



**TIDEWATER**  
Midstream and Infrastructure Ltd.

**EMERGENCY MANAGEMENT  
PROGRAM**

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## **PROGRAM ADMINISTRATOR**

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## REVISION HISTORY

Date of Issue	Reason for Revision	Section	Affected Pages
September 2019	Review and Update Emergency Management Program	ALL	ALL
September 2017	Create Emergency Management Program	ALL	ALL



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## DISTRIBUTION LIST

### TIDEWATER - EMERGENCY MANAGEMENT PROGRAM

Manual #	Type	Branch	Title/Agency	Name
<b>Corporate</b>				
39046	Binder	Calgary	Director, Operations	c/o Director, Operations
39047	Binder	Calgary	VP, Operations	c/o VP, Operations
39048	Binder	Calgary	Emergency Operations Centre	c/o Director, HSER
<b>External</b>				
39049	Digital	Calgary	National Energy Board (NEB)	c/o Secretary of the Board
39050	Binder	Calgary	National Energy Board (NEB)	c/o Secretary of the Board
39051	Binder	Calgary	Spare	c/o H <sub>2</sub> Safety Services Inc.

**5 Hard Corporate Manuals**

**1 Digital Corporate Manuals**





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# 1 INTRODUCTION

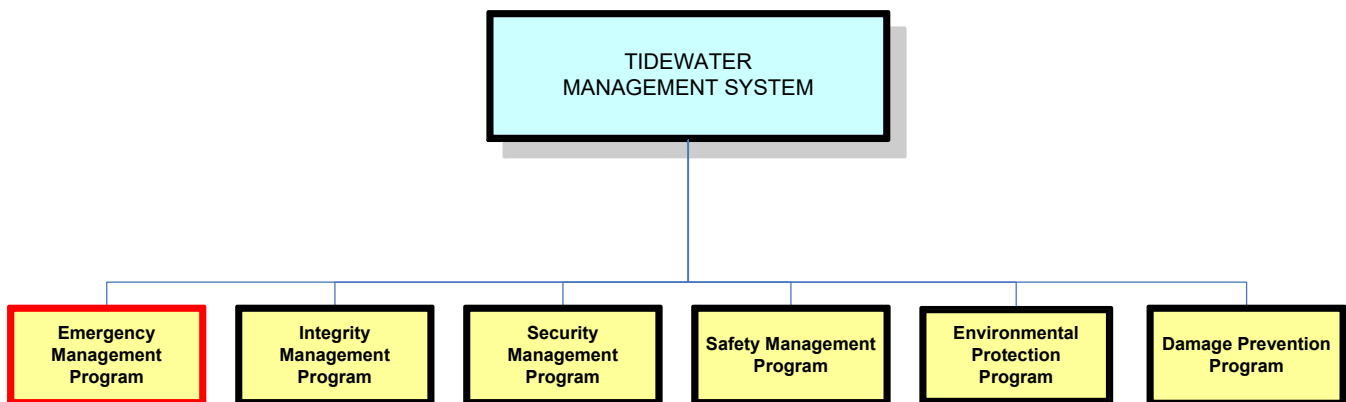
## 1.1 PURPOSE

Tidewater Midstream & Infrastructure is committed to ensuring the safety of the public, their workers, and the environment. Tidewater has developed, implemented and continuously maintains this Emergency Management Program (EMP) to effectively anticipate, prevent, manage and mitigate conditions during an emergency that could adversely affect property, the environment or the safety of workers or the public. The EMP supports internal policies, reflects Tidewater’s company values and complies with relevant government regulatory requirements. The EMP is integrated with Tidewater’s Operating Management System, Programs and processes which are designed to prevent and mitigate releases.

## 1.2 SCOPE

This document identifies the roles and responsibilities of those required to the implement and maintain the EMP and references, and refers to the other Tidewater programs and site-specific plans that support it. Integration with other Tidewater programs is key to successfully identifying and managing hazards, responding to incidents and emergencies, and effectively communicating with stakeholders. The EMP works together with other programs such as:

Figure 1



### 1.2.1 Regulations & Standards

This EMP & Tidewater’s Emergency Response Plans (ERP) are designed to meet the following applicable regulatory requirements:

- Canadian Energy Regulator (CER) – Onshore Pipeline Regulations SOR/99-294
- Alberta Energy Regulator (AER) – Directive 071, February 2017 (Emergency Preparedness & Response Requirements for the Petroleum Industry)
- BC Emergency Management Regulation 204/2013
- Canadian Standards Association (CSA):
  - CSA Z246.2-18 (Emergency Preparedness & Response for Petroleum and Natural Gas Industry Systems)
  - CSA Z1600-17 (Emergency & Continuity Management Program)
- Environment Canada Environmental Emergency Regulations (SOR/2019-51) August 24, 2019

### 1.3 GOALS & OBJECTIVES

The Tidewater Security Management Program goals, objectives, and targets (GOT) as well as all the other Program documents GOTs have been developed to meet overarching corporate strategies.

- Meet or exceed all regulatory requirements
- Prevent as many incidents as possible from occurring
- Prevent any incidents that do occur from turning into larger incidents
- Ensure Tidewater personnel are trained and prepared to respond to emergencies
- Develop a partnership with local first response agencies and local authorities to ensure a unified and coordinated response to any incidents
- Following an incident, restore the affected area back to pre-incident conditions
- Continuous learning and improvement of the Emergency Management program

### 1.4 PROGRAM COORDINATION & RESPONSIBILITIES

#### 1.4.1 CER Accountable Officer

Tidewater has appointed an Accountable Officer who has the appropriate authority to commit financial and human resources to ensure Tidewater meets its obligations for safety, security and protection of the environment. The Accountable Officer has signed a statement accepting the responsibilities of this position. Tidewater will notify the CER of any changes made in the position of the Accountable Officer within 30 days.

#### 1.4.2 OGC Program Coordinator

Tidewater has appointed a Program Coordinator who is responsible for implementing & maintain the EMP. The name and contact information of the Program Coordinator has been submitted to the commission. Tidewater will notify the OGC of any changes made in the position of the Program Coordinator within 30 days.

<b>TABLE OF EMP &amp; ERP RESPONSIBILITIES</b>					
	ACCOUNTABLE OFFICER	PROGRAM COORDINATOR	PRODUCTION ENGINEER	FIELD LEADERSHIP	H <sub>2</sub> SAFETY SERVICES
EMP DEVELOPMENT & MAINTENANCE	A	R	N/A	I	R
HAZARD & RISK ANALYSIS (H <sub>2</sub> S, HVP, CEPA, Transportation, Other)	I	A	R	C	R
EMERGENCY RESPONSE PLAN DEVELOPMENT & MAINTENANCE	I	A	N/A	C	R
NEW PLAN APPROVAL	I	A	N/A	R	N/A
REGULAR PLAN REVIEW	I	A	C	R	C
PLAN DISTRIBUTION	I	A	N/A	C	R
AUDIT PROTOCOLS	I	A/R	N/A	C	R

## TABLE OF EMP & ERP RESPONSIBILITIES

	ACCOUNTABLE OFFICER	PROGRAM COORDINATOR	PRODUCTION ENGINEER	FIELD LEADERSHIP	H <sub>2</sub> SAFETY SERVICES
EMP AUDITS	I	A/R	N/A	I	R
ERP AUDITS	I	A	N/A	R	R
TRAINING & EXERCISE PROGRAM	I	A	N/A	C	R
TRAINING & EXERCISES	I	A	N/A	C	R
IMPLEMENT IMPROVEMENTS / LEARNINGS	I	A	N/A	C	R

**A = Accountable:** Accountable to ensure it is completed      **R= Responsible:** Responsible for completing

**I = Informed:** Informed of the results

**C= Consulted:** Provides input

### 1.5 DOCUMENTATION & DOCUMENT CONTROL

The following documents support Tidewater's EMP:

1. Tidewater ERP Organizational Chart – maintained by H<sub>2</sub>Safety Services
2. Tidewater ERP Overview Map – maintained by H<sub>2</sub>Safety Services
3. Tidewater ERP Timeliness – maintained by H<sub>2</sub>Safety Services
4. Tidewater 3 Year ERP Plan – maintained by H<sub>2</sub>Safety Services
5. Tidewater 5 Year Exercise & Training Schedule – maintained by H<sub>2</sub>Safety Services
6. Tidewater Training & Exercise Program – maintained by H<sub>2</sub>Safety Services

The first 6 documents are maintained by H<sub>2</sub>Safety Services and are updated at least monthly to ensure they are current. If updates are required the documents are redistributed to Tidewater's **Manager, Health, Safety and Environment** who redistributes them to Tidewater personnel as required.

7. Tidewater Emergency Response Plans (ERPs) – maintained by H<sub>2</sub>Safety Services

In line with AER requirements, Tidewater ERPs are reviewed on a semiannual basis by the appropriate **Operations Superintendent** to ensure that the information remains accurate. Changes to the ERPs could also be identified during training exercises or incidents or they could be submitted by Tidewater staff using the Revision Request Form located within the ERPs. Updates to the ERPs could be triggered by some or all of the following:

- Changes to current emergency information
- New mapping information
- New resident information
- Changes to response staff information or response capabilities
- Facility additions such as well or pipeline tie-ins

Minor updates may be documented and rolled into the next ERP update. Significant updates may be distributed via an update package to all plan recipients or new ERPs may be deployed depending on the extent of the updates. These remaining documents are reviewed and updated at least annually:

8. Tidewater Security Management Program – maintained by H<sub>2</sub>Safety Services
9. Tidewater Safety Management Program – maintained by H<sub>2</sub>Safety Services
10. Tidewater Integrity Management Program – maintained by Tidewater
11. Tidewater Environmental Protection Program – maintained by Tidewater
12. Tidewater Damage Prevention Program – maintained by Tidewater
13. Internal Tidewater policies, processes & procedures – maintained by Tidewater

Tidewater's internal policies, processes & procedures are reviewed for updates at least annually and updates are completed and distributed amongst Tidewater staff as required.

## **1.6 RECORDS MANAGEMENT**

### **1.6.1 Preparation**

Training & exercise records are kept and may include some or all of the following: Date of the exercise, attendance list, scenario, worksheets, controller packages, positive observations, opportunities for improvement, action items and other associated documentation.

### **1.6.2 Emergency Response Equipment**

Tidewater regularly inspects all emergency communications systems and response equipment (i.e. fire response equipment, respiratory protective equipment, roadblock kits) and warning systems (i.e. gas detectors for H<sub>2</sub>S and LEL) to ensure they are maintained in an effective operational condition. Tidewater keeps records of all inspections.

### **1.6.3 Response**

Tidewater utilizes H<sub>2</sub>Safety's H<sub>2</sub>Command Centre platform to document incident details and response actions taken to respond. Following the incident, the final report can be exported or printed for review during the debrief.

### **1.6.4 Debrief**

Details of any debrief meetings are documented and included as part of the incident report.

### **1.6.5 EMP & ERP Improvements**

The Tidewater EMP and all the Tidewater ERPs contain a revision history that documents all of the updates / revisions / improvements made.

## **1.7 PROGRAM EVALUATION AND CONTINUAL IMPROVEMENT**

### **1.7.1 Management Review**

Tidewater's Senior Management annually completes a review of the EMP to ensure its suitability, adequacy and effectiveness and submits the results of the review to the Program Coordinator.

The review confirms whether:

- The EMP is fully implemented
- The EMP meets Tidewater's policy and objectives
- The EMP is adequate for its intended purpose
- Where improvements are required

The review addresses the following:

- Suitability of the current policy, goals, and objectives
- Setting objectives in the forthcoming period
- Adequacy of the hazard identification and consequence-analysis processes
- Adequacy of resources (e.g., financial, personnel, material, mutual aid)
- Effectiveness of the EMP evaluation process
- Results of audits
- The state of preparedness for emergencies (e.g., emergency response plan, training, and exercise reports)
- The output of any investigations into accidents, incidents, or emergencies
- The assessment of the effects of foreseeable changes to legislation or technology
- The emergency response arrangements and information sharing with municipal emergency service providers
- Emergency communication plans (internal and external for surrounding communities)

Data sources to review should include:

- Results of audits
- Corrective and preventive actions carried out since the previous year
- Reports of emergencies and incidents (whether actual or staged for exercises)
- Reports from individual line managers on the effectiveness of the EMP locally
- Reports on hazard identification, risk assessment, and consequence analysis

### **1.7.2 Program Coordinator Review**

Tidewater's Program Coordinator annually completes a review to analyze the performance of the EMP. The Program Coordinator reviews the results of the Management Review of the EMP and conducts his or her own evaluation which includes but is not limited to the ensuring following:

- Policies, goals, and objectives exist and are still applicable.
- All of Tidewater's operations are covered by an appropriate ERP and that each plan is current.
- Tidewater's EMP & ERPs meet legislation requirements and best practices including reviewing the impact of new regulations released in the last year.



- Hazard identification and consequence analysis results are current including:
  - All sour assets have Emergency Planning Zones (EPZs) calculated.
  - An accurate inventory exists of facilities that need to be registered with Environment Canada, all registrations are up-to-date, hazard zones have been calculated for each site, the appropriate public notifications have been completed and the required Environmental Emergency Plans are in place.
- The review and update scheduled identified under Documentation & Document Control has been followed.
- Exercise and training program is being followed and training records exist.
- That lessons learned and action items from post exercise debriefs or incidents are being tracked, implemented and communicated.
- Opportunities for improvements and action items from previous EMP reviews have been addressed.
- Review the effectiveness of any changes that were implemented in the EMP over the past year.

### **1.7.3 External Audit**

Tidewater shall engage H<sub>2</sub>Safety to complete a formal audit on the EMP every three years.

### **1.7.4 Addressing Deficiencies**

All deficiencies, gaps, and limitations identified during any EMP evaluation, audit, or management review shall be assigned to a specific person to complete with a due date and shall be corrected within the specified time frames.

## **1.8 MANAGEMENT OF CHANGE**

Changes to the EMP may be required due to regulatory changes, major organizational changes, requested utilizing the Revision Request Form or may be required as a result of an EMP evaluation or audit. All changes will be approved by the Program Coordinator to ensure they make sense for the program. The Program Coordinator will consult with the Accountability Officer as required in making these decisions. Updates to the EMP will be completed by H<sub>2</sub>Safety Services upon request from the Program Coordinator. The Program Coordinator will ensure the updated EMP is distributed to and that any major changes are communicated to Tidewater personnel as required. The effectiveness of the changes will be required as part of the annual Program Evaluation completed by the Program Coordinator.

## 2 PREVENTION & MITIGATION

### 2.1 HAZARD IDENTIFICATION AND CONSEQUENCE ANALYSIS

Tidewater conducts risk and hazard assessments for all its business operations to identify foreseeable risks and hazards to people, property and the environment. Risk and hazard assessments are reviewed regularly to consider changing circumstances and are used in all stages of the asset's life cycle to make decisions that influence design, construction, operation and decommissioning. This process encompasses hazard and risk recognition, analysis, assessment, remedy, examination and review, and communication and consultation. Tidewater's risk management methodology reduces the likelihood of emergencies and their potential impacts.

The steps generally include:

- 1) Recognizing potential hazards
- 2) Implementing preventive measures (smart pigs, cathodic protection, participation in local "one-call" organizations, ground disturbance, facility integrity programs)
- 3) Incorporating detection abilities (SCADA, fire eye, etc.)
- 4) Applying mitigation (ESDs, control room procedures, and plant control systems)
- 5) Calculating Emergency Planning Zones (EPZs) & Hazard Zones (see below)
- 6) Identifying the potential impact on the public & the environment of an incident in that location
- 7) Completing stakeholder involvement within the EPZs & Hazards Zones
- 8) Incorporating stakeholder feedback following liaison activities
- 9) Arranging for equipment, resources and response procedures to protect the public, the environment and remedy the situation in the event of an incident

Based on the type of operations and the geographic location of Tidewater's assets they pose the following risks to the public & the environment:

- Release and ignition of gas
- Release and ignition of NGL or LPG
- Release of crude oil into a waterbody or environmentally sensitive areas
- Release of sour gas in a populated area

The following pose risks to Tidewater's pipelines, facilities & containers. Preventative measures are identified below each risk.

- Weather such as heavy rainfall, flooding and land movement
  - Monitor weather conditions to ensure prompt response
- Corrosion, construction defects and cracking
  - Inspection protocols
  - Preventative maintenance program
  - Asset integrity management
  - Smart PIGS
  - Quality management program
  - Cathodic Protection
  - NDT (Non-Destructive Testing)
  - Ultrasonic Testing
  - Internal Testing
  - External Testing
  - Proper Insulating
  - Vessel Coating
  - Vessel Inspections

- PSV Serviced Regularly
- ESD (Emergency Shut Down) Testing
- Damage caused by construction or excavation often not related to pipeline activity
  - Public education program: educating those that live & work in the area
- Human error
  - Equipment & lines are clearly identified
  - Detailed operating procedures
  - Education & training
  - Competency checks
  - Clean work areas
  - Supervisors present
  - ABSA (Alberta Boilers Safety Association) Compliance
  - SWA (Stop Work Authority)
  - Car Seal Program
- Deliberate acts by terrorists, countries at war, vandals, or illegal dumpers
  - Fences & barriers (concrete, pole, guards, etc.)
  - Tank farms
  - Retention basin (good size, watertight, capacity, etc.)
  - Restricted areas
  - Security systems
  - Security cameras
  - Personnel on-site 24 hours / day
  - Signage
  - Use of piles
  - Bullets installed away from high traffic areas

## **2.2 EMERGENCY PLANNING ZONES (EPZs)**

### **2.2.1 Alberta**

EPZ Calculations are completed for any well, pipeline or facility with hydrogen sulphide (H<sub>2</sub>S) concentration of 0.1 moles per kilomole (mol/kmol) (0.0001 mole fraction or 100 ppm). The EPZs are calculated using the ERCBH<sub>2</sub>S models.

### **2.2.2 British Columbia**

EPZ Calculations are completed for any sour well, pipeline or facility. The EPZs are calculated using the nomograph method. All Hazards Calculations are completed for all well or pipeline utilizing ALOHA to determine an EPZ. For sour assets, the largest of the EPZs calculated will be applied to that asset in the ERP.

### **2.2.3 Saskatchewan**

EPZ Calculations are completed for any sour well, pipeline or facility. The EPZs are calculated using the nomograph method.

## 2.2.4 HVP Pipelines

Tidewater will utilize the table below to determine EPZs for HVP pipelines.

Pipeline Size		Mix	Ethylene
3"	88.9mm	250m	250m
4"	114.3mm	300m	350m
6"	168.3mm	500m	550m
8"	219.1mm	700m	750m
10"	273.1mm	900m	1000m
12"	323.9mm	1100m	1200m
16"	406.4mm	1600m	1600m

## 2.2.5 Sweet CER Pipeline EPZs

Hazard planning zones for sweet CER pipelines are calculated utilizing ALOHA to determine an EPZ.

## 2.2.6 Facility EPZs

The EPZ of a facility is the largest EPZ of any pipelines entering or leaving the facility. If the facility has a sour well on site or an Environment Canada regulated tank / bullet, the EPZ for that asset may determine the size of the EPZ for the sour production facility.

## 2.2.7 Environment Canada Facilities

Tidewater utilized the RMP Comp and ALOHA modelling systems to calculate hazard zones for the regulated tanks / bullets at each facility.



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## **3 PREPAREDNESS**

### **3.1 EMERGENCY RESPONSE PLAN (ERP)**

Tidewater has developed the following ERPs:

- Northern Alberta ERP (AER & Environment Canada)
- Pipestone ERP (AER & Environment Canada)
- British Columbia (OGC)
- Wildboy (CER)
- Central (AER & Environment Canada)
- Central West (AER & Environment Canada)
- Central East (AER)
- South (AER & Environment Canada)
- North Dakota

Refer to Tidewater's ERP Organizational Chart and ERP Overview Map for more information.

#### **3.1.1 Equipment**

Tidewater maintains adequate emergency response equipment. Information on site specific safety equipment and its location is available within the ERPs. If additional equipment is required it can be obtained from local supply & service companies listed within the site specific ERPs.

#### **3.1.2 Hazard Monitoring**

Tidewater maintains adequate monitoring equipment. Information on site specific monitoring equipment and its location is available within the ERPs. Early in an incident Tidewater would contact mobile air monitoring companies to come to the site that can take readings in parts per billion. Tidewater would also stay tuned into local weather and news to remain abreast of any other potential hazards (wildfire, flooding and other natural disasters).

#### **3.1.3 Mutual Aid**

Tidewater assess the need for mutual aid on a case by case basis and, where considered necessary, ensures that agreements are established. Any information regarding mutual aid agreements can be found within the Tidewater ERPs.

### **3.2 STAKEHOLDERS WITHIN AN EPZ**

#### **3.2.1 Consultation with Surface Developments**

Tidewater consults with surface developments (residences, businesses, public facilities, etc.) located within its EPZs, located within 25m of its EPZs or located on a road where they would have to egress through its EPZs. During the face to face consultation which is conducted every two years, a Public Awareness Pamphlet is provided to each surface development, emergency contact information is gathered and the roads in the area are ground truthed to identify any new surface developments. The Public Awareness Pamphlet and consultation meets all applicable regulatory requirements.

#### **3.2.2 Notification of Area Users & Rights Holders**

Tidewater notifies area users & rights holders (oil & gas, trappers, guides & outfitters, irrigation districts, etc.) and provides them with a Public Awareness Pamphlet annually.

### **3.2.3 Landowners / Excavators / Contractors**

Tidewater has developed a Pipeline Safety Awareness pamphlet for its CER regulated pipelines and provides it to any landowners / excavators / contractors. The pamphlet includes information on identifying pipeline markers, contacting Call Before You Dig, contacting Tidewater, identifying a leak and what to do if contact is accidentally made with a pipeline.

## **3.3 EXTERNAL AGENCIES**

### **3.3.1 Alberta**

The AER requires government consultation to be completed with the local authorities (County, M.D., City, Town Village, First Nations Reserve) and health services if there are surface developments located within an EPZ. Tidewater provides each agency with an informational pamphlet and consults with these external agencies annually to determine their roles & responsibilities for inclusion in the ERP, the location of their EOC, whether they are willing to establish a single Regional Emergency Operations Centre (REOC) in the event of an incident, the location of the reception centres and what level of involvement they would have in coordinating evacuation within their boundaries. Tidewater provides a copy of their ERPs in electronic or hard copy format to the required government agencies. External agencies are invited to attend Full Mobilization exercises as required.

### **3.3.2 British Columbia**

The OGC requires the local authorities (R.D., City, Town Village, First Nations Reserve), the Government of Canada, if an existing building or structure owned by the government of Canada is within the EPZ & the Ministry of Transportation, if an arterial or municipal highway is within the EPZ, be provided with specific information about the operations. Tidewater provides each agency with an informational pamphlet and completes government consultation annually with EMBC, the local authorities, the health authority & the Government of Canada & the Ministry of Transportation if required, to determine their roles & responsibilities for inclusion in the ERP. Tidewater provides a copy of their ERPs in electronic or hard copy format to the required government agencies. External agencies are invited to attend Full Mobilization exercises as required.

### **3.3.3 Canadian Energy Regulator (CER)**

The CER requires the establishment and maintenance of liaison with the agencies that may be involved in an emergency response on the pipeline and consult with them in developing and updating the ERPs. Tidewater completes government consultation as outlined above under Alberta & British Columbia and consults with the RCMP, local fire department and local ambulance. Tidewater provides a copy of their ERPs in electronic or hard copy format to the required government agencies.

The CER requires a continuing education program for the police, fire departments, medical facilities, other appropriate organizations and agencies and the public residing adjacent to the pipeline to inform them of the location of the pipeline, potential emergency situations involving the pipeline and the safety procedures to be followed in the case of an emergency. Tidewater consults with the government agencies and first responders as indicated above and also provides them with an informational pamphlet that contains information on the location of the assets, potential emergency situations and safety procedures to be followed.

### **3.3.4 Environment Canada**

Environment Canada strongly recommends....to include...local, provincial and federal response authorities in the development and preparation of plans and also share the content of the plan with these organizations. For its Environment Canada regulated facilities, Tidewater annually provides an informational pamphlet to the local authorities, the fire department and the RCMP during the development or update of the Environmental Emergency Plan. Tidewater also provides them with a copy of the completed Environmental Emergency Plan that contains emergency response information and information regarding the regulated substance / tank. Tidewater invites local response authorities to observe at the exercises where feasible.

## **3.4 TRAINING & EXERCISES**

### **3.4.1 Training Program**

Tidewater has identified the positions within its organizational structure that are likely to fill specific emergency response roles in the event of an incident and each emergency response role has training that is required of it. Refer to Tidewater Training & Exercise Program for more information.

### **3.4.2 Training & Exercise Schedule**

Tidewater maintains a training schedule that spans the next five years and identifies the regulatory required exercises as well as the competency based on training that is required to ensure that Tidewater staff are qualified to fill their emergency response roles. Refer to Tidewater 5 Year ERP Program for more information.

### **3.4.3 Alberta**

The AER requires an annual table top exercise to be conducted for each regulated Area ERP and a full mobilization exercise to be conducted every three years. External agencies are invited to attend Full Mobilization exercises as required.

### **3.4.4 British Columbia**

The OGC requires an annual table top exercise to be conducted for each regulated Area ERP and a full mobilization exercise to be conducted every three years. External agencies are invited to attend Full Mobilization exercises as required.

### **3.4.5 Environment Canada**

Requires an annual table top exercise to be conducted for each hazard category identified at each registered facility. Additionally, Environment Canada required each licensee to complete a full scale exercise every five years for each hazard category identified at each registered facility. The exercise must involve the registered tank / substance. Tidewater invites local response authorities to observe at the exercises where feasible.

### **3.4.6 Canadian Energy Regulator (CER)**

Emergency response exercises should:

- Be held with sufficient frequency. At least one simulated exercise annually (e.g., tabletop, functional) and a full scale exercise (involving all agencies identified in the company's liaison) should be held at least every three years;
- Be varied to confirm that all aspects of potential emergencies are tested ; and
- Simulate a wide range of potential geographic and weather conditions as well as worse-case spill or gas release scenarios.





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## 4 RESPONSE

### 4.1 INCIDENT MANAGEMENT SYSTEM

#### **Incident Command System (ICS)**

Tidewater utilizes the Incident Command System (ICS) for its field responders. ICS is a standardized approach to the command, control, and coordination of emergency response providing a common hierarchy within which responders from multiple agencies can be effective.

#### **Emergency Support Team (EST)**

Tidewater utilizes a customized Emergency Support Team (EST) structure for its corporate responders. The field responders focus on control / contain the incident, public safety, etc. whilst the corporate responders focus on supporting the field team, evaluating and managing long term impacts and threats to company, business continuity, etc. The EST is structured so that corporate responders support the incident by doing their day-to-day jobs that they already know well (i.e. Human Resources) as opposed to trying to learn / fit into ICS roles; they can immediately provide value to a response. Unlike the field responders which rigidly follow the ICS structure, the EST is customized to align with the functional units already existing within Tidewater's organization. The EST plan intentionally does not duplicate the ICS roles for corporate responders to reduce confusion between the field and corporate response (i.e. having two logistics people, two operations people, etc.). Although the ICS position names are not utilized, the EST plan still adheres strongly to the Principles of ICS (Chain of Command, Unity of Command, Span of Control, etc.) to ensure a functional response.

#### **Command and Coordination Centres**

Tidewater identifies primary and alternate Incident Command Post locations within the site-specific section of its ERPs.

### 4.2 INTERNAL COMMUNICATIONS

Tidewater's ERPs contain the following communication procedures / processes:

- An internal notification flowchart that outlines who will receive communication in the event of an incident & an Initial Emergency Report form that identifies what information is to be communicated.
- Each of the role description identifies communications protocol for that specific role (i.e. what to communicate and to whom) and refers each role to specific forms to assist them with documenting and communicating information pertinent to their role.
- Meeting agendas (i.e. operations meeting, planning meeting, etc.) identifying who should attend each meeting and what information should be communicated.
- A chart that shows how communication will take place between the various Command Posts established for an incident.
- The Information Officer role who is responsible for preparing the regular status updates that will be provided to internal company personnel to keep them apprised of the situation.

Tidewater utilizes H<sub>2</sub>Safety's H2Command Centre platform to communicate internally during an incident. A procedure is included within the ERP on how to use the system. It allows Tidewater to:

- Activate a session via computer or smart phone and notify their team in seconds
- Receive immediate response as to who is available to assist
- Share valuable information with entire group instantly
- Share photos, maps and documents
- Send priority messages & private messages
- Assign & communicate changes in response positions (i.e. transfer of command)

Communication processes, procedures, systems and equipment are tested during training exercises.

### **4.3 EXTERNAL COMMUNICATIONS**

Tidewater's ERPs contain the following communication procedures / processes:

- An external notification flowchart that outlines which external responders will receive communication in the event of an incident.
- An assessment matrix that classifies the incident and allows Tidewater to consistently communicate the severity of the incident.
- A site-specific list of local external responders and their emergency contact numbers.
- The Liaison Officer role who is responsible for notifying government agencies and is the contact for agency representatives assigned to the incident by assisting or cooperating agencies.

### **4.4 MEDIA**

Tidewater's ERPs contain the following communication procedures / processes:

- A media section that outlines media relations processes, media management processes, provides a generic media statement, reviews the role of the on-site media spokesperson & discusses managing the media on-site at an incident.
- The Information Officer role who is responsible for developing and releasing information about the incident to the news media.

### **4.5 COMMUNICATION WITH STAKEHOLDERS**

Tidewater gathers emergency contact information for surface developments (residences, businesses, public facilities, etc.) located within its EPZs, located within 25m of its EPZs or located on a road where they would have to egress through its EPZs. In the event of an incident members of the public would be notified via one of the following methods:

- Personal phone call utilizing contact lists contained within the ERPs
- Automated phone call. Tidewater utilizes H<sub>2</sub>Safety's interactive mapping and automate callout system RESPOND. All phone numbers associated with a residence can be called until someone picks up. Once the resident answers the call they can press 1 to accept the instructions or press 2 to receive a call back from a company representative if they require assistance. Tidewater can then follow up with a personal phone call.
- Door to door notification where the number of surface developments is low and where notifying personnel this way won't put anyone at risk.
- Via Rovers or Roadblock personnel who would be attempting to locate transients and isolating the hazard area
- Via emergency notification from the local authority

## **4.6 RESPONSE PRIORITIES**

Tidewater utilizes the following response priorities:

1. Life Safety
2. Incident Stabilization
3. Property & Environment

## **4.7 COMMAND & COORDINATION CENTRE ACTIVATION**

The Tidewater ERPs contain procedures for activating and setting up its command posts as well as communication protocols between the various Tidewater and external agency command posts.

## **4.8 INCIDENT ACTION PLAN**

The Tidewater ERPs contain forms and procedures to assist with develop an Incident Action Plan (IAP) that is specific to the emergency.

## **4.9 SAFETY**

The Tidewater site specific ERPs contain roles for:

- Site Safety who is responsible for responder safety and safety advice at all times at the scene of the emergency / incident.
- The Safety Officer who develops and recommends measures for assuring personnel safety, and assesses and / or anticipates hazardous and unsafe situations.

The Tidewater EST contains a role for:

- Health & Safety who ensures that health / safety of responders, employees and the public is the first priority at all times throughout the response.

## **4.10 PUBLIC SAFETY**

Tidewater completes a government consultation with the local authorities and health services in the areas where there are surface developments located within its EPZs. This ensures that public safety actions will be coordinated with the local authorities during an incident.

## **4.11 RESPONSE MOBILIZATION**

Tidewater utilizes H<sub>2</sub>Safety's H2Command Centre platform which allows them to activate a session via computer or smart phone and notify their team via text message, phone call and e-mail in seconds. Additional personnel can be obtained by adding additional response groups into the session at any time.

## **4.12 DEACTIVATION & DEBRIEFING OF THE RESPONSE**

Procedures exist within the ERP on standing down the level of emergency. The level of emergency will be stood down in coordination with the applicable regulatory agency. Tidewater will debrief in accordance with the Post Incident section of their ERP.



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