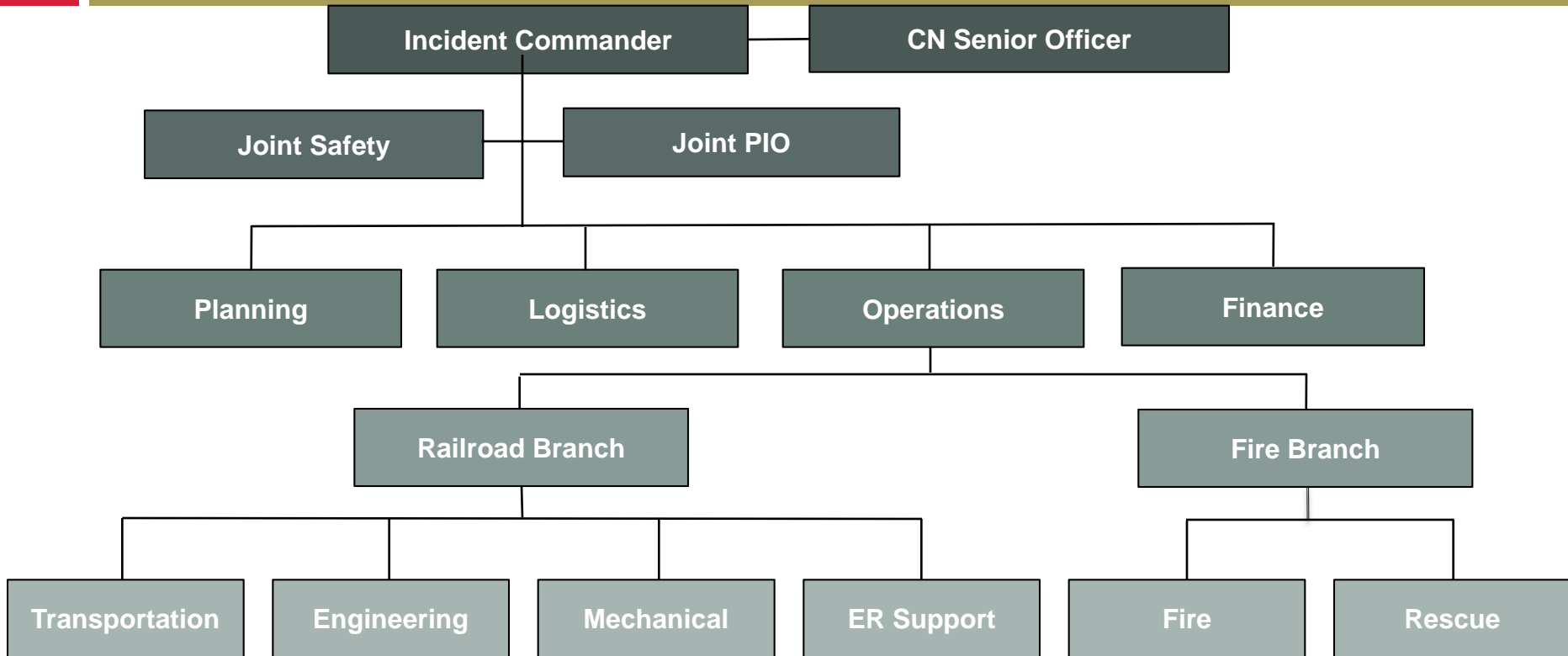
Incident



The Objective: Unified Command



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Structured Incident Communications Protocol

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- Based on experience and best practices
- Tied to incident timeline
- Identifies communication stakeholders
 - Media
 - Community Leaders
 - Provincial/State and federal politicians
 - Residents of affected communities
- Assigns responsibility for reaching out to each audience

Plaster Rock NB – an example

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18:06(ET) NAPADOGAN 153.00 /
WAPSKE, NEW BRUNSWICK - TRAIN
M30831-07 DERAILED 3 CARS,
UNKNOWN AMOUNT OF CARS ON
FIRE. LOCAL EMERGENCY
SERVICES ON SCENE. INJURIES
UNKNOWN, CN POLICE ADVISED
(R-25)



Initial positioning 2000 ET Jan. 7/14

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At approx 8pm local time, an east-bound CN freight train experienced a derailment at mile 153 of the Napodogan subdivision near Plaster Rock New Brunswick. The number of cars derailed is not determined, but there is a fire at the derailment site. There are dangerous goods cars in the fire area, but we do not know what is on fire at this time. The nearest town is 4 to 5 km away, and we do not know for certain at this point if there are residences in the immediate area. We are getting media calls.

Suggested initial media positioning:

- Cars on an east-bound CN freight train derailed near Plaster Rock New Brunswick at approximately 7pm local time this evening. There were no injuries to the crew.
- The number of cars derailed cars is not determined at this point. The contents of the cars that are actually derailed is not confirmed, but there are Dangerous Goods cars in the derailment area. These include LPG and crude oil cars, but we cannot confirm at this early stage of the response if they are actually affected.
- There is also a fire at the site. The contents of the burning cars has also not yet been confirmed.
- The nearest urban area is the town of Plaster Rock, approximately 4 to 5 kilometers from the derailment site. The Plaster Rock Fire Department has responded, and is on site.
- CN personnel are arriving on site now, and CN Emergency Response staff are enroute.

Update 2216 ET Jan. 7/14

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We can confirm that we have car 13 derailed, and also cars 73 to 87 inclusive, subject to final confirmation. That would make a still to be confirmed count of 16 cars derailed.

The cars of interest are the 73-87. They include LPG, crude oil and a DP locomotive. That's where the fire is. We cannot get close to these cars to see exactly what is burning. We know many, if not all the cars are. We know the locomotive is.

Approx 45 households in a 2 km radius are evacuated. The town is 4.5 to 5 km away, and is not evacuated.

Lots of media calls. Suggested updated messaging:

- Our current information is that 16 cars derailed on the east bound CN mixed freight train near Plaster Rock NB just after 7pm local time this evening. This number is subject to final confirmation.
- 15 of the cars are near the end of the train. There is a fire burning, affecting many of these cars. These cars are carrying a variety of goods, including Dangerous Goods. These include 4 loads of propane and 4 loads of crude oil.
- At this point, we cannot confirm if these cars are actually on fire, due to the caution being expressed by emergency responders. They cannot approach this fire too closely at this time.
- There is also an unmanned locomotive involved. It is on fire, but I again stress there were no crew members on board.
- Local authorities have evacuated approximately 45 households within a 2-km perimeter of the derailment. The nearest village is Plaster Rock, some 4.5 km away.
- CN emergency responders are arriving and more are enroute from Moncton, Montreal, Toronto and other locations. They will work with local authorities to ensure the protection of the public and the environment.



Media Update – 0800 ET Jan. 8/14

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- Overnight, senior CN executives arrived on site to direct CN's response. CN Eastern Canada John Orr and CN Vice President Safety and Sustainability Michael Farkouh are now working closely with local authorities in a joint effort to ensure the safety of the public.
- The fire at the derailment site continues to burn. At first light, CN and local authorities will conduct an aerial helicopter surveillance to determine which of the 14 derailed cars and the one locomotive that are involved in the fire site.
- The objective is to determine exactly which cars are actually on fire, so that an effective joint CN-local authorities response plan can be developed. CN is bringing in technical and hazardous material responders needed to develop and implement the joint response plan.
- The cause of the incident remains under investigation.

And so on - media lines updated every 4-6 hours until residents allowed home on Saturday Jan. 11; final press conference then

This was only part of the managed communications



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- CEO visits site morning of Jan. 8- less than 16 hours from time of incident; joint press release issued by CEO and Premier
- Structured outreach to:
 - Mayor
 - Premie
 - MLA, MP
 - EMO
 - Evacuees (daily, with CN response activity included)
 - Access to CN Claims
 - Social Media

Where we stand

- There is no such thing as over communicating
- A structured protocol, with clear responsibilities, is essential
- Rail is, and will continue to be, in the spotlight
- We will be pro-active
- Structured Community Engagement Plan
- Provincial and federal municipal associations (FCM)