BASES

Bluewater Association for Safety, Environment, and Sustainability

SARNIA-LAMBTON
COMMUNITY AWARENESS & EMERGENCY RESPONSE MANUAL

– 2022 –

CAER Community Awareness Emergency Response	**Community Awareness & Emergency Response (CAER) Manual**

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ACRONYMS

AGM – Annual General Meeting
AHJ – Authority Having Jurisdiction
BASES – Bluewater Association for Safety, Environment, and Sustainability
BCAP – Bluewater Community Advisory Panel
CAER – Community Awareness and Emergency Response
CAP – Community Advisory Panel
CCPA – Canadian Chemical Producers Association
CEMC – Community Emergency Management Coordinator
CEPA – Canadian Environmental Protection Act
CIAC – Chemical Industry Association of Canada
CSA – Canadian Standards Association
CTCSS – Continuous Tone-Coded Squelch System
CVECO – Chemical Valley Emergency Coordinating Organization
EM – Emergency Management
EMPCA – Emergency Management and Civil Protection Act
EOC – Emergency Operations Centre
EP – Emergency Preparedness
E2 – Environmental Emergency Regulations
FEMA – Federal Emergency Management Agency
HAZMAT – Hazardous Materials
ICE – Information, Connection, and Extrapolation
ICS – Incident Command System
IEC – Industrial Education Corporation
IMS – Incident Management System
ISED – Innovation, Science, and Economic Development
ISO – International Organization for Standardization
MOC – Management of Change
MyCNN – My Community Notification Network
NFPA – National Fire Protection Association
QR – Quick Response Barcode
ROW – Right-Of-Way
SAC – Spills Action Centre
SIP – Shelter-In-Place
SLEA – Sarnia-Lambton Environmental Association
SPS – Sarnia Police Service
UHF – Ultrahigh Frequency

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1.0 INTRODUCTION

1.1 The CAER Brand

Sarnia-Lambton Community Awareness & Emergency Response (CAER) began as a regional emergency preparedness partnership in the 1950s. In the 1980s, the CAER brand was formally adopted by the Canadian Chemical Producers Association (CCPA) as the first of six CAER Codes of practice for their Responsible Care® program. The CCPA evolved into the Chemical Industry Association of Canada (CIAC) who condensed the six original CAER Codes into the following three:

- Operations CAER Code
- Stewardship CAER Code
- Accountability CAER Code

Over 70 years, the Sarnia-Lambton CAER organization has remained a structured means of regional collaboration between the community, industry, and government agencies for emergency preparedness and response across our region. In additional to regional strategies, each industrial member participating in CAER maintains responsibility to assess facility-specific risks, establish controls, and communicate directly with municipal officials and neighbours as appropriate. Today, CAER is one of three non-profit organizations that collectively make up the Bluewater Association for Safety, Environment and Sustainability (BASES).

1.2 Purpose

The purpose of the CAER Manual is to identify how member companies of BASES notify and work with government agencies, and other member companies, to coordinate effective emergency preparedness and response at a regional level. It provides an overview of regional tools and processes for member companies to connect with the community to promote preparedness, awareness, and engagement.

1.3 Letters Patent

Legal incorporation documents for CAER are provided in Appendix A.

1.4 Bylaws

Bylaws for CAER are provided in Appendix B. The Annual General Meeting (AGM) includes presentation of a financial audit of the past year, budget forecast for the current year, and budget proposal for the following year. Budget information shall include operations, maintenance, and capital update/plan.

1.5 Terms of Reference

Agenda documents that are used for Board, Committee and Subcommittee meetings are provided in Appendix C. Agendas include date, time, location, invitees, standing agenda items, action tracking, terms of reference, measurable objectives, and requirements of the Ontario Competition Act. The current Committees and Subcommittees approved by the CAER Board include:

- *CAER Emergency Management Committee*
    - *CAER Fire Subcommittee*
    - *CAER Pipeline Subcommittee*
    - *CAER Security & Traffic Subcommittee*

2.0 DOCUMENT MANAGEMENT

2.1 Documentation

The CAER Manual is authored by the General Manager of CAER, endorsed by the CAER Emergency Management (EM) Committee and approved by the CAER Board of Directors.

2.2 Management of Change

All changes to the CAER Manual must follow a structured process including:

Initiation

Conceptual discussions of change with affected groups toward formal alignment on the proposed change as minuted in meetings. Agreement by the EM Committee to invest time into tabling a proposal for CAER Board review.

Proposal

Minor editorial changes are batched on an annual or semi-annual basis using highlighted text with recommended updates. Significant changes to the manual require submission of a project MOC proposal that includes:

- Description
- Outcomes
- Scope
- Critical Success Factors
- Benefits
- Financials (expenses, revenues, contracts, etc.)
- Project Governance, resources, and schedule

Evaluation and Approval

The MOC must be endorsed by the CAER EM Committee before presentation to the CAER Board for approval. The MOC shall be explicitly referenced in the Board agenda and Roberts Rules followed to confirm a motion to approve, second and consensus.

Action

Decisions shall be recorded in the Board minutes and relayed to the EM Committee. Work is completed to the approved plan and updates are provided to the CAER Committee and CAER Board to completion. If required, a pre-start safety review shall be completed to explicitly document readiness of all affected parties.

3.0 LEGAL DESIGN & ASSOCIATION FRAMEWORK

3.1 Legal Overview

The CAER Manual is not a legal document.

3.1.1 Public Sector Response

The Ontario *Emergency Management and Civil Protection Act (EMCPA)* sets requirements for emergency management programs for municipalities. Municipal emergency management programs must legally consist of:

- An emergency plan (roles, responsibilities, procedures)
- Training programs and exercises
- Public education on risks to public safety and on public preparedness for emergencies

The EMCPA requires every municipality to identify and assess the various hazards and risks to public safety that could give rise to emergencies and to identify facilities that are at risk of being affected. Every municipality shall formulate an emergency plan, typically adopted as a bylaw, that governs the provision of emergency services – including responder procedures, training, exercises, and annual reviews. Additional requirements are set out in *O.Reg. 380/04*, including the designation of the Community Emergency Management Program Coordinator (CEMC) and their function reporting to the Emergency Management Program Committee. The regulation also creates the Municipal Emergency Control Group, Municipal Emergency Operations Centre (EOC), and Municipal Emergency Information Officer.

3.1.2 Industry Response

Various laws exist at the federal, provincial, and municipal levels that require industry to protect workers, the public, and the environment. General duties, or “due diligence” provisions, require industry to do what is reasonably practicable to prevent harm of all types – including preparing for and minimizing impacts of an emergency event. The Canadian Environmental Protection Act (CEPA) establishes prescriptive requirements for emergency preparedness through the Environmental Emergency Regulations (E2). Other federal laws, and standards referenced in law, require specific sectors to establish emergency preparedness programs that meet the requirements of references, such as CAN/CSA Z246.2-18, CAN/CSA Z1600-17, NFPA 1561, and/or NFPA 1600, etc. In some cases, emergency response programs are submitted and reviewed by regulators as part of applications for approval to construct or operate. Regulation 213 of the Ontario Occupational Health and Safety Act requires a “constructor” to establish written procedures to be followed in the event of an emergency at a construction project. Controlled copies of emergency response plans may be required for submission to municipalities for reference. Industry associations and accreditation bodies also develop and audit emergency preparedness programs against defined standards. Insurance underwriters and other risk services assess operational systems and emergency preparedness to verify that low probability/high consequence scenarios are identified, assessed, and fully managed. Membership in BASES is not a legal requirement, but clearly demonstrates a commitment to learning, sharing, and continuous improvement at both a site and regional level.

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3.2 Incident Command & Coordination

3.2.1 IMS/ICS

The Province of Ontario has developed the Incident Management System (IMS), which provides standardized organizational structures, functions, processes, and terminologies for use at all levels of emergency response in Ontario. IMS is recommended for adoption and implementation by municipalities in Ontario. IMS provides guidance on support to industrial sites, coordination of response, incident command, and communication. In contrast, the member companies of BASES align with the Incident Command System (ICS) as developed and administered through the US Federal Emergency Management Agency. If an emergency response effort requires coordination, or even unified command, the two systems have proven over time to be fully compatible and are interoperable.

3.2.2 CAER Notification Model

Any organization may use 911 to notify local officials of an emergency. The members of BASES use an advanced emergency notification system that goes beyond 911 to make simultaneous emergency notifications across a regional network of emergency responders. Most notifications require no assistance; however, the report puts regional response teams on standby. In the unlikely event that Incident Command requires help, a supplemental request is issued through CAER processes, and additional response teams arrive as requested. When municipal and industry response teams connect at the scene of an emergency, they combine to establish Unified Command. When one member company provides support to another member company, this is referred to as Mutual Aid. During an emergency, Incident Command/Unified Command remain connected with their respective Emergency Operations Centres (EOCs) who are available to provide support as requested.

3.2.3 Mobile Incident Command

If needed, unified command will request dispatch of the mobile municipal incident command unit. As the unit mobilizes, industry will deploy a responder to the bus to provide direct support to unified command and connect as the industry representative to the Municipal Control Group.

3.2.4 Resource Inventory

All member companies of BASES update the emergency response resources that are available for deployment in support of a mutual aid response. This list is maintained by CAER and provided in Appendix D for reference/inclusion in company-specific response plans.

All emergency response equipment that is out of service for more than 24 hours must be reported to the Authority Having Jurisdiction (AHJ). All reports shall be made by CAER member companies using the form provided in Appendix E (or equivalent).

3.2.5 Staging Areas

See Appendix F for staging area map.

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3.3 Association Framework

3.3.1 CIAC Verification Process

Some of the member companies of BASES are also members the CIAC. Every three years, a team of industry experts, public advocates, and local community representatives visit these sites to verify, among other things, compliance with Responsible Care® CAER Codes. Regardless of CIAC affiliations, all member companies of BASES conduct significant work at the site level to understand, control and communicate risks to their workers, neighbours, government agencies, etc. In parallel with this, members of BASES contribute to regional coordination, engagement, and development of tools/processes created through CAER. This two-tiered design respects the need for localized engagement while leveraging the power of CAER member companies working in regional teams to promote preparedness and protection of workers, the community, and the environment. The following list includes some of the Responsible Care® CAER Codes that have a direct or indirect connection with regional programs and processes established through the regional collaborative model by the members of BASES.

Operations CAER Code

- OP32. Emergency preparedness information to interested onsite and offsite parties
- OP33. Coordinated response between site and local response officials
- OP34. Company and local response coordination on communication plans
- OP35. Integration of company and local emergency plans
- OP36. Sharing of emergency preparedness information with the community
- OP37. Equipment and personnel availability during an emergency
- OP38. Provision of support for dislocated residents in an emergency
- OP39. Steps for neighbours to take in the event of an emergency
- OP40. Annual audit/test of emergency plan
- OP41-47. Same as above; specific to transportation emergencies
- OP56. Reporting and investigating [regional response effectiveness]
- OP57. Cause/corrective actions [to improve regional response effectiveness]
- OP82. Establish common standards for all to meet/exceed
- OP84. Sharing of best practices

Accountability CAER Code

- AC125. Ongoing community dialogue to share facility updates and hear community concerns
- AC126. Identify and maintain listing of community stakeholders [regional scope]
- AC127. Understand community rights, planning and resources
- AC128. Maintain social responsibility by including stakeholders in decision making/actions
- AC129. Process for responsive and proactive communication with community
- AC130. Structured process for connecting with the community
- AC131. Provide updates on projects/plans to the community
- AC133. Process for responsive and proactive communication with workers/contractors
- AC153. Proactive engagement with Indigenous communities
- AC154. Develop working relationship with Indigenous communities
- AC155. Enable meaningful engagement with Indigenous communities
- AC156. Periodic review of Indigenous community engagement

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4.0 CAER NOTIFICATIONS PROCESSES

4.1 CAER Notification Tools

4.1.1 CAER Radios

CAER Regional Radios

The licensed CAER radio simplex frequency is 159.12 MHz. The CAER frequency has multiple licences, including base and mobile/hand-helds. The tone is a 103.5 continuous tone-coded squelch system (CTCSS), the Alpha Tag is "CVECO," and the transmission mode is FM. This dedicated frequency allows industry to make regional notifications of emergencies and for a coordinated response between government response agencies and all member companies. Sarnia Police Services (SPS) Head Quarters has a CAER base radio integrated into the Dispatch Operations. There is a 2nd base radio integrated into the SPS Training Center, where the SPS Dispatch Backup facility is located. Both base radios have tower-mounted antennas, offering coverage as far as Sombra, Ontario. This system is tested daily with radio checks initiated by Sarnia Dispatch.

CAER Fire Ground Communications

Many BASES members operate their plant on UHF frequencies, and this CAER channel is programmed for plant radios used by First Responders, Security, Fire Fighters and Site Emergency Managers.

Table 1. CAER Radio Signs

Company	Call Letters	Company	Call Letters
Air Products (Indian Road)	CYA 349	NOVA Chemicals (Moore Site)	VCW 479
Air Products (St Clair Pkwy)	VFJ 947	NOVA Chemicals (St Clair River Site)	VCZ 562
ARLANXEO (Vidal St)	XJF 740	Pembina (Highway 40)	XJF 739
Blue Water Bridge Authority	VDS 641	Plains Midstream Canada (Plank Rd)	XNZ 861
Cabot Canada (Tashmoo Ave)	CYA 365	Praxair (915 S. Vidal St)	VCW 445
CANDO Rail (LaSalle Line)	VCQ 564	Praxair (1832 S. Vidal St)	CFU 937
CF Industries (Bickford Line)	CYA 389	Procor Limited (Procor Dr)	VCT 460
Clean Harbors (Telfer Sideroad)	VCY 930	Sarnia Police Service	XJF 743
Enbridge Gas	CFQ 216	Sarnia Fire Rescue Services	XJF 743
Enbridge Pipelines (Plank Road)	VCO 420	Sarnia Water Pollution Control Centre (St Andrews)	VXB 888
Greenfield Energy Centre (Bickford Line)	VXA 803	Shell Canada Products	XJF 737
H. C. Stark (Vidal St)	VXA 285	INEOS Styrolutions (Tashmoo Ave)	BAZ 238
Imperial Oil (Christina St)	XJF 742	Suncor Energy Products (St Clair Pkwy)	XJF 738
LCY Biosciences (Vidal St)	CYO516	Suncor Energy St Clair Ethanol Plant	ZSJ 634
NOVA Chemicals (Corunna Site)	VCW 454	TransAlta	VCQ 605

Radio frequencies are arranged through Innovation Science and Economic Development (ISED) Canada and confirmed annually by CAER. Radio hardware and site-specific systems are the responsibility of the respective member company and/or local government response agency.

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4.1.2 CAER Sirens

There are 15 CAER Community Notification Sirens located in Aamjiwnaang First Nation, Point Edward, Sarnia, and St. Clair Township. These sirens are tested every Monday at 12:30 p.m.

Siren Locations

(1) Point Edward – Elks Park, off Michigan Ave.
(2) Sarnia – Lions Park, off Russell St. N.
(3) Sarnia – Sherwood Park, off Princeton Ave.
(4) Sarnia – Lansdowne Park, off Devine Street.
(5) Sarnia – Campbell St/Vidal St.
(6) Aamjiwnaang First Nation – Scott Rd/Christopher Dr.
(7) Aamjiwnaang First Nation – Tashmoo Ave/Christopher Dr.
(8) Aamjiwnaang First Nation – Virgil Ave/Chippewa Cres.
(9) St. Clair Township – Corunna Fire Station
(10) St. Clair Township – Bentinck Dr./St. Clair Blvd.
(11) St. Clair Township – Corunna Legion
(12) Sarnia – Harry Turnbull Park, off Napier St.
(13) Sarnia – High Park School, off Earlscourt Dr.
(14) Sarnia – Woodland Park, off Stonecrest Ave.
(15) Sarnia – Quinn Drive

The control systems for the regional siren system are owned and maintained by the City of Sarnia. The City of Sarnia has two Siren Controllers, located at SPS Dispatch (SPS HQ) and the Dispatch Backup Site (SPS Training Center). St. Clair Township operates a control system from the Corunna Fire Hall. All sirens are owned and maintained by the respective municipality where it is located. The sirens located at Aamjiwnaang First Nation are owned and maintained by the members of BASES.

Siren Signage

The signs posted at all CAER siren locations include a reference to the siren, how to get more information from the BASES website, the applicable government logo, and a notice indicating weekly testing on Mondays at 12:30 p.m.

4.1.3 CAER Traffic Barricade Stations

There are 40 CAER Traffic Barricade Stations located across Lambton County. These stations are inspected regularly to confirm readiness. Access to the stations is controlled through assigned keys to member companies and response teams. If anyone accesses a barricade box for any reason, they must contact CAER immediately for reinspection.

Traffic Barricade Stations

(1) Vidal Street Overpass – Heading South
(2) Christina St & Confederation - Imperial Area 1
(3) TransAlta Entrance
(4) Suncor Gate
(5) Praxair - Vidal Street S
(6) Tashmoo & Churchill
(7) Scott & Churchill
(8) Mackenzie Oil @ Plank
(9) Plank & Indian
(10) LaSalle & HWY 40
(11) LaSalle & River Road
(12) Beckwith & River Road
(13) Moore Line & HWY 40
(14) Telfer Sideroad & Rokeby Line
(15) Petrolia Line & Telfer Sideroad - Clean Harbours
(16) Petrolia Line & Kimball
(17) Polymoore Drive & Hill Street
(18) Marlborough Road & River Road
(19) Petrolia Line & Brigden Side Road
(20) Bentpath Line & HWY 40
(21) Campbell Street & Indian Road
(22) Courtright Line & HWY 40
(23) Bickford Line & HWY 40
(24) Bentpath & River Road
(25) Courtright Line & River Road
(26) LaSalle & HWY 40 - DOW Wetlands
(27) Oil Springs Line & HWY 40
(28) Oil Springs Line & Greenfield Line
(29) Stanley Line & HWY 40
(30) Baseline Road & River Road
(31) Indian Road & Churchill
(32) Greenfield Line & Bickford Line
(33) Bickford Line & River Road
(34) Oil Springs Line & River Road
(35) Indian & Churchill
(36) LaSalle & Tashmoo (South)
(37) Aamjiwnaang Community Centre
(38) Degurse Drive - Leaky Tank
(39) LaSalle Line - Enbridge Pumping Station
(40) LaSalle & Ladysmith

Each traffic barricade station includes the following:

- Set of traffic barricades
- Road closure sign
- Orange flags
- Warning lights
- Safety traffic cones

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4.1.4 Everbridge

Everbridge is a globally used Mass Notification and Incident Management tool used to notify responders and the community of both emergency and non-emergency events. In Sarnia-Lambton, the Everbridge Notification system is branded as My Community Notification Network (MyCNN). It is funded by BASES and is made available for use by member companies and local government response teams as part of the CAER model of collaboration.

Members of the public may subscribe to receive both municipal and industry notifications through My Community Notification Network (MyCNN). Instructions for how to access and complete a subscription may be found at www.lambtonbases.ca that includes the following summary infographic.

The My CNN site provides an opportunity for the public to subscribe to receive various community awareness notifications – by site and by type. In addition to this, BASES maintains contact lists for each site including the following:

- Primary Site Contacts
- Community Awareness Notifications
    - Site incident initiators
    - Internal notifications
    - External notifications
- Emergency CAER Code Notifications
    - Site incident initiators
    - Internal notifications
    - External notifications

4.2 Notification Process Flow Overview

Figure 1 illustrates a general swim lane process flow diagram that provides an overview of how key roles are involved with different steps of CAER notification and response. Four responder groups are identified as:

- Industry
- Sarnia Dispatch (central bridge to regional responders)
- Incident/Unified Command
- Community

The diagram includes sequential decisions and associated actions for each of the above groups. The decision logic drives the corresponding procedures for the following:

- Municipal notifications to the community to act in response to any emergency (Purple)
- Industry notifications to the community for awareness of non-emergency events (Green)
- Industry notifications to Sarnia Dispatch using CAER Code system (Red)
- Industry notifications to the community with updates regarding emergency event (Yellow)

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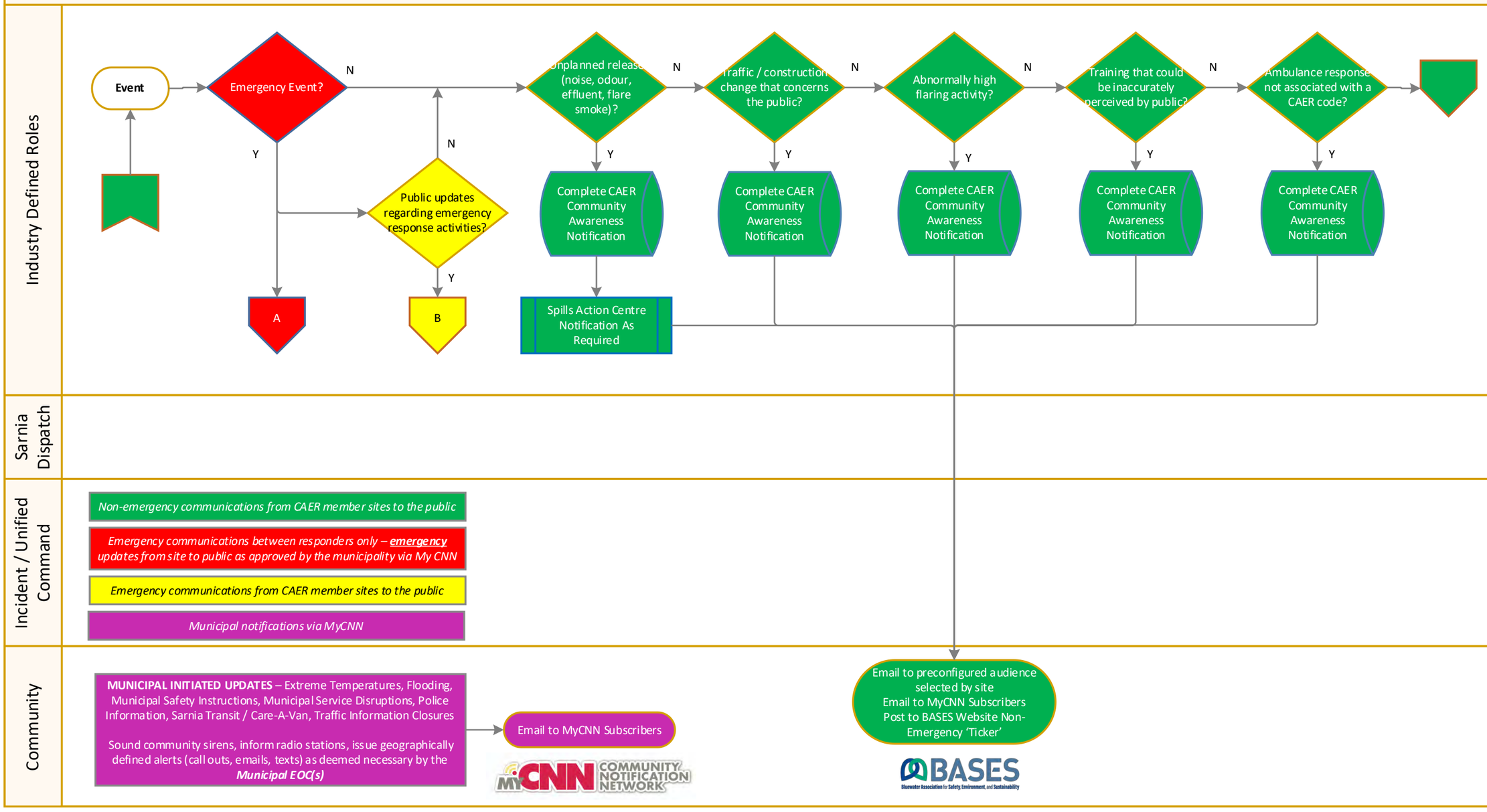
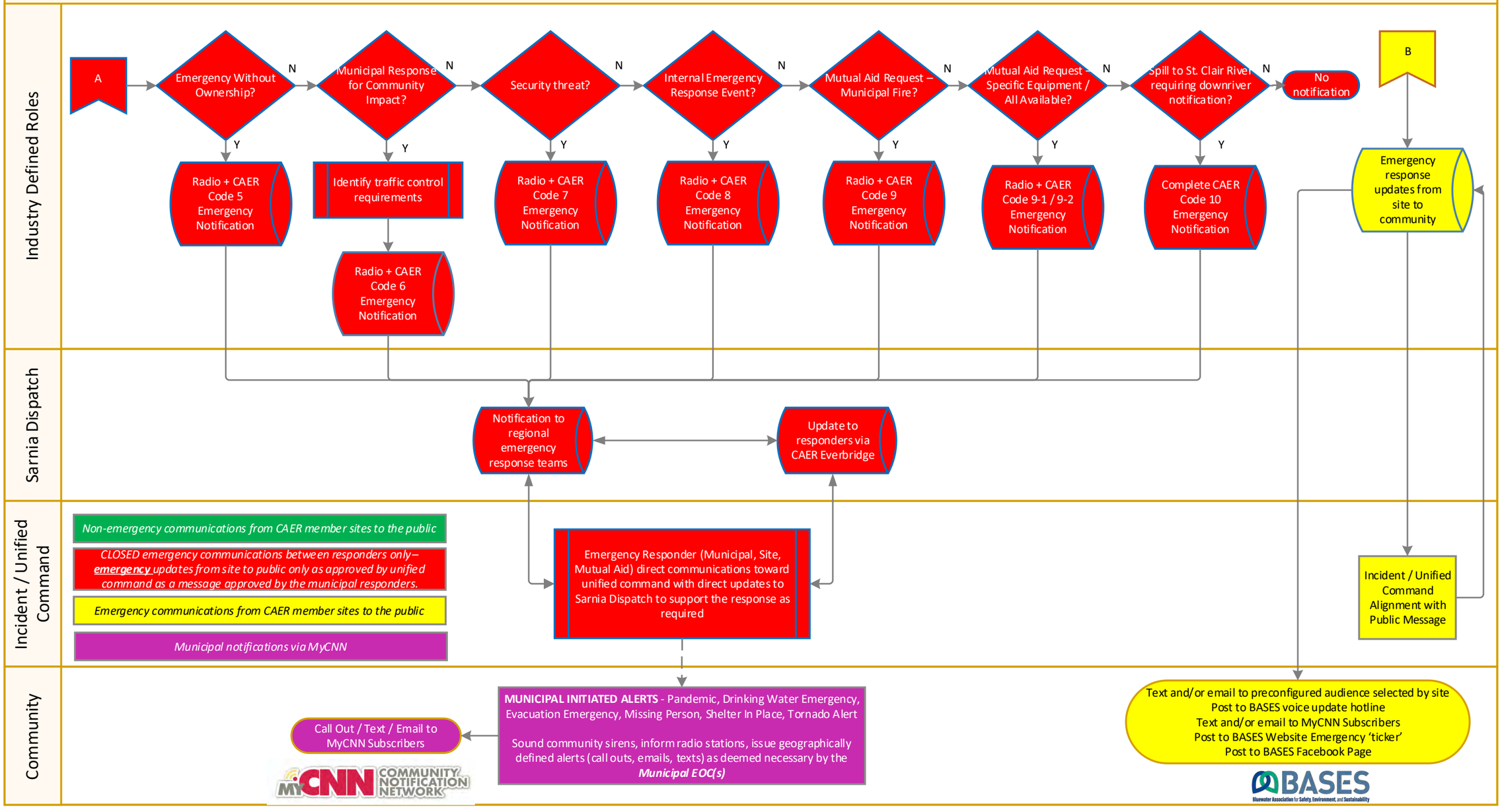
CAER Manual – Non-Emergency Notifications to Public



CAER Manual – Emergency Notifications to Municipalities and Public



4.3 Government Notifications (Purple)

Government response teams utilize MyCNN to issue emergency notifications for extreme weather, unexpected road closures, and to announce missing persons. In the event of an industrial incident, site response teams implement controls to effectively minimize the source of the emergency and share regular updates with municipal officials. It is the responsibility of the government to decide if actions are required by the surrounding public. MyCNN, CAER community sirens, media radio announcements, police/fire announcements, etc., are all examples of tools available to provide timely emergency response instructions to the public.

4.4 Industry Community Awareness Notifications "CAN" (Green)

The member companies of BASES can generate notifications to individuals in the community who are interested in learning about non-emergency events at any (or all) of the member sites. These notifications are shared to preconfigured audiences as defined by the site/municipality, posted for public review at any time on the BASES website, verbally transcribed onto a central emergency phone service, and directly emailed to individuals who subscribe to receive these notifications from industry.

4.4.1 Non-Emergency Notification Overview

The following guidelines are provided for member companies to consider when creating non-emergency notifications issued through MyCNN.

Scenarios

Each company shall consider events, incidents or impacts that:

- Residents can see/hear/smell something and may be curious
- Residents can see/hear/smell something and may perceive a danger or health risk

This may include but not be limited to:

- Noise or alarms
- Odours
- Traffic
- Training exercise
- Incident information (i.e., release, spill, leak, injury)
- Flaring
- Smoke or fire
- Construction
- Medical assist
- Planned maintenance
- Start up and shut down

Messaging

All messages shall be factual, concise, and free of technical acronyms, industry terms, or site-specific references that could confuse the public. Updates should correspond with significant developments and, if appropriate, messaging may include contact information. If notifications to regulatory agencies are required, then consideration should be given by the member to include confirmation of this notice. Table 2 provides a general outline of messaging to the public for non-emergency notifications.

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Table 2. Non-Emergency Notification Messaging

Who/When	Company name (not CAER Code) Approximate time/length of event
What	What is happening, e.g., flaring, process disruption, fire, etc.
Impact/Timing	Impact on public (what people see/hear/smell) Expected duration, if known
Actions	Company follow up, e.g., notifications made to CAER, Spills Action Centre (SAC) Instructions for public response shall be issued by the municipality
Empathy/Assurance	Thank you for patience or we apologize for any inconvenience this may cause
Contact	How to get more information; or further updates (if appropriate)
Audience	Each notification has a pre-defined audience of internal contacts, CAER contacts, municipal responders, and in some cases, a public audience of MyCNN subscribers.

Templates

To promote regional consistency, the following templates are provided to member companies as an initial reference to consider when developing internal messaging.

Ambulance Response Not Associated with CAER. Good (Morning, Afternoon, Evening). This is (Insert Company). An ambulance has been dispatched to site in response to a medical event that does not require a coordinated CAER response. You may notice medical personnel responding to the site. We apologize for any inconvenience this may cause community members. Thank you for your understanding.

High Flaring Activity. Good (Morning, Afternoon, Evening). This is (Insert Company). We are currently conducting maintenance activity at our facility. Neighbours may notice periods of increased flaring and noise for the next few hours. Should action be required by the community, instructions will be issued by your municipality. We apologize for any inconvenience this may cause for community members. Notification of this activity has been provided to the appropriate parties. If you would like more information, please contact us at the number below.

Traffic/Construction. Good (Morning, Afternoon, Evening). This is (Insert Company). We are currently conducting (insert cause of increased traffic). You may see increased traffic to and from the facility until (insert time/date). We appreciate your patience during this time. If you would like to speak to us about our operations, please call us at the number below.

Training. Good (Morning, Afternoon, Evening). This is (Insert Company). From (insert date/time) to (insert date/time), we will be conducting (insert type of training) training on site. During this time, you may notice (insert what may be visible/audible to public) from our training area. These exercises help us test and validate our emergency response plans in a safe environment. Thank you for your understanding, and if you would like to speak to us about our operations, please call the number below.

Unplanned Release. Good (Morning, Afternoon, Evening). This is (Insert Company). We are responding to a (insert type of release) release on site. All potential hazards have been identified and associated risks fully managed. We are monitoring the situation and will provide further updates when available. Should action be required by the community, instructions will be issued by your municipality. Thank you for your understanding, and if you would like to speak to us about our operations, please call the number below.

4.5 Industry CAER Code Notifications (Red)

In the event of an emergency at a BASES member site, notifications are made simultaneously to a regional network of emergency responders across Sarnia-Lambton. Member companies identify roles responsible for issuing these notifications. At the onset, an assessment is made and the appropriate CAER Code(s) is issued to help all responders in the region recognize what is being asked by the onsite response team. The CAER Code templates provide information that informs municipal and other industrial response teams on what is happening, where, and (if needed) the requested response. The following sections provide a description of each CAER Code. A CAER Code pocket reference card is available on the BASES website.

4.5.1 CAER Code 5 – Emergency Without Ownership

A CAER Code 5 is called by *any regional responder* (in the absence of any other CAER Code being called) to simultaneously notify the region of an emergency that requires, or may require, a significant regional coordinated response. Depending on the description and location, response teams will immediately deploy to size up the scene to determine if they hold accountability. If a member company identifies that they are the source of the emergency, then they shall assume ownership and issue subsequent CAER Code(s) as appropriate. All other responders shall remain on standby for mutual aid requests.

Examples:

- Industrial site report of strong odours along a pipeline Right of Way (ROW) impacting nearby community or other sites
    - All members with pipeline in the vicinity of the ROW are expected to respond and investigate
- Municipal responder report of a tanker truck or rail accident with the potential to impact nearby community or other sites
    - All members with rail or other operations in the vicinity of the report are expected to respond and investigate
- Industrial site report of a sheen observed on a waterway from an unknown source
    - All members with potential to have a release to the St. Clair River are expected to respond and investigate

When a CAER Code 5 is called, Regional Dispatch shall notify all response agencies per internal processes, make an announcement on the CAER radio, and issue an email notification to all CAER member company contacts as defined by CAER via Everbridge. Municipal teams shall establish incident command and lead all elements of the response until an owner of the event is established.

4.5.2 CAER Code 6 – Municipal Response for Community Impact

A CAER Code 6 is called by *a CAER member company* to activate municipal action to restrict access to road and/or marine traffic. The CAER Code 6 also provides recommendations, as appropriate, for shelter in place or evacuation. The CAER Code 6 identifies the traffic control area (see Appendix G) and/or the section of the waterway requiring access control. This notification simultaneously notifies all regional response teams to be on standby for mutual aid if needed.

Examples:

- Unconfined vapour cloud extending beyond the perimeter of the operating site
- Process fire with the potential to cause damage beyond the perimeter of the operating site

When a CAER Code 6 is called, Regional Dispatch shall notify all response agencies per internal processes, make an announcement on the CAER radio, and issue an email and phone notification to all CAER member company contacts as defined by CAER via Everbridge. The municipality will close roads as requested and review recommendations as provided for shelter in place or evacuation. Once access is controlled, entry past the barricades is granted to emergency responders and to qualified plant personnel holding emergency identification as provided by CAER.

4.5.3 CAER Code 7 – Security Threat

A CAER Code 7 is called by *a CAER member company* to simultaneously notify all CAER response teams of a security incident that requires, or may require, a significant regional coordinated response. No specific information regarding the security event is shared; the CAER member company shall utilize 911 to establish direct response communications with municipal response team(s).

Examples:

- A bomb threat that is under investigation
- An active assailant located inside the perimeter

When a CAER Code 7 is called, Regional Dispatch shall notify all response agencies per internal processes, make a general announcement of a security event on the CAER radio, and issue an email notification to all CAER member company contacts as defined by CAER via Everbridge. All CAER member companies shall notify and restrict their personnel from accessing the affected site until the CAER Code is closed.

4.5.4 CAER Code 8 – Internal Emergency Response Event

A CAER Code 8 is called by *a CAER member company* to simultaneously notify all CAER response teams that a physical response team (PRT) has been deployed at a site and is to remain on standby. CAER Code 8 notifications are issued for scenarios that pose risk to workers, the public or the environment – not for operational responses to strictly limit process loss.

Examples:

- Any event that activates a site-wide siren to clear the entire plant site
- A fire, rescue, or environmental incident that is fully managed through an internal PRT

When a CAER Code 8 is called, Regional Dispatch shall notify all response agencies per internal processes, make an announcement on the CAER radio, and issue an email notification to all CAER member company contacts as defined by CAER via Everbridge.

4.5.5 CAER Code 9 – Mutual Aid Request

A CAER Code 9 is called by *a CAER member company* to simultaneously notify all CAER response teams that a specific request is made for assistance from the municipal fire department. The intent of this notification is to supplement the company response with municipal fire response teams and equipment.

Examples:

- When containment of a fire is assessed to be beyond the site's capacity
- When the site has no fire fighting capacity at all

A CAER Code 9-1 is called by *any response team* to make a request for specific responders and/or equipment from across the CAER mutual aid network. A CAER Code 9-2 is called by *any response team* to request mobilization of all response teams and equipment available for response to a catastrophic event.

When a CAER Code 9, 9-1, or 9-2 is called, Regional Dispatch shall notify all response agencies per internal processes, make an announcement on the CAER radio, and issue an email and phone notification to all CAER member company contacts as defined by CAER via Everbridge. As a guideline, CAER member companies that make response teams available for mutual aid shall have equipment and a two-person crew on standby for response within 15 minutes. All responding companies shall identify an incident command representative for unified command.

4.5.6 CAER Code 10 – Spill to St. Clair River Requiring Downriver Notification

A CAER Code 10 is called by *any response team* following a verified volume of spill to the St. Clair River that requires down-river notification. The intent of this notification is to supplement current personal phone call notification processes that ensure protection of drinking water sources.

Examples:

- Spill of product during product transfer to/from a ship docked at a member site
- Exceptional storm event that overflows site wastewater systems
- Loss of integrity and exceedance from once through site cooling water system

When a CAER Code 10 is called, Regional Dispatch shall notify all response agencies per internal processes, make an announcement on the CAER radio, and issue an email and phone notification to all CAER member company contacts as defined by CAER via Everbridge.

4.6 Industry Emergency Updates (Yellow)

As CAER Codes are issued, member companies provide parallel updates to the public about the incident, status of the response, and reassurances as appropriate. These notices are issued in consultation with Incident/Unified Command and provide very specific updates related to the incident and the response effort. If actions are required by the public, then industry updates would refer the public to instructions provided by municipal response teams.

4.7 Training

4.7.1 Online CAER Code Training

A basic introduction to the CAER Code structure, definitions, examples, and reporting procedures (including radio protocols) is provided through an online course that is made available through the BASES website. Course completion shall be tracked through internal learning management systems.

4.7.2 Site Specific Onboarding

BASES member sites will provide site specific onboarding and training of internal processes for issuing emergency and non-emergency notifications.

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4.7.3 Responder Training

Government and Industry emergency responder roles and responsibilities align with training and competency verification requirements completed through their own internally approved training providers. IMS 100, 200, 300, 400 training is available to municipal officials and response personnel through agencies such as Emergency Management Ontario. ICS 100, 200, 300, 400 training is available to industry officials and response personnel through agencies such the Federal Emergency Management Agency (FEMA). Other specialized responder training (confined space/high angle rescue/HAZMAT/ marine spill response/etc.) is provided through training providers as identified and approved by the respective organization. Lambton Fire School provides a range of training for emergency responders as developed and approved through their regional Advisory Committee(s).

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5.0 COMMUNITY ENGAGEMENT

5.1 Three-Tiered Engagement Design

5.1.1 Government Agency Engagement

As described in Section 3.1.1, local governments are required by law to engage with their constituents regarding emergency preparedness and response. This is achieved through various programs and events with responders within each jurisdiction that could include, but is not limited to: public events, school visits, social media activations, radio and print advertising, and information posted to their websites. The Community Emergency Management Coordinators from each of Lambton County's 11 municipalities and three First Nations meet four to six times per year to leverage each other's resources and discuss best practices for their respective Emergency Management Programs.

5.1.2 BASES Member Engagement

As described in Section 3.1.2, member companies have legal requirements to inform and engage directly with residents and businesses that could be impacted by emergency events. Some member companies also have community engagement requirements through industry association membership as well as corporate management structures. This is achieved through various programs and events that could include, but is not limited to: surveys, newsletters, social media, public events, educational programs, and information posted to their websites. Site initiatives that target emergency preparedness of the public shall include coordination with the appropriate municipality and/or First Nation response organizations.

5.1.3 CAER Engagement

As the opportunity for local government and industry to collaborate on community engagement efforts is identified through CAER, a project plan will be developed. This process includes the development of a concept that is endorsed by the CAER EM and SLEA Communications Committees, which is brought to the CAER Board for approval; the development of an MOC as outlined in Section 2.0 – Management of Change; and the execution of the project to plan. These projects are executed by project teams that are made up of representatives from industry, local government, and other third parties identified as being integral to the goal of the project.

Emergency Preparedness Week

CAER leads the coordination of Emergency Preparedness (EP) Week as an annual regional event. This showcases the response capabilities, emergency management procedures, preparedness initiatives, etc. of first responders across Sarnia-Lambton. This is the region's single largest community event dedicated to emergency awareness and education. Emergency Preparedness Week initiatives are organized through the formation of a project team that has a set start and end date as outlined in an MOC. At a minimum, the project includes representation from industry, government, and school boards coordinating on event design, messaging, responsibilities, and deliverables. EP Week helps to enhance general awareness of efforts made in Sarnia-Lambton to promote and protect public safety, meeting/exceeding prescribed regulatory requirements.

News Media

CAER engages with local media outlets to provide reporters with timely updates on planned and unplanned events at member sites. Reporters from each of Blackburn Radio, The Sarnia Journal, and The

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Observer are included in a Non-Discretionary List of contacts for Community Awareness Notifications to provide timely and accurate information to the Sarnia-Lambton community. Local media are also engaged on regional issues and events, such as Emergency Preparedness Week.

Multimedia Content

BASES works with member companies to develop multimedia material to promote Emergency Preparedness efforts in the region. This content includes infographics, video content, lambtonbases.ca, and social media channels.

5.2 Community Advisory Panels

5.2.1 BCAP

In alignment with the principles of Responsible Care® and the requirement of CAER Code Verifications, the Bluewater Community Advisory Panel (BCAP) was established as a way for local companies to engage with community members in a singular open forum with interested members of the community. Every effort is made to ensure that community membership of BCAP provides a cross-section of community demographics to ensure various viewpoints are represented. BCAP meets regularly in a large group setting with all member companies participating, as well as small group settings with individual companies engaging in more focused discussions with community representatives.

5.2.2 Other CAPS

Companies can elect to host Community Advisory Panels outside of the BCAP structure, engaging with their near neighbours to gather feedback and address concerns.

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6.0 LEARNING & IMPROVEMENT

6.1 Response Team Debriefs

6.1.1 Post Incident Reviews

Actual events invariably pose unexpected challenges to response teams that create opportunities for reflection, learning, and improvement. Post incident reviews and learnings are captured following events so that corrective actions may be logged and tracked to closure as part of continuous improvement processes. If the incident involves, or could have involved, significant loss to people, productivity, assets, or the environment, then the member company may post learnings to the BASES website in following with the IEC Incident Guideline. If the post incident debrief identifies learnings associated with regional processes that are established through CAER, then this will be reviewed by the Emergency Management Committee.

6.1.2 Monthly CAER Emergency Management Committee Reviews

A standing agenda item for all monthly meetings of the CAER EM Committee is to review all CAER Codes issued over the previous month. Each member company comes prepared to discuss their respective incident, rationale for calling the CAER Code, and key learnings from the response. Municipal response leads provide feedback based on their perspective of the incident, including clarity of the call, subsequent communications (if any), etc. The group acknowledges the strengths of the response and the opportunities to improve. Actions from this discussion are either assumed by the respective response team or by CAER; if the action is owned by CAER, then it is logged and tracked to closure in the minutes. If the action is substantial, then the Management of Change process is followed to clarify scope, deliverables, etc. for Board review and approval.

6.1.3 CAER Code 6 Debriefs – Structure

A CAER Code 6 notification triggers immediate response from Police, and other response teams, to erect barricades, redirect traffic, and restrict access to significant areas of the community. Many response teams are activated, Emergency Operations Centres are assembled, and Control Groups convene. CAER provides logistical and facilitation support for CAER Code 6 debriefs. The debrief is chaired by the General Manager of CAER (or delegate), and the general structure of the review includes:

- Member site that called the CAER Code provides an overview of the incident and the rationale used for issuing the CAER Code
- Sarnia Dispatch reviews their records from initial notification to updates received over the duration of the response through to closure
- Key elements of the event and response are reviewed together in sequence as facilitated by CAER
- Hold points in the review will correspond to recognitions provided for strong performance and identification of opportunities where the integrated response could improve
- A CAER Code 6 debrief summary report is issued, including the sequence of response actions, strengths, learnings, and corrective actions
- Endorsement of the report is provided by the CAER Emergency Management Committee, followed by approval from the CAER Board of Directors

6.2 Emergency Exercises

6.2.1 General

Emergency exercises validate plans and procedures, develop competencies, create confidence in response teams, identify gaps, and make improvements. Exercises of all types are planned and coordinated through a project team. The team works to set a scope, schedule, and milestones. Early in the process, the team defines the scenario and ensures key response elements are tested and evaluated against measurable objectives. The exercise may be staged in different ways, including initial set up, hold points, staged briefings, facilitated engagement, and evaluations. As the exercise is conducted, observed behaviours are evaluated against desired behaviour/outcomes and discussed during the debrief. Opportunities to improve are realized as corrective actions, logged, and tracked to closure.

6.2.2 Organizational Exercises

Emergency response plans developed and implemented within each government and industry organization are internally tested, evaluated, and improved as part of normal business processes. Learnings identified that are specific to that organization are actioned and corrected accordingly. Learnings that extend to external emergency organizations are best reviewed within the CAER Committee design. By sharing these findings regionally, all response teams can determine if the learnings apply to their operations and/or if CAER processes could be improved to benefit all industry and government response teams in some way.

6.2.3 Annual Emergency Preparedness (EP) Week Simulation

Each year, at least one large scale integrated emergency response exercise is planned, promoted, executed, and reviewed through CAER. This schedule is developed and maintained by CAER to balance industry and government involvement from year to year to share and maximize regional learnings. The regional simulation provides the opportunity for several response teams in the region to test their systems by designing a scenario that requires unified command and mutual aid response – i.e., a minimum of two companies activating mutual aid. In some cases, regional exercises may test inter-jurisdictional boundaries between municipalities, First Nations, and/or American response coordination. A simulation communication plan shall be established with an example provided in Appendix H. A five year look ahead of EP Week simulation exercises shall be planned for the region, endorsed by the Emergency Management Committee, and approved by the CAER Board of Directors. This plan shall ensure a balance of scenarios originating from within the City of Sarnia and St. Clair Township.

6.3 Feedback Tools

6.3.1 Everbridge Analytics

The Everbridge application that supports MyCNN can generate reports based on fields/values configured in the tool. Reports of interest include, but are not limited to:

- Total number of subscribers/subscriber information
- Number of subscribers for each member company
- Increased number of subscribers following promotional events
- Number of CAER Code notifications issued by member company
- Number of community awareness notifications issued by member company

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These reports are leading indicators that reflect usage of the system by member companies and trends in audiences(s) interested in receiving reports from MyCNN.

6.3.2 MyCNN Annual User Survey

Contact information provided by subscribers can be used to share a survey link to give users a chance to provide feedback to CAER regarding various elements of MyCNN. Questions may relate to the sign-up process, quality of notifications received, ideas to make improvements, etc. Any survey conducted with this audience would require an MOC that includes method of notification, survey questions to be asked, method of evaluation and communication of results. The MOC would require endorsement by the Emergency Management Committee and formal approval by the CAER Board of Directors.

6.3.3 Annual Manual Review

In preparation for the CAER AGM, the General Manager assembles all feedback received for revisions to the manual as outlined in Section 2.0. Changes are made to the CAER Manual and are presented to the CAER EM Committee for endorsement and formal approval by the CAER Board of Directors at the AGM. Tracking of updates are recorded on the document control log at the beginning of the Manual. Ongoing updates to the Manual are a leading indicator of continuous improvement.

6.3.4 Annual Outreach to Lambton College

Each year, CAER schedules and presents to a group of Diploma program students at Lambton College. Information is provided to the class regarding the design of BASES along with background pertaining to safety, environment, and emergency preparedness. Students are asked to provide feedback, ask questions, and begin connecting their baseline knowledge with this new additional perspective of how BASES functions in the region. Following this, the classes are then required to prepare a response to the question, "*If you were responsible for BASES, how would you engage with the community?*" This internalizes their learning and helps the students articulate their ideas as feedback to BASES. The model of Information, Connection, and Extrapolation (ICE) creates an important feedback loop of information from this critical audience to help drive improvement at BASES.

6.3.5 Industry Audits & Investigations

Member companies of BASES undergo a variety of assessments and evaluations to demonstrate regulatory compliance and conformance with industry association standards, underwriter requirements, international (ISO) standards, and corporate audits. These companies will also experience unplanned or unwanted events that generate investigations into cause and corrective action to prevent reoccurrence. As learnings are realized through these internal processes, member company sites will share significant learnings with others through Committees and Subcommittees. If appropriate, these learnings may lead to improvement of regional CAER processes for the benefit of all members and the region in general.

6.4 Performance Metrics

6.4.1 Board/Committee Objectives

The CAER Board of Directors, Committees, and Subcommittees all have defined and approved Terms of Reference that include listing of priorities, objectives, and performance metrics. A summary of these leading and lagging indicators provide a scorecard summary that qualifies and quantifies continuous improvement of CAER over time.

Appendix A
CAER Letters Patent

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Ontario Corporation Number
Numéro de la société en Ontario

1917324

Ministry of Government and Consumer Services
Ontario

Ministère des Services gouvernementaux et des Services aux consommateurs

LETTERS PATENT
This application constitutes the charter of the corporation which is issued by these Letters Patent dated this

LETTRES PATENTES
La présente demande forme la charte de la société constituée en personne morale par lettres patentes daté le

SEPTEMBER 21 SEPTEMBRE, 2021

Minister of Government and Consumer Services
Barbara Bashitt
Director / Directrice
Le ministre des Services gouvernementaux et des Services aux consommateurs

per/par

Form 2
Corporations Act

Formule 2
Loi sur les personnes morales

APPLICATION FOR INCORPORATION OF A CORPORATION WITHOUT SHARE CAPITAL
REQUÊTE EN CONSTITUTION D'UNE PERSONNE MORALE SANS CAPITAL-ACTIONS

1. The name of the corporation is: (Set out in BLOCK CAPITAL LETTERS)
   Dénomination sociale de la société : (Écrire en LETTRES MAJUSCULES SEULEMENT)

SARNIA-LAMBTON COMMUNITY AWARE
NESS AND EMERGENCY RESPONSE

2. The address of the head office of the corporation is:
   Adresse du siège social:

1086 MODELAND ROAD
(Street & Number or R.R. Number & if Multi-Office Building give Room No.)
(Rue et numéro ou numéro de la R.R. et, s'il s'agit d'un édifice à bureaux, numéro du bureau)

SARNIA — Ontario — N7S 6L2
(Name of Municipality or Post Office) (Postal Code)
(Nom de la municipalité ou du bureau de poste) (Code postal)

3. The applicants who are to be the first directors of the corporation are:
   Requérants appelés à devenir les premiers administrateurs de la personne morale :

First name, middle names and surname / Prénom, autres Prénoms et nom de famille	Address for service, giving Street & No. or R.R. No., Municipality, Province, Country and Postal Code / Domicile élu, y compris la rue et le numéro, le numéro de la R.R. ou le nom de la municipalité, la province, le pays et le code postal
GLENN HAYES	1086 MODELAND RD., SARNIA, ON N7S 6L2
CONOR POUTNEY	1086 MODELAND RD., SARNIA, ON N7S 6L2
ROB THOMPSON	1086 MODELAND RD., SARNIA, ON N7S 6L2
PAULINE BUITINK	1086 MODELAND RD., SARNIA, ON N7S 6L2

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1A

3. Applicants continued

Name	Address for service
PETER WEST	1086 MODELAND RD., SARNIA, ON N7S 6L2

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4. The objects for which the corporation is incorporated are:
Objets pour lesquels la personne morale est constituée:

To educate and increase the public's understanding of emergency preparedness and to develop programs promoting emergency preparedness coordination between industrial and local emergency response teams.

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5. The special provisions are:
Dispositions particulières:

The corporation shall be carried on without the purpose of gain for its members, and any profits or other accretions to the corporation shall be used in promoting its objects.

La personne morale doit exercer ses activités sans rechercher de gain pécuniaire pour ses membres, et tout bénéfice ou tout accroissement de l'actif de la personne morale doit être utilisé pour promouvoir ses objets.

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6. The names and address for service of the applicants:
Nom et prénoms et domicile élu des requérants :

First name, middle names and surname Prénom, autres Prénoms et nom de famille	Address for service, giving Street & No. or R.R. No., Municipality, Province, Country and Postal Code Domicile élu, y compris la rue et le numéro, le numéro de la R.R. ou le nom de la municipalité, la province, le pays et le code postal
GLENN HAYES	1086 MODELAND RD., SARNIA, ON N7S 6L2
CONOR POUTNEY	1086 MODELAND RD., SARNIA, ON N7S 6L2
ROB THOMPSON	1086 MODELAND RD., SARNIA, ON N7S 6L2
PAULINE BUITINK	1086 MODELAND RD., SARNIA, ON N7S 6L2
PETER WEST	1086 MODELAND RD., SARNIA, ON N7S 6L2

This application is executed in duplicate.
La présente requête est faite en double exemplaire.

Signatures of applicants
Signature des requérants

DocuSigned by:
Glenn Hayes
GLENN HAYES

DocuSigned by:
Conor Poutney
CONOR POUTNEY

DocuSigned by:
Rob Thompson
ROB THOMPSON

DocuSigned by:
PAULINE BUITINK

DocuSigned by:
Peter West
PETER WEST

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Appendix B
CAER Bylaws

SARNIA-LAMBTON COMMUNITY AWARENESS AND EMERGENCY RESPONSE

BY-LAW NO. 1

WHEREAS:

Sarnia-Lambton Community Awareness and Emergency Response (the "**Corporation**") has been incorporated under the Corporations Act (Ontario) as of the ● day of ●, 2021.

It is desirable to repeal any and all By-Laws of Sarnia-Lambton Community Awareness and Emergency Response and to enact the provisions hereof as the by-laws of the Corporation.

NOW THEREFORE BE IT ENACTED AND IT IS HEREBY ENACTED as By-Law No. 1 of Sarnia-Lambton Community Awareness and Emergency Response as follows:

1. INTERPRETATION

1.1 In this By-law and in all other By-laws hereafter passed unless the context otherwise requires, the gender-neutral term of "they", "their" or "them" shall be used.

1.2 In this By-law and in all other By-laws hereafter passed, unless the context otherwise requires, references to persons shall include firms and corporations.

1.3 In this By-law and in all other By-laws hereafter passed, unless the context otherwise requires, the following words shall have the following meanings:

"Board" means the board of directors of the Corporation;

"By-law" or "By-laws" means this By-law No. 1 and all other by-laws of the Corporation from time to time in force and effect;

"Chair" means the Director elected as the chair of the Corporation from time to time;

"Committee" means a group of people from a larger body, or recruited with specific knowledge, to perform a specific function for the larger group;

"Director" means a member of the Board;

"Executive Committee" means the executive committee of the Board;

"GM" means the general manager of the Corporation;

"Majority" means fifty percent plus one (50% +1) of the persons voting on a matter;

"Member" means a person who is a member in good standing of the Corporation;

"Quorum" means fifty percent plus one (50% +1) of the constituents of the applicable group;

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"Related Organizations" means both of: (i) Sarnia Lambton Environmental Association, an Ontario not for profit corporation; and (ii) Sarnia-Lambton Industrial Educational Corporation, an Ontario not for profit corporation;

"SLEA" means Sarnia Lambton Environmental Association, an Ontario not for profit corporation;

"Term Director" means any Director who is not a director subject to approval of members at the two highest levels of membership; and

"Vice-Chair" means any Director elected as a vice chair of the Corporation from time to time.

2. HEAD OFFICE

Unless changed by special resolution of the Board, the head office of the Corporation shall be in the City of Sarnia, in the Province of Ontario.

3. FINANCIAL YEAR

Unless otherwise determined by the Board, the fiscal year of the Corporation shall terminate on the 31st day of December in each year.

4. MEMBERS

4.1 There shall be one class of Members, with five levels. The Members shall consist of such individuals, corporations or other persons who are members of SLEA, and upon becoming members of SLEA such individuals, corporations or other persons automatically at such time become Members at the same level as in SLEA. Each Member of the four highest levels of membership shall be entitled to receive notice of, attend and vote at all meetings of the Members (for greater certainty, the lowest level of membership is non-voting).

4.2 Membership in the Corporation shall cease:

(a) in the event that an individual Member dies, or, in the case of a Member that is a corporation, the corporation is dissolved;

(b) if the Member resigns by written notice given to the Corporation or SLEA, in which case such resignation shall be effective on the date specified in the resignation;

(c) if the Member no longer qualifies for membership in accordance with the By-laws; or

(d) if the Member is expelled in accordance with Section 4.4 below or is otherwise terminated in accordance with the articles or by-laws.

4.3 Discipline of Members

The Board shall have authority to suspend or expel any Member for any one or more of the following grounds:

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(a) violating any provision of the articles, by-laws, or written policies of the Corporation;

(b) carrying out any conduct which may be detrimental to the Corporation as determined by the Board in its sole discretion;

(c) for any other reason that the Board in its sole and absolute discretion considers to be reasonable, having regard to the purpose of the Corporation.

In the event that the Board determines that a Member should be expelled or suspended from membership in the Corporation, the Chair, or such other officer as may be designated by the Board, shall provide twenty (20) days' notice of suspension or expulsion to the Member and shall provide reasons for the proposed suspension or expulsion. The Member may make written submissions to the Chair, or such other officer as may be designated by the Board, in response to the notice received within such twenty (20) day period. In the event that no written submissions are received by the Chair, the Chair, or such other officer as may be designated by the Board, may proceed to notify the Member that the Member is suspended or expelled from membership in the Corporation. If written submissions are received in accordance with this section, the Board will consider such submissions in arriving at a final decision and shall notify the Member concerning such final decision within a further twenty (20) days from the date of receipt of the submissions. The Board's decision shall be final and binding on the Member, without any further right of appeal.

5. DUES

There shall be no dues for the Corporation, on the basis that dues are payable to SLEA, and the funds transfer authorizations set out in paragraph 6. All references herein to levels of membership shall be deemed to apply to levels of membership in SLEA.

6. FUNDS TRANSFERS BETWEEN RELATED ORGANIZATIONS

It is acknowledged that the Corporation shares common and related interests and goals with the Related Organizations, and that dues are collected solely by SLEA, rather than the Corporation and each of the Related Organizations, for administrative ease. In its sole discretion, the Board is permitted to transfer to or accept funds from each of the Related Organizations.

7. MEETINGS OF MEMBERS

7.1 The annual meeting of Members shall be held at the head office of the Corporation, or at such other place as the Board may from time to time determine, on such day in each year and at such time as the Board may determine; provided that the Corporation shall hold an annual meeting of Members within six months of the end of each fiscal year of the Corporation. Other meetings of the Members ("special meetings") may be convened by order of the Board, or the Chair alone, to be held on such date and time and at such place as the Board, or the Chair, may from time to time determine.

7.2 At every annual meeting, the report of the Board, the financial statements and the report of the auditors shall be presented, and Directors elected and auditors appointed for the ensuing year. Any other business shall require a special meeting, notice of which shall comply with governing law.

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7.3 A meeting of the Members may be held by telephonic or electronic means and a Member who, through those means, votes at the meeting or establishes a communications link to the meeting is deemed for the purposes of the *Corporations Act* (Ontario), or any successor statute, to be present at the meeting.

7.4 Quorum must be present for the transaction of business at any meeting of Members.

7.5 Members' resolutions shall be approved by Majority vote of the Members.

8. VOTING OF MEMBERS

8.1 Each Member of a level that has voting rights shall at all meetings of Members be entitled to one vote and may vote by proxy. Such proxyholder need not be a Member, and prior to the commencement of the meeting shall deposit with the GM a written form of proxy, signed and dated by the Member appointing the proxyholder.

8.2 At all meetings of Members, every question shall be decided by a Majority of the votes given by those levels with voting rights either in person, by a proxy, or, to the extent permitted at law, by telephonic or electronic means unless otherwise required by the By-laws.

8.3 Every question shall be decided in the first instance by a show of hands unless a poll is demanded by any Member entitled to vote. Unless a poll is demanded, a declaration by the chair of the meeting that a resolution has been carried or not carried and an entry to that effect in the minutes of the Corporation shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of the votes accorded in favour of or against such resolution. Any such poll shall be taken in such manner as the chair of the meeting shall direct and the result of such poll shall be deemed the decision of the Corporation upon the matter in question.

8.4 Any question of procedure at or for any meetings of the Corporation which has not been provided for in this By-law or by the governing statute at the applicable time shall be determined by the chair of such meeting as guided by the most current edition of *Robert's Rules* of *Order*.

8.5 Unless legally prohibited, notwithstanding any other provision of this By-law, a resolution signed by all the voting Members is as valid as if passed at a meeting of the voting Members.

9. NOTICE OF MEETINGS

9.1 Notice stating the day and hour and place, in the Province of Ontario, of the meeting of the Members shall be given to each Member and to the auditor of the Corporation at least thirty (30) days in advance of every meeting of Members. Notice may be given by such method as permitted by law.

9.2 Errors or omissions in giving notice of any meeting of the Members shall not invalidate such meeting or make void any proceedings taken at the meeting. Notwithstanding section 9.1 of this By-law, any Member may at any time waive notice of any meeting and may ratify, approve and confirm any proceedings taken at such meeting.

10. BOARD COMPOSITION

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10.1 The affairs of the Corporation shall be managed by a Board consisting of:

(a) fourteen (14) persons; or

(b) if the Corporation's articles provide for a minimum and maximum number of Directors, such number of Directors determined from time to time by special resolution or, if a special resolution empowers the Directors to determine the number, by resolution of the Board.

10.2 Of the directors:

(a) members at the two highest membership levels shall each be entitled to approve one director;

(b) a representative of Aamjiwnaang First Nation, a representative of the City of Sarnia, a representative of Lambton County, a representative of the Town of Point Edward, and a representative of the municipality of St. Clair Township shall be ex officio directors; and

(c) the balance shall be elected from nominees of members at the third highest membership level.

10.3 Any person who is an ex-officio Director shall cease to be a Director upon ceasing to hold such qualified office in the applicable Member, being automatically replaced by the person replacing him or her in that role.

10.4 A Director is not required to be a Member.

10.5 In addition to the Directors, the GM shall be a standing invitee to all meetings of Directors, entitled and encouraged to attend and to participate at such meetings, but shall not be a Director, nor entitled to vote as such.

10.6 The election of Directors shall take place yearly and all the Directors then in office shall retire, but, if qualified, are eligible for re-election.

10.7 Subject to the other provisions hereof, Members may remove any elected Term Director before the expiration of their term of office, and may elect any qualified person in their stead for the remainder of their term.

10.8 The Directors shall serve as such without remuneration and no Director shall directly or indirectly receive any pecuniary advantage from their position as such, provided that a Director may be paid or reimbursed for reasonable expenses incurred in the performance of their duties.

11. MEETINGS OF DIRECTORS

11.1 The Board shall pass policies as it deems appropriate to govern the proceedings of its meetings and the meetings of its committees.

11.2 Unless legally prohibited, a Director may, if all the Directors consent, participate in a meeting of the Directors or of a committee of Directors by telephonic or electronic means that permits

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all participants to communicate adequately with each other during the meeting. A Director so participating in a meeting is deemed to be present at the meeting.

11.3 Quorum must be present for the transaction of business at meetings of the Directors.

11.4 Directors' resolutions shall be approved by Majority vote of the Directors.

11.5 A resolution signed by all the Directors entitled to vote on that resolution at a meeting of Directors or of a committee of the Directors is as valid as if it had been passed at a meeting of Directors or of such committee.

12. CONFLICTS OF INTEREST

12.1 Directors and officers of the Corporation shall comply with all laws relating to conflicts of interest.

12.2 In addition to the foregoing, Directors shall be bound by and shall adhere to any conflict of interest policy of the Corporation from time to time.

13. EXECUTIVE COMMITTEE

13.1 Subject to the following, there shall be an Executive Committee consisting of the Directors approved by the members at the two highest membership levels. Notwithstanding the foregoing, the Board may by a vote of ninety percent (90%) of the Directors then in office remove any Director from the Executive Committee, or change the composition of the Executive Committee.

13.2 The Board may from time to time delegate to the Executive Committee any powers of the Board, subject to the restrictions, if any, imposed from time to time by the Board.

13.3 In addition to the members of the Executive Committee, the GM shall be a standing invitee to all meetings of the Executive Committee, entitled and encouraged to attend and to participate at such meetings, but shall not be a member of the Executive Committee, nor entitled to vote as such.

14. CONFIDENTIALITY

14.1 The Board may from time to time, by resolution, designate as confidential and set out the particulars of the confidentiality to apply in each such instance, and Members, Directors and employees of the Corporation shall respect and protect the confidentiality of all such matters and information, keeping in mind that the unauthorized release of confidential matters or information could adversely affect the interests of the Corporation.

14.2 The Board may give authority to one or more Directors, officers, or employees of the Corporation to make statements to the news, media, or public about matters brought before the Board.

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15. OFFICERS OF THE CORPORATION

15.1 Elections and Appointment

The Executive Committee shall elect the Chair from among the members of the Executive Committee, and may from time to time elect one or more Vice-Chairs from among the members of the Executive Committee. The Executive Committee may appoint such other officers and agents as it shall from time to time deem necessary who shall have such authority and shall perform such duties as may from time to time be prescribed by the Executive Committee. Two or more offices may be held by the same person. The Chair shall be elected for such term as the Executive Committee specify at such time and from time to time, and each Vice-Chair shall be elected for a one or two-year term as determined by the Executive Committee.

15.2 Removal of Officers

In the absence of agreement to the contrary, all officers shall be subject to removal by the Executive Committee at any time with or without cause.

15.3 Delegation of Duties of Officers

In case of the absence or inability to act of any officer of the Corporation or for any other reason that the Executive Committee may deem sufficient, the Executive Committee may delegate all or any of the powers of such officer to any other officer or to any Director for the time being.

15.4 Chair

The Chair shall be one of the Directors approved by the members at the two highest membership levels, and who has been approved as Chair by the members at the highest membership level. The Chair (who shall also be the President) shall, when present, preside at all meetings of the Board and of Members, serve as chair of the Executive Committee, report to each annual meeting of the Corporation concerning the operation of its affairs, and represent the Corporation at public or official functions. The Chair shall possess and may exercise such powers and shall perform such other duties as may from time to time be assigned to the Chair by the Executive Committee.

15.5 Vice-Chairs

The Vice-Chairs, in order of seniority, shall be vested with all the powers and shall perform all the duties of the Chair in the absence or inability or failure to act of the Chair. The Vice-Chairs, in order of seniority, shall possess and may exercise such powers and duties as may from time to time be assigned to such Vice-Chairs by the Executive Committee.

15.6 General Manager

The Executive Committee shall from time to time appoint a GM and may delegate to such GM such power and authority to manage and direct the business and affairs of the Corporation and to employ and discharge agents and employees of the Corporation as the Executive Committee considers desirable. The GM shall have general responsibility to administer the business affairs of the Corporation, report to the Executive Committee and the Board on all matters that require

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the approval of the Executive Committee or the Board, as applicable, and perform such other duties as may, from time to time, be determined by the Executive Committee. The GM shall conform to all lawful orders by the Executive Committee and the Board and shall, at all reasonable times, give to the Executive Committee or the Board, as applicable, or to any person designated by the Executive Committee or the Board, all information the Executive Committee or the Board may require regarding the affairs of the Corporation.

15.7 Vacancies

If the office of any officer of the Corporation shall be or become vacant for any reason, the Executive Committee may fill such vacancy.

16. COMMITTEES

16.1 In addition to the Executive Committee, the Board may from time to time establish those additional committees as the Board considers necessary or desirable, and shall appoint the chair and any vice-chair of each. For any committees established, the Board shall prescribe terms of reference.

16.2 Other than the Executive Committee, all committees are responsible to the Board and shall report to the Board as requested by the Board.

16.3 The Executive Committee shall at a minimum report to the Board:

(a) at its September meeting to propose the budget;

(b) at its January meeting, to report the financial results for the year; and

(c) at its May meeting, to submit the audited financial statements.

16.4 The Board shall prescribe the size, composition, membership, and terms of reference of each committee, other than the Executive Committee. Committee members may be Directors or employees or officers of corporate Members at the three highest membership levels, or members of the community with a particular skill or expertise.

16.5 Subject to any provisions hereof to the contrary, and policies of the Corporation, committees shall meet for the transaction of business, adjourn, and otherwise regulate their meetings as they see fit. Fifty percent plus one of the members of any committee shall constitute a quorum at all meetings of such committee. Questions arising at any meeting of a committee shall be decided by Majority vote. All decisions made by committees of the board, other than the Executive Committee, are subject to ratification and approval by the Board unless permitted or authorized in their terms of reference.

16.6 Minutes shall be kept of all meetings of committees.

16.7 Other than the Executive Committee, all committees established by the Board pursuant to this section shall continue as standing committees and ad hoc committees until dissolved by the Board. The Executive Committee shall continue as a standing committee until dissolved by the by a vote of ninety percent (90%) of the Directors then in office.

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17. EXECUTION OF DOCUMENTS

17.1 Contracts, documents or instruments in writing requiring the signature of the Corporation may be signed by: any two of the members of the Executive Committee; or by one member of the Executive Committee and the GM.

17.2 Notwithstanding any provisions to the contrary contained in the By-laws, the Executive Committee may at any time and from time to time by resolution or policy direct the manner in which, and the person or persons by whom, any particular instrument, contract or obligation of the Corporation may or shall be executed.

17.3 The term "contracts, documents of instruments in writing", as used herein, shall include deeds, mortgages, hypothecation, charges, conveyances, transfers, and assignments of property, real or personal, immovable or movable, agreements, releases, receipts and discharges for the payment of money or other obligations, conveyances, transfers and assignments of shares, bonds, debentures or other securities and all paper writings.

18. PROTECTION OF DIRECTORS

To the extent not otherwise prohibited at law, the Corporation shall:

(a) indemnify each Director or officer of the Corporation, a former director or officer of the Corporation or an individual who acts or acted at the Corporation's request as a director or officer, or in a similar capacity, of another entity, against all costs, charges and expenses, including an amount paid to settle an action or satisfy a judgment, reasonably incurred by the individual in respect of any civil, criminal, administrative, investigative or other action or proceeding in which the individual is involved because of that association with the Corporation or other entity; and

(b) advance money to each Director, officer or other individual referred to in the preceding subparagraph for the costs, charges and expenses of an action or proceeding referred to in that subparagraph,

so long as:

(i) the individual acted honestly and in good faith with a view to the best interests of the Corporation or other entity, as the case may be; and

(ii) if the matter is a criminal or administrative proceeding that is enforced by a monetary penalty, the individual had reasonable grounds for believing that their conduct was lawful.

Subject to compliance with any and all applicable laws, including without limitation the provisions of the *Charities Accounting Act* (Ontario) and any applicable regulations thereunder if applicable, the Corporation may purchase and maintain such insurance for the benefit of its Directors and officers as the Board may from time to time determine.

19. REMUNERATION OF AUDITORS

The Board is authorized to set the remuneration of the auditors.

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20. DISPOSITION OF PROPERTY ON DISSOLUTION

Prior to the dissolution of the Corporation, and after payment of all of its debts and liabilities, its remaining property shall be distributed or disposed of to the Related Organizations, failing which to projects or initiatives that benefit the Sarnia Lambton region in any way that aligns with the purpose of the Corporation and the Related Organizations.

[*signature page follows*]

APPROVED by the board of directors the ____ day of _____, 2021, as confirmed by the signatures of the members of the Executive Committee.

GLENN HAYES (Chair, CAER Board)

CONOR POUTNEY (Vice Chair, CAER Board)

ROB THOMPSON

PAULINE BUITINK

PETER WEST

Appendix C
Agendas & Terms of Reference

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CAER Board of Directors

Community Awareness Emergency Response

Meeting Agenda

Date	Time	Location	Frequency
Microsoft Teams	Invited Board Directors, Support and Guests		

		Lead(s)	Time
1.	Call to Order & Opening Comments	Chair	12:30
2.	Approval of Agenda & Past Meeting Minutes	Chair	12:35
3.	Introduction of New Participants	All Members	12:40
4.	Review of Open Actions	See Leads	13:00
5.	Newsletter Preread Review & Approval	All Members	13:30
6.	New Business	All Members	13:35
7.	General Information Updates – Roundtable	All Members	13:45
8.	Adjourn & Confirm Next Meeting	Chair	14:00

Open Actions

Description	Status	Lead(s)	Target	Notes	#

Closed Actions – Past 2 years

Description	Status	Lead(s)	Target	Notes	#

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CAER Board of Directors

Community Awareness Emergency Response

Terms of Reference

CAER Board of Directors BASES Level 3, 4, 5	Ex-Officio: Industry:
CAER Members BASES Level 1, 2	Member (Voting): Member (Non-Voting):

Governance Effectiveness

Develop and implement a CAER governance structure that ensures direct and proportionate participation of member organizations. Enable active sharing and learning and continuously challenge and improve community awareness and emergency response across the region. Conduct annual benchmarking and continuously strive to be and remain a world leader in community engagement and emergency-related process and technology. Use a structured project approach to actively explore ideas that expand or adjust CAER program portfolio as appropriate.

Measure - Verify active committees and sub-committees working under the CAER Board in a structured manner. Complete identified projects on time/budget.

Organizational Excellence

Design and foster a high skill flexible organization that meets the needs of the Board for regional CAER program development, risk assessment, scenario development, sharing of information, development and use of tools, and general assurance of program discipline.

Measure – Continuous improvement of regional performance in terms of emergency response actions taken per CAER processes.

Financial Discipline

Complete an annual zero-based budget forecast, provide bi-monthly updates, and adjust as approved. Respond to requests for funding based on Committee review, recommendation and final Board review and approval.

Measure - Target 100% budget alignment / deviations explained.

Ground Rules

1. **Decisions** - once reached, supported by all
2. **Courage** - uncertainty captured but not used to halt progress
3. **Teamwork** - balance individual needs with needs of others across the region
4. **Attendance** - if Director cannot attend then send an alternate
5. **Time** - start meeting on time and finish on time
6. **Deliverables** - assignments completed or notice provided prior to planned target date(s)

It is the responsibility of all members to understand the requirements of the Competitions Act of Canada including the rationale and process for preventing anti-competitive practices in the marketplace. More specifically to not disclose any competitively sensitive information to or between individual members.

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Emergency Management Committee

Community Awareness Emergency Response

Meeting Agenda

Date	Time	Location	Frequency
Microsoft Teams	**Invited Participants**		

		Lead(s)	Time
1.	Call to Order	Chair	14:00
2.	Approval of Current Agenda & Past Minutes	Chair	14:05
3.	Introduction to New Participants	All Members	–
4.	Emergency Notifications & Learnings	All Members	14:10
5.	Review of Open Actions	See Leads	14:20
6.	Subcommittee Updates & Recommendations	Subcommittee Chairs	15:00
7.	New Business for Board Review	All Members	15:05
8.	Other Business – Roundtable	All Members	15:15
9.	Adjourn & Confirm Next Meeting	Chair	15:30

Open Actions

Description	Status	Leads	Target Date	Notes	#

Closed Actions – Past 2 Years

Description	Status	Leads	Target Date	Notes	#

Emergency Management Committee

Community Awareness Emergency Response

Terms of Reference

A. CAER Effectiveness Review

Conduct monthly reviews of emergency notifications from industry into Sarnia Dispatch with a focus on completeness and accuracy. Chair follow up with each industry to provide feedback. For identified events (and planned exercises), assess the response provided by industry and government with a focus on coordination and communication. Chair alignment with group on any actions required to learn and improve as a region.

- Measure - Monthly evaluation of regional Code notifications.
- Measure - Evaluations of coordination and communication for planned exercises and actual events requiring mutual aid / unified command.

B. CAER Governance

Identify systemic areas of improvement and develop strategic recommendations to the CAER Board for approval. Respond to the direction of the CAER Board including execution of approved work either directly or through project teams. Invite participation from the broader CAER membership on project teams based on skills required and inclusivity.

- Measure - Project teams established; objectives met / not met.

Coordinate the Fire, Traffic and Pipeline subcommittees to provide recommendations to the Emergency Management Committee and to provide direct project support on the development and implementation of regional strategies as approved by the Board.

- Measure - # Recommendations Identified: # Approved and Implemented.

Ground Rules
1. Decisions - Once reached, supported by all. **2. Courage** - Uncertainty captured but not used to halt progress. **3. Teamwork** - Balance individual needs with needs of others across the region. **4. Attendance** - If committee member cannot attend then send an alternate. **5. Time** - Start meeting on time and finish 10 minutes early. **6. Deliverables** - Assignments completed or notice provided to respective Chair.

Fire Subcommittee

Community Awareness Emergency Response

Meeting Agenda

Date	Time	Location	Frequency
Microsoft Teams	**Committee Members**		

	Lead(s)	Time
1. Call to Order	Chair	13:00
2. Approval of Current Agenda & Past Minutes	Chair	13:05
3. Review of Fire Related Incidents Since Last Meeting	All Members	13:10
4. Review of Open Actions	See Leads	13:25
5. Proposals & New Business for Emergency Management	All Members	14:15
6. General Information Updates – Roundtable	All Members	14:30
7. Adjourn & Confirm Next Meeting	Chair	15:00

Open Actions

Description	Status	Lead	Target Date	Notes	#

Closed Actions – Past 2 Years

Description	Status	Lead	Target Date	Notes	#

Fire Subcommittee

Community Awareness Emergency Response

Terms of Reference (TOR)

A. Subcommittee Scope

To maximize the Fire Response Capability in the Lambton area by providing a mutual aid system between municipal, industrial and commercial CAER members. The Fire Subcommittee will promote equipment compatibility, trained personnel, an efficient means of deployment and ensure the procedures are well communicated to members. Fire Subcommittee members are responsible to ensure appropriate staff at their companies are aware of the CAER processes and procedures.

B. CAER Effectiveness - Fire

Review of local CAER member fire-related incidents requiring coordinated response(s) to identify learnings and follow up actions to enhance regional response processes across Sarnia-Lambton. This may include notifications, communications, deployments, timing and ultimate effectiveness of fire-related event response. Specific focus of all local reviews shall be placed on adequacy and effectiveness of SL CAER Processes / Manual.

- Measure – # SL CAER member fire-related incidents reviewed and # corrective actions recommended to SL CAER Emergency Management Committee

Review of regional, provincial, national and international industrial fire related incidents as a general share of learnings and benchmarking against other response teams, equipment and processes outside of our region to ensure that we remain best in class.

- Measure - # industrial fire-related incident reviews from outside of SL and # corrective actions recommended to the SL CAER Emergency Management Committee

C. CAER Governance

Effective presentation of corrective actions / recommendations to the CAER Emergency Management Committee and successful completion of approved projects. For all approved projects, establish and coordinate Project Teams including identification of members, initiation of MOCs, obtaining approvals, planning/execution of projects and project review and close-out.

- Measure - # Recommendations Identified: # Approved and Implemented.

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Pipeline Subcommittee

Community Awareness Emergency Response

Meeting Agenda

Date	Time	Location	Frequency

Supported Technology	Committee Members

		Lead(s)	Time
1.	**Call to Order**	Chair	13:00
2.	**Approval of Agenda & Past Meeting Minutes**	Chair	13:00
3.	**Introduction to New Participants**	All Members	13:05
4.	**Update on Goals for 2021**	All Members	13:10
5.	**Review of Open Actions**	See Leads	14:35
6.	**General Information Updates – Roundtable**	All Members	14:45
7.	**Adjourn & Confirm Next Meeting**	Chair	15:00

Open Actions

Description	Status	Lead(s)	Target	Notes

Closed Actions – Past 2 Years

Description	Status	Lead(s)	Target	Notes

Pipeline Subcommittee

Community Awareness Emergency Response

Terms of Reference (TOR)

A. Subcommittee Scope

The scope of this Subcommittee, comprised of members from the Pipeline Industry and First Responders, is to develop and support activities which assist in the prevention of and response to incidents across pipeline and related assets. This will be achieved through sharing of current and best practices for response planning and infrastructure awareness with stakeholders for the full range of oil and gas products including crude oil, condensate, refined products, LPG, and natural gas.

B. CAER Effectiveness - Pipelines

Review of local member pipeline incidents requiring coordinated response(s) to identify learnings and follow up actions to enhance regional response processes across Sarnia-Lambton. This may include notifications, communications, deployments, timing, and ultimate effectiveness of pipeline event response. Specific focus of all local reviews shall be placed on adequacy and effectiveness of SL CAER Processes / Manual.

- Measure – # SL CAER member pipeline incidents reviewed and # corrective actions recommended to SL CAER Emergency Management Committee

Review of regional, provincial, national, and international pipeline incidents as a general share of learnings and benchmarking against other response teams, equipment, and processes outside of our region to ensure that we remain best in class.

- Measure - # incident reviews from outside of SL and # corrective actions recommended to the SL CAER Emergency Management Committee

Establish a formal connection to TRANSCAER to provide sharing of annual updates of incidents, risks, public policy changes, etc. related to the management of hazardous transportation corridors including rail, pipeline, and TDG.

- Measure - # Recommendations identified: # approved and implemented.

C. CAER Governance

Effective presentation of corrective actions / recommendations to the CAER Emergency Management Committee and successful completion of approved projects. For all approved projects, establish and coordinate Project Teams including identification of members, initiation of MOCs, obtaining approvals, planning/execution of projects and project review and close-out.

- Measure - # Recommendations Identified: # Approved and Implemented.

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Security & Traffic Subcommittee

Community Awareness Emergency Response

Meeting Agenda

Date	Time	Location	Frequency

Microsoft Teams	Committee Members

		Lead(s)	Time
1.	Call to Order & Opening Comments	Chair	13:00
2.	Approval of Agenda & Past Minutes	Chair	13:00
3.	Introduction to New Participants	All Members	13:05
4.	Review of Code 6 Events	All Members	13:10
5.	Alignment on Security Services	All Members	13:15
6.	Site Watch Reinvestment	Security Leads	13:25
7.	Alignment on Turnarounds & Major Projects	All Members	13:35
8.	Review of Open Actions	See Leads	13:45
9.	Proposals & New Business for EM Committee	All Members	14:15
10.	General Information Updates – Roundtable	All Members	14:20
11.	Adjourn & Confirm Next Meeting	Chair	14:30

Open Actions

Description	Status	Lead	Target	Notes	#

Closed Actions – Past 2 Years

Description	Status	Leads	Target Date	Notes	#

Traffic & Security Subcommittee

Community Awareness Emergency Response

Terms of Reference (TOR)

A. CAER Effectiveness – Traffic & Security

Review of local member Code 6 events and other incidents requiring coordinated traffic control to identify learnings and follow up actions to enhance regional response processes across Sarnia-Lambton. This may include notifications, communications, deployments, timing and ultimate effectiveness of event response. Specific focus of all local reviews shall be placed on adequacy and effectiveness of SL CAER Processes / Manual.

- Measure – # SL CAER member Code 6 / traffic control incidents reviewed and # corrective actions recommended to SL CAER Emergency Management Committee

Review of local member security related events to identify learnings and follow up actions to enhance regional response processes across Sarnia-Lambton. This may include notifications, communications, deployments, timing and ultimate effectiveness of event response. Specific focus of all local reviews shall be placed on adequacy and effectiveness of SL CAER Processes / Manual.

- Measure – # SL CAER member security incidents reviewed and # corrective actions recommended to SL CAER Emergency Management Committee

B. CAER Governance

Effective presentation of corrective actions / recommendations to the CAER Emergency Management Committee and successful completion of approved projects. For all approved projects, establish and coordinate Project Teams including identification of members, initiation of MOCs, obtaining approvals, planning/execution of projects and project review and close-out.

- Measure - # Recommendations Identified: # Approved and Implemented.

Effective regional branding of industrial security management through CAER with the "Site Watch" model to enhance awareness of regional efforts to proactively identify and control security risks across the region and deter criminal activity.

- Measure - # of communication strategies developed and implemented specific to Site Watch in SL

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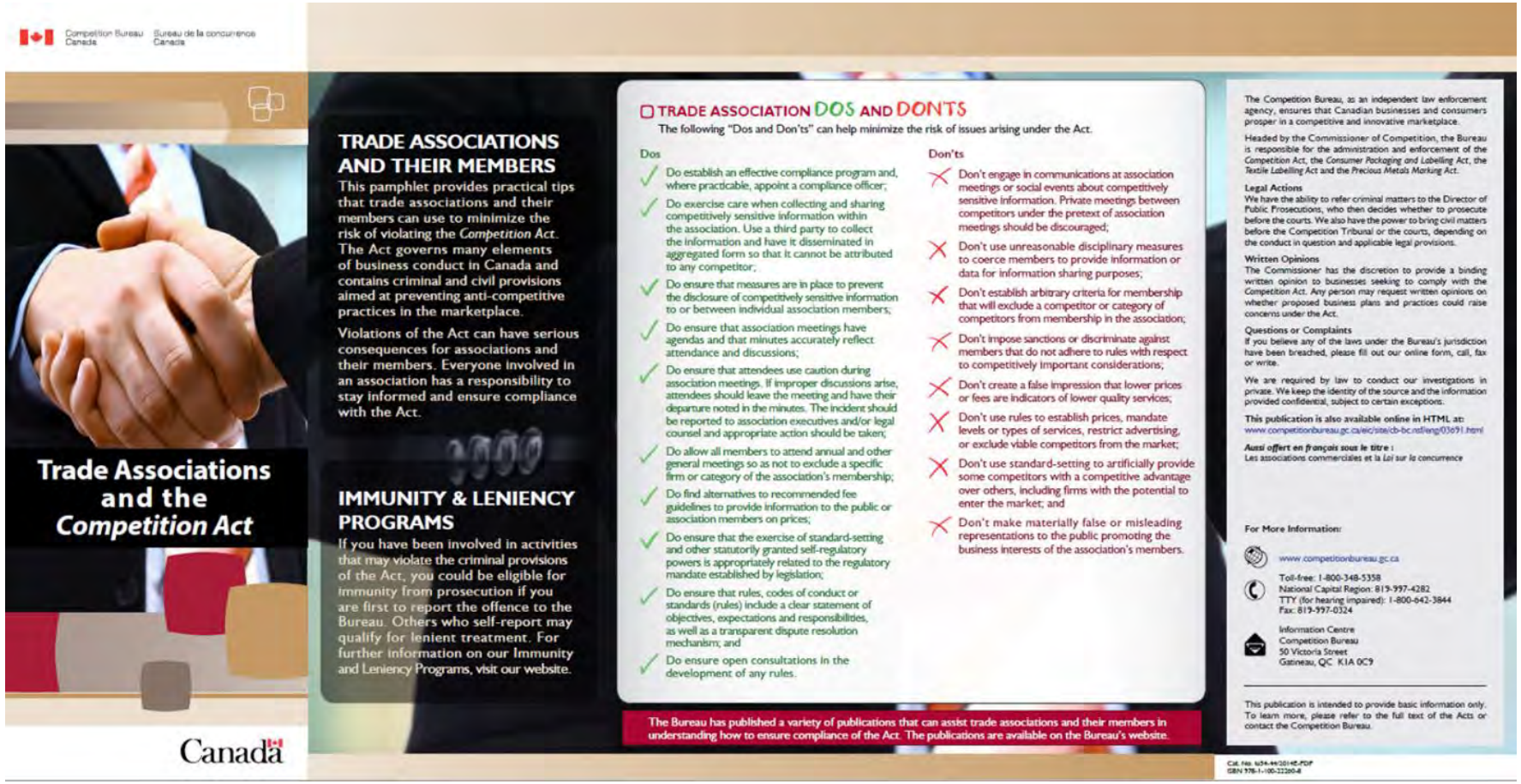
The third page of every agenda includes reference to the Trade Association & Competition Act:



Competition Bureau Canada | Bureau de la concurrence Canada

Trade Associations and the *Competition Act*

Canada

TRADE ASSOCIATIONS AND THEIR MEMBERS

This pamphlet provides practical tips that trade associations and their members can use to minimize the risk of violating the *Competition Act*. The Act governs many elements of business conduct in Canada and contains criminal and civil provisions aimed at preventing anti-competitive practices in the marketplace.

Violations of the Act can have serious consequences for associations and their members. Everyone involved in an association has a responsibility to stay informed and ensure compliance with the Act.

IMMUNITY & LENIENCY PROGRAMS

If you have been involved in activities that may violate the criminal provisions of the Act, you could be eligible for immunity from prosecution if you are first to report the offence to the Bureau. Others who self-report may qualify for lenient treatment. For further information on our Immunity and Leniency Programs, visit our website.

TRADE ASSOCIATION DOS AND DON'TS

The following "Dos and Don'ts" can help minimize the risk of issues arising under the Act.

Dos

- Do establish an effective compliance program and, where practicable, appoint a compliance officer;
- Do exercise care when collecting and sharing competitively sensitive information within the association. Use a third party to collect the information and have it disseminated in aggregated form so that it cannot be attributed to any competitor;
- Do ensure that measures are in place to prevent the disclosure of competitively sensitive information to or between individual association members;
- Do ensure that association meetings have agendas and that minutes accurately reflect attendance and discussions;
- Do ensure that attendees use caution during association meetings. If improper discussions arise, attendees should leave the meeting and have their departure noted in the minutes. The incident should be reported to association executives and/or legal counsel and appropriate action should be taken;
- Do allow all members to attend annual and other general meetings so as not to exclude a specific firm or category of the association's membership;
- Do find alternatives to recommended fee guidelines to provide information to the public or association members on prices;
- Do ensure that the exercise of standard-setting and other statutorily granted self-regulatory powers is appropriately related to the regulatory mandate established by legislation;
- Do ensure that rules, codes of conduct or standards (rules) include a clear statement of objectives, expectations and responsibilities, as well as a transparent dispute resolution mechanism; and
- Do ensure open consultations in the development of any rules.

Don'ts

- Don't engage in communications at association meetings or social events about competitively sensitive information. Private meetings between competitors under the pretext of association meetings should be discouraged;
- Don't use unreasonable disciplinary measures to coerce members to provide information or data for information sharing purposes;
- Don't establish arbitrary criteria for membership that will exclude a competitor or category of competitors from membership in the association;
- Don't impose sanctions or discriminate against members that do not adhere to rules with respect to competitively important considerations;
- Don't create a false impression that lower prices or fees are indicators of lower quality services;
- Don't use rules to establish prices, mandate levels or types of services, restrict advertising, or exclude viable competitors from the market;
- Don't use standard-setting to artificially provide some competitors with a competitive advantage over others, including firms with the potential to enter the market; and
- Don't make materially false or misleading representations to the public promoting the business interests of the association's members.

The Bureau has published a variety of publications that can assist trade associations and their members in understanding how to ensure compliance of the Act. The publications are available on the Bureau's website.

The Competition Bureau, as an independent law enforcement agency, ensures that Canadian businesses and consumers prosper in a competitive and innovative marketplace.

Headed by the Commissioner of Competition, the Bureau is responsible for the administration and enforcement of the *Competition Act*, the *Consumer Packaging and Labelling Act*, the *Textile Labelling Act* and the *Precious Metals Marking Act*.

Legal Actions
We have the ability to refer criminal matters to the Director of Public Prosecutions, who then decides whether to prosecute before the courts. We also have the power to bring civil matters before the Competition Tribunal or the courts, depending on the conduct in question and applicable legal provisions.

Written Opinions
The Commissioner has the discretion to provide a binding written opinion to businesses seeking to comply with the *Competition Act*. Any person may request written opinions on whether proposed business plans and practices could raise concerns under the Act.

Questions or Complaints
If you believe any of the laws under the Bureau's jurisdiction have been breached, please fill out our online form, call, fax or write.

We are required by law to conduct our investigations in private. We keep the identity of the source and the information provided confidential, subject to certain exceptions.

This publication is also available online in HTML at:
www.competitionbureau.gc.ca/eic/site/cb-bc.nsf/eng/03691.html

Aussi offert en français sous le titre :
Les associations commerciales et la *Loi sur la concurrence*

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This publication is intended to provide basic information only. To learn more, please refer to the full text of the Acts or contact the Competition Bureau.

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Appendix D
Regional Response Resources

Note: Access to this file is controlled and limited to CAER members and regional response teams.

All updates to inventory shall be submitted by members.

Appendix E

Fire Protection & Emergency Equipment Impairment Form

Current versions of approved documents are maintained online. Printed copes are uncontrolled.

FIRE PROTECTION & EMERGENCY EQUIPMENT IMPAIRMENT FORM

This form is for notifying the Authority Having Jurisdiction (AHJ) of planned impairments of Fire Protection Equipment & Emergency Response Vehicles.

Fire Department Name: _____

Fire Department Email Address: _____

1. IMPAIRMENT INITIATED BY:		
Contact Person:	Phone #:	Email:

2. IMPAIRMENT SPECIFICS		
Company:	Unit:	
Equipment name, number & location:	Area protected/affected:	
Reason for impairment:	Planned start date and time:	Planned end date and time:

3. IMPAIRMENT TYPE	
☐ Detection; fire/smoke/heat/other	☐ Post indicator valves
☐ Fire hydrant/monitor	☐ Site emergency alert system
☐ Deluge/sprinkler systems	☐ Emergency response vehicle
☐ Firewater loop	☐ Firewater pumps
☐ Special extinguishing systems and associated fire doors	☐ Other

4. PRECAUTIONS TAKEN – *select all that apply*	
☐ Hydrant connected to sprinkler riser	☐ Fire hose laid out
☐ Ongoing patrol/checks of area	☐ Hot work prohibited
☐ Emergency backup crew on standby	☐ Hazardous operations stopped
☐ Risk assessment	☐ Continuous air monitoring
☐ Municipal fire department notified	☐ Fire truck/Pumper staged
☐ Response equipment staged	☐ Municipal Pumper on standby
	☐ Other

5. CONTINGENCY PLAN

6. COMPLETION SIGN OFF		
Name:	Signature:	Date & Time:

Current versions of approved documents are maintained online. Printed copes are uncontrolled.

Appendix F
Regional Staging Areas

Note: Access to this file is controlled and limited to CAER members and regional response teams.

All updates to staging areas shall be submitted by members.

Appendix G
CAER Code 6 References

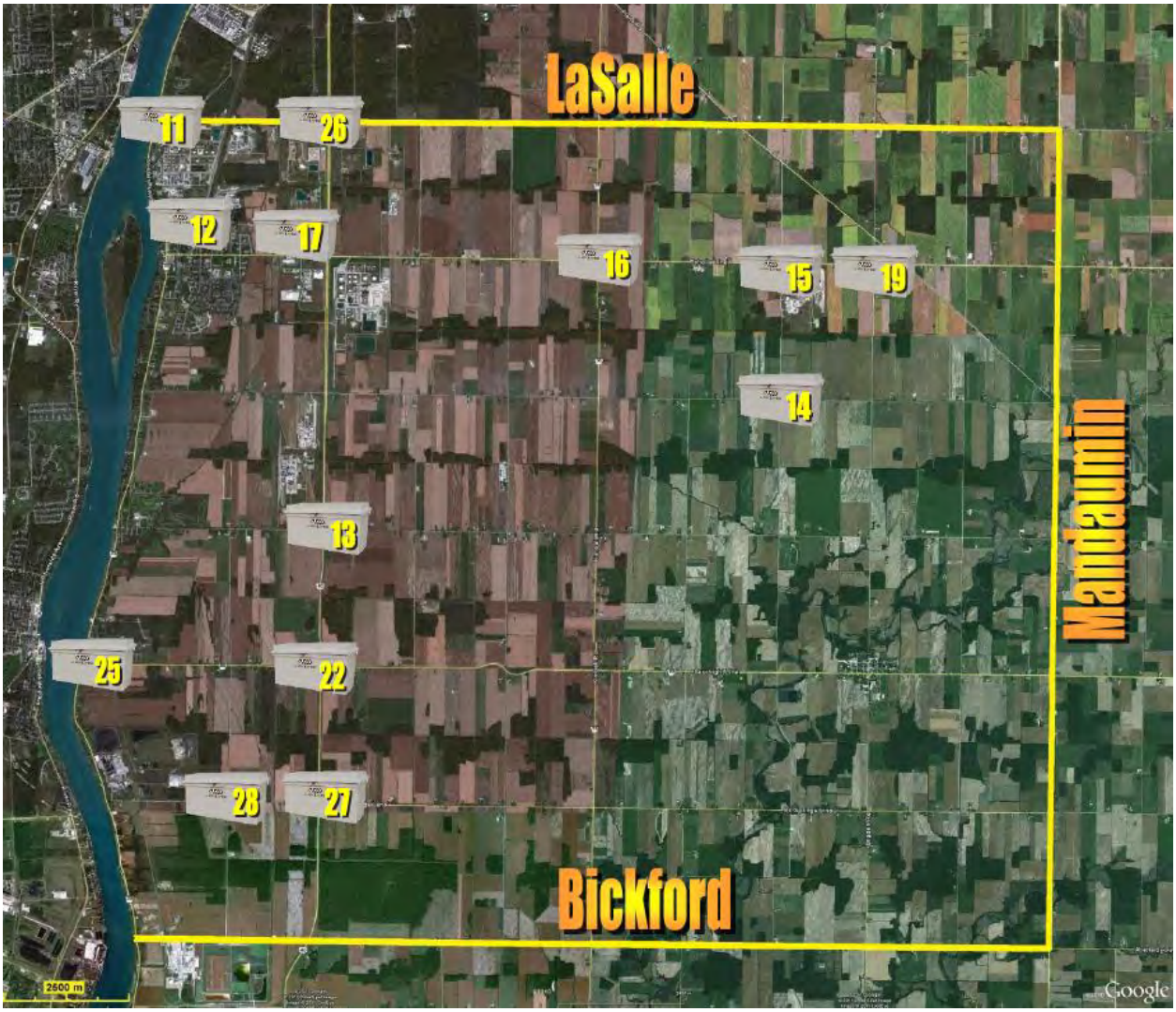
Traffic Zones

Current versions of approved documents are maintained online. Printed copes are uncontrolled.

Zone 1 – Sarnia West

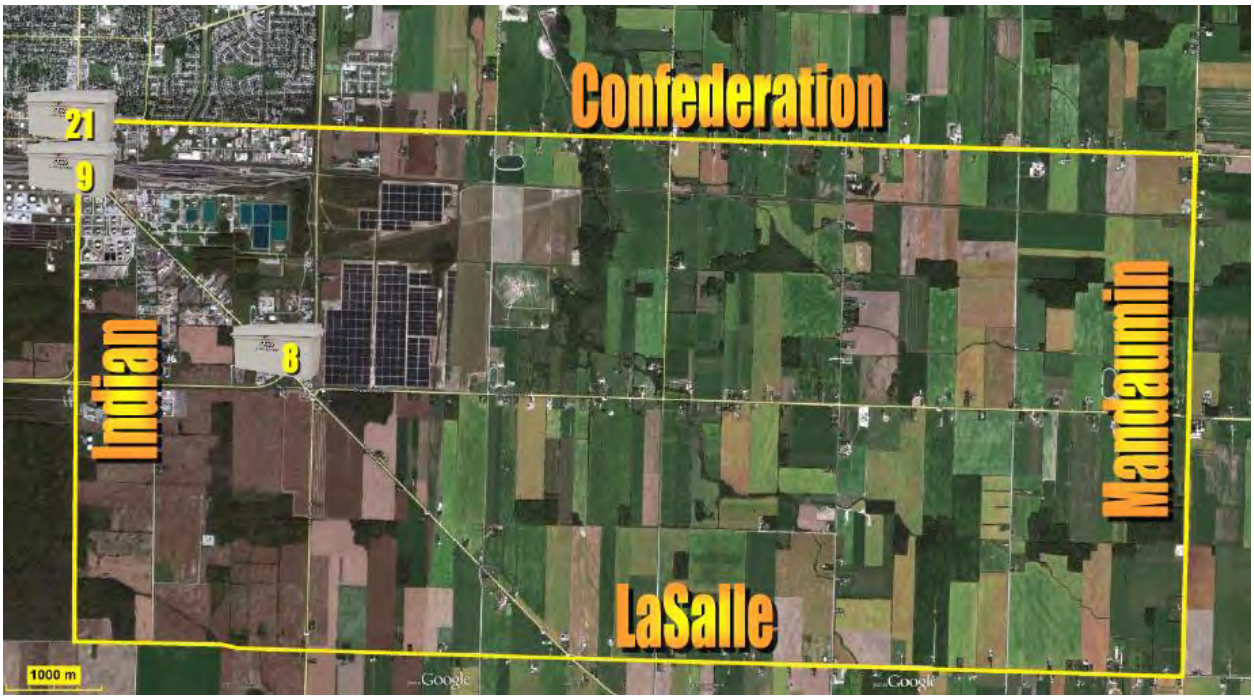
Current versions of approved documents are maintained online. Printed copes are uncontrolled.

Zone 2 – St. Clair North

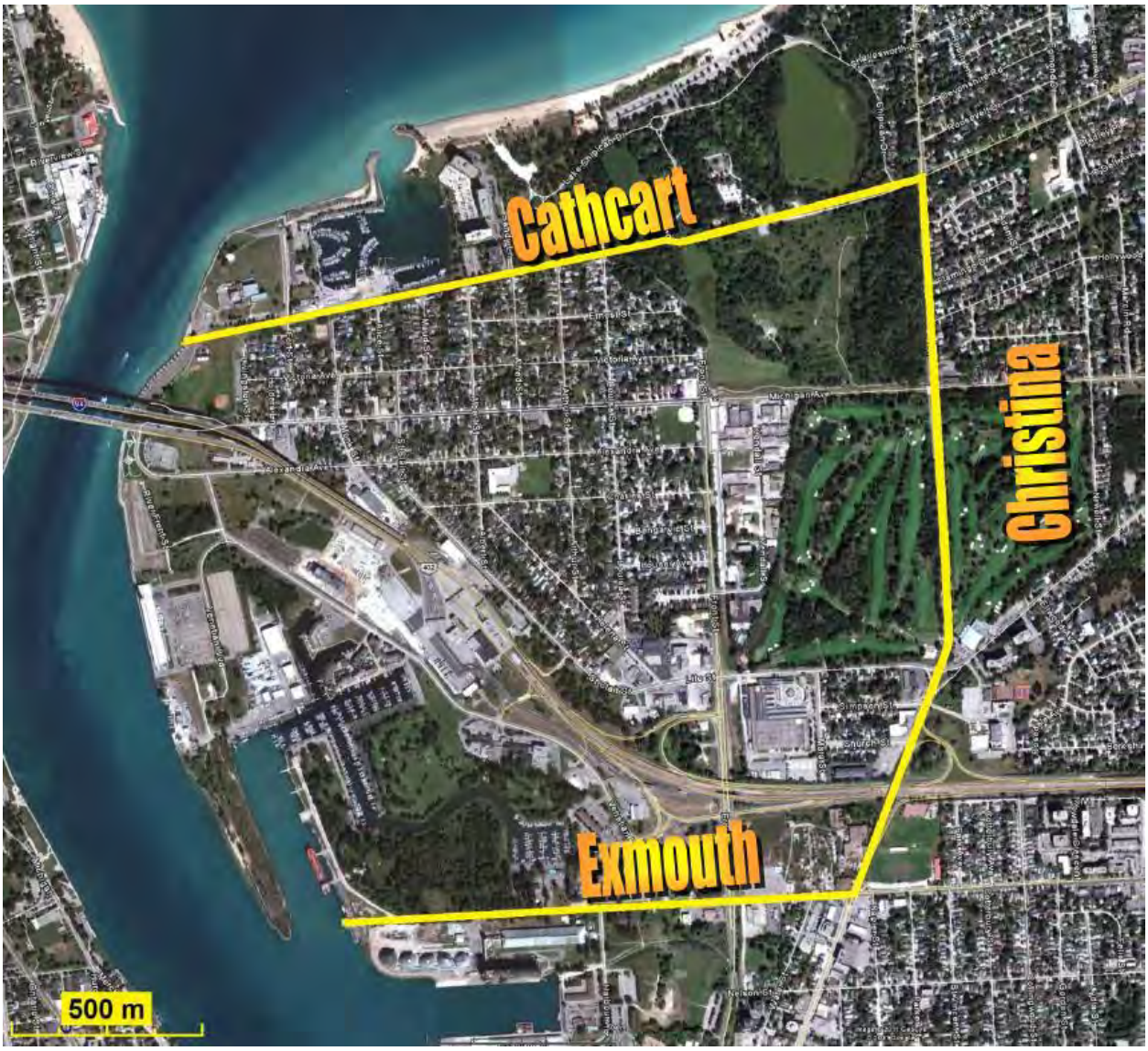


Current versions of approved documents are maintained online. Printed copes are uncontrolled.

Zone 3 – Sarnia East

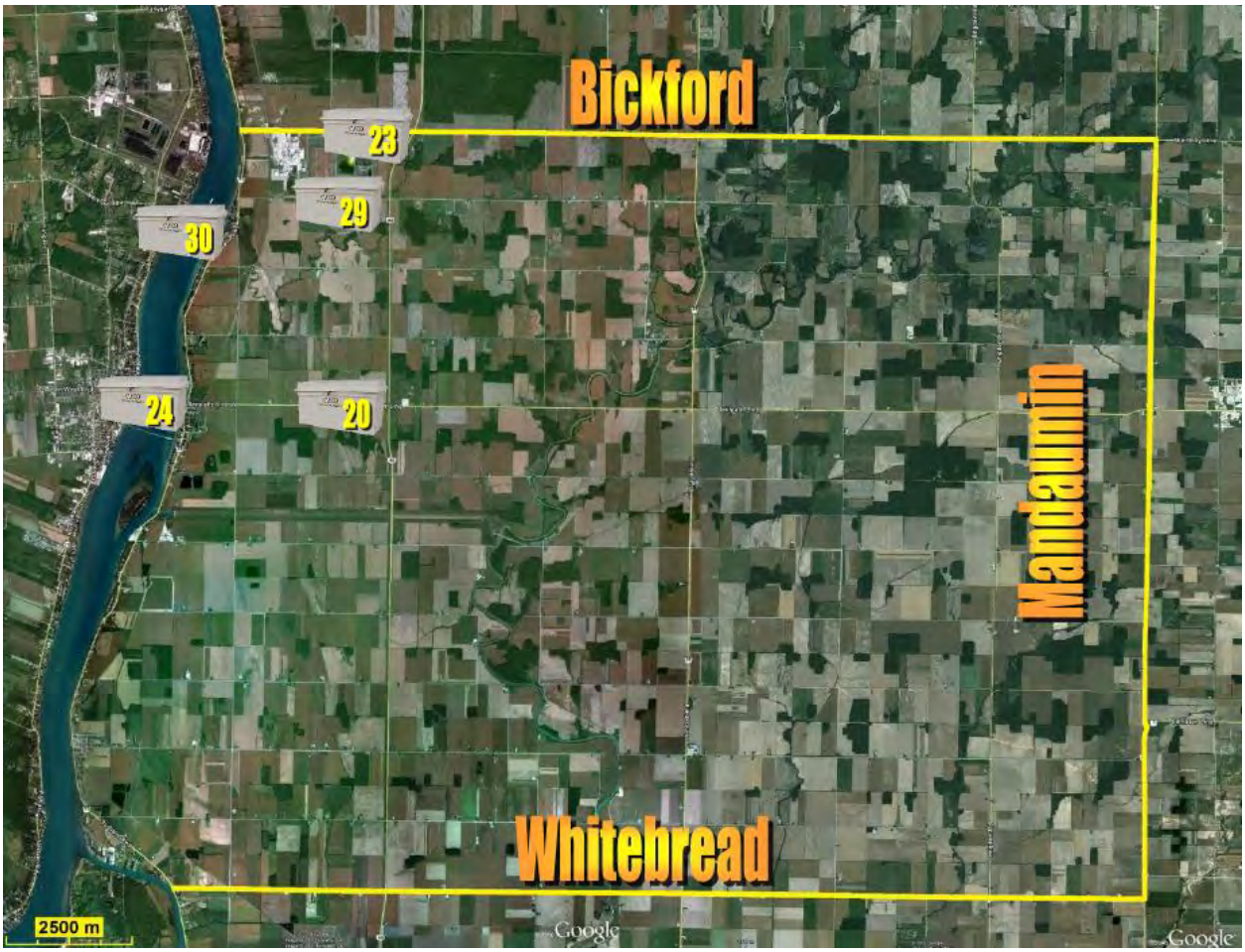


Zone 4 – Point Edward



Current versions of approved documents are maintained online. Printed copes are uncontrolled.

Zone 5 – St. Clair South



Public Bypass Routes

Current versions of approved documents are maintained online. Printed copes are uncontrolled.

Appendix H

Annual EP Week Simulation - Communication Plan Template

Current versions of approved documents are maintained online. Printed copes are uncontrolled.

Annual Emergency Preparedness (EP) Week Simulation

Background

The Annual EP Week Simulation is an annual coordinated mutual aide response exercise used to evaluate and improve emergency response to industry events in the Sarnia-Lambton area. This vital training activity involves fire, ambulance, police, and local industry emergency response personnel, along with other industry staff. By practicing response to a simulated incident, the event provides experience and knowledge building for those taking part, and it helps identify areas where improvements can be made thereby supporting continual improvement in emergency response. These simulations are hosted by industry members, the local community agencies, or area emergency response organizations and have been taking place each year for more than the past 20 years.

Strengths

- Exercises have been taking place annually for decades and therefore are known by long-term area residents and media
- Given the profile of many of the participants, media is likely to pick up on exercises as a story

Weaknesses

- Expanded goal of communication plan will challenge media to not run a “plug and play” story from past years

Opportunities

- Effective communications can build confidence in area industry and first responder capabilities to execute a coordinated response
- Effective communications can keep the communities safe by educating the public on what they need to do, who has what accountabilities, and where to find information in the case of a real incident

Threats

- There is a weakness around knowledge transfer with people retiring or people moving onto or currently in new roles
- With an integrated communication plan, there will be a need to have discussions and commitments around accountabilities to execute

Target Audiences

- General public
- Residents close to event
- Exercise participants
- Regulators and other interested parties

Goal

1) Alert public/interested parties to the event
2) Promote the good work being done
3) Inform people about what to do in case of a real event
4) Obtain earned media to support other goals and the objective

Objective

- People feel informed and have confidence in the municipality’s and industry’s ability to respond effectively to events and keep area residents safe

Key Messages

CAER, Industry partners, and the municipalities conduct annual coordinated response exercises as part of our ongoing commitment to safety and emergency preparedness.

Emergency preparedness exercises are key in ensuring we are capable and prepared to respond to emergencies efficiently and effectively, thereby ensuring the safety of our communities, our employees, the public, and the environment.

We are committed to keeping you safe.

The purpose of Annual EP Week Simulation is to evaluate the effectiveness and efficiency of response processes and resources associated with a regionally coordinated emergency event. This evaluation identifies opportunities for improvement and actions are taken, as appropriate, to ensure continual improvement.

Know what to do in the case of an emergency.