



Emergency management system summary

Champion Pipeline
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Introduction

Champion Pipe Line Corporation Limited (“Champion”), a subsidiary of Énergir LP (“Énergir”), operates a high-pressure natural gas network to supply the Abitibi-Témiscamingue region. At Champion, safety is at the heart of everything we do.

Therefore, in the unlikely event that an incident does occur, the company prepares to respond safely, effectively and in cooperation with local, provincial and federal authorities.

As part of these activities, Champion has implemented an emergency management system (EMS). The purpose of this management system is to define and oversee the activities in the Emergency Management Plan. It is divided into several programs which themselves may include one or more procedures to carry out these various programs. Note the following:

- Emergency Management Policy that establishes the organization’s commitment to the protection of the public, property and the environment.
- Goals and objectives on the presentation of ongoing measures to ensure the proper management of the system.
- Risk analysis to establish scenarios of potential events and develop response plans based on modelling situations with major consequences.
- Liaison activities for emergency preparedness with various stakeholders. These activities are designed to raise awareness among emergency responders of the specific issues related to natural gas pipelines and to align the field response.
- Recurring activities to build stakeholder awareness to potential incidents on natural gas pipelines.
- Exercises developed in order to put into practice the various aspects of emergency management plans by emergency responders, based on increasingly complex scenarios.
- An incident management system that describes the structure and mechanisms for responding to an emergency. This section is intended to clarify the scope of the roles and responsibilities of stakeholders, both internal and external.

Lastly, this emergency management system meets the requirements of the Canadian Energy Regulator Onshore Pipeline Regulations ([SOR/99-294](#)) and the current standard (CSA Z662 – Oil and Gas Pipeline Systems).

This summary was developed in response to orders MO-002-2017 and AO-001-MO-002-2017 of the Canadian Energy Regulator (formerly the National Energy Board).

Key information for public safety

Champion has implemented programs to inform the public, residents, assignors, first responders, municipalities, Aboriginal communities, and provincial and federal agencies about its activities and how to recognize and respond in the event of an emergency.

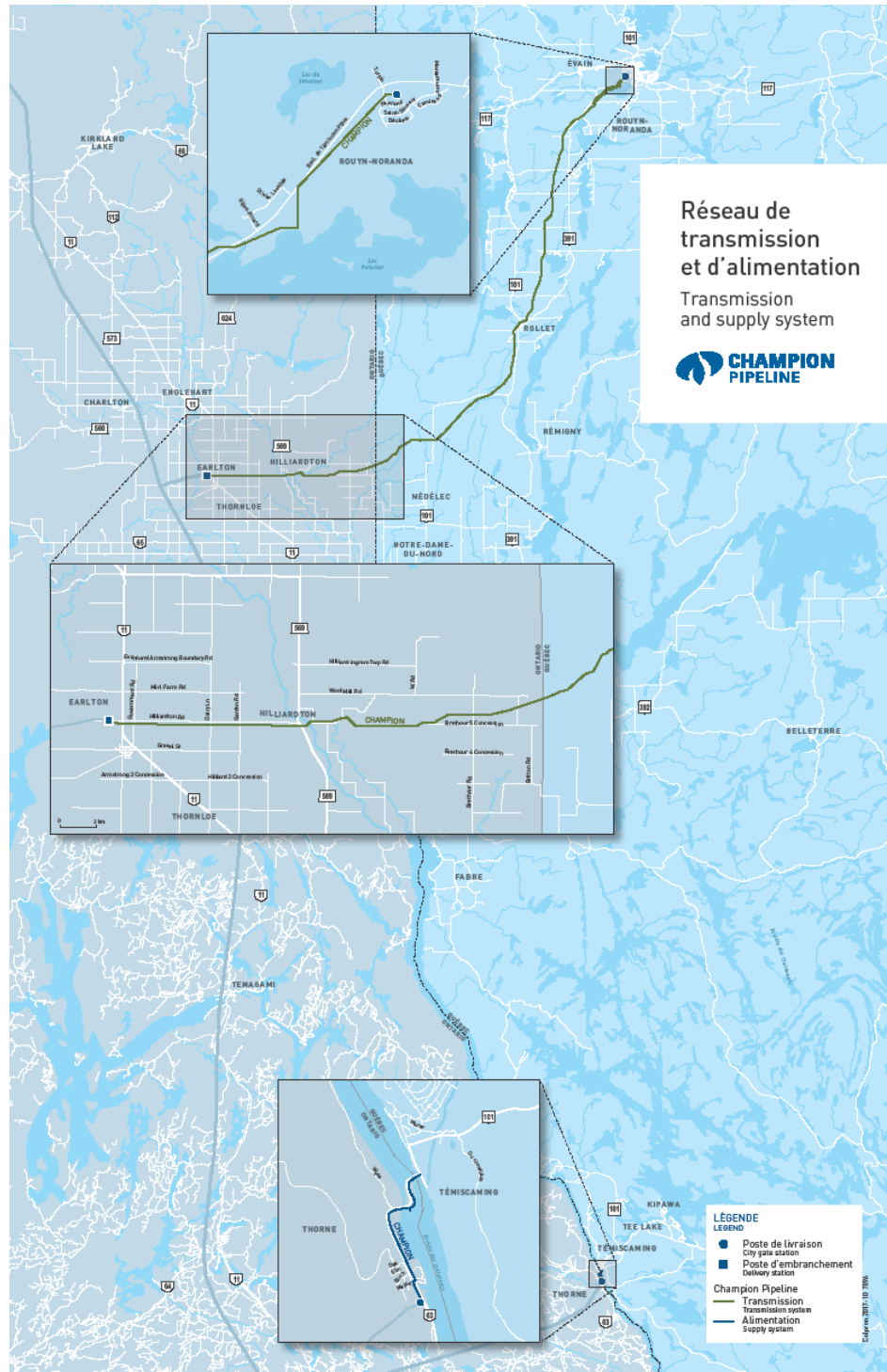
The public can report a problem to Champion by calling the appropriate 24-hour toll-free emergency numbers listed on Champion’s [website](#), in public awareness materials, in its right-of-way, at its stations and on the markers indicating that indicate the location of the pipeline.

Basic data on the transported product

Product	State	Odour	Special behaviour	Main hazards
Natural gas	Colourless gas	No smell in its natural state An odorous component with a rotten egg smell (mercaptan) is added to identify it in the event of a leak	Low density (lighter than air) Outdoors, it rises into the atmosphere.	Flammable product Possibility of explosion under certain conditions Vapours decrease the amount of oxygen available for breathing
Mercaptan	Liquid	Very strong rotten egg smell	Vapourization Odour spreads over long distances	Flammable product Harmful and possibly fatal if ingested Vapours decrease the amount of oxygen available for breathing

Facilities map

A map of the facilities is provided to the public and emergency responders.



Measures to be taken in an emergency

How to recognize a leak

Some potential signs:

- The smell of rotten eggs
- Dead or discoloured vegetation in grassed areas
- A noticeable release of dust from an opening in the ground
- A low whistle
- Continuous bubbling in humid or flooded areas
- The presence of a flame (if there is a leak and a source of ignition)

What to do if there is a leak

- Call 9-1-1.
- Evacuate the area and try to prevent anyone from gaining access.
- Avoid flames, sparks or other potential ignition sources.
- If the gas ignites, do not attempt to extinguish it.

Emergency Management Plan

Emergency preparedness and response are integrated as part of a systematic approach to ensure that appropriate measures are in place to manage incidents effectively. These plans aim to implement measures to ensure the protection of people (workers and the public), the environment and property, and are adapted to the regional reality.

These plans are available on the Champion website : [Emergency Management Plan](#).

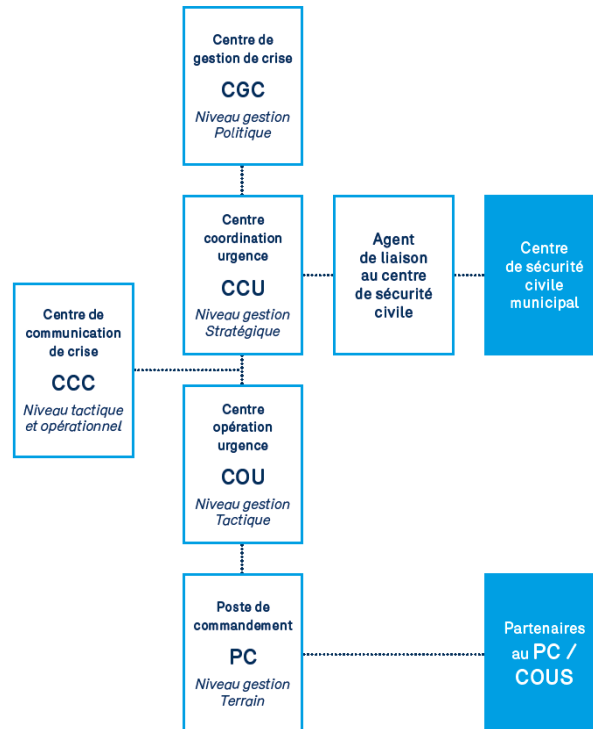
Sections of these plans have been taken out pursuant to Canada Energy Regulator orders MO-006-2016 and AO-001-MO-006-2016 to protect personal information or information critical to the security of the facilities.

As part of these emergency management plans, related supporting plans have been developed:

- Incident management
- Emergency response
- Coordination with public authorities
- Risk analysis and modelling
- Training
- Exercises

Incident management system

Champion has an emergency management organizational structure that, depending on the nature and magnitude of incidents, can mobilize all levels of the organization, from field teams to senior management team members. This structure is as follows:



As part of this emergency structure:

- The number of decision-making centres involved is relative to the alert level. It is adaptable to the complexity of the situation.
- Hierarchical levels start from the bottom and are added as required. Mobilization criteria are developed to assist decision making.
- Individuals are assigned to the various roles to be performed, according to their skills. They are properly trained for this.
- There is coordination with external authorities based on the levels involved to manage the flow of information according to each person's predetermined role and responsibilities. It is based on the terminology used by the various stakeholders involved (e.g. site coordination framework). It allows joint management of the emergency.

Emergency response

The emergency structure's response management elements cover, in particular:

- Field interventions
- The development of intervention strategies to ensure the safety of the public, responders and the environment
- Deployment of resources (human and material)

- Communication plans to various stakeholders (e.g. affected residents, interrupted customers, employees, emergency responders, regulatory authorities)
- The repair plan

In the event of an emergency, Champion is committed to communicating with the affected stakeholders as circumstances dictate. Communications can take place through various appropriate channels:

- Direct communications with stakeholders
- Press releases
- Communication via social media
- Customer service line

If a leak is detected or reported, teams will be deployed on-site to assess the situation. The affected area can also be isolated.

The technicians deployed to emergency areas travel with their vehicle, which contains most of the equipment required for emergency responses. Should specialized equipment be needed, it can either be found in another region and is urgently sent or agreements previously entered into with service suppliers will enable us to obtain it quickly.

Coordination with emergency services

The fire department is responsible for the site in the event of an emergency situation. As such, the following roles and responsibilities must be kept in mind:

- Champion provides information to nearby residents (evacuation zone) in advance.
- The fire department establishes the actual evacuation zone with detection and measuring instrumentation.
- The police department sets up security perimeters as per fire department instructions.
- The fire and police departments are in charge of supervising the evacuation process, ideally with the help of Champion employees.

These points are all discussed and agreed upon during training sessions with the fire and police departments concerned.

Emergency management system summary

Policy and engagement

Champion undertakes to deploy integrated emergency management and business continuity systems that are coherent and effective. As such, it calls on its employees, suppliers and partners to be responsible for incorporating into their daily duties, tasks and departments actions to develop a more concrete approach to emergency management and business continuity. In this way, Champion wishes to fully play its role in improving regional societal resilience and local communities.

In order to maximize the achievement of objectives, Champion is adopting the following principles:

- Prevention of risks, protection of people, property and the environment
 - Identify hazards and evaluate actual or potential risks that could lead to emergency situations, as well as prioritize business functions according to their criticality over time.
 - Implement measures commensurate with the nature of the risks and the size, location and criticality of the assets to be protected.

- Response Preparedness
 - Establish a corporate, regional and local emergency structure that allows for effective and timely action.
 - Ensure that those involved in emergency management and continuity have the required skills.
 - Implementing emergency response and business continuity procedures based on risk assessment.
 - Conducting exercises and simulations to test emergency response and business continuity procedures.
 - Incorporate lessons learned and best practices from actual events and exercises into the program.
 - Conduct regular reviews of the various emergency response and business continuity and recovery programs to ensure compliance with its policy, rules and objectives.
 - (Develop, implement, and maintain a process for monitoring, measuring, analyzing, and continuously improving emergency preparedness and business continuity performance.
- Stakeholder Collaboration and Consultation
 - Continuously raise awareness of the various stakeholders for emergency response
 - Contribute to the development of multi-jurisdictional response practices

Goals and objectives

The following measurable objectives have been established to confirm the achievement of the commitments made under the policy. They can be broken down as follows and are based on the management system put in place:

- Emergency response exercises
- Communication
- Training and skills – emergency structure stakeholders
- Training and skills – field stakeholders
- Coordination of operations activities
- Performance of corrective measures

Identification of the dangers and risk assessment

Risk identification process

Hazard and risk assessment is part of the EMS' management process for emergency situations.

Various assessments concerning threats, dangers and/or risks have been conducted over the years and are updated based on changes or as required.

- Assessment of threats and risks to safety, under the CSA Z246.1 standard.
- Risk assessments as part of the Transmission Integrity Management Program (TIMP).

A summary report of these danger and risks assessments is prepared to prioritize the risks to address in the emergency management manual.

Risk summary

The various analyses identify:

- threats to facilities
 - time-dependent threats
 - time-independent threats
 - stable threats
- the potential consequences, based on modelling
- security threats

The modelling carried out determines the emergency planning zone (EPZ). This zone:

- is forwarded to emergency services to improve their emergency management plans.
- is used to define the resident zone in which a communication will be made.
- is 210 metres from the pipeline's centre.

Decision-making process for intervention strategies

Generally speaking, given the type of product transported by the Champion infrastructure (natural gas), the risk to Champion's facilities is the same throughout its network. Accordingly, the emergency management equipment and intervention methods required are the same whenever Champion technical personnel must take any action on the gas network, regardless of where the incident occurs.

From a risk assessment point of view for the public, the former is dependent on the density of the sectors crossed (i.e. whether the zones are urban or not). As such, the local emergency services' response will be tailored (e.g. evacuation of buildings, security perimeters). At a very high level, the emergency response can be summarized as follows:

- Distribution of first responders
- Relationship with fire departments in the field
- Development of an intervention strategy (e.g. pressure reduction, plugging, repair)
- Mobilization of the emergency structure for the management of all issues
- Dispatch of personnel and equipment on-site

Stakeholder liaison for emergency preparedness and continuing education

Champion develops appropriate training programs to ensure that all of the stakeholders that could be called upon to respond in an emergency have the relevant skills. As a result, these training programs are specifically designed for the various roles and can consist of training booklets, workplace apprenticeship programs (Programmes d'apprentissage en milieu de travail – PAMT), labour market practices, etc., all based on the degree of skills deemed necessary.



In this regard, the various responders or stakeholders can attend information sessions (e.g. regional authorities), participate in awareness-raising initiatives (e.g. employees in general with no specific responder role in an emergency) or follow training sessions (e.g. employees with specific responder roles in an emergency).

For the purposes of the emergency management manual, awareness programs group together awareness raising, consultation and information activities designed to reduce the likelihood and consequences of a severe incident by promoting a greater understanding of risk among stakeholders and deeper knowledge of the measures to be implemented in the event of an emergency. Like other Champion activities, these are performed by Énergir personnel.

Awareness activities (e.g. external stakeholders, local residents, etc.) are managed effectively to validate their relevance to stakeholders. As such, the messages communicated are evaluated regularly to ensure that they have been properly understood.

Champion has developed a set of programs related to liaison and continuing education activities. The following table summarizes:

- Current initiatives
- Methods used to measure the effectiveness of these liaison and education programs

In this regard, the results obtained make it possible to improve the liaison and education programs in place.

No.	Initiative	Topics covered	Frequency	Audience
1	Disclosing risk to municipalities	Natural gas properties Role of each stakeholder if emergency measures are invoked Resident awareness program and assignor awareness program	Every three years (triennial)	– Mayor or acting mayor – General manager – Fire department director and/or assistant director

No.	Initiative	Topics covered	Frequency	Audience
		<p>Champion's emergency procedures</p> <p>Link to the Emergency Management Plan or sent electronically as required</p> <p>Location of pipelines</p> <p>Contacts and resources made available to them</p>		<p>– Police department director and/or assistant director (if applicable)</p> <p>– Sûreté du Québec director and/or assistant director (if applicable)</p> <p>– Public works department director and/or assistant director</p> <p>– Economic development officer</p> <p>– Urban planning department director and/or assistant director</p> <p>– Public health regional manager and/or representative</p> <p>– Municipal public safety coordinator</p> <p>– Regional public safety manager and/or representative</p> <p>– Environment department regional manager and/or representative</p>
2	Association des chefs en sécurité incendie du Québec (ACSIQ)	<p>Natural gas properties</p> <p>Role of each stakeholder if emergency measures are invoked</p> <p>Champion's emergency procedures</p> <p>Location of pipelines</p> <p>Contacts and resources made available to them</p>	As required	Fire chiefs
3	Resident awareness program	<p>How to identify a natural gas transmission pipeline</p> <p>The safety rules to be followed to ensure the integrity of the facilities</p> <p>Collaboration between Champion, municipalities and first responders</p>	Every year (annual)	Residents

No.	Initiative	Topics covered	Frequency	Audience
		Emergency measures Natural gas properties Location of pipelines Contacts and resources made available to them.		
4	Assignor awareness program	Info-Excavation The presence of an easement on the owner's land Types of prohibited activities Written authorization required for certain types of activities Emergency numbers (911 and Champion)	Every year (annual)	Assignors
5	Awareness of Aboriginal communities	Natural gas properties Role of each stakeholder if emergency measures are invoked Link to the Emergency Management Plan or sent electronically as required Contact and resources available to them	Every three years (triennial)	Aboriginal communities

Exercises

All of the stakeholders must take part in emergency management exercises, based on their involvement with the various emergency units. The frequency of participation is established in parallel, according to role. The exercise and simulation program aims to illustrate that the stakeholders have the ability to respond in the event of a major emergency.

The exercises will be conducted at the frequency determined according to the criteria indicated below. Corrective measures may nonetheless require a second exercise within a shorter timeframe.

It should be noted that participation in a real event will be taken into account when establishing the need to take part in an upcoming simulation, and this to the extent that the event called for executing procedures inherent to the role, and that this role was adequately taken on (as per an evaluation by the director in charge of the event (2nd or 3rd level) in conjunction with the emergency measures coordinator). In such a case, a post-mortem of the situation related to the emergency plan will need to be prepared.



The exercise schedule is based on the following criteria, which aim to determine the number and types of simulations that must be held each year:

- Roles
 - The frequency is based on the role played in the on-call emergency structure.
 - Internal and external stakeholders may be solicited.
- Resource identified as being on call
 - New employee who has never taken part in a simulation as part of their functions
 - The CP employee was evaluated during a real event by the CP head – succession.
 - The employee took part in a real event and met the expectations of the director responsible for the event (2nd, 3rd level) in collaboration with the emergency management coordinator (debriefing).

- Specific exercise scenario required (e.g. security)
- Legal obligations (e.g. per plan or site)
- Any other need identified by a corrective measure
- Type of exercise (e.g. alert, escalation, tabletop exercise)