

# PNG CORE EMERGENCY RESPONSE PLAN

REVISED: SEPTEMBER 2022

PNG Emergency 24-Hour Number:  
1-800-663-1173

Oil & Gas Commission (OGC)  
Reporting Number:  
1-800-663-3456





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Pacific Northern Gas Ltd.  
#750 – 888 Dunsmuir Street  
Vancouver, BC V6C 3K4  
Phone: 604-691-5680



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## DOCUMENT MANAGEMENT

The Manager, Environment, Health & Safety (EH&S) is responsible for the development and maintenance of the *Pacific Northern Gas Emergency Response Plan* (ERP). Responsibilities include:

- Developing the ERP and managing any future revisions
- Ensuring the pre-plans are reviewed and modified as needed
- Ensuring the systems and response structures are in place and are able to meet the requirements set out in the Plan
- Ensuring the ERP is updated as soon as a deficiency in the plan that risks the safety of emergency response staff, employees, or the public arises
- Ensuring an annual review of the ERP is conducted for completeness

### Plan Revisions

#### Initiating Revisions

All requests for change must be made through the Manager, EH&S using the [Revision Request Form](#).

#### Distribution of Revisions

Revised plans and/or sections are distributed with a brief description of the changes by the Manager, EH&S.

#### Revisions After Exercises or Incidents

In the event Pacific Northern Gas (PNG) conducts an exercise or training session, or experiences an incident, the effectiveness of the plan will be evaluated and updated thereafter as necessary.

#### Changes in Operating Conditions

If new or different operating condition(s) would substantially affect the implementation of the ERP, PNG will modify the plan to address such changes.

## Revision Request Form

A Revision Request Form allows requests for changes to be made to the PNG ERP. All requests for change must be coordinated through the PNG Manager, EH&S using the Revision Request Form.

REVISION REQUEST FORM		
Requested By:		Date:
Department/Agency:		
Email:	Phone Number:	
Plan Name:	Revision Type: <input type="checkbox"/> Addition <input type="checkbox"/> Deletion <input type="checkbox"/> Correction	
Section:	Page Number:	
Description of revision (attach separate sheet if necessary):		
Name of Requestor:		
Send to: Manager, EH&S Pacific Northern Gas 2550-1066 W. Hastings St Vancouver, BC V6E 3X2	OR	<a href="mailto:CustomerService@png.ca">CustomerService@png.ca</a> Fax: 604-697-6210
This section to be completed by Manager, EH&S.		
Date Received:		Date Reviewed:
Issued as Revision: <input type="checkbox"/> Yes <input type="checkbox"/> No		
If revisions not accepted, explain reason:		

## Revision Log

The Revision Log ensures all changes made to the PNG ERP are accounted for and easily referenced. The Revision Log is managed by the PNG Manager, EH&S. All fields in the Revision Log must be completed.

REVISION LOG				
Annual Update & Submission Due: September 17				
Revision No.	Date	Section No.	Page No.	Summary of Revisions
001	Nov. 2010	all	all	
002	July 2013	all	all	
003	March 2015	select	select	
004	April 2015	all	all	
005	May 2015	all	all	
006	June 2016	all	all	
007	July 2017	all	all	
100	27 August 2018			New format with updates to all sections
101	10 September 2019 (Annual Update)	Document Management	Select	Updated Manager, EH&S title throughout
		all	Select	Minor updates to flow, grammar, and accuracy
		2.3.1.	2-3, 2-4	Updated AltaGas Canada Inc. information
		2.4.2.	2-16	Added content for advance planning responsibilities
		2.5.1.	2-19	Added further detail regarding spill reporting requirements
		2.5.3.	2-21	Removed a line from the role section of the Northern Health Authority
		3	select	Restructured and enhanced section
101	10 September 2019 (Annual Update)	3.2	3-1	Enhanced Planning "P" to directly point to the Reactive Phase
		3.2.3.	3-3	Added a prompt to notify the OGC of the incident level
		3.2.4.	3-11	Removed drilling kicks information under spill reporting criteria
		3.2.5.	3-12	Added wording to point to the Defining the Incident-Specific HPZ procedure in Supplemental Plan A

REVISION LOG				
Annual Update & Submission Due: September 17				
Revision No.	Date	Section No.	Page No.	Summary of Revisions
		3.2.6.	3-14	Added wording to point to the Implementing Public Protection Measures based on the Incident-Specific HPZ procedure in Supplemental Plan A
		3.2.7.	3-17	Added prompts to notify all necessary transportation related agencies in the event restrictions to access to rail lines, roads, waterways or airspace is required
		4	Select	Restructured and enhanced section
		4.1	4-1	Enhanced Planning "P" to directly point to the Proactive Phase
		4.1.3	4-6, 4-7	Added information about internal briefing reports
		B.1	B-3	Added prompt for Incident Commander to conduct regular radio checks with the Logistics Section Chief
		B.11	B-38	Added Advance Planning details
		B.12	B-43	Added prompt for the Logistics Section Chief to conduct regular radio checks with the Incident Commander
101	10 September 2019 (Annual Update)	C.1	select	Updated to indicate operational period for Incident Action Plan, ICS Position Assignment Sheet and Incident Diary
		C.1	C-12	Renamed to Briefing Form and added check boxes to identify if the briefing form is being use internally or externally
		C.2	C-17, C-18	Updated Roadblock Log
		C.2	C-19, C-20	Added Evacuation and Door Knocking Log to forms
102	17 September 2020	Document Management	Select	Updated Manager, EH&S title throughout
		Document Management	Select	Updated Senior Vice President, Operations and Engineering title throughout

REVISION LOG				
Annual Update & Submission Due: September 17				
Revision No.	Date	Section No.	Page No.	Summary of Revisions
		Disclaimer page	Select	Updated address
		All Images	Select	Updated all images, graphs with new PNG branding
		All	Select	Removed and replaced AltaGas with TriSummit Utilities where appropriate
		Revision Request Form	vi	Updates to addresses and general formatting
		2.3.3	2-5	Added content describing virtual EOC activation
		2.4.1	2-7	Removed Ignition Strike Team & Section Chiefs
		B.4	B-12	Inserted reference and link to Virtual EOC Procedure
		D.3	D-3	Updated contact information
		D.4	D-4	Updated contact information
		D.5	D-5	Deleted Public Safety Awareness Appendix (D.5)
		E.1	E-1	Inserted Virtual EOC Procedure – Appendix E
		Distribution List	xi-xii	Updated Distribution List
		All	Select	Updated Senior Manager, Operations and Customer Service to Director, Operations and Customer Service
				Added in Director, Asset Management and Projects as designate for Director, Operations and Customer Service.
				Changed Area Manager to Service Group Leader
				Changed Utility 1 to Utility Group Leader
103	17 September 2021	2.4.1.1	2-8	Added language to describe importance of assigning Deputy IC
		2.4.1.2	2-8	Added Deputy IC section
		2.4.2.1	2-11	Added language to describe importance of assigning Deputy Section Chief and EOC Scribe

REVISION LOG				
Annual Update & Submission Due: September 17				
Revision No.	Date	Section No.	Page No.	Summary of Revisions
104	26 September 2022	3.2.3	3-3	Clarified notification process
			3-5	Updated flow chart
		3.2.7	3-17	Update process for notifying BC OGC
		B.6	B-20	Added requirement for risk assessments for remote work locations
		B.10	B-33	Added requirement for risk assessments for remote work locations
		B.11	B-38	Added requirement to monitor for telecommunications risks
		2.4.2.9	2-16	Added requirement to include engineering and construction in early response planning
				Added requirement to anticipate need to coordinate with external third-party infrastructure operators
		4.1.1	4-2	Added requirement to disseminate IAP to IC and onsite response personnel
		B.1	B-3	
		B.10	B-33	
		4.1.7.1	4-3	Added requirement to coordinate EOC resources to be on standby after demobilization
		B.11	B-39	
		B.7	B-22	Added requirement for Liaison Officer to send the IAP to the OCG
		Appendix E	E-1, E-2, E-3, E-4	Updated content throughout to align with established approach for virtual EOC procedures
			All	Grammatical and formatting revisions

## Distribution List

Title	Location	Copy No.
Fort St. John EOC	Fort St John, BC	1
Terrace EOC	Terrace, BC	2
Dawson Creek EOC	Dawson Creek, BC	3
Vancouver Office	Vancouver, BC	4
Summit Lake Comp Station Op/Technician	Summit Lake, BC	5
Tumbler Ridge Gas Plant	Tumbler Ridge, BC	6
Tumbler Ridge Office	Tumbler Ridge, BC	7
Manager, Operations NE	Dawson Creek, BC	8
Manager Construction Maintenance NE	Fort St John, BC	9
Coordinator, Lands – Rights & Third Party Management	Fort St John, BC	10
Director, Asset Management and Project Delivery	Terrace, BC	11
Director, Operations and Customer Service	Terrace, BC	12
Manager Customer Service	Smithers, BC	13
Maintenance Coordinator	Terrace, BC	14
Manager Customer Care	Terrace, BC	15
Coordinator, Lands – Permitting & Indigenous Relations	Smithers, BC	16
Service Group Leader – Dawson Creek	Dawson Creek, BC	17
Service Group Leader – Terrace	Terrace, BC	18
Service Group Leader – Prince Rupert	Prince Rupert, BC	19
Service Group Leader – Kitimat	Kitimat, BC	20
Service Group Leader – Smithers	Smithers, BC	21
Service Group Leader – Burns Lake	Burns Lake, BC	22
Service Group Leader – Vanderhoof	Vanderhoof, BC	23
Service Group Leader – Fort St John	Fort St John, BC	24
Senior Plant Operator – Tumbler Ridge	Tumbler Ridge, BC	25
Plant Operator – Tumbler Ridge	Tumbler Ridge, BC	26
President	Vancouver, BC	27
VP Operations & Engineering	Vancouver, BC	28
VP Regulatory Affairs & Gas Supply	Vancouver, BC	29
VP Finance	Vancouver, BC	30
Manager, Environment, Health & Safety	Vancouver, BC	31

<b>Title</b>	<b>Location</b>	<b>Copy No.</b>
Director, Business Development & Stakeholder Relations	Vancouver, BC	32
Manager Human Resources	Vancouver, BC	33
Burns Lake Office	Burns Lake, BC	34
Customer Care (Floor)	Terrace, BC	35
Utility Group Leader – Burns Lake	Burns Lake, BC	36
Utility Group Leader – Fort St. John	Fort St John, BC	37
Utility Group Leader – Dawson Creek	Dawson Creek, BC	38
Utility Group Leader – Terrace	Terrace, BC	39
Utility Group Leader – Terrace	Terrace, BC	40
Project Engineer – Terrace	Terrace, BC	41
Senior Project Manager	Terrace, BC	42
Senior Measurement Tech – Terrace	Terrace, BC	43
Manager Operations Administration	Terrace, BC	44
Project Engineer – Terrace	Terrace, BC	45
Project Engineer – Fort St. John	Fort St John, BC	46
Manager Construction Maintenance	Smithers, BC	47
Procurement/Warehouse Leader – Terrace	Terrace, BC	48
Asset Integrity Engineer	Vancouver, BC	49
Manager, Engineering and Projects	Terrace, BC	50
Senior Measurement Tech – Fort St John	Fort St John, BC	51
Construction Manager	Terrace, BC	52
Health, Safety & Environmental Field Lead	Terrace, BC	53
Environmental Lead	Terrace, BC	54
<b>External Distribution</b>	<b>Location</b>	<b>Copy No.</b>
ATCO Control Centre	Edmonton, AB	101
ATCO Control Centre	Edmonton, AB	102

# 1 PLAN INTRODUCTION

## 1.1 Overview

With service extending from Prince Rupert on British Columbia's West Coast to the northeast of the province in the towns of Fort St. John, Dawson Creek, and Tumbler Ridge, Pacific Northern Gas (PNG) Ltd. is a leading energy provider for many communities. PNG owns and operates **natural gas** distribution facilities (gas utility), delivering gas from its transmission system to homes and businesses in the various communities served. It provides more than 42,000 residential, commercial, and industrial customers with natural gas daily.

The PNG Northwest Transmission Pipeline System connects with the Enbridge Pipeline System near Summit Lake, British Columbia, and extends 587 km to the west coast at Prince Rupert. The pipeline between Summit Lake and Terrace has been partially paralleled, or looped, with a second line to increase throughput capacity. PNG also owns and operates over 300 km of lateral transmission pipelines extending into various communities in the northwest, the most significant being dual lines extending approximately 57 km into Kitimat.

The PNG Northeast Transmission Pipeline System connects with a pipeline owned by Canadian Natural Resources Ltd. (CNRL) in the north, and an Enbridge pipeline in the south. Fort St. John and Dawson Creek are served via connections with the Enbridge Pipeline System at several locations. The gas supply for the Tumbler Ridge service area is obtained from CNRL. The entire northeast system consists of approximately 160 km of transmission lines.

Tumbler Ridge Gas Plant is situated in the Peace River District, approximately 45 km southeast of the town of Tumbler Ridge. Located on Crown land, the plant receives **sour gas** under the CNRL gas supply contract, sweetens it, then supplies the natural gas to residential and commercial customers in Tumbler Ridge. The only PNG facility where hydrogen sulphide (H<sub>2</sub>S) is known to be present is at the Tumbler Ridge Gas Plant.

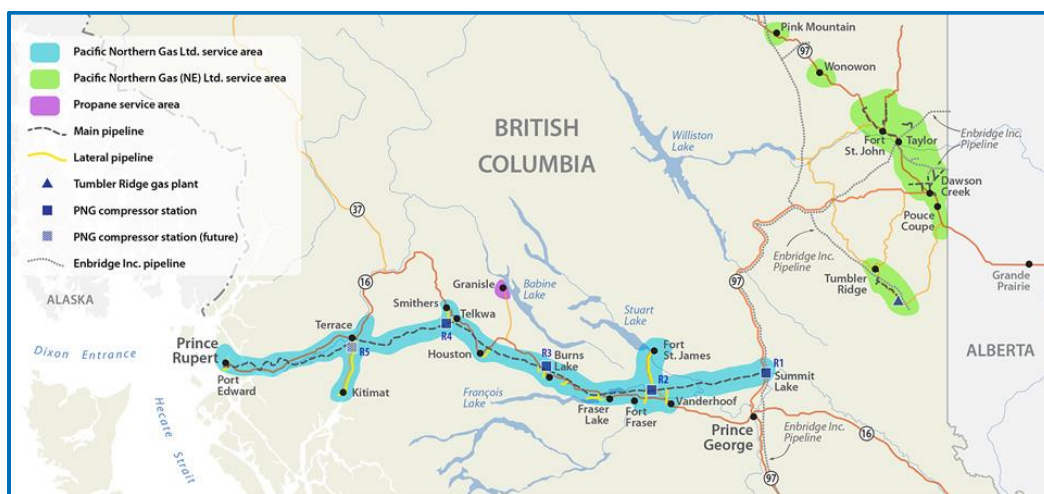


Figure 1 – PNG Service Areas Map

### 1.2 How to Use This Plan

The *Pacific Northern Gas (PNG) Core Emergency Response Plan (ERP)* is an operational guide, designed to be used by staff to effectively prepare for, respond to, and recover from both emergencies and disasters. These incidents have the potential to adversely impact employees, the public, stakeholders, company infrastructure and property, overall business operations, and the environment.

The Core ERP tends to be a more static document, with set processes, policies, and procedures, discussing the activation of the plan(s), the Incident Command System (ICS) structure, and the establishment of an Emergency Operations Centre (EOC). Additionally, the ERP explains protocols and processes for incident response, including notifications and communications.

The Plan includes two supplemental plans:

- Supplemental Plan A: PNG Transmission Pipeline Systems
- Supplemental Plan B: Tumbler Ridge Gas Plant

The supplemental plans provide operational and site-specific information related to the Transmission Pipeline Systems and to the Gas Plant.

Each supplemental plan also includes an appendix, which is confidential. The confidential appendix captures personal and/or sensitive company information, which will be shared with first responders if and when necessary.

Key terms defined in the glossary are highlighted in **bold**. The glossary is included to provide additional content and/or context to support the reader in understanding the ERP, while keeping the main body of the document concise and operationally focused.

### 1.3 Purpose

The purpose of the ERP is to ensure PNG is prepared to respond to hazards at its operations by:

- Ensuring immediate and competent responses to emergencies
- Minimizing danger to PNG employees and the public
- Minimizing damage to the environment and property
- Providing accurate and relevant information to stakeholders
- Preserving relevant records and equipment for any subsequent inquiries into the causes and circumstances of an emergency

Types of events in which the ERP may be activated include:

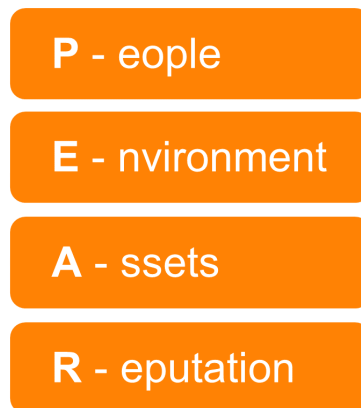
- Natural disasters:
  - Weather-related incidents
- Human-caused (accidental or intentional) incidents:
  - Equipment failure and serious damage
  - Environmental incidents
  - Security threats and acts of violence
- Information technology incidents

## 1.4 Emergency Management Priorities

### 1.4.1 PNG Priorities

PNG has established and defined response priorities that encompass the importance placed on the overall well-being and safety of its employees and the public. Emergency response priorities support decision-making and help to determine the most effective and strategic response activities that should be undertaken during an incident.

Required actions will be conducted using the “PEAR” priority structure shown below. By putting people first, this priority sequence follows the principle that for personnel to respond effectively, their safety must first be assured.



*Figure 2 – "PEAR" priority structure*

Using “PEAR”, response actions can be prioritized into the following categories:

1. SAVE LIVES	2. IMPLEMENT PROTECTIVE ACTIONS	3. RESTORE ESSENTIALS
<ul style="list-style-type: none"> <li>• Treat the injured and warn personnel and the public to avoid further casualties.</li> <li>• Evacuate or shelter people from the effects of the emergency.</li> <li>• Protect wildlife, livestock, and pets where possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Protect the environment and property from negative impacts.</li> <li>• Provide security for property, especially in evacuated areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Restore utility infrastructure.</li> <li>• Restore field and corporate operations.</li> <li>• Help restore community socio-economic functions.</li> </ul>

### 1.4.2 BC Emergency Management System Priorities

In addition to the “PEAR” priorities, PNG also adheres to the **BC Emergency Management System (BCEMS)** priorities. BCEMS is a comprehensive management structure that provides a framework for a standardized, coordinated, and organized interagency response and recovery to all levels of emergencies and disasters. BCEMS’s goals are:

**Ensure the health and safety of responders** – The well-being of responders must be effectively addressed, or they may be unable to respond to the needs of those at risk.

**Save lives** – The importance of human life is paramount over all other considerations. When lives are at risk, all reasonable efforts must be made to eliminate the risk.

**Reduce suffering** – Physical and psychological injury can cause significant short- and long-term impacts for individuals, families, and communities. Response measures should take into consideration all reasonable measures to reduce or eliminate human suffering.

**Protect public health** – Public health measures essential to the well-being of communities should be maintained or implemented. Enhancing surveillance and detection, eliminating health hazards, minimizing exposure, and implementing programs such as widespread immunization may need to be considered.

**Protect the environment** – The environment is essential to communities. When determining priorities, response personnel should evaluate the importance of protecting the environment and implement protective strategies that are in the best interest of the broader community.

**Reduce economic and social losses** – The loss of economic generators can have short- and long-term impacts on communities, including social losses related to the loss of community support networks and reduced employment, investment, and development. Response measures may be necessary to reduce these losses, and psychosocial interventions may be required for those impacted by the disaster.

**Protect infrastructure** – When necessary to sustain response efforts, maintain basic human needs, and support effective recovery, infrastructure critical to the livelihood of the community should be protected ahead of other property.

**Protect property** – Property can be essential to the livelihood of communities. When determining priorities, response personnel should evaluate the importance of protecting private and community property.

## 1.5 Scope

This ERP encompasses operations and assets regulated by the Oil & Gas Commission (OGC), specifically, PNG's Transmission Pipeline Systems and the Tumbler Ridge Gas Plant.

All PNG employees must be prepared for emergencies threatening life, the environment, or property. This entails an obligation to identify, assess, and report the impacts of incidents. When an incident occurs involving any PNG high pressure pipelines, compressor stations, or all other types of stations, the ERP should be activated and appropriate reporting to designated authorities should be carried out.

The response to incidents may require individuals to perform functions outside of their normal day-to-day activities. In these situations, every attempt will be made to preserve organizational integrity by assigning tasks that parallel normal functions; however, day-to-day functions that do not contribute directly to the response may be suspended or redirected for the duration of the incident.

Resources will be made available on a continuous basis to safely and promptly respond to an incident. All reports of an incident will be investigated by properly trained and equipped personnel.

### 1.5.1 Out of Scope

#### 1.5.1.1 Distribution System

PNG's distribution system is considered outside of the scope of this ERP, as it is discussed in another document(s).

#### 1.5.1.2 Granisle Propane Plant

The Granisle Propane Plant is considered outside of the scope of this ERP, as it is addressed in the *Granisle Propane Plant Emergency Response Plan*.

#### 1.5.1.3 Business Continuity

Business continuity is also not discussed within the ERP.

## 1.6 Audience

This document is intended for all PNG personnel who have received training in ICS and incident response. This plan has been made available to first responders, responding and supporting agencies and communities, local and regional government, First Nations, and the public, for their reference.

## 1.7 Legislation

PNG is subject to numerous regulatory and legislative requirements, in addition to the corporate standards implemented by its parent company, TriSummit Utilities Inc. ("TriSummit Utilities"). PNG must comply with the *Oil and Gas Activities Act* to operate and manage the Transmission Pipeline and Tumbler Ridge Gas Plant.

The ERP complies with, and takes into consideration, all applicable regulations and standards including Section 1 of the *Oil and Gas Activities Act (2018)*, the *Canadian Standard Association (CSA) Z246.2-18 Emergency preparedness and response for petroleum and natural gas industry systems*, and ICS. The regulation requires that a permit holder must prepare and maintain a plan in accordance with **CSA Z246.2**.

When an incident occurs involving the Transmission Pipeline or the Tumbler Ridge Gas Plant, the ERP should be activated and appropriate reporting to designated authorities will be carried out. All other applicable regulations will be carried out according to the specific requirements of each agency.

Additionally, the ERP integrates with and considers the provisions of the relevant TriSummit Utilities and PNG policies, practices, plans, and guidelines.

## 2 EMERGENCY MANAGEMENT ORGANIZATION

### 2.1 Background

The PNG **Emergency Management Organization** is a response structure designed to assist with the efficient exchange of information and resources between different levels of the organization during an **emergency**.

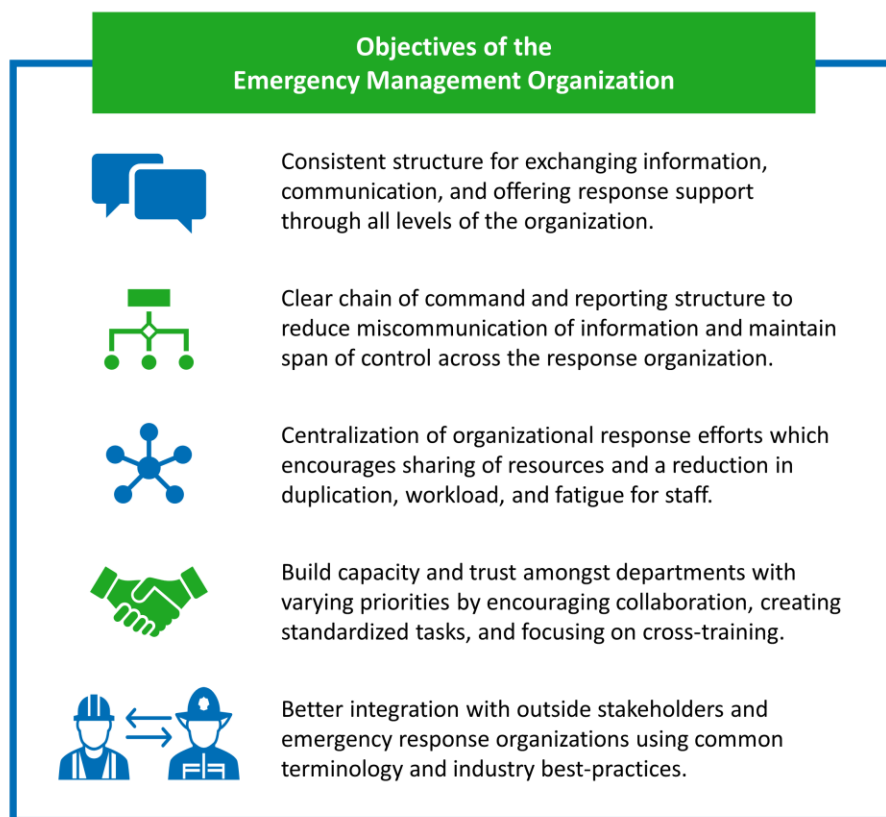


Figure 3 – Objectives of the Emergency Management Organization

### 2.2 Incident Management

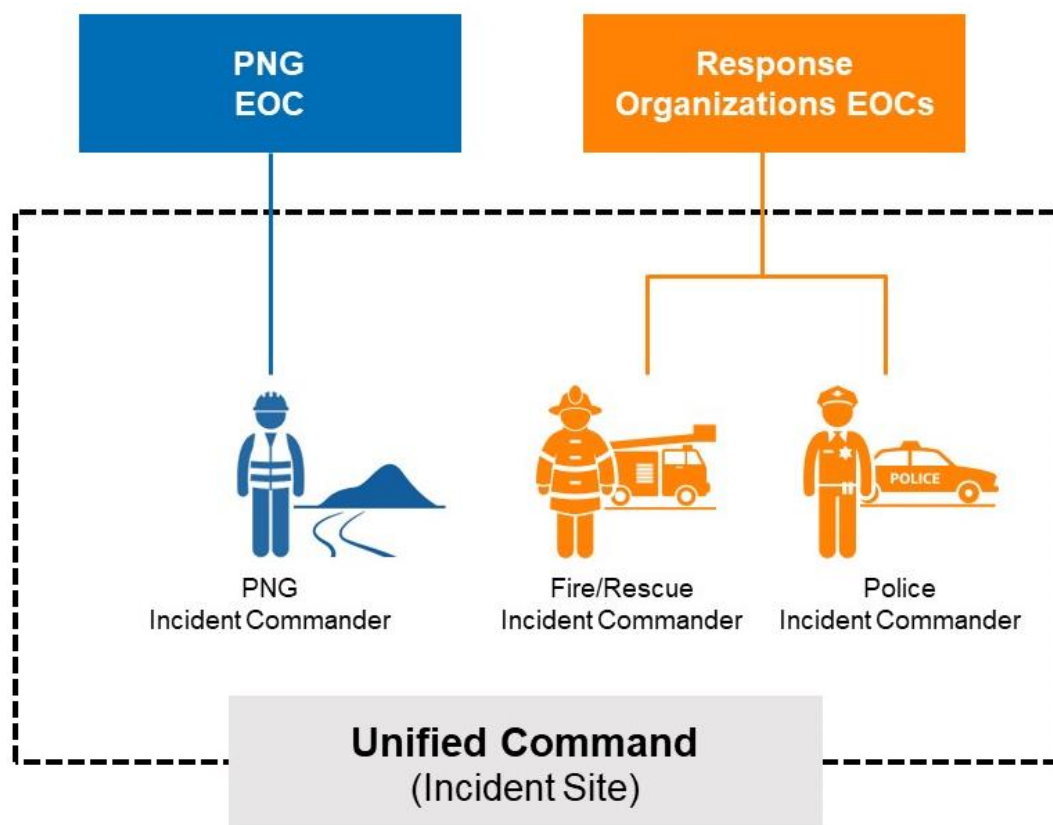
The PNG Emergency Management Organization is structured consistently with the **Incident Command System (ICS)** and aligns with the BCEMS principles and objectives. It provides a flexible management structure that is applicable to emergency situations of different scales. It enables the organization to respond in a consistent and efficient manner, which aligns with those response structures utilized by external stakeholders, including first responders (police, fire, and ambulance), regulatory agencies, local and provincial government authorities, and First Nation communities. The ICS is a best practice and a regulatory requirement implemented by PNG to control and coordinate its emergency response protocols.

Through the use of ICS, PNG uses a management-by-objectives approach to achieve incident response goals. This includes i) establishing objectives, ii) selection of appropriate strategy(ies) to achieve the objectives, and iii) the tactical direction associated with the selected strategy(ies), as identified in the **Incident Action Plan (IAP)** and prepared through the process of the **Planning “P”**.

The structure is designed to expand or contract as needed, taking into consideration the nature and scope of the emergency, as well as resources that may be required and available for the response. This flexibility is necessary to deliver on the various objectives identified in the IAP.

### 2.2.1 Unified Command

Depending on the situation and scale of the emergency, external stakeholders may participate in the response efforts. Such groups may include first responders, community leaders, and government agencies. A **Unified Command** is formed when each agency that is collectively responding to the emergency identifies their own Incident Commander. Incident Commanders work in coordination with one another, while maintaining authority of their own agency and area(s) of responsibility.



*Figure 4 – Unified Command*

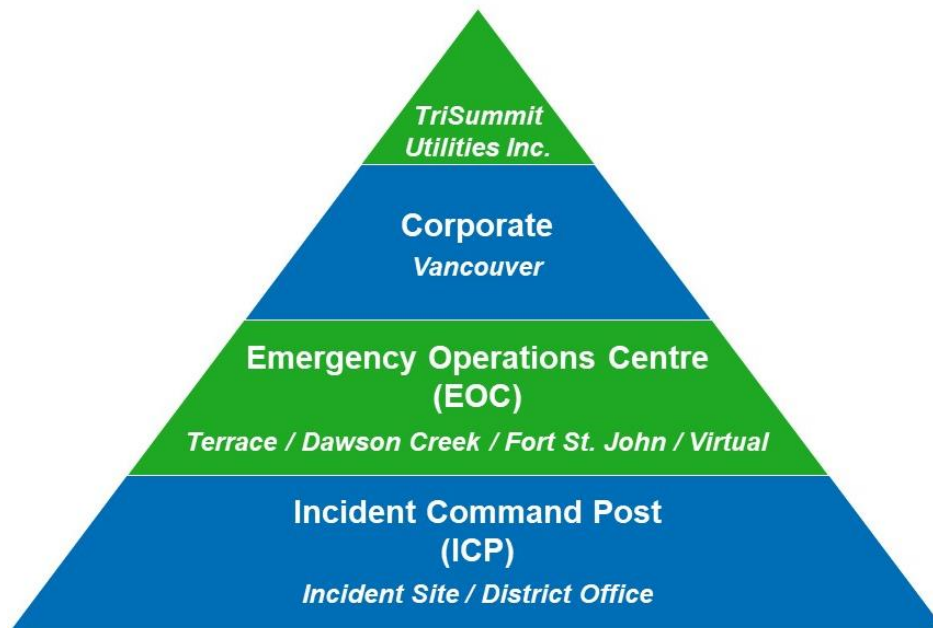
Unified Command allows agencies with different legal, geographic, and functional authorities, responsibilities, priorities, and objectives to work together effectively without affecting individual agency accountability. For situations involving multiple agencies and/or jurisdictions, each Incident Commander will coordinate response activities through Unified Command. In Unified Command, decisions about the response are made by consensus and under the guidance of the lead response agency. This allows for a unified, collective, and coordinated IAP for the incident to be established.

It is the responsibility of PNG's Incident Commander to liaise with partner Incident Commanders to form Unified Command, as required.

## 2.3 Emergency Management Organization Tiers

The **Emergency Management Organization** will be activated depending on specific functions needed to support the response and recovery efforts of the incident. Working from the top downwards, the four levels of the organization are:

1. TriSummit Utilities
2. Corporate
3. Emergency Operations Centre (EOC)
4. Incident Command Post (ICP)



*Figure 5 – Tiers of the Emergency Management Organization*

Applying the concepts of communication, cooperation, and coordination, all four teams work together. This structure encourages communication flow in both directions — upwards and downwards. Bi-directional communication supports information sharing to ensure all levels of the Emergency Management Organization have consistent, up-to-date information, and an awareness of key decisions that have been made.

### 2.3.1 TriSummit Utilities Inc.

PNG is a wholly owned subsidiary of TriSummit Utilities Inc., which is based in Calgary, Alberta.

At the discretion of PNG Corporate Office, TriSummit Utilities may be requested to review and/or contribute to media releases.

PNG may, as required, request or provide mutual assistance from other TriSummit Utilities companies.

### 2.3.2 PNG Corporate Office

The PNG Corporate Office, based in Vancouver, is responsible for policy, strategic organizational planning, and corporate priorities. The PNG Corporate Office provides guidance and support to the EOC, most often by virtual means, and does not duplicate or override the operating control of the EOC. Information will be reported to TriSummit Utilities by the PNG Director, Operations and Customer Service, or their designate, the Director, Asset Management and Projects, or a PNG employee from the Corporate Office level, who will make reports and give updates to TriSummit Utilities, as applicable.

During an emergency, the Corporate Office is responsible for:

- Monitoring the effect of the emergency on:
  - The Company's employees, assets, and customers
  - The public
  - The environment
- Monitoring PNG's response to, and recovery from, the emergency
- Approving public communication messaging (notifications do not require approval)
- Communicating to BC Utility Commission
- Mitigating potential reputational impacts
- Monitoring potential financial impacts
- Making decisions that exceed the authority of the EOC, including but not limited to:
  - Force Majeure
  - **Mutual aid** request or assistance
- Making policy decisions as required
- Notifying and updating TriSummit Utilities

### 2.3.3 PNG Emergency Operations Centre

The **Emergency Operations Centre (EOC)** is a physical or virtual location established where strategic decisions are made and resource support is procured. The EOC is activated to provide direct support to members of the ICP and the Incident Commander. The EOC is responsible for decision-making and information sharing, including the formulation and implementation of the IAP. A delegate in the EOC will provide regular internal updates on the status of the response, including to the Corporate Office in Vancouver. Operations will continue within the EOC until response activities are complete and normal business activities have resumed; this should include considerations for post-incident tracking and reporting.

The EOC is led by the EOC Director, who holds overall accountability for incidents impacting the pipeline system. Depending on the severity of the incident, the Director will likely be the PNG Director, Operations and Customer Service, or their designate, the PNG Director, Asset Management and Projects. Tasks and/or responsibilities of the EOC can be delegated to members of the Corporate Office (e.g., the responsibility to update agencies can be delegated by the Liaison Officer to the Manager of EH&S).

### 2.3.3.1 Emergency Operations Centre Physical Locations

In a physical activation the EOC will likely be established at one of the following district office locations:

- Terrace
- Fort St. John
- Dawson Creek

### 2.3.3.2 Emergency Operations Centre Virtual Activation

At the discretion of the EOC Director, the EOC may be established virtually. Detailed information on virtual EOC activations can be found in

## 2.3.4 PNG Incident Command Post

An **Incident Command Post (ICP)** is established to manage response activities at the local site(s) where the incident occurs.

The Incident Commander will activate the ICP. From the ICP, the Incident Commander participates in Unified Command, contributes to the development of the IAP, coordinates resources at the site and in the field, and reports directly into the EOC through the Operations Section Chief.

The Incident Commander, and their designates who fulfill ICS roles and responsibilities, will be based at the ICP. The location of the ICP is dependent on where the incident occurs. The ICP will be established at a safe location outside of the present and potential Hazard Planning Zone (HPZ), but close enough to the incident to work together with agencies to fulfill the objective of public safety (see [Section 2.2.1 Unified Command](#)) and other priorities identified in the IAP.

Once the incident is under control, the Incident Commander will often relocate and establish the ICP at the district office nearest to the incident site, likely during the second **operational period** or thereafter. This allows for the activation of various sections to support PNG employees in the field, fulfilling the IAP, and repairing infrastructure.

## 2.3.5 Incident Site

The **incident site** is the specific area where the incident (usually a breach of the infrastructure) has occurred and/or where the incident takes place. Depending on the type and severity of the incident, there may be multiple response and/or recovery locations. As a result, PNG employees could be at various locations in the area, to “make safe” and work on the system during the response and/or recovery process.

Numerous mechanisms are in place to make PNG aware of an event involving its infrastructure, including the System Control Centre, through the PNG Call Centre or by direct observation by a PNG employee.

### 2.3.5.1 System Control Centre

The System Control Centre monitors and controls pipeline operations using the Supervisory Control and Data Acquisition (SCADA) system. The SCADA system acquires data via a satellite/cell network which allows large volumes of data to be transmitted both to and from field locations very rapidly.

The SCADA system includes trending capabilities that graphically displays pressures, temperature, and flow rate data for the transmission pipeline. This system provides valuable insight into operations, including immediate history, and can help the operator proactively address potential upset conditions. The Control

Centre operator monitors for parameter alarms, analyzes the data, and, where appropriate and able, isolates the line segment.

Notification is made directly from the System Control Centre to the Manager On-Call.

### 2.3.5.2 PNG Call Centre

The PNG Call Centre may be notified of an incident involving the pipeline by **emergency services** or a member of the public. When an incident notification call comes in, the dispatcher will ask a series of questions to confirm the nature of the incident. The dispatcher will then provide basic instructions to the caller to ensure their personal safety, and immediately notify PNG operations personnel. They will also assist with notifying first responders (police/fire/ambulance) as well as PNG personnel and management.

## 2.4 Emergency Management Role Descriptions

The Emergency Management Organization is built around the following ICS functions:

- Command staff:
  - Incident Commander
  - EOC Director
  - Information Officer
  - Safety Officer
  - Liaison Officer
- Operations
- Planning
- Logistics
- Administration and Finance

The Emergency Management Organization structure is staffed depending on the specific functions needed to support the response and recovery efforts of the incident. As a result, specific roles and responsibilities (e.g., Operations Section Chief) are only assigned to a person when it is evident that there is a requirement for that position to be filled. As the incident evolves, the structure should simultaneously evolve, either expanding or shrinking in size. It is important to note that one person can fulfill more than one role at the same time in the Emergency Management Organization structure (e.g., one person may be the Planning Section Chief as well as the Logistics Section Chief).

The EOC Director will have overall accountability for all tasks and functions of the EOC. If functions are not delegated to support staff, it is the EOC Director's responsibility to ensure all tasks are completed in a timely manner. Similarly, the Incident Commander will have overall accountability for all tasks and functions at the ICP if the tasks and responsibilities are not delegated to support staff.

All four of the Emergency Management Organization tiers (ICP, EOC, Corporate Vancouver, and TriSummit Utilities) have specific roles to fulfill during incident management and response. Typically, only the most critical and authoritative positions are established first, with the Emergency Management Organization structure escalating and additional resources being brought in to support, as required.

**Detailed Position Checklists, which outline the basic roles and responsibilities individuals in the PNG tiers will fulfill, can be found in [Appendix B](#).**

## 2.4.1 ICP Structure and Roles

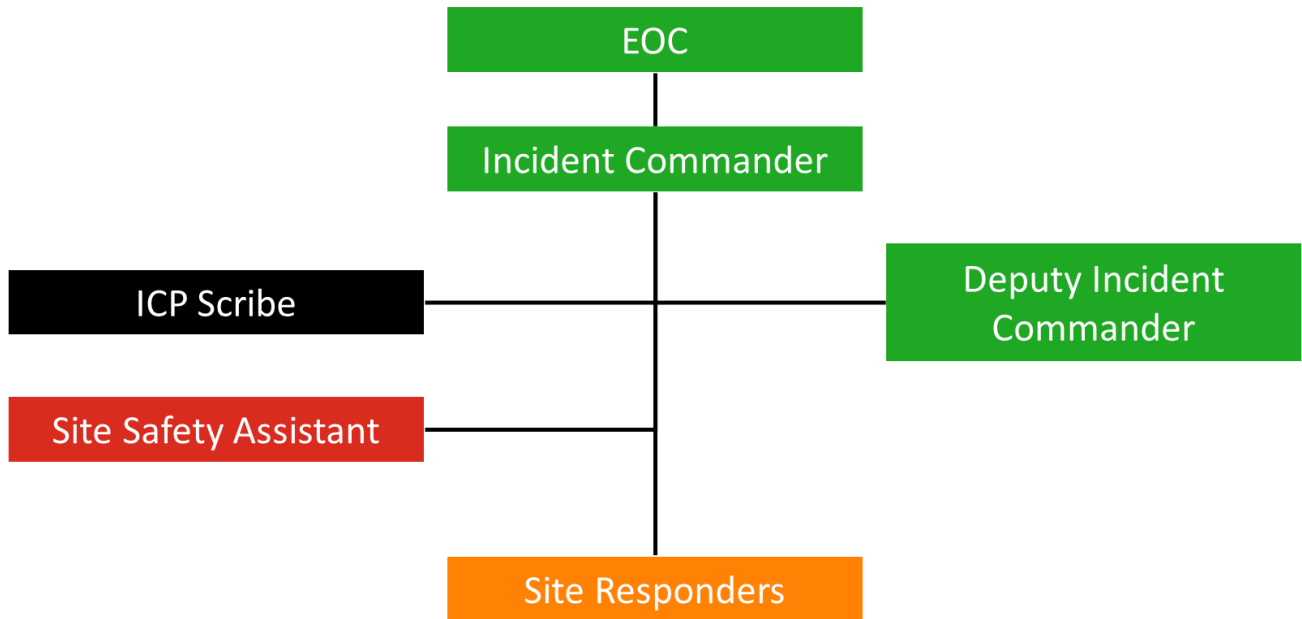


Figure 6 – Incident Command Post Structure

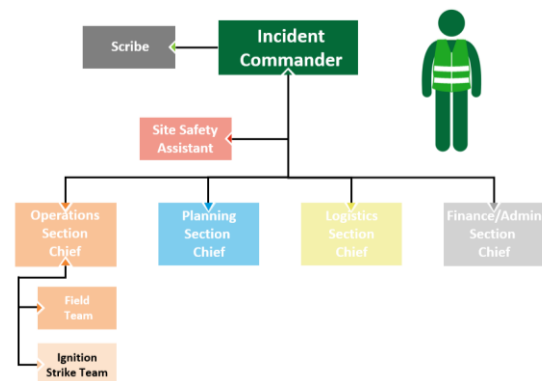
### 2.4.1.1 Incident Commander

At the onset of the incident, the first PNG employee to arrive at the site will assume (or be designated) the role of **Incident Commander**, with the responsibility of managing the operational response to the incident. That person will act as Incident Commander until they are relieved by someone with more seniority or expertise, a transfer of command takes place, or a shift handover occurs to an incoming Incident Commander replacement.

The Incident Commander will provide a systematic approach for coordinating resources to safely respond to and control the incident, as well as mitigate consequences and impacts. Additionally, the Incident Commander is the primary point of contact at the incident site. They will provide information directly to the EOC Operations Section Chief when activated, and outside agencies, including first responders at the incident site, and will participate in Unified Command when established.

The responsibilities of an Incident Commander include:

- Ensuring the safety of employees, first responders, and the public
- Assessing, coordinating, and managing response actions at the incident site
- Determining the Incident Level in conjunction with the EOC Director



- Establishing the ICP
- Activating the necessary ICP positions, or assuming the responsibilities for each position
- Depending on the incident, it may be advisable to appoint a Deputy Incident Commander who is equally qualified and capable of fulfilling the role of Incident Commander
- Organizing roving crews to support (or conduct if no authority with jurisdiction to issue and conduct **evacuations** is present) the notification and implementation of public safety measures
- Organizing roadblock crews
- Ensuring air monitoring is being completed
- Ensuring scene integrity and evidence preservation

In conjunction with first responders, the Incident Commander has the authority to make decisions to “make safe” in the protection of responders and the public. The Incident Commander remains in a position of authority during the initial operational period(s) until the establishment of the EOC and when “make safe” is the main priority (versus safety being a continuum).

### 2.4.1.2 Deputy Incident Commander

Depending on the scope and complexity of the incident, Incident Commander may appoint a Deputy Incident Commander. A Deputy Incident Commander may assume responsibility for a specific portion of the primary position, work as relief, or be assigned other tasks. The only requirement regarding the delegation of a Deputy is that they must be fully qualified and equally capable to assume the position of Incident Commander.

The three primary reasons to designate a Deputy Incident Commander are to:

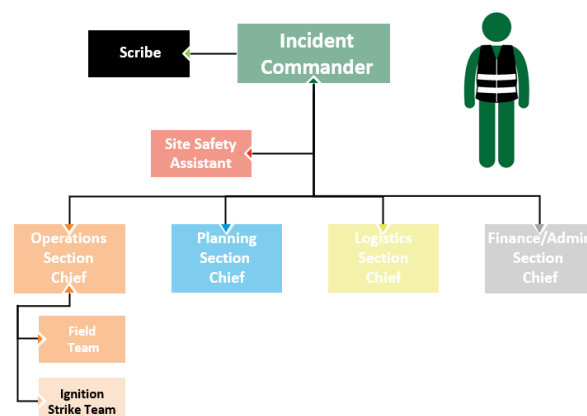
- Perform specific tasks as requested by the Incident Commander.
- Perform the incident command function in a relief capacity (e.g., to take over for the next operational period). In this case, the Deputy will assume the primary role.
- Represent an Assisting Agency that may share jurisdiction or have jurisdiction in the future.

### 2.4.1.3 ICP Scribe

Assigning an **ICP Scribe** gives the Incident Commander the ability to increase the level of operational support required for large, complex incident responses. Filling the Scribe role allows the rest of the command staff to focus on the incident response rather than documentation.

The ICP Scribe is responsible for documenting all decisions and key activities undertaken by the Incident Commander and the Incident command staff. The responsibilities of the ICP Scribe include:

- Documenting all decisions and key activities in each operational period at the ICP
- Ensuring proper documentation of activities
- Maintaining the Incident Diary accurately and in real time
- Producing Unified Command and ICP Briefing minutes
- Supporting the Incident Commander and command staff
- Updating ICP **situational awareness** boards

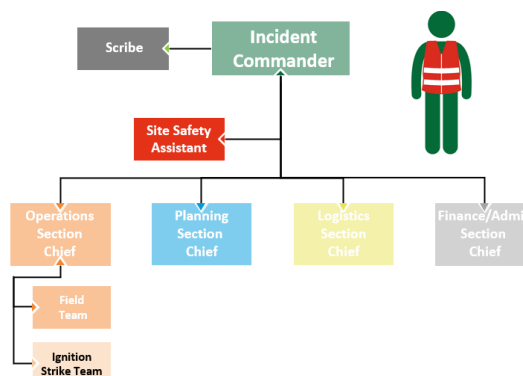


#### 2.4.1.4 Site Safety Assistant

The **Site Safety Assistant** reports to the Incident Commander and is responsible for monitoring safety conditions, while assessing and anticipating hazardous and unsafe situations that could develop. The Site Safety Assistant liaises directly with the Safety Officer for any additional safety solution or equipment needs.

The responsibilities of a Site Safety Assistant include:

- Monitoring safety conditions
- Identifying hazardous situations associated with the incident
- Preparing and reviewing the Safety Plan
- Ensuring safety measures have been implemented at the site and in the ICP
- Liaising with the Safety Officer



#### 2.4.1.5 Agencies at the Site

Agency representatives assigned to an incident from emergency response agencies (fire, police, and/or ambulance) and/or provincial government agency representatives such as OGC or the Ministry of Environment and Climate Change Strategy (MoE), report to their agency Incident Commander. Under the direction of their agency Incident Commander, these representatives should have authority to make decisions on matters affecting that agency's participation at the incident.

The responsibilities of agency representatives include:

- Ensuring all agency resources are properly checked-in at the incident site
- Following the incident-specific safety plan to monitor the well-being of themselves and their agency personnel who are assigned to the incident
- Cooperating fully with the PNG Incident Commander on agency involvement at the incident site
- Attending site **briefings** and planning meetings as required
- Advising the PNG Incident Commander and/or the Liaison Officer of any special agency needs or requirements
- Providing input on the use of agency resources, unless resource technical specialists are assigned from the agency
- Ensuring that all agency personnel and equipment are properly accounted for and released prior to departure

For further information regarding the role of external agencies in responding to an incident, see [Section 2.5 External Agencies, Stakeholders and First Nations](#).

## 2.4.2 EOC Structure and Roles

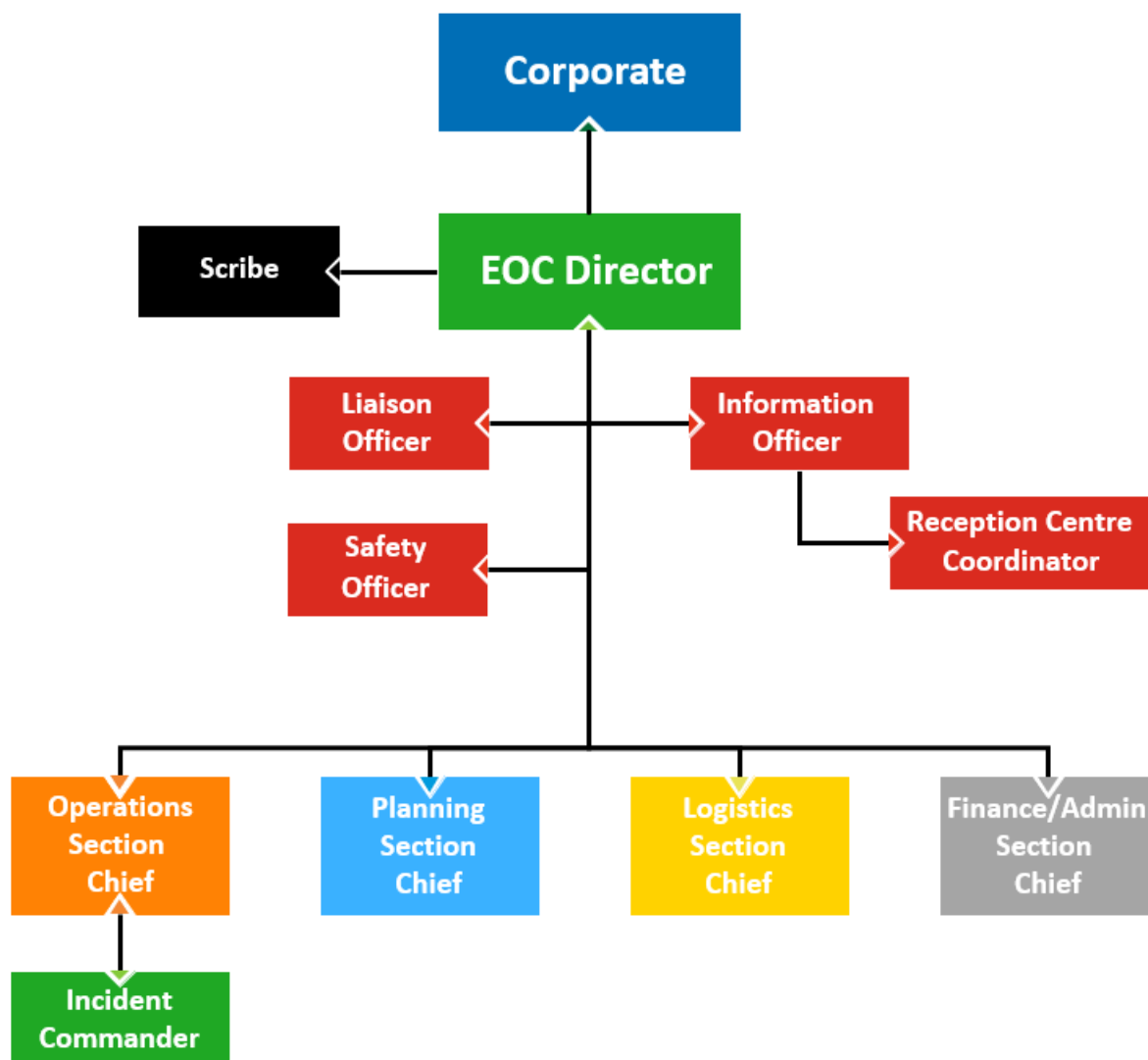


Figure 7 – EOC Structure

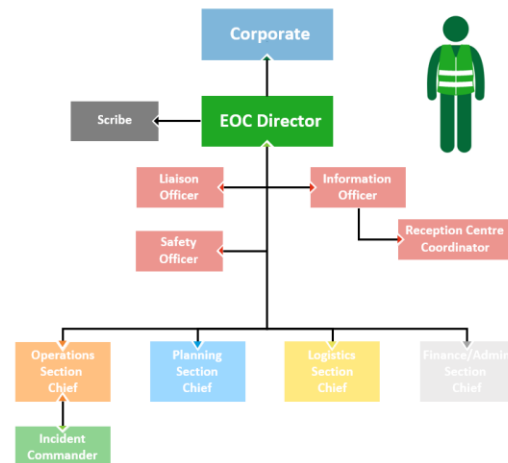
### 2.4.2.1 EOC Director

The **EOC Director** has overall authority of the incident and is accountable for the coordination and management of the response and recovery activities related to an incident. In conjunction with EOC command staff and the Incident Commander, the EOC Director develops incident response objectives.

The Director, Operations and Customer Service, or their designate, the Director, Asset Management and Projects, will perform the role of EOC Director. Management responsibilities remain with the EOC Director until they are assigned to specific sections within the EOC structure.

Responsibilities of the EOC Director include:

- Overall accountability and responsibility of the EOC
- Establishing incident objectives and priorities in conjunction with the Incident Commander
- Approving the IAP and associated strategic decisions and response activities
- Establishing staffing requirements for continuous operations, including appointing Section Chiefs for each General Staff position, as required
- Ensuring inter-agency coordination is accomplished effectively
- Conducting briefings with both the EOC and Corporate Office
- Ensuring accurate and complete documentation is maintained for the incident, as information must be stored and available for legal, analytical, and/or historical review



Depending on the scope and complexity of the incident, EOC Section Chiefs can expand their sections to meet the needs of the situation. Each of the Section Chiefs may appoint a Deputy Section Chief, if necessary. A Deputy Section Chief may assume responsibility for a specific portion of the primary position, work as relief, or be assigned other tasks. The Deputy should always be as qualified as the Section Chief to fulfill the position.

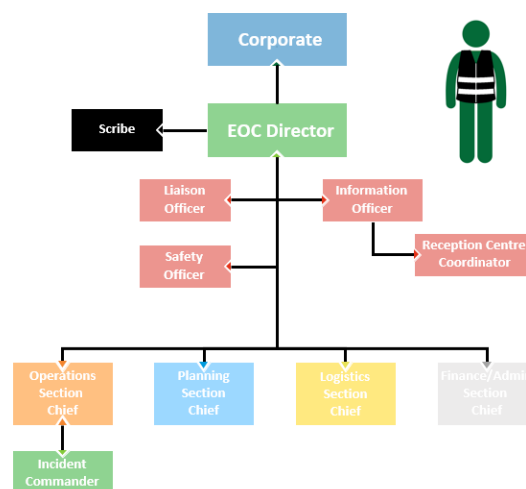
Assigning an EOC Scribe also gives the EOC Director the ability to increase the level of operational support required for large, complex incident responses. Filling the Scribe role allows the rest of the command staff to focus on the incident response rather than documentation. It also can help ensure documentation is completed, which is vital to support post-incident reporting and to protect PNG from liability.

### 2.4.2.2 EOC Scribe(s)

The **EOC Scribe** is responsible for documenting all decisions and key activities undertaken by the EOC Director and EOC Staff.

The responsibilities of the EOC Scribe include:

- Documenting all decisions and key activities of the operational periods at the EOC
- Ensuring proper documentation of activities
- Maintaining the IAP accurately and in real time
- Producing EOC briefing minutes
- Supporting the EOC Director, Section Chiefs, and command staff
- Updating EOC situational awareness boards

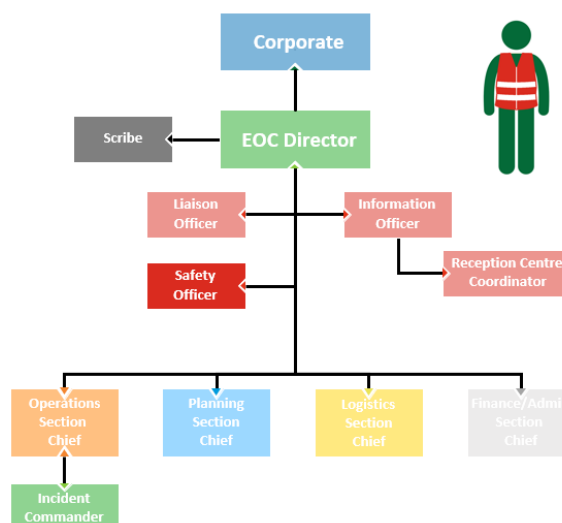


### 2.4.2.3 Safety Officer

The **Safety Officer** is responsible for monitoring response operations, while assessing and anticipating hazardous and unsafe situations. The Safety Officer will liaise with the Site Safety Assistant to propose measures to ensure responder and public safety and environmental protection.

The responsibilities of the Safety Officer include:

- Monitoring safety conditions
- Assessing hazardous and unsafe situations
- Ensuring safety measures have been implemented
- Reviewing the IAP for safety implications
- Exercising emergency authority to stop and prevent unsafe acts
- Confirming provincial safety authorities are notified
- Supporting the Site Safety Assistant with the provision of any additional safety equipment or solution needs
- Identifying hazardous situations associated with the incident
- Reviewing the Safety Plan



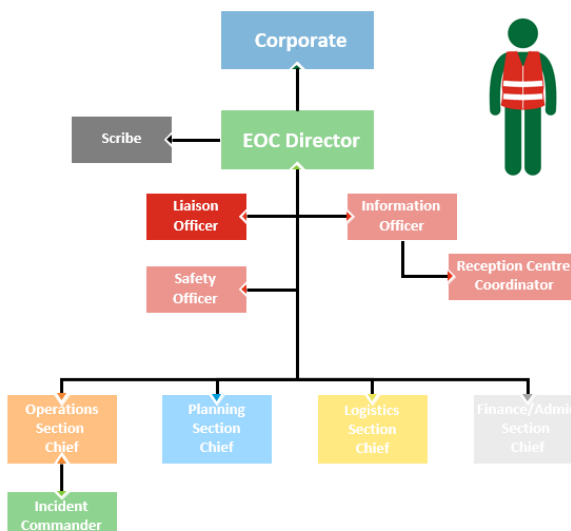
Furthermore, the Safety Officer will advise on all safety-related matters in the EOC and recommends measures for assuring personnel safety and security, including mental health and fatigue considerations.

#### 2.4.2.4 Liaison Officer

The **Liaison Officer** acts as the primary point of contact for assisting and/or cooperating with external agencies, community representatives, and organizations assigned to, or monitoring, the incident.

The responsibilities of the Liaison Officer include:

- Ensuring timely notification and updates to appropriate stakeholders and external agencies
- Acting as a PNG point of contact with agencies and stakeholders directly involved with the incident response activities, and/or agencies affected, or potentially affected, by the incident or consequences arising from the incident (particularly the utility)
- Gathering information updates from involved external stakeholders including local and regional governments, involved First Nations communities, provincial government entities, critical infrastructure, and other stakeholder agencies
- Monitoring incident operations for inter-organizational opportunities and challenges



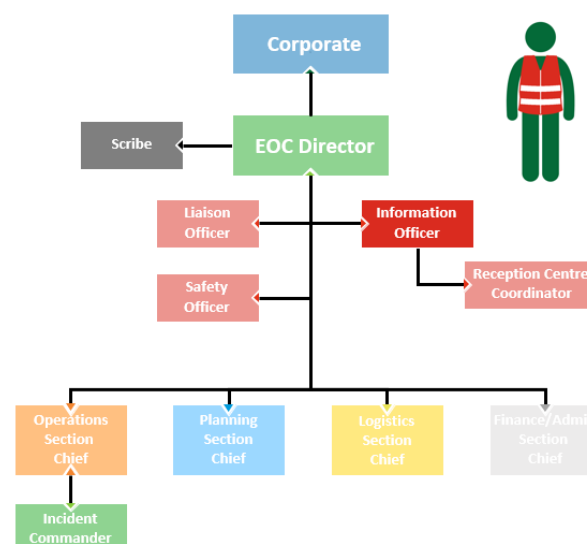
The Liaison Officer is responsible for communicating actual and potential consequences of the pipeline failure, specifically the loss of the gas utility, to potentially impacted parties and stakeholders.

#### 2.4.2.5 Information Officer

The **Information Officer** reports to the EOC Director within the EOC and is a core member in PNG's emergency management structure. The Information Officer is responsible for ensuring accurate, consistent, and timely communications are provided for all internal and external audiences on an ongoing basis. This includes preparing messaging regarding the incident for distribution to employees, affected or potentially affected parties, the public, customers, media, and other identified stakeholders.

The Information Officer remains apprised and current on the incident, monitoring changes in the situation, activities planned, and risks identified. Furthermore, if the incident escalates or de-escalates, the Information Officer is responsible for updating and revising key messages and communication issues in a timely manner.

The responsibilities of the Information Officer include:



- Ensuring accurate, consistent, and timely communications to internal and external stakeholders, including employees, customers, and the media
- Developing key messaging
- Coordinating and/or actioning the prioritization of notifying affected or potentially affected parties
- Preparing content for communication materials
- Identifying audiences requiring updates from, coordination with, or contact by PNG
- Approving and implementing the distribution strategy for communication materials
- Reviewing key messages and supporting media analysis to determine if messaging needs to be updated to correct misinformation or provide more context to the situation
- Updating, coordinating with, or contacting identified audiences
- Developing online contact and posting/managing responses as required
- Supporting the Reception Centre Coordinator
- Considering the need for, and preparing for, if required, information to be shared with affected parties; information may include status of recovery and financial reimbursement information
- Liaising with the TriSummit Utilities Communications Team, as applicable

At the discretion of PNG Corporate Office, TriSummit Utilities may be requested to review and/or contribute to media releases.

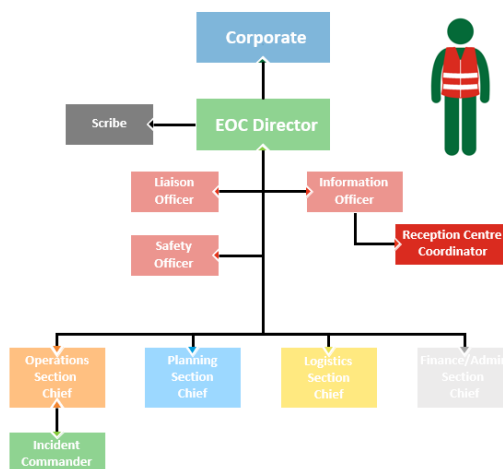
**Messaging shall be approved by the EOC Director and PNG Corporate before issuing and reviewed frequently to ensure it is current.**

#### 2.4.2.6 Reception Centre Coordinator

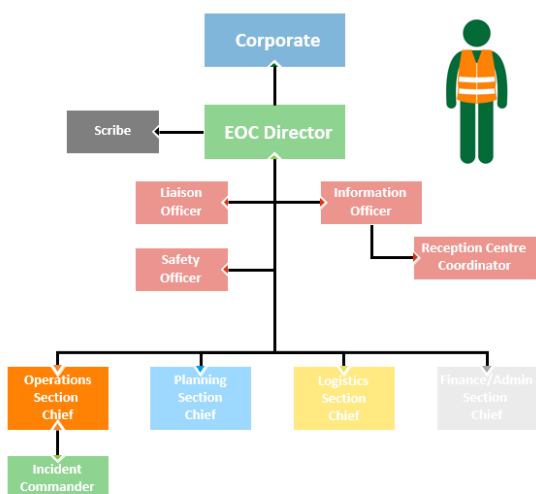
Reporting to the Information Officer, the **Reception Centre Coordinator** supports the establishment and operation of the Reception Centre to receive evacuees. If the authority with the jurisdiction for evacuation is unavailable or is unable to coordinate the setup of a Reception Centre, the Reception Centre Coordinator will do so instead.

Responsibilities of the Reception Centre Coordinator may include:

- Recording the arrival of members of the public at the Reception Centre
- Supporting the tracking of family members of evacuated residences
- Communicating to the Information Officer any opportunities or challenges currently or in the future
- Coordinating travel requirements of evacuees
- Arranging, through the EOC, any needed resources at the reception centre that have been requested
- Liaising closely with Finance & Administration regarding compensation issues
- Assisting with post-incident actions



### 2.4.2.7 Operations Section



The **Operations Section** is responsible for the management of all tactical activities in support of incident response, while focusing on reducing immediate hazards, achieving response priorities, and incident stabilization. The Operations Section communicates requests for information and delivers messages to the Incident Commander. The Section also directs the preparation of operational plans, requests or releases resources, monitors operational progress, and maintains site communication.

The responsibilities of the Operations Section include:

- Overseeing and implementing emergency measures to protect life, mitigate further damage to

the environment, and stabilize the situation

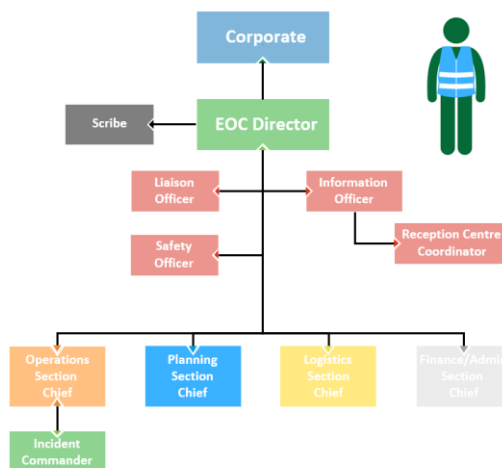
- Providing direct support to the EOC Director and Incident Commander
- Coordinating communications between EOC and Incident Commander
- Directing the preparation of operational plans
- Overseeing tactical operations to the response as per the IAP
- Overseeing and implementing the repair of the infrastructure
- Requesting and releasing resources

### 2.4.2.8 Planning Section

The **Planning Section** is responsible for the collection, evaluation, processing, and dissemination of documentation. The Planning Section maintains the status of assigned resources and conducts advance planning, **demobilization** planning, and long-term recovery planning.

The responsibilities of the Planning Section include:

- Evaluating information and providing strategic advice to guide operational response activities
- Collecting and evaluating intelligence about the current and future status of the incident and the response operations
- Maintaining the status of all resources at the incident, including contractors
- Managing environmental matters associated with the response, including assessment, environmental monitoring, air plume modeling (if required), and permitting
- Establishing an *initial* affected party list based on the identified HPZ, beginning with those downwind and closest to the incident site
- Development, as required, of a waste management plan, including collection, permitting, transportation, and disposal



- Anticipating challenges, risks, or requirement changes
- Developing an Incident Demobilization Plan

#### 2.4.2.9 Advance Planning

Advance planning is conducted by the Advance Planning Unit within the Planning Section, typically activated in the EOC.

The responsibilities of the Advance Planning Unit include:

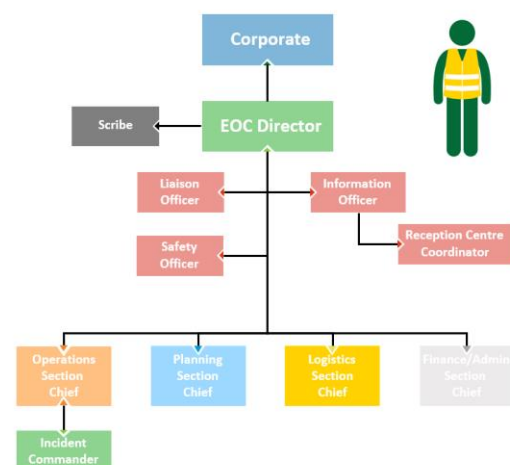
- Developing an Advance Plan consisting of potential response and recovery related issues likely to occur in future operational periods. Consider activities such as requirements for:
  - Curtailment
  - Complex repairs by engaging engineering personnel in planning activities early in the response process, and by formalizing the expectation of joint leadership between engineering and construction personnel at the ICP level
  - Alternate supply sourcing
  - Utility relights
- Reviewing all available Situation Reports, Action Plans, and other significant documents to determine potential future impacts of the event or disaster, particularly issues that might modify the overall EOC priorities and objectives
- Anticipating the need to coordinate with external third-party infrastructure owners for incidents impacting joint rights-of-way
- Considering and determining long-term response needs such as staffing requirements, weather forecasts which may alter or complicate response activities, and other technical needs to address response priorities
- Providing periodic briefings for the EOC Director and Management Team addressing Advance Planning issues

#### 2.4.2.10 Logistics Section

The **Logistics Section** is responsible for procuring and supplying incident logistical needs, including those related to facilities, services, equipment, and material in support of the response. The Logistics Section will provide overall resource support to both the ICP and the EOC.

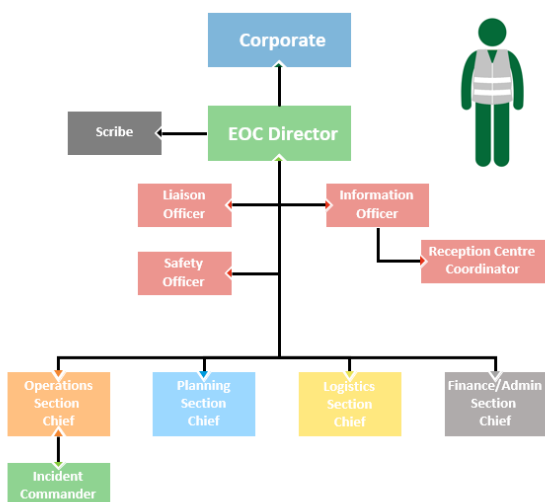
The responsibilities of the Logistics Section include:

- Providing resources to support the EOC and ICP, including telecommunication services, equipment, supplies, personnel, facilities, and transportation
- Sourcing resources and equipment
- Coordinating and processing requests for additional resources
- Reviewing IAP and estimating section needs for the next operational period
- Advising on current service and support capabilities and estimates for future service
- Providing input for the Demobilization Plan as required by the Planning Section



### 2.4.2.11 Finance and Administration Section

The **Finance and Administration Section** is responsible for financial and administrative aspects of the incident.



The responsibilities of the Finance and Administration Section include:

- Managing and storing documentation appropriately
- Tracking incident related costs, contracts, personnel, and records
- Ensuring effective deployment of financial resources

## 2.5 External Agencies, Stakeholders, and First Nations

### 2.5.1 Regulators

#### 2.5.1.1 BC Oil and Gas Commission

The Commission is the regulator for PNG pipeline systems operating in excess of 700 kPa. Its mandate includes a responsibility to ensure that operations are conducted in a socially and environmentally responsible manner.

In the event of an incident, the Commission provides oversight of emergency response actions undertaken by or on behalf of a permit holder, including PNG, and ensures permit holders are meeting their responsibilities to control incidents and major accidents potentially affecting people and the environment, and to mitigate the consequences in the event of an accident.

The *Oil and Gas Activities Act* and its regulations include provisions regarding the safe operation of oil and gas operations and the prevention of uncontrolled or inappropriate release of substances in the environment. These provisions are complimented by the activities of other agencies, legislation, and national safety standards to ensure adequate protection of people, property, and the environment.

#### Notification

The OGC requires **notification** within one hour of Level 1, Level 2, or Level 3 incidents, and within 24 hours of Minor incidents.

- All escalations of an incident must be reported to the OGC.
- All de-escalations must be approved by the OGC.

#### Role

The role of the OGC, during an incident, can include:

- Overseeing the PNG response to the incident
- Establishing communication with PNG
- Confirming incident level with PNG
- Approving the downgrade of incident level
- Confirming ignition decision with PNG, if time permits
- Issuing road closure orders upon request from PNG
- Liaising with government agencies

#### 2.5.1.2 Technical Safety BC

Technical Safety BC (formerly BC Safety Authority) oversees the safe installation and operation of technical systems and equipment, including PNG systems operating at less than 700 kPa, such as the utility system. Technical Safety BC administers the *Safety Standards Act* and associated regulations that apply throughout British Columbia.

##### *Notification*

Notification is required if any of the following occur during an incident:

- Injury or loss of life
- Fire or explosion
- Incident involves pressure equipment
- Significant interruption or potential interruption of distribution service to customers resulting from an incident involving infrastructure operating in excess of 700 kPa
- Media attention, including digital, print, and social

##### *Role*

Technical Safety BC has a monitoring role in an incident involving the Transmission Pipeline Systems or Tumbler Ridge Gas Plant (infrastructure operating in excess of 700 kPa) unless pressure equipment is involved.

#### 2.5.1.3 WorkSafeBC

WorkSafeBC is the agency in BC with the mandate to oversee a no-fault insurance system for the workplace and to promote the prevention of workplace injury, illness, and disease.

##### *Notification*

PNG must immediately notify WorkSafeBC of the occurrence of any accident that resulted in any of the following:

- Serious injury that required medical intervention
- Fatality to any PNG employee, contractor, or third party
- Fire
- Accident (human caused) involving a break of the transmission pipeline
- Structural failure of a building
- Significant system damage caused by a third party or PNG
- Major release of a hazardous substance that posed serious risk to the health of workers

##### *Role*

In the event of an incident that resulted in a death or an injury or had the potential to cause serious injury, one or more WorkSafeBC officers may come to the incident site to investigate, possibly within hours.

WorkSafeBC may investigate to determine why the incident happened, gather information about industry trends, and provide recommendations to prevent future incidents.

#### 2.5.1.4 Ministry of Environment and Climate Change Strategy

The Ministry of Environment and Climate Change Strategy (MoE) is responsible for the effective protection, management, and conservation of British Columbia's water, land, air, and living resources. The Ministry's Environmental Emergency Program is responsible for receiving reports, and responding as necessary, following spills and releases of substances that could disturb or harm the environment.

##### *Notification*

MoE must be notified of a release or spill if:

- There is a methane gas release of quantity greater than 14m<sup>3</sup> (10kg)
- The spill is caused by a break in a pipeline or fitting operated above 100 psi that results in a sudden and uncontrolled manner
- The incident has occurred in a sensitive environment

##### *Role*

The role of the MoE during an incident can include:

- Accepting the spill report
- Assessing risks to the environment
- Dispatching personnel to monitor the site
- Liaising with PNG's environmental consultant to issue work permits and discuss working in sensitive areas

#### 2.5.1.5 BC Utilities Commission

The British Columbia Utilities Commission (BCUC) is responsible for regulating the utility.

##### *Notification*

The BCUC is to be notified if an incident results in any of the following:

- Injury or loss of life
- Fire
- Explosion
- Leaks that shut down a transmission line for greater than 8 hours or deprive gas service to customers

##### *Role*

The BCUC's role in an incident may include maintaining situational awareness of transmission incidents, monitoring impacts, and possible impacts to the utility and utility customers and communicating incident and/or consequences to their stakeholders.

## 2.5.2 Provincial Agencies

### 2.5.2.1 Emergency Management BC

Emergency Management BC (EMBC) is the province's coordinating agency for emergency management activities, including planning, training, testing, and exercising to help strengthen provincial preparedness. This work is done in collaboration with local governments, First Nations, provincial ministries, federal departments, industry, and non-government organizations.

EMBC also houses and manages the Provincial Incident Reporting Line, a call centre that receives notification of incidents on behalf of the OGC, MoE, and other provincial ministries. The call centre receives incident details and then forwards the information to the appropriate ministry.

### *Notification*

The EMBC Regional Manager should be notified of all incidents involving the Transmission Pipeline System classified as Level 2 or greater, explaining specifically how the utility depends on the pipeline and the actual or potential impacts to the utility.

### *Role*

EMBC assists in communicating the risks and/or potential risk(s) posed to the utility to local governments, First Nations, provincial ministries, federal departments, industry, and non-government organizations. This communication will provide the agencies the opportunity to prepare appropriately to mitigate and/or address impacts from the interruption to the utility.

EMBC may arrange a coordination call to enable PNG to provide a situation update to local governments, First Nations, provincial ministries, and critical infrastructure owners. This would include:

- Incident situation: location, magnitude, and potential impacts
- Consequences (actual and potential), including communities affected
- Initial/ongoing response status including mitigation measures being taken
- Addressing questions from participants

EMBC can also assist PNG to be able to respond and repair the pipeline system, for example, in having priority access to a closed provincial highway.

## **2.5.2.2 Ministry of Transportation and Infrastructure**

The Ministry of Transportation and Infrastructure (MoTI) provides transportation services and infrastructure.

### *Notification*

MoTI must be promptly notified if the incident involves or affects a primary or secondary highway, and/or if the HPZ is located within the right-of-way (ROW) of an arterial highway.

### *Role*

The role of the MoTI during an incident can include:

- Closing primary and secondary highways
- Communicating highway closures, detours, and delays
- Managing highway closures and re-openings
- Supporting PNG in the conduct of repair and design and implementation of contingency strategies, where the pipeline ROW and MoTI infrastructure parallel

## **2.5.2.3 Ministry of Forests, Lands and Natural Resource Operations**

The Ministry of Forests, Lands and Natural Resource Operations & Rural Development (FLNRORD) is responsible for the stewardship of provincial Crown land and natural resources, and the protection of BC's archaeological and heritage resources.

### *Notification*

The Ministry of Forests, Lands and Natural Resource Operations must be promptly notified of any incident that occurs in the spring or summer season if the incident causes or contributes to the risk of wildfires.

### *Role*

During an incident, FLNRORD is responsible for:

- Closing parks or areas where natural resources may be affected by the incident
- Managing park or area closures for the duration of the incident
- Monitoring and responding to wildfires
- Working together with PNG should a wildfire present a risk to PNG infrastructure as PNG is classified as “critical infrastructure” and is a priority for mitigation of wildfire damage

### **2.5.3 Health Authorities**

Three entities provide emergency management leadership and support in the response to and recovery from the impacts of emergency events, and ensuring the continuity of health services. The three entities are:

- Northern Health Authority
- Health Emergency Management BC
- First Nations Health Authority

### *Notification*

All three entities should be promptly notified of incidents involving the Transmission Pipeline System classified as Level 2 or greater, explaining specifically how the utility depends on the pipeline and the actual or potential impacts to the utility. This communication will enable the agency to assess risk and conduct pre-planning to address impacts to health facilities and, equally important, the public. Specifically, highlight the role natural gas utility has to public health and well-being; include references to hot water tanks, boilers, as well as heat and cooking.

### *Role*

The Northern Health Authority will aid in an emergency response through the following duties and response capabilities:

- Providing health advice and safety levels for any health care or special care facility, particularly for the more vulnerable residents
- Monitoring health effects of the incident to ensure appropriate data is collected and investigating such health effects
- Providing advice to the regional and/or provincial government on the existing or potential health effects of the incident
- Enforcing and regulating public health regulations

During an incident, Health Emergency Management British Columbia (HEMBC) will aid in the following:

- Collaborating with the PNG Liaison Officer
- Providing subject matter expert representatives from Northern Health Authority, if and as necessary, to communicate and coordinate air monitoring data, and to enhance and expedite public safety assessments and protective measures
- Coordinating between health authorities communications personnel and PNG Information Officer on public messaging and media releases related to public health

The First Nations Health Authority will collaborate, coordinate, and integrate with the Northern Health Authority's health programs and services to assist First Nations impacted by the incident.

## 2.5.4 Communities

### 2.5.4.1 First Nations

First Nations have in place local emergency plans to respond to and recover from emergencies and disasters. The plans outline the measures and sources of assistance that are available to support emergency response efforts within their jurisdiction.

#### *Notification*

Notifications to First Nations communities are required if the incident is categorized as a Level 2 or Level 3 incident, or if a portion or all of a First Nations' traditional territory is within the HPZ.

#### *Role*

During an incident, First Nations may activate their emergency plan(s) to manage the consequences of the incident, including exercising their authority to issue public safety measures.

### 2.5.4.2 Municipalities and Regional Districts

Municipalities and regional districts have in place local emergency plans to respond to and recover from emergencies and disasters. The plans outline the measures and sources of assistance that are available to support emergency response efforts within their jurisdiction.

#### *Notification*

Notifications to municipalities and/or regional districts are required if the incident is categorized as a Level 2 or Level 3 incident, and a portion or all of the government or district's jurisdiction is within the HPZ.

#### *Role*

During an incident, municipalities and regional districts may activate their emergency plan(s) to manage the consequences of the incident, including exercising their authority to issue public safety measures.

## 2.5.5 Transportation (Critical Infrastructure)

During an incident, PNG would notify affected critical infrastructure owners and operators should the infrastructure fall within the HPZ.

Additional types of critical infrastructure operations that could be impacted by a PNG incident include transportation routes.

#### *Role*

Critical infrastructure owners and operators would assess the risk or potential risk that the incident denotes to their infrastructure. The critical infrastructure owners and operators are responsible for mitigating or addressing the risk to their infrastructure. Monitoring of the situation through the provision of a Liaison Officer or by attending the site may occur.

#### *Transportation*

To ensure the safety of the public, closure of transportation routes may be required. This includes roads and railways, as well as airspace and waterways.

- **Airports:** Airports within 2 km of the incident must be notified immediately.

- **Airspace:** Airspace restrictions, such as a closure of the airspace above the incident site or for a certain radius from the release (a no-fly zone) may be required. Collaboration to determine the appropriate safety measure occurs with NAV CANADA, through the **NOTAM** (Notice to Airmen) Procedure, found in *Supplemental Plan A*.
- **Railway:** If there is a railway within the HPZ, rail companies must be notified to halt trains on that track.
- **Roadways/highways:** If there is a roadway/highway within the HPZ, roadblocks may need to be established. Coordinate with emergency services to establish roadblocks. The Ministry of Transportation and Infrastructure must be notified for impacts to primary or secondary highways.
- **Waterway:** If boat traffic is common on the river/lake within the HPZ, request via EMBC to halt boat traffic and restrict access.

For more information on specific critical infrastructure that may be impacted, see the supplemental plans. See Section 6 of *Supplemental Plan A* and Section 7 of *Supplemental Plan B* for Hazard and Response Guidelines related to implementation of public protective measures.

### 2.5.6 Landholders

PNG operates pipelines and facilities that, at times, cross privately-owned land. Should an incident categorized as Level 2 or Level 3 occur that affects PNG infrastructure residing on or near privately-owned land, PNG is required to notify landholders to ensure their safety and the safety of their households and other property.



## 3 INITIAL ACTIONS AND NOTIFICATIONS

### 3.1 The Planning “P” Process

There are two components of the Planning “P” Process, the Reactive Phase and the Proactive Phase.

The Reactive Phase consists of the initial actions and notifications required at the onset of an incident.

The Proactive Phase involves the incident management activities required to respond to an incident following the Reactive Phase (see [Section 4.1 Proactive Phase](#)). Incidents are managed in a series of cycles, which is detailed in the Proactive Phase of the Planning “P”. Each cycle consists of the same elements and is repeated until the incident is resolved.

### 3.2 Reactive Phase

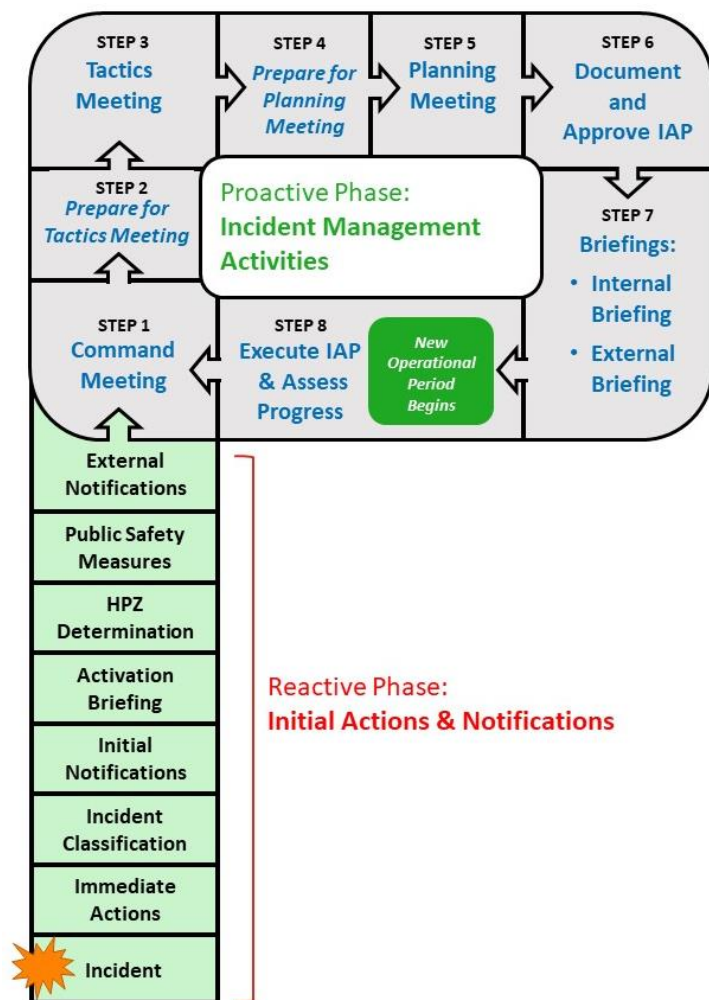


Figure 8 – Planning “P” Reactive Phase

The First on Scene is responsible for the initial actions until relieved by a more senior or qualified PNG employee, or until support from emergency services or other response agencies arrive at the incident site.

A coordinated response (see [Section 2.2.1 Unified Command](#)) will be carried out between PNG, emergency services, and other involved agencies.

### 3.2.1 Initial Assessment of Incident

Operations personnel will evaluate all incidents and investigate alarms (where applicable). Many incidents may not be considered emergencies after an investigation is conducted. Upon completion of the incident evaluation, Operations personnel will determine the incident level and then implement the appropriate immediate actions.

The severity of the situation defines the level of emergency, the potential hazards to the public and the environment, and the appropriate response.

### 3.2.2 Immediate Actions Checklist (“Make Safe”)

When following incident management protocols for PNG, the overarching idea is to make the site of the incident safe as quickly as possible while protecting PNG employees and emergency personnel responding to the incident, the public, and the environment.

#### PNG first on the scene:

- |                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Ensure personal safety: <ul style="list-style-type: none"> <li>• Don all necessary PPE.</li> <li>• Remove any sources of ignition.</li> <li>• Evacuate all non-essential personnel from the area.</li> </ul> |
| <input type="checkbox"/> | Call 9-1-1, if necessary, to request assistance from emergency services.   |
| <input type="checkbox"/> | Assist injured persons within the capabilities of your training and if safe to do so.  |
| <input type="checkbox"/> | Check in with your Manager or the Manager On-Call.   |
| <input type="checkbox"/> | Initiate appropriate control measures to manage the situation.   |
| <input type="checkbox"/> | Transfer command to the senior trained person on scene upon arrival, to assume the role of Incident Commander.   |

Incident Commander*:	
<input type="checkbox"/>	Assess and confirm personnel safety measures; Implement additional safety measures, as required.
<input type="checkbox"/>	Assess and confirm the emergency situation.
<input type="checkbox"/>	Determine initial Level of Incident.
<input type="checkbox"/>	Recommend evacuation be carried out by the fire department, if appropriate. Delegate Rovers to assist, or if fire department is unavailable, conduct immediate notifications to evacuate.
<input type="checkbox"/>	Notify the Manager On-Call (see Section 3.2.3 Internal Notification Process ).
<input type="checkbox"/>	If not already done, establish the ICP at a safe location.
<input type="checkbox"/>	If an ICP has been established by first responders (fire/police), join Unified Command.
<input type="checkbox"/>	If other responders are on site, receive briefing of situation; assume control of the incident site.
<input type="checkbox"/>	In conjunction with the EOC Director, determine the initial Hazard Planning Zone.
<input type="checkbox"/>	Establish tactical response to reach objectives, based on the priorities of PEAR: <ul style="list-style-type: none"> <li>• People</li> <li>• Environment</li> <li>• Assets</li> <li>• Reputation</li> </ul>
<input type="checkbox"/>	Supervise response and control measures.
<input type="checkbox"/>	Report full details, actions taken, and/or any needs to the EOC Operations Section Chief.

\*For a complete list of responsibilities and tasks, see the Incident Commander checklist.

### 3.2.3 Internal Notification Process

At the onset of an incident, the Incident Commander (or delegate) will notify the Manager On-Call and/or Director, Operations and Customer Service, or their designate, the Director, Asset Management and Projects, as soon as possible. The Manager On-Call will notify the Director, Operations and Customer Service, or their designate, the Director, Asset Management and Projects, if not already notified.

Having multiple points of contact and backups ensures the internal notification process at the start of an incident is seamless and prevents confusion if individual points of contact are unavailable.

The Incident Commander and the Manager On-Call (and/or Director, Operations and Customer Service, or their designate, the Director, Asset Management and Projects) will together:

- i. Confirm the incident level.
- ii. Activate the ERP.
- iii. Determine the appropriate activation of the ICP and EOC.
- iv. Notify the OGC of the incident level.

The Manager On-Call mobilizes the initial resources for the site and the ICP.

The Director, Operations and Customer Service, or their designate, the Director, Asset Management and Projects, notifies the Vice President, Operations and Engineering.

The Vice President, Operations and Engineering notifies key stakeholders within PNG and TriSummit Utilities. Notifications to the Manager, the Director, Operations and Customer Service or their designate, the Director, Asset Management and Projects, and the Vice President, Operations and Engineering will likely be made by telephone. Resource notifications can be made via telephone or email. Text message remains an option.

The Director, Operations and Customer Service, or their designate, the Director, Asset Management and Projects, mobilizes the initial resources for the EOC.

Situation updates will be made through the ICP or, if activated, the EOC.

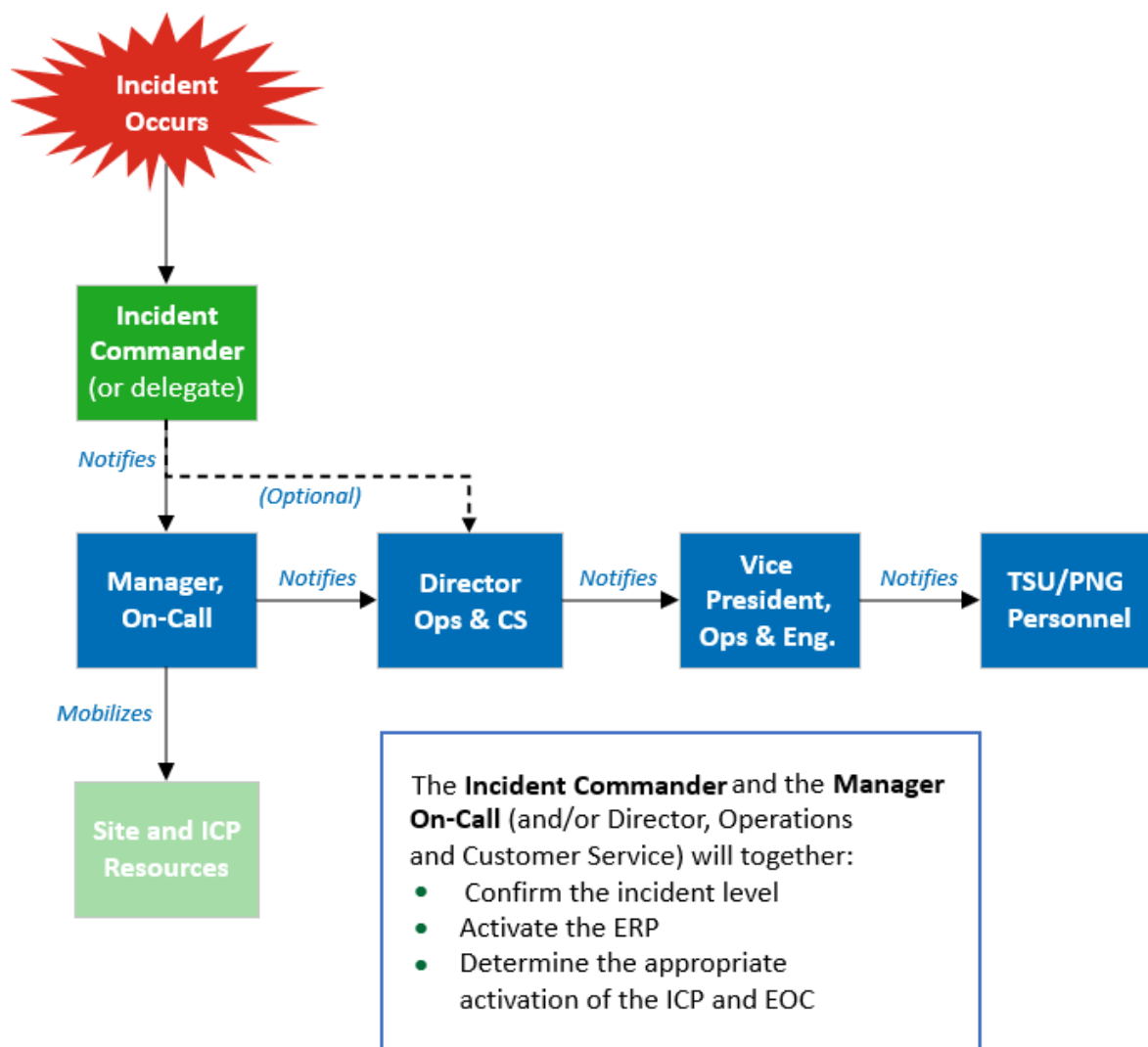


Figure 9 – Internal Notification Flowchart

### 3.2.4 Incident Classification

#### 3.2.4.1 Incident Levels

The classification of an incident is determined using the [OGC Incident Classification Matrix](#). The matrix is used to calculate the probability that the incident may escalate from the time that it is discovered. The nature and scope of an incident may not immediately be clear, and an adjustment to the incident level may be required as more information becomes available or the incident evolves.

Incident levels define the severity of an incident, based on the potential hazards or impacts to personnel, the public, and the environment, and indicate the appropriate organizational response, notifications, and activations.

The OGC's Incident Classification Matrix identifies four incident levels, with Minor categorized as low-risk and Level 3 as a high-risk emergency:

- Minor
- Level 1
- Level 2
- Level 3

A higher level is assigned when the incident meets one or more conditions of the higher level.

#### *Minor*

A Minor incident has a risk score of 1-2 and has no consequential impacts on the organization.

#### *Level 1*

A Level 1 incident has a risk score of 3-4 (Moderate).

Factors to consider may include:

- Are personnel at immediate risk?
- Is there immediate danger to the public or environment?
- Has H<sub>2</sub>S been released? (This is only applicable to the Tumbler Ridge Gas Plant.)
- Is the release of a hazardous substance confined to the PNG property?
- Is there low risk for incident escalation?
- Can the incident be exclusively handled by PNG personnel?
- Is the incident likely to create little or no media interest?

#### *Level 2*

A Level 2 incident has a risk score of 5-6 (Major). Factors to consider may include:

- Is there a potential for risk to the public and environment?
- Is the control of hazardous substances still possible?
- Is the incident likely to require the involvement of external emergency services, or local or provincial agencies?
- Has the incident generated local or regional media attention?

#### *Level 3*

A Level 3 incident has a Risk Score of 7-8 (Serious). Factors to consider may include:

- Is there immediate danger to the public or environment?
- Is there an uncontrolled release of a hazardous substance?
- Does the response require extensive involvement of external emergency services, or local or provincial agencies?
- Has the incident generated media interest: local, provincial, or national?

### **3.2.4.2 Using the Incident Classification Matrix**

The Incident Classification Matrix is used to determine the level of any incident, from Minor to a Level 3 emergency. The steps for determining the incident level risk score are:

1. Read through the descriptions under Consequence Ranking and check off the first description that best matches the situation. There can be multiple checks; however, only the highest ranked item is used in the calculation of an incident level.

2. The Probability Level is the likelihood that an incident can escalate. Review the Probability Chart and select the best choice based on what you know about the incident at the time of scoring.
3. Calculate the risk score by adding the consequence and probability values together. Compare the value to the Incident Classification table to determine the incident level.

## Risk Score Calculation

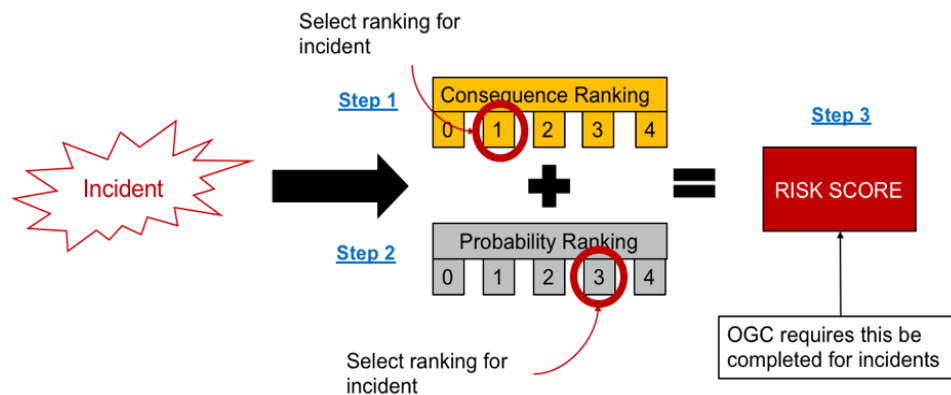


Figure 10 – Calculating the Risk Score

### 3.2.4.3 OGC Incident Classification Matrix

**Instructions:** Start at the top and continue down until you check off any one box in both consequence and probability to determine the incident classification. This matrix is required as an attachment upon submission of an incident through the Online Minor Incident Reporting System.

**TABLE 1. CONSEQUENCE RANKING**

RANK	CONSEQUENCE (any one of the following)
4	<input type="checkbox"/> Major on-site equipment or infrastructure loss <input type="checkbox"/> Major act of violence, sabotage, or terrorism that impacts permit holder assets <input type="checkbox"/> Reportable liquid spill beyond site, uncontained and affecting environment <input type="checkbox"/> Gas release beyond site affecting public safety
3	<input type="checkbox"/> Threats of violence, sabotage, or terrorism <input type="checkbox"/> Reportable liquid spill or gas release beyond site, potentially affecting public safety, environment, or property <input type="checkbox"/> HAZMAT worker exposure exceeding allowable limits <input type="checkbox"/> Major on-site equipment failure
2	<input type="checkbox"/> Major on-site equipment damage <input type="checkbox"/> A security breach that has potential to impact people, property, or the environment <input type="checkbox"/> Reportable liquid spill or gas release potentially or beyond site, not affecting public safety, environment, or property
1	<input type="checkbox"/> Moderate on-site equipment damage <input type="checkbox"/> A security breach that impacts oil and gas assets <input type="checkbox"/> Reportable liquid spill or gas release on location <input type="checkbox"/> **Occurrence of magnitude 4.0 or greater induced earthquake within 3 km of oil and gas operations or any earthquake that is felt on surface within a 3 km radius of oil and gas operations
0	<input type="checkbox"/> No consequential impacts
** For this consequence criteria, a probability score of 2 or higher must be used.	

**TABLE 2. PROBABILITY RANKING**

RANK	PROBABILITY (any one of the following)
4	<input type="checkbox"/> Uncontrolled, with control unlikely in near term
3	<input type="checkbox"/> Escalation possible; under or imminent control
2	<input type="checkbox"/> Escalation unlikely; controlled or likely imminent control
1	<input type="checkbox"/> Escalation highly unlikely; controlled or imminent control
0	<input type="checkbox"/> Will not escalate; no hazard; no monitoring required

TABLE 3. INCIDENT RISK SCORE AND CLASSIFICATION

CONSEQUENCE \_\_\_\_ + PROBABILITY \_\_\_\_ = RISK SCORE \_\_\_\_ (this must be completed)

Risk Score	Incident Level
Score of 1-2	<b>Minor</b> <i>Form A: Minor Incident Notification Form</i>
Score of 3-4	<b>Level 1 Incident</b> <i>ERP</i>
Score of 5-6	<b>Level 2 Incident</b> <i>ERP</i>
Score of 7-8	<b>Level 3 Incident</b> <i>ERP</i>

			Probability				
			4	3	2	1	0
			<input type="checkbox"/> Uncontrolled, with control unlikely in near term	<input type="checkbox"/> Escalation possible; under or imminent control	<input type="checkbox"/> Escalation unlikely; controlled or likely imminent control	<input type="checkbox"/> Escalation highly unlikely; controlled or imminent control	<input type="checkbox"/> Will not escalate; no hazard; no monitoring required
Consequence	4	<input type="checkbox"/> Major on-site equipment or infrastructure loss <input type="checkbox"/> Major act of violence, sabotage, or terrorism that impacts permit holder assets <input type="checkbox"/> Reportable liquid spill beyond site, uncontained and affecting environment <input type="checkbox"/> Gas release beyond site affecting public safety	Level 3	Level 3	Level 2	Level 2	Level 1
	3	<input type="checkbox"/> Threats of violence, sabotage, or terrorism <input type="checkbox"/> Reportable liquid spill or gas release beyond site, potentially affecting public safety, environment, or property <input type="checkbox"/> HAZMAT worker exposure exceeding allowable <input type="checkbox"/> Major on-site equipment failure	Level 3	Level 2	Level 2	Level 1	Level 1
	2	<input type="checkbox"/> Major on-site equipment damage <input type="checkbox"/> A security breach that has potential to impact people, property, or the environment <input type="checkbox"/> Reportable liquid spill or gas release potentially or beyond site, not affecting public safety, environment, or property	Level 2	Level 2	Level 1	Level 1	Minor Notification Form
	1	<input type="checkbox"/> Moderate on-site equipment damage <input type="checkbox"/> A security breach that impacts oil and gas assets <input type="checkbox"/> Reportable liquid spill or gas release on location <input type="checkbox"/> **Occurrence of magnitude 4.0 or greater induced earthquake within 3 km of oil and gas operations or any earthquake that is felt on surface within a 3 km radius of oil and gas operations. Probability score of 2 or higher must be used.	Level 2	Level 1	Level 1	Minor Notification Form	Minor Notification Form
	0	<input type="checkbox"/> No consequential impacts	Level 1	Level 1	Minor Notification Form	Minor Notification Form	No Notification Required

\*\* For this consequence criteria, a probability score of 2 or higher must be used.

#### 3.2.4.4 Spill Reporting Criteria

Where the permit holder holds or maintains rights, the permit holder must report all spills of materials identified below to the BC OGC:

- A spill or release of any amount of materials that impacts waterways
- Hydrocarbons; 100 L where the hydrocarbon contains no toxic materials and does not impact waterways
- Produced/salt water; 200 L where the fluid contains no toxic materials
- Fresh water; 10,000 L
- Drilling or invert mud; 100 L
- Sour Natural gas; 10 kg or 15 m<sup>3</sup> by volume where operating pressure is > 100 PSI
- Condensate; 100 L
- Any fluid including hydrocarbons, drilling fluids, invert mud, effluent, emulsions, etc. that contain toxic substances; 25 L

Please refer to the BC Environmental Management Act, [Spill Reporting Regulation](#), Schedule “Reporting Levels for Certain Substances” for determining reportable spillage amounts of other substances.

#### 3.2.4.5 Other Reportable Incidents

The Commission’s Incident Risk Classification Matrix is designed to assist permit holders in determining which incidents must be reported. However, some incidents may not meet the criteria outlined in the Incident Classification Matrix but still require notification to the Commission as a minor notification. These include the following:

- Spills or release of hazardous substances that are not provincially regulated, such as radioactive substances
- Major damage to oil and gas roads or road structures
- Pipeline incidents, such as spills during construction phase, exposed pipe caused by flooding, pipeline over pressure, or failure (without release) of any pressure control or electrostatic-sensitive device (ESD) device during operations
- Security-related issues which are relatively minor; such information may be required for tracking and monitoring purposes only

#### 3.2.4.6 Plan Activation

Any incident that requires the prompt coordination of action to protect the health, safety, or welfare of people, or to minimize the impact to the environment, property, and infrastructure, will warrant the activation of the ERP. Most often these will be incidents of a Level 2 or 3.

In consultation with the Incident Commander, the EOC Director will confirm the incident level.

The activation of the appropriate Supplemental Response Plan, and subsequently the EOC, is determined at the onset of an incident based on the information available at the time and may change (escalate/de-escalate) throughout the duration of the incident. This is authorized by the EOC Director, in conjunction with the Incident Commander, and will be driven by evolving conditions and information. In cases where the exact nature and consequences of the event are unknown at the time of notification, the general approach is to gather as much information as possible to make the best judgement.

Activation of the ERP, particularly when there is potential for escalation, will enable the mobilization of resources and support evolving response requirements.

A re-assessment within each operational period (new IAP), or after significant events affecting the incident (e.g., gas under control, escalating event), will be conducted to determine if the incident has escalated or can be downgraded. An update to the probability score and a review and confirmation of current state consequences will generate an updated incident level.

The EOC Director, in consultation with the OGC, will make the determination to increase or downgrade the incident level, or to terminate the incident.

### 3.2.5 Hazard Planning Zone Determination

#### 3.2.5.1 Overview

The **Hazard Planning Zone (HPZ)** is the geographical area within which persons, property, or the environment may be affected by an incident based on the hazards associated with the product being released. The HPZ is used for planning purposes and as the basis, in the event of an incident, to identify where immediate response actions are required. The Incident Commander and EOC Director will work together to identify and determine the HPZ of the incident.

The HPZ depends on the type of product (gas) being transported, the size of the pipe impacted, and the quantity and pressure of the gas (see *Section 6.1 Defining the Incident-Specific HPZ in Supplemental Plan A* and *Section 4 of Supplemental Plan B*, as applicable).

During an incident, the HPZ is the minimal area that needs to be considered when responding to an incident. The HPZ may be adjusted once incident-specific data and influencing factors have been collected, collated, and analyzed, such as:

- Incident location
- Radius of readings
- Radius of odour
- Plume modelling
- Population that may be impacted (residents, sensitive stakeholders, trappers/hunters, schools, health care facilities, etc.)
- Wind direction and speed
- Possible ignition sources
- Possibility of migrating gas (surrounding buildings, sewers, underground ducts)
- Estimated time of arrival of resources, as it influences time for incident under control
- Infrastructure at risk, including schools, transportation corridors (road, rail, air, waterways), airports, healthcare facilities, etc.
- Other potential for escalation (complicating factors)
- Potential and actual consequences

Once the above elements have been considered, a map of the HPZ should be developed. The map must be shared with the ICP **and** posted in the EOC. Ensure the HPZ map depicts all relevant features and locations, such as:

- Boundaries of the HPZ
- Incident location
- Incident Command Post
- Wind direction
- Population (residents, trappers/hunters, schools)
- Staging area(s)
- Roadblocks

- Ignition sources
- Infrastructure (including roads, rail, airport, waterways, healthcare facilities, etc.)

### 3.2.5.2 Emergency Planning Zone Definition

The **Emergency Planning Zone (EPZ)** is the geographical area that encompasses all HPZs identified for an incident. If only one HPZ exists for the plant or the incident, then the EPZ will have the same boundary as the HPZ. For facilities with the potential for the release of multiple products, and thus multiple HPZs, the EPZ will share a boundary with the largest HPZ identified.

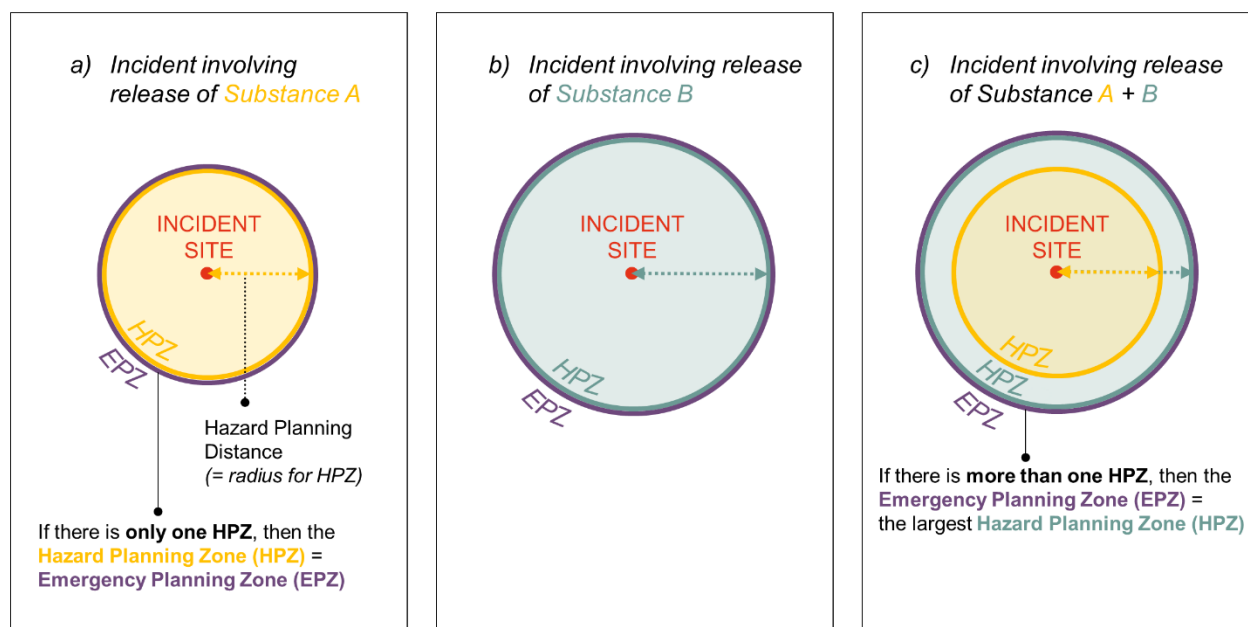


Figure 11 – Emergency Planning Zone Definition

As PNG's Transmission Pipeline transports only one product (odorized methane), any incident involving the Transmission Pipeline will lead to the creation of a single HPZ and the EPZ will share this boundary. The Hazard Planning Distance used when planning for incidents involving the release of methane is **115 m**.

Any infrastructure that contains multiple hazardous substances, such as the Tumbler Ridge Gas Plant that contains methane, H<sub>2</sub>S, and other products, could involve multiple HPZs (one per substance). The largest HPZ identified would be used to define the EPZ boundary. The largest Hazard Planning Distance used when planning for incidents involving the Tumbler Ridge Gas Plant is **200 m**.

## 3.2.6 Public Protection Measures

### 3.2.6.1 Preparedness

PNG proactively communicates and raises awareness about natural gas safety in the communities it operates and serves in. The *Public Safety Awareness Plan* refers to and describes the activities PNG utilizes for promoting natural gas safety – transmission and distribution.

### 3.2.6.2 Response

The safety of responders and the public is PNG's first priority in any emergency. Public protection measures will initially be implemented in the area immediately surrounding the incident site, and then expand to include areas downwind of the incident, before further expanding to encompass and protect the full HPZ (see Section 6.2 Implementing Public Protective Measures based on the Incident-Specific HPZ in *Supplemental Plan A*).

If it has been determined that the incident has the potential to impact the public in the incident HPZ, it is the responsibility of PNG to take action in an effort to mitigate the impacts to people and property. This would include the provision of technical advice to aid fire services, the RCMP, and the local authority in the determination of appropriate public safety actions, including whether to issue evacuations or Shelter-in-Place Orders to people and businesses within the HPZ.

**The ignition procedure will only be implemented under the rarest of circumstances or at the Tumbler Ridge Gas Plant. Refer to Section 7.7 Ignition Guidelines in *Supplemental Plan B: Tumbler Ridge Gas Plant* for more information.**

### 3.2.6.3 Evacuation and Shelter-in-Place

The decision to evacuate or shelter-in-place is made by the attending fire department and/or RCMP. Local authorities have a responsibility to protect lives. The local authority will be engaged through Unified Command and/or the PNG EOC in conjunction with the local authority's own EOC.

**Shelter-in-place is primarily applicable to incidents that may impact the Tumbler Ridge Gas Plant, due to the potential presence of sour gas.**

See *Supplemental Plan A* for the Evacuation Procedure and *Supplemental Plan B* for the Shelter-in-Place Procedure.

Under Unified Command, the PNG Incident Commander would provide technical advice and recommendations on public safety measures, including the need to evacuate or shelter, and the suggested areas (HPZ) that should be protected. PNG employees may participate in the door-to-door evacuations if imminent danger exists to the public or when requested by emergency services.

If the situation requires immediate public safety measures be taken, defined as those actions that must be taken "now", without any delay, to save lives from extreme risk, the PNG Incident Commander is authorized to begin notifying and evacuating or advising the public to shelter-in-place, without consulting the EOC Director. Notification to emergency services and/or the local authority of the tactical evacuation or recommendation to shelter-in-place will be made by the EOC.

**PNG personnel do not have the authority to order residents to evacuate their homes or shelter-in-place. If a resident chooses not to evacuate or take shelter, the police and fire department should be notified.**

Once the immediate public safety measures have been completed and Unified Command has been established, further public safety planning can take place and actions instituted to further protect the public.

Aside from the initial public safety measures, broader community evacuation or issuance of public safety measures will fall under the jurisdiction of the local authority. PNG will assist the local authority to the extent

possible. This assistance may include the sharing of personnel, resources, information, transportation, and reception centre set-up and management.

Permission to rescind the public safety measures will be decided jointly by the emergency services Incident Commander and the PNG Incident Commander.

“All Clear” messaging will be coordinated and delivered by emergency services.

#### 3.2.6.4 Communicating Public Protection Measures

By necessity, communication needs and platforms will be shaped by the nature of the incident. The local authority has the primary responsibility for the development and dissemination of notifications to the community that are specific to the incident, and should include:

- Public notification and situation updates
- Official communications to key audiences
- Media relations

Under Unified Command, PNG will assist with the development and dissemination of public notifications by providing the local authority with information regarding the nature of incident. Based on the nature of the incident, please see the Evacuation Procedure (*Supplemental Plan A Section 6.4* or *Supplemental Plan B Section 7.5*) and Shelter-in-Place Procedure (*Supplemental Plan B Section 7.6*) for messages that have been prepared to instruct on public protective measures.

The local authority may utilize various notification platforms to send emergency information to affected persons and communities. These include but are not limited to:

- Radio and television announcements;
- Telephone calls
- Social media;
- Local Authority website
- Personal verbalization, e.g., blow horn, door-to-door delivery of notifications, etc.

#### 3.2.6.5 Recall of Evacuees

Permission to return to the evacuated area will be decided jointly by the PNG Incident Commander (in conjunction with the EOC Director) and the emergency services Incident Commander.

Considerations to be made prior to issuing the “All Clear” signal can include:

- Confirmation with on-site responders and public protection responders that all evacuated areas are safe to re-enter (both for personnel and the public)
- Isolation of remaining hazards
- Cordoning off the incident area
- Ensuring that residences in the HPZ are clear of gas before the residents return
- Assurance that equipment and debris have been removed from public roadways
- Notifications that the incident is over (downgraded):
  - Coordinate with government agencies, via the Information Officer, to announce the rescind of evacuation (‘all clear’)
  - Notify affected or evacuated area residences
- Supporting the provision of transportation to residents who were evacuated
- Reimbursing costs incurred by residents due to the incident

Evacuation rescind messaging will be coordinated and delivered by the local authority using the appropriate communication channels. The PNG EOC will support the communications relating to the recall of evacuees. In areas where the authority with jurisdiction for evacuations is unable to issue communications, PNG will lead the development and issuance of communications.

### **3.2.7 External Notifications**

When an incident occurs at a PNG facility, station, or other asset, there may be a requirement to notify external stakeholders, including first responders, communities (e.g., First Nations, local or regional governments), potentially affected parties, regulatory authorities, critical infrastructure owners, landowners, and/or provincial government agencies.

External notifications are typically made by the EOC Liaison Officer, when staffed, or the Manager On-Call or designate prior to EOC activation.




Once notifications have been made, PNG is required to continue to communicate with applicable stakeholders to ensure incident updates are communicated.

#### **3.2.7.1 Initial and Immediate External Notifications**

For details of the initial and immediate external stakeholder notifications that should be made following the discovery of incident, see [Figure 12 – Initial and Immediate External Stakeholder Notifications](#).

#### **3.2.7.2 Additional External Notifications**

For details of additional external notifications that should be made once the initial external notifications are complete, see [Section 2.5 External Agencies, Stakeholders and First Nations](#).

<div>    </div>			
	If the incident:	Then contact:	And communicate:
1	Necessitates fire, ambulance, or police support...	<b>Emergency services</b> <b>Call 9-1-1</b>	Request: <ul style="list-style-type: none"> <li>• Fire,</li> <li>• Police, or</li> <li>• Ambulance</li> </ul>
	Is within 2 km of an airport...	<b>Local airport(s)</b>	Notify local airport(s) that an incident has occurred that may impact airspace.
2	Necessitates restriction of access to rail lines, roads, waterways, or airspace...	<b>CN Rail – Emergency (CN Police)</b> <b>Call 1-800-465-9239</b>	Notify that an incident has occurred that may impact the railway and require trains to halt on tracks.
		<b>CP Rail – Emergency (CP Police)</b> <b>Call 1-800-716-9132</b>	Notify that an incident has occurred that may impact the railway and require trains to halt on tracks.
		<b>Ministry of Transportation and Infrastructure</b> <b>Call 1-800-663-3456</b> (Request via EMBC Incident Reporting Line)	Notify that an incident has occurred that may impact primary or secondary highways that may require traffic to be restricted.
		<b>EMBC</b> <b>Call 1-800-663-3456</b> (EMBC Incident Reporting Line)	Notify that an incident has occurred that may impact waterways that may require boat traffic to be restricted.
3	<b>Level 1, 2 or 3 Emergency...</b> (Systems operating in excess of 700 kPA)	<b>BC Oil &amp; Gas Commission</b>	Contact NAV CANADA to issue a Notice to Airmen (NOTAM) to advise pilots of restrictions in the airspace above the incident site or to close the airspace for a certain radius from the release. See Section 6.3 – Notice to Airmen (NOTAM) Request in <i>Supplemental Plan A</i> .
4	<b>Level 2 or 3 Emergency...</b>	<b>EMBC</b> <b>Call 1-800-663-3456</b>	Request call handler specifically notify EMBC Regional Manager of incident and request that the Manager call PNG. When EMBC contacts




  			
If the incident:		Then contact:	And communicate:
5	Is a Level 2 or 3 Emergency...	(EMBC Incident Reporting Line)	PNG, explain how the TP influences the utility and the risk the incident presents.
		<b>Municipalities or regional districts</b> See relevant supplemental plan for emergency coordinator contact information for municipalities and districts.	Notify relevant municipalities and/or regional districts that an incident has occurred that impacts their jurisdiction. Share actual/possible impacts and consequences to public in the vicinity and to the utility (heat, hot water).
		<b>First Nations communities</b> See relevant supplemental plan for a list of First Nations that may be impacted by an incident.	Notify relevant First Nations that an incident has occurred that impacts their traditional territories and provide updated information. Share actual/possible impacts and consequences to public in the vicinity and to the utility (heat, hot water).
		<b>Health authorities</b> In order of priority, call: <b>Northern Health Authority:</b> <b>1-866-565-2999</b> <b>First Nations Health Authority:</b> <b>1-866-913-0033</b> <b>Health Emergency Management BC:</b> <b>604-829-2537</b>	Notify relevant health authorities that an incident has occurred. Share actual/possible impacts and consequences to public in the vicinity and to the utility (heat, hot water).
		<b>Critical infrastructure</b> See relevant supplemental plan for a list of critical infrastructure owners/operators that should be contacted in the event of an incident.	Notify relevant critical infrastructure owners/operators that an incident has occurred. Share actual/possible impacts and suggest that owners/operators assess the level of risk to their infrastructure.

Figure 12 – Initial and Immediate External Stakeholder Notifications

### 3.3 Ignition as Mitigation

In rare circumstances, ignition of the products being released during an incident could be an option for mitigating the risk of human exposure to the substance. This option would be considered by PNG as a

protective measure only in the rarest of circumstances, as PNG does not transport product with SO<sup>2</sup> concentrations. Only the Tumbler Ridge Gas Plant has the hazard of an H<sub>2</sub>S release (thus there is no potential for an H<sub>2</sub>S release by PNG near an urban centre).

### 3.3.1 Tumbler Ridge Gas Plant

In an H<sub>2</sub>S release, if monitored levels are > 10 ppm (as a 3-minute average) then the release should be deliberately ignited to control and/or minimize the hazard. Additional points of consideration when deciding whether to use ignition as a mitigation strategy include:

- Safety and health risks to emergency personnel
- Proximity of release to public areas
- Availability of ignition equipment and staff trained in its use
- Duration and potential volume of the release
- Weather conditions
- Potential impacts to other values at risk including property, livestock, timber, or infrastructure

Where practicable, the decision to ignite the product would be made in conjunction with the OGC. However, if the situation requires immediate public safety measures be taken, defined as those actions that must be taken “now”, without delay, to save lives from extreme risk, the PNG Incident Commander is authorized to confirm ignition without consulting the EOC Director. Notification to the OGC, emergency services, and/or the local authority to communicate the public safety measures taken will be made by the EOC.

Refer to *Tumbler Ridge Gas Plant Supplemental Plan*, Section 7.7 Ignition Guidelines for the specific procedure.

### 3.3.2 Transmission Pipeline System

Odorized methane transported by the transmission pipeline system does not contain H<sub>2</sub>S (sour gas). PNG does not transport product with H<sub>2</sub>S concentrations.

In rare circumstances, ignition may be selected as the preferred public protective measure if it is determined that the hazard associated with the odorized methane release may be controlled or minimized by deliberately igniting the release. This determination will be made in consultation with emergency services and the OGC.

Additional points of consideration when deciding whether to use ignition of odorized methane (sweet gas) as a mitigation strategy include:

- Safety and health risks to emergency personnel
- Position of the gas plume
- Proximity of release to public areas
- If ignition will worsen the situation by endangering the public or the environment
- The possibility of an explosion if there are obstructions or areas of congestion within the perimeter of the vapour cloud
- Availability of ignition equipment and training of staff in its use
- If ignition will damage the equipment being used to control the product
- Weather conditions
- Impacts to other values at risk including property, livestock, timber, or infrastructure

Refer to *Transmission Pipeline Systems Supplemental Plan*, Section 2 Ignition Guidelines for the specific procedure.

## 4 INCIDENT MANAGEMENT ACTIVITIES

### 4.1 Proactive Phase

The Proactive Phase involves the incident management activities required to respond to an incident following the Reactive Phase. Incidents are managed in a series of cycles, which are detailed in the Proactive Phase of the Planning “P”. Each cycle consists of the same elements and is repeated until the incident is resolved.

The Reactive Phase consists of the initial actions and notifications required at the onset of an incident. For more information see [Section 3.2 Reactive Phase](#).

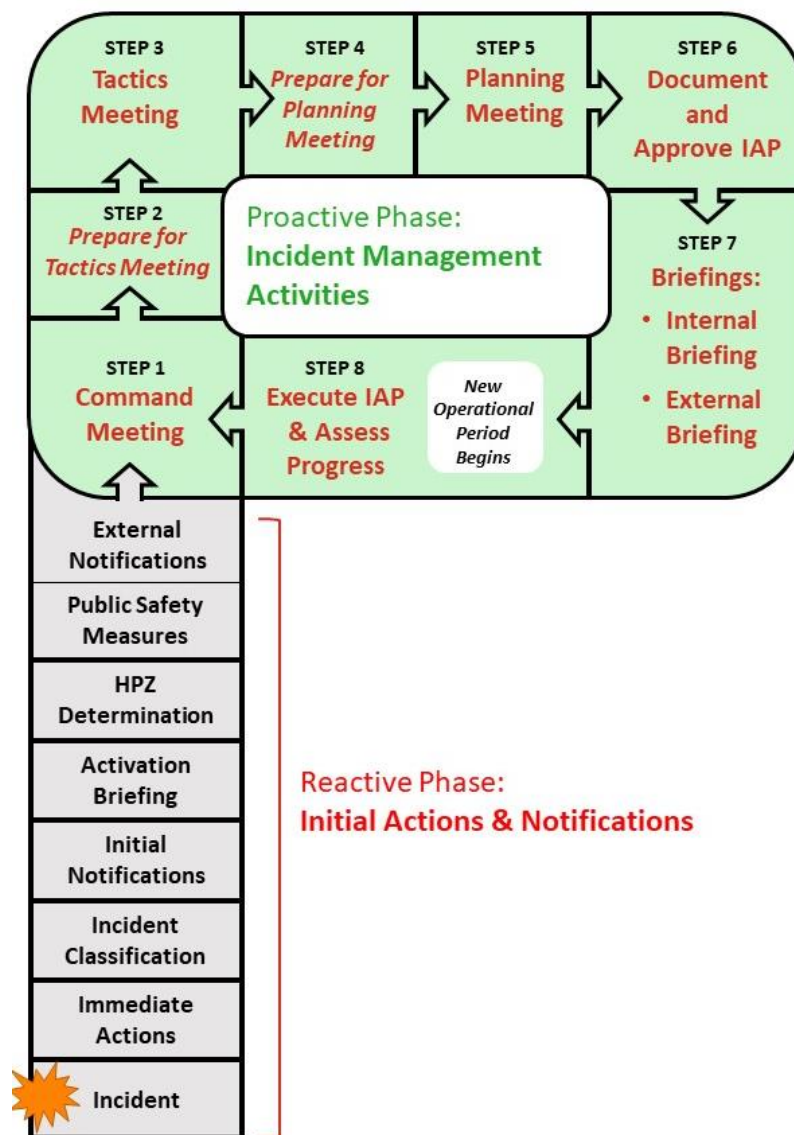


Figure 13 – Planning “P” Proactive Phase

### 4.1.1 Incident Action Plan

The Proactive Phase of the Planning “P” Process leads to the development of a written **Incident Action Plan (IAP)**.

An **IAP** defines and communicates the response objectives and actions that will be taken to respond to the incident within a given operational period. These are based on the Emergency Response Priorities which states that PNG aims to:

- Save lives:
  - Treat the injured, and warn personnel and the public to avoid further casualties
  - Evacuate or shelter people from the effects of the incident
  - Protect wildlife, livestock, and pets where possible
- Implement protective actions:
  - Protect the environment and property from negative impacts
  - Provide security for property, especially in evacuated areas
- Restore essentials:
  - Restore utility infrastructure
  - Restore field and corporate operations
  - Help restore community socio-economic functions

The IAP:

- States the measurable priorities and objectives set during the operational timeframe
- Documents the strategies and tasks required to accomplish each objective
- Assigns tasks to the responsible groups and defines the resource requirements
- Highlights potential risks or challenges that may be encountered during response
- Addresses areas of coordination between internal teams and external partners

Typically, the Incident Commander provides the initial IAP verbally. This is then followed by a second short IAP, created within the first 4-6 hours. The EOC will develop the formal written and more detailed IAP by the end of the initial operational period. This is then reviewed and updated, following the applicable operational periods for planning. The EOC Director is responsible for distributing to Vancouver Corporate, who will then update TriSummit Utilities, as applicable. The IAP must also be shared with the Incident Commander, who must disseminate it to emergency responders at the incident site.

The EOC will confirm there are no gaps and reduce duplication of efforts. For the same reason, the ICP and EOC should ensure continual information sharing and provide updates on the completion status of various tasks and activities. It is the responsibility of all command staff including the Incident Commander and Section Chiefs to ensure accurate and up-to-date information is captured in the IAP. The EOC Director will sign off on the IAP while the ICP and EOC will have the opportunity to provide final endorsement.

An IAP template is provided in [Appendix C Forms](#).

#### 4.1.1.1 Operational Period

All incident management activities take place within one or more operational period(s). An operational period is the length of time in which measurable tactical objectives can be accomplished. These tactical

objectives are documented in the IAP. The length of the operational period will be determined at the activation briefing and then confirmed during the first **Command Meeting**.

Operational periods may be as short as thirty (30) minutes or up to twenty-four (24) hours. Typically, operational periods are not greater than 24 hours. The length of the operational period is determined by the requirements of the incident and what can reasonably be accomplished within that period, based on the defined objectives. The initial operational period is often between 1-6 hours; however, this may alter depending on the nature and severity of the incident. Incidents may be resolved in as little as one operational period, whereas a major emergency will likely be resolved over multiple operational periods. The operational periods will happen more frequently at the beginning of the response activities to ensure regular command communication and realistic achievement of objectives, strategies, and tactics. As the incident begins to stabilize, operational periods will have greater time between each cycle as less regular communication is needed.

Activation will be extended for one operational period after re-pressurization. This is to ensure that an IAP is generated to close the incident.

## 4.1.2 Meetings

### 4.1.2.1 Command Meetings

A **Command Meeting** will be held at the beginning of each operational period. The EOC Director is responsible for scheduling, convening, and facilitating the meeting. It is recommended that a scribe be present to complete the IAP by documenting the key decisions and activities made during the meeting. The Command Meeting has two purposes:

1. Review situation, key decisions, priorities, constraints, and limitations.
2. Formulate response objectives for the current operational period.

Command staff will formulate objectives to accomplish the incident response priorities based on the current information available. The IAP can be used as the Command Meeting agenda and should begin with a review of the current and projected situation, including weather, objectives from the last operational period achieved/not achieved, safety issues, actual and potential consequences, and resource issues. Information conveyed, priorities and objectives set, and resources allocated during the Command Meeting will form the basis of, and be documented within, the IAP.

The meeting should be focused, aiming to be completed within 30 minutes.

### 4.1.2.2 Tactics and Planning Meetings

Following each Command Meeting, where the IAP objectives have been set, **Tactics and Planning Meetings** are conducted to identify strategies and tactics to meet the objectives of the IAP. The Planning Section Chief is responsible for scheduling, convening, and facilitating the Tactics and Planning Meetings.

Members from Operations, Planning, and Logistics should attend these meetings as needed to:

- Formulate the appropriate strategies and tactics to meet the IAP objectives.
- Work to identify and solve problems, assess safety hazards, and develop both tactical work assignments and responsibilities.
- Identify and allocate resource needs.

### *Tactics Meeting*

Members from Operations, Planning, and Logistics and the Safety Officer meet to produce operational tasks and activities required to support the IAP. These include strategies and tactics, work assignments, resource commitments, contingencies, and needed support facilities and equipment.

The Planning Section Chief will facilitate the tactics meeting using the IAP as an agenda/checklist. The meeting should be focused, aiming to be completed within 30 minutes.

### *Planning Meeting*

The Planning Meeting presents to the command staff the proposed plan to meet the objectives of the IAP (populate the operational component of the IAP) for review, comment, and approval. The command staff will discuss and resolve any issues and concerns prior to approving the IAP.

The Planning Section Chief will facilitate the planning meeting using the agenda in the IAP-Planning “P” checklist.

The meeting should be focused, aiming to be completed within 30 minutes.

Upon completion of the meeting, the Scribe will finalize documenting the IAP in conjunction with Planning for the EOC Director to sign. The aim is to complete the IAP within 20 minutes of the conclusion of the meeting, as briefings will be conducted based upon the documented and signed IAP.

## **4.1.3 Communications**

A key element of all incident management activities is efficient and effective communication, which is critical to the success of an EOC and site response. This key element has three components of what is to be communicated:

1. Determination:
  - Decisions, response objectives, tactics, and relevant supporting information as determined during Command Meetings.
2. Documentation:
  - The creation of plans, reports, and any associated documentation that is captured within the IAP as the key documentation tool.
3. Dissemination:
  - The distribution of information and plans to relevant team members, typically by sharing the IAP or through Briefing Reports.

The EOC Director is responsible for ensuring accurate and complete information is documented and communicated for the duration of the incident(s).

### **4.1.3.1 Internal Communications**

#### *Briefings and Meetings*

All levels of the Emergency Management Organization shall conduct regular **briefings** and meetings to maintain a high level of situational awareness, while sharing new and pertinent decisions that have been made. Information to share in a briefing includes:

- Situation overview and activities taken to date
- Number of persons impacted, injured, and/or fatalities
- Key considerations for actual and potential impacts and/or potential for escalation
- Current requests for support from other levels of the Emergency Management Organization (i.e., ICP, EOC, etc.)
- Safety considerations or notifications
- Media interests, inquiries, and key messaging

Briefings shall:

- Be held on a regular basis:
  - The briefing schedule should be based on the needs of the situation and in coordination with the ICP, EOC and/or PNG's Vancouver Office.
  - Briefings may be held more frequently in the early stages of the incident response.
- Be short and concise, aiming to be no longer than 20 minutes in length.
- Communicate progress, significant decisions made, and new or updated information.
- Revise incident site priorities and objectives.
- Highlight any changes of command or response staff.
- Be documented (use of a Scribe is recommended, when available) with key activities, actions, and decisions captured.
- Conclude with time, location, and method for the next briefing.

Information gathered at the briefing can be used to inform key messages and briefing reports.

### Activation Briefing

When the PNG EOC is activated, an activation briefing will be conducted with the EOC Director and EOC Section Chiefs; the Incident Commander may also attend. The activation briefing should be conducted as soon as practical after the initial notification. During the activation briefing the EOC Director shall limit questions to the Incident Commander, as the incident is still in its early phase and information may be limited. Directly following the briefing, based on the discussion and decisions made, the EOC Director shall confirm:

- the PNG EOC Structure, roles and responsibilities
- the operational periods
- the time for Command Meeting to establish the IAP objectives

### Incident Commander Briefings

The Incident Commander will hold briefings as needed (at minimum one) during the operational period with the ICP and site response employees. When under a Unified Command, a briefing with other agency Incident Commanders will also take place. The key activities, actions, and decisions made in the briefings should be documented, preferably by a Scribe if one is available.

Information gathered at the briefings should be used to inform the EOC via the Operations Section Chief, when activated. By establishing the next briefing time prior to the end of the briefing, all personnel, including the EOC, will be able to gather required information to provide an update.

### EOC Director Briefing – Internal

The EOC Director, together with the Information Officer and Scribe, will hold briefings regularly during the operational period with Corporate to maintain a high level of situational awareness across the response organization. The briefing shall:

- Be held on a regular basis; the specific briefing schedule should be established based on the needs of the situation, and in coordination with operational periods set out by the EOC and Corporate Office; briefings may be held more frequently in the early stages of the incident response.
- Be short and concise, aiming to be no longer than 30 minutes in length.
- Communicate progress, significant decisions made, and new or updated information relevant to that specific audience
- Conclude with the time, location, and method of the next briefing.

Corporate will then brief TriSummit Utilities. All briefings should be recorded by the Scribe. See the IAP in [Appendix C Forms](#) to guide the briefing.

#### 4.1.3.2 Internal Briefing Report

The Internal Briefing Report provides an overview of the situation at a point in time. It describes the status of the incident, including actual and anticipated impacts, key activities and decisions completed, as well as the upcoming priorities for the response and recovery. It is intended for distribution to internal stakeholder groups who require updates, including Corporate and TriSummit Utilities.

An Internal Briefing Report should be prepared at least once during the first operational period or more frequently when there is a significant change to the situation. Depending on the audience, the Internal Briefing Reports may contain different information; therefore, multiple briefing reports may be created throughout the incident duration.

Internal Briefing Reports will be prepared by command staff, accounting for the sensitivity of the audience needs, including PNG employees, Corporate, or TriSummit Utilities. A review and confirmation that these needs are met by the briefing reports is required. The EOC Director and/or Liaison Officer should sign the report once finalized. The Planning Section Documentation Unit is responsible for saving all copies for accurate tracking and reuse purposes.

The Briefing Form can be found in [Appendix C Forms](#).

#### 4.1.3.3 External Communications

##### *OGC Briefings*

The EOC Director, together with the Liaison Officer and Scribe, will hold briefings regularly during the operational period with OGC representative(s). This is to ensure situational awareness, verify incident levels, address questions, request support through access to a variety of resources and agencies (e.g., linking PNG with contacts in health authorities, or Ministry of Forests, requesting preferred access to closed roads) and confirm escalation or de-escalation.

##### *External Agencies Briefings*

The Liaison Officer, together with the Information Officer and Scribe, will hold briefings regularly with external agencies involved in the incident response to provide updates on the situation. This provides an opportunity to address questions from agencies and review potential and actual impacts and consequences that may arise.

Depending on the type, severity and sensitivity of the incident, the Liaison and Information Officers may require additional support. Support may be required in addressing communication on information requirements of the various stakeholders, and as appropriate, to deliver on the objectives identified in the IAP. As such, additional support from subject matter experts should be requested to support the Liaison and Information Officers, as required.

#### *Public Communications (Media)*

At the onset of an incident that affects the public and/or the environment, or that causes significant property damage, PNG will provide the media and the public with information promptly and on an ongoing basis as new details become available.

All messaging will be approved by the EOC Director and/or Corporate. Approved messages will be shared promptly with the TriSummit Utilities Communications Team. All media releases are to be shared with the OGC, preferably before release.

#### 4.1.3.4 External Briefing Report

Similar to the Internal Briefing Report, the External Briefing Report provides an overview of the situation at a point in time. It describes the status of the incident, including actual and anticipated impacts, key activities and decisions completed, as well as the upcoming priorities for the response and recovery. It is intended for distribution to external stakeholder groups who require updates.

An External Briefing Report should be prepared at least once during the first operational period or more frequently when there is a significant change to the situation. Depending on the audience, the External Briefing Reports may contain different information; therefore, multiple briefing reports may be created throughout the EOC Activation.

Briefing reports will be prepared by command staff, accounting for the sensitivity of the external audience needs. A review and confirmation that these needs are met by the briefing reports is required. The EOC Director and/or Liaison Officer should sign the report once finalized. The Planning Section Documentation Unit is responsible for saving all copies for accurate tracking and reuse purposes.

The Briefing Form can be found in [Appendix C Forms](#).

### 4.1.4 Documentation

#### 4.1.4.1 Document Creation

The EOC Director is responsible for ensuring accurate and complete documentation is maintained for the incident.

All positions activated in the ICP and the EOC are responsible for the completion and submission of required section and position documentation. The Planning Section is responsible for the collection, management, and storage of all documents. If the Planning Section is not established, this responsibility falls to the EOC Director.

Most EOC documentation will be digital, making use of the ICS forms found on the PNG Connect **Forms** shared folder.

An **Incident Diary** should be maintained that chronicles the event, the decisions made, and stakeholders (internal and external) consulted. Information must be stored and available for legal, analytical, and/or historical purposes. As a result, it is vital that the information recorded is as accurate as possible with only the facts being stated.

Documents may take the form of:

- Text messages
- Voicemails
- Images and video
- Emails
- Maps

When completing documents for submission:

- Print or type all entries.
- Enter dates in month/day/year format.
- Use 24-hour clock to record time.
- Enter date and time on all forms and records.
- Fill in all the blanks and use N/A as appropriate.

Section Chiefs and the Incident Commander may assign a Scribe to capture pertinent information.

#### 4.1.4.2 Document Completion

EOC Section personnel will complete the various forms as required and upload them to the PNG Connect **Completed Documentation** shared folder.

Incident site personnel will complete documents by hand, take a picture of them, and upload that picture to the **Completed Documentation** shared folder.

As the Incident Action Plan “moves” through the Planning P cycle, a copy will be saved to the **IAP** folder by the Planning Section Chief after each of the Command, Tactics, and Planning Meetings. When the final draft of the Incident Action Plan has been approved by the EOC Director and sent to the Incident Commander, a copy of it will be saved to the **Completed Documentation** shared folder by the Planning Section Chief.

It is the responsibility of the Planning Section to manage the incident-related folders on PNG Connect.

When the incident has been resolved, demobilization is complete, and all documentation collected, the EOC Director will ensure that all documents in the **Completed Documentation** folder are “zipped” and placed into the PNG Connect **Historical Incidents** folder. The zip file will be named for the incident and incident date (e.g., **FeveredResponse05282020**). After that, the **Completed Documentation** folder will be emptied in preparation for any future incident.

### 4.1.5 Employee Welfare

Depending on the nature and severity of the incident, PNG employees may be subject to psychological impacts including symptoms of distress from mild to severe, which may be instant or present over time. Focus should be placed on employee health and welfare from the onset of the event, to mitigate contributing factors to psychological stress.

The Safety Officer is responsible to ensure appropriate action is taken to support and care for employees throughout the response. The Safety Officer, and all employees involved, should assess if the incident could be deemed traumatic or troubling and request crisis management services.

#### 4.1.5.1 Strategies for Mitigating Stress and Psychosocial Impacts

Strategies for mitigating stress and psychosocial impacts should be considered based on the situation, and services should be made available to employees if they need it.

The following strategies to mitigate stress levels during an incident should be considered:

- Share information regularly.
- Hold regular briefings for sharing information with the team.
- Ensure smooth transfer of command between shifts.
- Set regular operational periods and shift rotations.
- Limit shifts to a maximum of 16 hours.
- Set shift rotations at the start of the response to allow for rest periods.
- Have trained back-ups scheduled to support during future operational periods.
- Assign adequate resources to minimize over-tasking.
- Set a regular operational period and shift rotation.
- Have trained back-ups scheduled to support during future operational periods.
- Ensure qualified individuals are assigned leadership functions.
- Confirm adequate training is provided for those filling new or unfamiliar roles.
- Offer opportunities for regular breaks, meals, and down-time during the shift.
- Make nutritious snacks and water available to every person during their shift.

### Supporting an Individual Demonstrating Stress Symptoms

Stress symptoms and fatigue during an incident can sometimes be difficult to distinguish within ourselves. Should a person or persons demonstrate psychological stress symptoms, both colleagues and the team can support the individual.

During the response event:

- Direct them kindly and firmly away from their current task or location.
- Suggest taking a break, including going for a walk.
- Offer a compassionate ear and connect them with someone they trust or loved ones.
- Gauge whether further or more professional intervention may be required.
- Initiate immediate crisis intervention to help manage intense feelings.

After the event:

- Provide the number to the PNG employee support program:
  - BC Consulting Inc. (also known as Brown Crawshaw) Employee & Family Assistance Programming: 1-800-668-2055
- Complete exit interviews and debrief sessions to validate their experiences.
- Allow workers time or the use of overtime accrued during the event.
- Remind employees of self-care methods and available assistance programs.

The EOC Director should work with the Manager, Human Resources to consider whether additional services should be utilized and/or made available for personnel.

### 4.1.6 Transfer of Command

The transfer of command is the process of moving responsibilities from one responder to the next with minimal disruption to the event. This includes transfer of command between incoming and outgoing ICP and EOC staff.

The transfer of command in any functional area is essential for effectiveness and continuity of the response. Reasons for a transfer of command may include:

- Shift change (at minimum every 16 hours)
- A more qualified, experienced, or specialized individual may be assigned to the role
- The need to relieve personnel for an extended period
- Where it is dictated by legislation or regulation

Transfer of command is best done as a face-to-face meeting, where possible, and should include:

- Situation status with noteworthy events and key decisions
- Incident objectives and priorities
- Overview of the position function, the Emergency Management Organization, and appropriate internal and external point(s) of contact
- Updates to the IAP
- Agencies involved in the incident
- Resource assignments
- Resources ordered
- The time and date of the transfer of command

#### 4.1.7 Downgrading the Emergency

Once the incident has been stabilized, and there is no longer a major threat to people, property, or the environment, the emergency response may be downgraded. The decision to downgrade response activities must be based on the specific circumstances of each emergency. The EOC Director, in consultation with the OGC (as applicable), will make the determination to downgrade the incident level or terminate an incident.

##### 4.1.7.1 Demobilization Plan

The decision to terminate emergency operations and to **demobilize** support staff and equipment shall be made based on the status of the incident. The EOC Director will terminate activation of the EOC when coordination of resources and support is no longer required, and the incident is concluded. Factors that may affect the decision to terminate the EOC include:

- Incident stabilization has been successful and immediate threats to the safety and security of PNG employees, contractors, stakeholders, and the public has been eliminated.
- The amount of response support resources has been dramatically reduced as tactical objectives are completed and accomplished.
- Impacts to the environment, critical infrastructure, and property have been remediated at the incident site.

The EOC Director should consult with the EOC command staff, Incident Commander, key stakeholders, and other involved parties as needed, before making the decision to terminate EOC response activities. Once the decision to terminate the response has been made, EOC resources must remain on standby for 8 hours following incident stabilization and de-escalation in case issues re-emerge or remain unresolved past expected times.

Upon the decision to terminate the EOC, extend the activation by one operational period to generate the IAP to close the incident. This will enable:

- Collation and filing of all incident documents, for long-term retention (minimum of five (5) years);

- Notification of demobilization and end of the incident
- The EOC Director is formally responsible for sending out a notification to both internal and external stakeholders of the termination of the EOC
- Scheduling of post-incident briefing(s)
- Commissioning of the incident reporting and to arrange the re-stocking of resources, equipment, and EOC Go-boxes.



## 5 POST-INCIDENT PROCEDURES

It is the responsibility of the EOC Director to coordinate the post-incident activities, which may include:

- Submitting incident reports to government agencies and PNG senior management
- Conducting a post-incident debriefing to assess the effectiveness of the incident response

### 5.1 Incident Investigations

While incident investigation is a reaction to an event, the intent of the investigation is to use the lessons learned to proactively prevent future incidents. The level and complexity of the incident investigation is determined by the severity or potential severity of the incident. The investigation, as per PNG Standard Practice Instruction 10.1.2 *Incident Reporting & Investigation*, is intended to identify the root causes of an incident.

Care must be exercised with every incident involving a serious injury or fatality, or significant damage to public property, or if the incident was intentional in nature. This is to ensure that evidence is preserved and the custody transfer is done appropriately. Evidence will not be distributed until permission is granted and the custody transfer specifics have been clarified by the government agencies (RCMP, coroner, regulators) involved.

### 5.2 Assessment of Plan Performance

As soon as possible after the incident is resolved and the organization is transitioning to normal conditions, **debriefs** are to be conducted with key internal and external personnel. These debrief sessions may be held separately, one for internal stakeholders and one for external stakeholders. Debrief sessions should be initiated by the EOC Director, and may be facilitated by a third party, where appropriate.

Post-incident **debriefings** must be held within 30 days for all **Level 2 and 3 emergencies**. The debrief aids in identifying:

- Lessons learned
- Changes and/or recommend actions
- Follow-up actions required

An OGC Permit Holder Post Incident Report Form must be submitted to the OGC **within 60 days for all pipeline incidents, including minor incidents**.

For Level 2 and 3 emergencies, a report may also be requested to be submitted.

An assessment of the activated ERP's performance should be initiated as soon as circumstances permit after the return-to-normal conditions. The EOC Lead or the Director, Operations and Customer Service, or their designate, the Director, Asset Management and Projects, will initiate this assessment of what worked, and where enhancements to the plan and preparedness can be made. A report must be prepared and maintained until the permit for the relevant activity or facility is cancelled, and a copy may be requested by regulatory agencies.

As requested, PNG will participate in external incident debrief sessions and share lessons learned, as appropriate.

### **5.3 Event Recovery**

Recovery activities should be initiated as soon as possible, preferably while response operations are still underway. Actions taken during response operations should be decided on, whenever possible, with event recovery in mind.

Recovery operations include, but are not limited to:

- Assessment of infrastructure
- Repair or replacement of infrastructure
- Employee assistance
- Site clean-up and restoration
- Investigation and reporting

#### **5.3.1 Site Clean-Up and Restoration**

Damage assessment and clean-up of the incident site should begin as soon as possible once the site is deemed safe. PNG employees and engineers will be involved in this assessment.

Actions should be taken to return the incident site to its original condition. Subject matter experts and contractors will be utilized as needed to provide advice and external support to assist in environmental clean-up and remediation, as required.

## 6 TRAINING AND EXERCISES

PNG has established a comprehensive *Emergency Response Training and Exercise Plan* which defines and prescribes training requirements based on competencies and the anticipated role individuals may fill in an emergency response.

### 6.1 Training

PNG Operations is accountable for the emergency preparedness and response training of its personnel. The emergency preparedness and response training program's goal is to ensure any PNG employees involved in incident response have the knowledge and skills necessary to activate and implement the Emergency Response Plan.

### 6.2 Exercises

The Program Coordinator will ensure exercises are conducted as per regulatory requirements and as needed to validate the ERP. Each exercise will be evaluated for areas to improve the emergency response and an action plan developed to implement the improvements.

Exercises accomplish several purposes, including:

- Validating the ERP
- Increasing familiarity and confidence with the ERP and procedures
- Maintaining awareness of the ERP
- Meeting regulatory requirements



## APPENDIX A GLOSSARY

**After-Action Report (AAR)** – After any emergency, irregular operation, or exercise, it is prudent to capture lessons learned by reflecting on how well the incident was resolved. An AAR is a formal report that focuses on planned tactics and activities, outcomes, action taken, and recommendations for improvement. This report is often populated using information drawn from the debrief discussion and support in updating future revisions to the ERP, supplemental plans, standard operation procedures, and/or additional resource tools.

**All-Hazards** – Used to indicate any event, whether natural or man-made, that warrants action to protect life, property, environment, organizational assets, or public health. PNG takes an all-hazards approach to emergency management meaning it integrates common emergency management elements across all hazard types, and then supplements these common elements with hazard specific sub-components to fill gaps, only as required.

**Area of Responsibility** – Refers to the specific jurisdiction or authority assigned to each Incident Commander of the Unified Command, which are used to define the area where they have the authority to plan and conduct operations.

**BC Emergency Management System (BCEMS)** – BCEMS is recognized as a standard system for emergency response, and currently mandated for use within the Government of BC. It is based on the Incident Command System (ICS) standards and guiding principles for all types of emergency response management systems.

**Briefings** – Regular briefings are held within the EOC and at the ICP, sharing information with other team members and stakeholders. The goal of the briefings is to ensure the team maintains a high level of situational awareness while sharing new and pertinent decisions made. Briefings shall be held on an as-needed basis, communicate progress or major incident updates, and highlight any changes of command. Briefings will be conducted using the Situation Report (as an agenda) created for the specific audience and should last no longer than 30 minutes.

**Canadian Standards Association Z246.2 (CSA Z246.2)** – The CSA Z246.2 is the standard developed and maintained by the Canadian Standards Association that establishes the criteria for emergency preparedness and response for the petroleum and natural gas industry system. It is a legal requirement for permit holders operating under the Oil and Gas Activities Act (OGAA) in BC, to prepare and maintain their emergency preparedness and response program in accordance with this standard.

**Chain of Command** – A series of command, control, executive, or management positions in hierarchical order of authority. Allows the EOC Director to guide and control the actions of all team members under their supervision. Avoids confusion by requiring that task assignments flow from supervisors.

**Check-in/Check-out** – Upon arrival at the EOC or incident site, all personnel should check-in with the appropriate supervisor (Directors, Section Chiefs, Incident Commander, etc.) and obtain the necessary briefings and forms for documentation. Similarly, when personnel are ready to depart, they should check-out with their supervisor and hand over completed paperwork to be collected by the EOC.

**Command Meeting** – Command Meetings are held with the EOC command staff, which includes the EOC Director, EOC Section Chiefs, and the Incident Commander. These meetings happen at the beginning of each operational period and have three purposes: i) situation review and updates; ii) formulation of response objectives for the current operational period; and iii) determination of strategies and response activities for achieving objectives. Command Meetings will be conducted using the Incident Action Plan (as an agenda) and should last no longer than 30 minutes.

**Debrief** – A formal opportunity for team members to share thoughts, feelings, and lessons learned from an incident response or exercise. Topics of discussion often include a review of systems and resources, lessons learned from the outcomes of response activities, and needs for future improvement. Information gathered from these sessions is often used to produce the After-Action Report. The debrief can also be referred to as a Post-Incident Review or a hotwash.

**Demobilization** – As site response activities decrease, the level of EOC support required will reduce. Demobilization is the action of returning the response resources in an orderly, safe, and efficient state after an incident has occurred to prepare those resources for future needs.

**Emergency and Major Emergency** – A present or imminent event that requires prompt coordination of actions concerning persons or property to protect the health, safety, or welfare of people, or to limit damage to property or the environment. A scale of severity is used to classify the incident.

**Emergency Management** – Emergency management is the coordination and integration of all activities necessary to build, sustain, and improve the capability to prepare for, protect and mitigate against, respond to, or recover from any incidents (threatened or actual).

**Emergency Management Organization** – The Emergency Management Organization can be expanded, contracted, and modified as needed. This provides a flexible management structure that is applicable to irregular and emergency incidents of different origins and scales which enables the organization to respond in a consistent and efficient manner. This framework allows for Emergency Management Organization changes when taking into consideration the nature and scope as well as resources that may be required and available for the response to incidents and emergency events.

**Emergency Operations Centre (EOC)** – A designated physical space used to coordinate overall response for PNG and support the Incident Command Post's response to an emergency. Access to maps, diagrams, emergency procedures, plans, etc., often used for meeting, planning, and strategizing during an emergency. Participants may be physically situated inside the EOC or communicate by virtual means.

**EOC Command Staff** – The EOC command staff consists of the EOC Director, the Information, Safety and Liaison Officers, all Section Chiefs, and the Incident Commander. They are responsible for setting the incident response objectives and are required to participate in all Command Meetings, unless otherwise stated. These positions all report to the EOC Director except for the Incident Commander who reports into the Operations Section Chief.

**EOC Director** – A designated person who holds the overall accountability for establishing incident objectives, determining and approving strategic decisions, and directing response activities. This person is the primary liaison with PNG Vancouver Corporate Office and TriSummit Utilities.

**Emergency Planning Zone (EPZ)** – is the geographical area that encompasses all the hazard planning zones (HPZs) identified for the infrastructure; if the hazard assessment results in the creation of only one HPZ, the EPZ is the same radius as the HPZ.

**Emergency preparedness and response program** – Emergency management and business continuity under one integrated, aligned, and coordinated program. Based on a core set of concepts, principles, procedures, organizational processes, terminology, and required standards.

**Emergency Response Plan** – Pre-planned responses to incidents to ensure protection of public health, safety, property, and the environment and quick and effective responses. It is a plan that describes assigned responsibilities, actions, and procedures required in the event of an emergency.

**Emergency Response Procedures** – A series of procedures that provide guidance for managing a variety of hazard and incident types as they occur (i.e., fires, evacuations, spills). Also referred to as Response Procedures.

**Emergency Response Team** – The name of the collective group of PNG personnel managing the emergency at the emergency site. The Incident Commander would designate specific tasks, roles, and responsibilities to subordinates to support the response activities as they deem appropriate.

**Emergency Services** – A collective reference to any agency providing life-saving support, including police, fire, or ambulance. Also referred to as emergency first responders or first responders.

**Environmental Incident** – Any event that has the potential to adversely affect the natural environment and/or human health and safety.

**Evacuation** – A temporary but rapid removal of persons from a specified area that is threatened or impacted as a result of an emergency or as a precautionary measure for the purposes of protecting lives and/or ensuring public safety.

**Tactical Evacuations** – An evacuation of individuals who are in imminent danger from an emergency situation and need to evacuate immediately before any formal order can be made. The decision for a tactical evacuation is usually made by the initial first responders who arrive at the incident.

**Unplanned Evacuations** – An evacuation of individuals who are at risk from an emergency situation that occurs with little or no warning. In these types of evacuations, an Evacuation Order is immediate, and no Evacuation Alert will be issued.

**Planned Evacuations** – An evacuation of individuals who are at risk from an emergency that occurs with advanced warning. In these types of evacuations, an Evacuation Alert is issued to allow individuals at risk the ability to begin preparation for the evacuation of the specified area within a defined time period.

**Evacuation Alert** – A protocol used by local authorities to inform the public who are under threat due to a potential or impending danger. Should there be a potential of a hazard impacting a specified area, the local

authority should issue an Evacuation Alert. If the Alert is issued, the impacted community(ies) should initiate preparatory activities that align with the Alert.

**Evacuation Order** – A protocol used by local authorities that instructs all individuals in a specified area to leave immediately.

**Evacuation Rescind** – A protocol used to inform members of the public that the specified area is now safe (habitable). It is a retraction of the Evacuation Order.

**Fatality** – Defined as any death that occurs to anyone during a PNG incident or emergency event (e.g., PNG employee, contractors, public etc.).

**Finance & Administrative Section** – This section is responsible for all financial and administrative aspects of an incident or emergency event. Can also be referred to as Fin/Admin Section.

**Hazard Planning Zone (HPZ)** – The geographical area within which persons, property, or the environment may be affected by an incident based on the hazards associated with the release of product (gas). The HPZ is used for planning purposes and as the basis, in the event of an incident, to identify where immediate response actions are required.

**Incident** – A present or imminent event or circumstance, resulting from an oil and gas activity that is the subject of an emergency contingency plan that i) is outside the scope of normal operations, and ii) may or may not be an emergency.

**Incident Action Plan (IAP)** – A document that sets and communicates the response objectives and the method of their delivery. Typically, only one Incident Action Plan is produced during the emergency, with on-going updates and revisions as the emergency changes.

**Incident Command Post (ICP)** – The Incident Command Post refers to the location, typically located near the immediate vicinity of the incident site, or at the closest district office, where on-scene responders coordinate the tactical level response operations. A single Incident Command Post (ICP) should be established for each emergency, and should the response structure follow a Unified Command, all involved agency Incident Commanders (i.e., fire, police, ambulance) would coordinate and integrate response plans and activities. The ICP often acts as a location for briefings or critical decision making between agencies.

**Incident Command System (ICS)** – A standardized on-scene emergency management system for command, control, and coordination of emergency response, designed to allow users to adopt an integrated organizational structure equal to the complexity and demands of an incident, enabling multiple agencies to easily respond with a common language. Also see [Section 2.2.1 Unified Command](#).

**Incident Commander** – Primary designated person at the incident site, in charge of leading the Emergency Response Team through the emergency response and recovery. Responsible for all aspects of an emergency response, including making immediate initial assessment, declaring the emergency, activating the emergency response plan, directing initial scene response, and ensuring information is passed to all others on the team. Depending on the situation, this may be the first person on scene, a pre-designated assigned person, or the most senior and qualified person on site. The Incident Commander will closely

liaise with PNG Management, the EOC Section, Corporate Vancouver, and TriSummit Utilities (when these levels are activated), as well as external stakeholders involved in the response.

**Incident Levels** – Supports in defining the severity of the incident and indicating the appropriate organizational response by the potential hazards to personnel, the public, and the environment.

**Incident Site** – The area in which the emergency takes place. Depending on the type and severity of the emergency, there may be multiple incident sites. Each incident site shall have a designated Incident Command Post, as well as an Incident Commander who reports into the Emergency Operations Centre (EOC).

**Information Officer** – The Information Officer is responsible for developing key messages related to the incident for distribution to PNG employees, partners, stakeholders, news media, the public, and other appropriate agencies and organizations. The Information Officer serves as the coordination point for all public information and monitor all media platforms for key incident related content.

**Liaison Officer** – The Liaison Officer serves as the contact for assisting and/or cooperating with external agencies and organizations assigned to the incident.

**Logistics Section** – This Section is responsible for procuring and supplying all incident emergency response logistical needs, including those related to facilities, services, equipment, and material in support of the response team.

**Mitigation** – Actions taken to reduce or eliminate the risks and impacts posed by an emergency before it occurs.

**Mobilization** – The process and procedures used by PNG for activating, escalating, and coordinating resources for an emergency.

**Mutual Aid** – A set agreement developed between two or more organizations to render assistance to the parties of the agreement.

**Natural gas** – PNG defines as all fluid hydrocarbons, before and after processing, that are not defined as petroleum, and includes hydrogen sulphide, carbon dioxide and helium produced from a well.

**NOTAM** – A NOTAM (Notice to Airmen) to alert aircraft pilots of potential hazards along a flight route or at a location(s) that could affect the safety of the flight.

**Notification** – Notification provides written information regarding proposed oil and gas activities to recipients within the identified notification distance. Where consultation is conducted with recipients, notification is not required.

**Oil and Gas Activities Act (OGAA)** – Regulatory framework used to regulate oil and gas activities in British Columbia.

**Operational Period** – A period of time scheduled for executing a given set of operational actions related to the Incident Action Plan. Operational periods vary in length depending on the stage of the response; however, they often last 12-24 hours.

**Operations Lead** – A designated person within the Incident Management System who will identify the impact of the operation, support the field with tactical and operational decisions and liaise with the field to implement senior management decisions, and report challenges to the Incident Commander. The Operations Lead is often the one with the greatest tactical and technical experience.

**Operations Section** – This Section is responsible for the management of all tactical activities in support of emergency response, while focusing on reducing immediate hazards, achieving response priorities, and incident stabilization. This Section is responsible for communications and planning with the Incident Commander on-site or at the Incident Command Post. It also directs the preparation of operational plans, requests or releases resources, monitors operational progress, and maintains site communication.

**PEAR Priority Structure** – The PEAR Priority Structure is the response priority structure used by PNG during an incident in order for personnel to respond effectively and to ensure their safety. The PEAR response actions including saving lives, implementing protective actions, and restore essentials and encompasses four critical areas: people, the environment, PNG assets, and the PNG reputation.

**Personal Protective Equipment (PPE)** – Personal protective equipment (PPE) refers to protective clothing, helmets, eye protection, or other garments or equipment designed to protect the wearer's body from injury or infection. The hazards addressed by PPE include physical, electrical, heat, chemicals, biohazards, and airborne particulate matter. Steel-toed boots, a lid (helmet), and a vest are required while on the footprint. Specific or specialized PPE may be identified during an incident.

**Pipeline** – Those items through which oil or gas industry fluids are conveyed, including pipe components, and any appurtenances attached thereto, up to and including the isolating valves and/or pig barrels located at stations and other facilities.

**Pipeline segment** – A section of pipeline within the pipeline system.

**Pipeline system** – Pipelines, stations, and other facilities required for the measurement, processing, gathering, transportation, and distribution of oil or gas industry fluids.

**Planning Section** – This Section is responsible for the collection, evaluation, processing, and dissemination of documentation. This Section maintains the status of assigned resources and conducts advance planning, demobilization planning, and long-term recovery planning.

**Preparedness** – Actions taken prior to a disaster to be ready to respond and manage its consequences.

**Prevention** – Actions taken to eliminate the impact of the incident or an emergency to protect lives, property, and the environment, and avoid economic disruption.

**Recovery** – Actions taken to repair or restore conditions to an organizationally acceptable level after the emergency. Recovery time varies dependent on pre-planning, emergency type, severity, and duration.

**Response** – The actions taken immediately before, during, or following an incident to ensure that its effects are minimized and that the people affected are given immediate relief and support.

**Response Priorities** – PNG has established response priorities that encompass the importance placed on the overall well-being and safety of its employees and the public. Emergency response priorities support decision-making and help to determine the most effective and strategic response activities that should be undertaken during an incident. Any required actions will be conducted using the “PEAR” priority structure.

**Response Procedures** – A series of procedures that provide guidance for managing a variety of hazard and incident types as they occur (i.e., fires, evacuations, spills). Also referred to as Emergency Response Procedures.

**Response Team** – The name of the collective group of PNG team members assisting in the management of response activities at the incident site or incident command post. The Incident Commander may designate specific tasks, roles, and responsibilities to subordinates to support the response activities as they deem appropriate. Any additionally dispatched resource support will become part of the Response Team at the site or command post.

**Safety Officer** – The Safety Officer is responsible for monitoring response operations in order to assess and anticipate hazardous and unsafe situations. They also advise on all safety related matters and recommend measures for assuring response team member and EOC member safety and security, including mental health and fatigue considerations. Environmental safety considerations are also part of their portfolio.

**Safety Plan** – A Safety Plan identifies all known hazards and controls, site drawings or map, which shows the project layout, first aid location(s), emergency transportation provisions, evacuation plan, and muster locations.

**Scribe** – The Scribe is responsible for documenting all decisions and key activities undertaken by the EOC Director and command staff.

**Section Chiefs** – Section Chiefs include the Operations Section Chief, the Planning Section Chief, the Logistics Section Chief, and the Finance & Administration Section Chief.

**Shelter-in-Place** – During an emergency, individuals may be required to take refuge (shelter) within a building or vehicle in order to minimize risks to their health and safety. This is typically required during environmental hazard incidents, where hazardous materials are released into the atmosphere.

**Shelter-in-Place Order** – A protocol used by local authorities that instructs individuals in a specified area to immediately take refuge (shelter) indoors.

**Shelter-in-Place Rescind** – A protocol used to inform individuals that the specified area is now safe (habitable). It is a retraction of the Shelter-in-Place Order.

**Situational Awareness** – The continual process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow the EOC and team members to anticipate response requirements and to prepare appropriately.

**Sour gas** – Natural gas that contains measurable amounts of hydrogen sulphide.

**Staging Area** – A designated area that may be utilized for different emergency resources and personnel to prepare prior to engaging in the response. This area may include check-in for personnel, first aid station, assembly point, areas for counselling, or patient transport.

**Stakeholders** – includes, but is not limited to:

- PNG staff
- Family and friends of employees
- Contractors and their employees
- Partners, suppliers, and contractors
- Site responders and emergency services
- Government agencies
- Utility customers
- Media

**Standard Practice Instructions (SPI)** – A set of step-by-step instructions designed to help PNG departments manage and respond to incidents. Their purpose is to achieve efficiency, quality outputs, and minimize miscommunication or failure to comply with organizational standards and procedures.

**Subject Matter Expert (SME)** – An SME is a person who has the desired skills and/or authority in a particular area or topic. They may be called upon for information, advice, context, or support during an EOC activation. They also may be called upon to act in a relief capacity during an extended or prolonged emergency event.

**Supervisory Control and Data Acquisition (SCADA)** – The System Control Centre monitors and controls pipeline operations using the Supervisory Control and Data Acquisition (SCADA) system. This system provides valuable insight into operations, including immediate history, and can help the operator proactively address potential upset conditions. The Control Centre operator monitors for parameter alarms, analyzes the data, and, where appropriate and able, isolates the line segment.

**Supplemental Plans** – Plans that provide operational and site-specific information related to the Transmission Pipeline Systems and to the Tumbler Ridge Gas Plant. Both supplemental plans can be found at the end of the PNG Core ERP. Each supplemental plan is divided into two sections, non-confidential and confidential. The confidential section captures personal and/or sensitive company information.

**Sweet natural gas (also known as Sweet Gas)** – Natural gas with a partial pressure of hydrogen sulphide less than 0.3 kPa based on Maximum Operating Pressure (MOP).the maximum operating pressure.

**System** – An integrated combination of people, property, environment, and processes that work in coordinated manner to achieve a desired output under specific conditions.


**Unified Command** – A Unified Command is formed in situations involving multiple agencies and/or jurisdictions. At the incident site, each involved agency's Incident Commander would jointly manage the incident response and coordinate response activities at the Incident Command Post, while maintaining

authority for their own agency. A Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.



## APPENDIX B POSITION CHECKLISTS

### B.1 Incident Commander

	INCIDENT COMMANDER	
	Reports to: EOC Operations Section Chief	
	General Responsibilities	Forms
	<p>The <b>Incident Commander</b> is responsible for the overall activities that take place at the ICP and incident site, including:</p> <ul style="list-style-type: none"> <li>Ensuring the safety of employees, first responders, and the public</li> <li>Assessing, coordinating, and managing response actions at the incident site and ICP</li> <li>Determining the Incident Level, in conjunction with the <b>EOC Director</b></li> <li>Establishing the ICP</li> <li>Activating the necessary ICP positions, or assuming the responsibilities for each position</li> <li>Organizing roving crews to support (or conduct if no authority with jurisdiction to issue and conduct evacuations is present) the notification and implementation of public safety measures</li> <li>Organizing roadblock crews</li> <li>Ensuring air monitoring is being completed</li> <li>Ensuring scene integrity and evidence preservation</li> </ul> <p>The <b>Incident Commander</b> has the authority to make decisions to “make safe” and protect responders and the public.</p> <p><b>Note:</b> The role of <b>Incident Commander</b> is fulfilled by the most senior and experienced person on site at the time of the incident. The <b>Incident Commander</b> may be relieved at any time, if a more senior or more experienced person arrives at the incident site.</p> <p>In situations where the EOC is not activated, review the <b>EOC Director</b> checklist to confirm all duties, actions and responsibilities are fulfilled.</p>	<ul style="list-style-type: none"> <li>Individual Log</li> <li>Incident Action Plan</li> <li>Ambient Air Monitoring Log</li> <li>Roadblock Log</li> </ul>
	Activation Duties	
	<input type="checkbox"/> Conduct an initial assessment of the incident to determine actual and potential risks and impacts: <ul style="list-style-type: none"> <li>Ensure initial assessment is conducted with an assistant, if available.</li> <li>Identify any additional hazards.</li> </ul>	
	<input type="checkbox"/> Call 9-1-1 if first responders are required (if not already done so).	
	<input type="checkbox"/> Determine if an airport is located <b>within &lt; 2 km</b> of the incident site: <ul style="list-style-type: none"> <li>If so, notify airport immediately and recommend avoidance of the airspace in the vicinity of the incident location.</li> <li>Refer to the <i>Supplemental Plan A: Transmission Pipeline Systems</i> for a list of airports.</li> </ul>	

<input type="checkbox"/> Assume control of the incident site.
<input type="checkbox"/> Notify the <b>EOC Director</b> of the incident.
<input type="checkbox"/> Assist in Incident Level recommendations: <ul style="list-style-type: none"> <li>○ Provide relevant details to assist in the decision-making.</li> </ul>
<input type="checkbox"/> Implement the appropriate procedure(s) to address the incident.
<input type="checkbox"/> Initiate the identification of the initial HPZ, in conjunction with the <b>EOC Director</b> . If the EOC is established, collaborate with the Operations Section Chief, Planning Section Chief, and <b>Safety Officer</b> : <ul style="list-style-type: none"> <li>○ Refer to applicable supplemental plan for HPZ Identification Procedure.</li> </ul>
<input type="checkbox"/> Identify any action tasks related to the HPZ, e.g., evacuation, roadblocks, air monitoring, and rovers: <ul style="list-style-type: none"> <li>○ Work with the Operations Section Chief to identify action tasks.</li> </ul>
<input type="checkbox"/> Ensure air monitoring is underway: <ul style="list-style-type: none"> <li>○ For incidents at the Tumbler Ridge Gas Plant, consult the H<sub>2</sub>S (Sour Gas) Release Procedure.</li> <li>○ Record in the Ambient Air Monitoring Log.</li> </ul>
<input type="checkbox"/> Organize a roving crew to support the notification and implementation of public safety measures, if necessary.
<input type="checkbox"/> Establish roadblocks, if necessary: <ul style="list-style-type: none"> <li>○ Record in the Roadblock Log.</li> </ul>
<input type="checkbox"/> Establish an ICP at a safe location either on site or off site: <ul style="list-style-type: none"> <li>○ Consider communication capabilities and limitations when identifying ICP site.</li> </ul>
<input type="checkbox"/> Assign required ICP positions and distribute position checklists.
<input type="checkbox"/> Hold an Activation Briefing for the ICP Staff and delegate tasks.
<input type="checkbox"/> Establish Unified Command with first responders (fire, RCMP), if appropriate.
<input type="checkbox"/> Identify staging area(s): <ul style="list-style-type: none"> <li>○ Establish and maintain boundaries of staging areas.</li> <li>○ Consider communication capabilities and limitations when identifying staging areas.</li> <li>○ Post signs for identification and traffic control.</li> </ul>
<b>On-Going Duties</b>
<input type="checkbox"/> Sign in at the ICP at the beginning of each shift.
<input type="checkbox"/> Evaluate and monitor site operations and adjust structure, strategies, tactics, and resources, as necessary.
<input type="checkbox"/> Reassess and evaluate the incident needs, resources, and risks regularly to confirm objectives and determine needed changes.
<input type="checkbox"/> Supervise the ICP personnel.

<input type="checkbox"/> Inform the <b>EOC Director</b> and command staff of all significant issues identified in the Section on an ongoing basis.
<input type="checkbox"/> Participate in the Planning “P”, which will update and communicate the IAP: <ul style="list-style-type: none"> <li>○ Conduct at a minimum once per operational period.</li> <li>○ Attend Command Meeting(s).</li> <li>○ *Optional – Attend Tactics Meeting(s) and Planning Meeting(s) virtually, as available and if requested.</li> </ul>
<input type="checkbox"/> Identify and initiate any tasks assigned to the ICP arising from the IAP: <ul style="list-style-type: none"> <li>○ Prioritize and assign tasks.</li> <li>○ Ensure tasks are completed.</li> <li>○ Support ongoing coordination and collaboration between site &amp; ICP, ICP &amp; EOC, and ICP &amp; external responders.</li> <li>○ Distribute IAP to all ICP personnel.</li> </ul>
<input type="checkbox"/> Plan for adequate staffing of the ICP for the next operational period.
<input type="checkbox"/> Review factors influencing the HPZ: <ul style="list-style-type: none"> <li>○ Update regularly.</li> <li>○ Adjust site perimeters (roadblocks) as appropriate.</li> </ul>
<input type="checkbox"/> Check in with the <b>Operations Section Chief</b> at pre-identified intervals: <ul style="list-style-type: none"> <li>○ Communicate resource needs for the incident.</li> <li>○ Maintain situational awareness as the incident evolves.</li> <li>○ Promptly report major developments (i.e., injury) and significant issues identified by the ICP.</li> <li>○ Communicate changes at the site response promptly that influence the Incident Level.</li> </ul>
<input type="checkbox"/> Liaise with Unified Command and/or external agencies on site.
<input type="checkbox"/> Conduct regular radio checks with the Logistics Section Chief.
<input type="checkbox"/> Maintain security of the incident site: <ul style="list-style-type: none"> <li>○ Ensure scene integrity and evidence preservation.</li> </ul>
<input type="checkbox"/> Approve site plans, such as: <ul style="list-style-type: none"> <li>○ Safety Plan</li> <li>○ Medical Plan</li> </ul>
<input type="checkbox"/> Implement the Repair and Re-energization Plan: <ul style="list-style-type: none"> <li>○ Verify the valve opening sequence and timing with the Operations Section Chief before re-energizing.</li> <li>○ Conduct a radio check with all resources in the field before re-energizing.</li> </ul>
<input type="checkbox"/> Implement the Demobilization Plan.
<input type="checkbox"/> Support other PNG employees to manage stress/fatigue (i.e., suggest taking a coffee break): <ul style="list-style-type: none"> <li>○ Report concerning stress and fatigue cues to the <b>Site Safety Assistant</b>.</li> </ul>

<b>Meetings and Briefings</b>
<input type="checkbox"/> Prepare for Command Meetings and Briefings: <ul style="list-style-type: none"> <li>○ Prepare to report on all activities (ongoing, future, and recently completed) for your Section.</li> </ul>
<input type="checkbox"/> Attend and participate in meetings and briefings as required: <ul style="list-style-type: none"> <li>○ Gain an understanding of and provide information on current situation.</li> <li>○ Contribute to discussion of status, objectives, strategies, key actions, decisions, and assigned activities.</li> <li>○ Report on all activities (ongoing, future, and recently completed) for your Section.</li> </ul>
<input type="checkbox"/> Brief members of the Section after each meeting or significant event: <ul style="list-style-type: none"> <li>○ Establish specific information requirements and reporting schedules for the Section.</li> </ul>
<b>Documentation</b>
<input type="checkbox"/> Document in your <b>Individual Log</b> : your decisions made, actions taken, and corresponding times. Also note all names of agency representatives spoken with.
<input type="checkbox"/> Prepare any necessary briefing reports or forms for incoming staff so that they are aware of completed tasks and outstanding tasks.
<input type="checkbox"/> Contribute to the Briefing Report.
<b>Shift Changes</b>
<input type="checkbox"/> Prepare for shift change by ensuring all documentation is complete.
<input type="checkbox"/> Conduct handover to incoming position replacement; fully brief your relief on events and status of actions being taken.
<input type="checkbox"/> Share activities that are in progress and ensure follow-up requirements are communicated.
<input type="checkbox"/> Identify tasks assigned but not yet completed.
<input type="checkbox"/> Communicate your pending shift change to the appropriate responders above and below you.
<input type="checkbox"/> Sign out at the end of shift.
<b>Demobilization</b>
<input type="checkbox"/> Ensure all documents, forms, and/or notes are accurately completed, gathered, and then forwarded to the <b>EOC Planning Section</b> .
<input type="checkbox"/> Participate in post-incident debrief sessions.

### Useful Acronyms

**EOC** – Emergency Operations Centre


**HPZ** – Hazard Planning Zone

**ICP** – Incident Command Post

**H<sub>2</sub>S** – Hydrogen sulfide

**IAP** – Incident Action Plan

## B.2 ICP Scribe

	<b>ICP SCRIBE</b>	
	Reports to: Incident Commander	
	<b>General Responsibilities</b>	<b>Forms</b>
<p>The <b>ICP Scribe</b> is responsible for the overall documentation of activities at the ICP, including:</p> <ul style="list-style-type: none"> <li>• Documenting all decisions and key activities in each operational period at the ICP</li> <li>• Ensuring proper documentation of activities</li> <li>• Maintaining Incident Diary – ICP accurately and in real time</li> <li>• Producing Unified Command and ICP Briefing minutes</li> <li>• Supporting the <b>Incident Commander</b> and command staff</li> <li>• Updating ICP situational awareness boards</li> </ul> <p><i><b>Note:</b> Depending on the size of the incident, multiple scribes may be appointed.</i></p>		<ul style="list-style-type: none"> <li>• ICP Sign-in Sheet</li> <li>• Incident Diary</li> <li>• Incident Action Plan</li> <li>• ICS Position Assignment Sheet – ICP</li> </ul>
<b>Activation Duties</b>		
<input type="checkbox"/> Report to the <b>Incident Commander</b> for a briefing upon arrival at the ICP.		
<input type="checkbox"/> Support the establishment of the ICP: <ul style="list-style-type: none"> <li>○ Obtain your ICS vest, all relevant position checklists, and other necessary resources.</li> <li>○ Confirm the site and/or ICP communication capabilities and limitations.</li> </ul>		
<input type="checkbox"/> Populate the ICS Position Assignment Sheet.		
<input type="checkbox"/> Take minutes at the initial ICP Briefing and, if applicable, Unified Command Meeting. <input type="checkbox"/> Document all decisions and key activities.		
<input type="checkbox"/> Assist with preparation of the IAP by completing the IAP form, if the EOC is not activated: <ul style="list-style-type: none"> <li>○ Confirm approval with signature by the <b>Incident Commander</b>.</li> <li>○ <i>The IAP is only the responsibility of the <b>ICP Scribe</b> if the EOC is not activated.</i></li> </ul>		
<input type="checkbox"/> Distribute the IAP throughout the ICP.		
<input type="checkbox"/> Initiate Incident Diary: <ul style="list-style-type: none"> <li>○ Document key <b>EOC Director</b> activities and decisions throughout incident response.</li> <li>○ Document incident events and milestones.</li> </ul>		
<b>On-Going Duties</b>		
<input type="checkbox"/> Sign in at the ICP at the beginning of each shift.		
<input type="checkbox"/> Update ICS Position Assignment Sheet and post it.		

<input type="checkbox"/> Advise ICP staff of briefing times and participate in all briefings: <ul style="list-style-type: none"> <li>Record Unified Command and ICP Briefing minutes.</li> <li>Assist <b>EOC Scribe</b> in completing, updating, and maintaining a Situation Report based on the IAP.</li> </ul>
<input type="checkbox"/> Take minutes at all briefings and meetings in the ICP: <ul style="list-style-type: none"> <li>Document all decisions and key activities.</li> </ul>
<input type="checkbox"/> Document the update of the IAP form, if the EOC is not activated: <ul style="list-style-type: none"> <li>Confirm approval with signature by the <b>Incident Commander</b>.</li> <li>Distribute the IAP throughout the ICP.</li> <li><i>The IAP is only the responsibility of the <b>ICP Scribe</b> if the EOC is not activated.</i></li> </ul>
<input type="checkbox"/> Complete, update, and maintain the Incident Diary: <ul style="list-style-type: none"> <li>Document incident events and milestones.</li> </ul>
<input type="checkbox"/> Maintain ICP situational awareness boards (both physical and virtual), including: <ul style="list-style-type: none"> <li>Boards that display current and accurate ICS Position Charts.</li> <li>Boards that display current and accurate incident information, priorities, and assignments.</li> </ul>
<input type="checkbox"/> Ensure proper documentation by ICP Staff of all their decisions and activities: <ul style="list-style-type: none"> <li>Ensure all documents have the correct dates, times, signatures, etc.</li> </ul>
<input type="checkbox"/> Forward all ICP documentation to the <b>EOC Planning Section</b> for proper file storage: <ul style="list-style-type: none"> <li>Ensure all site documents, forms, and/or notes are accurately completed and gathered, including the individual logs.</li> </ul>
<input type="checkbox"/> Assist with general administrative duties as required.
<input type="checkbox"/> Support other PNG employees to manage stress/fatigue (i.e., suggest taking a coffee break): <ul style="list-style-type: none"> <li>Report concerning stress and fatigue cues to the <b>Site Safety Assistant</b>.</li> </ul>
<b>Shift Changes</b>
<input type="checkbox"/> Prepare for shift change by ensuring all documentation is complete.
<input type="checkbox"/> Conduct handover to incoming position replacement; fully brief your relief on events and status of actions being taken.
<input type="checkbox"/> Share activities that are in progress and ensure follow-up requirements are communicated.
<input type="checkbox"/> Identify tasks assigned but not yet completed.
<input type="checkbox"/> Communicate your pending shift change to the appropriate responders above and below you.
<input type="checkbox"/> Sign out at the end of shift.
<b>Demobilization</b>
<input type="checkbox"/> Contribute to delegated task(s) in the termination of the ICP.
<input type="checkbox"/> Consider ICP requirements for transition into demobilization and normal operations.

<input type="checkbox"/> Contribute to cleanup and ensure all resources used during the response are accounted for and replaced.
<input type="checkbox"/> Ensure all documents, forms, and/or notes are accurately completed, gathered, and then forwarded to the <b>EOC Planning Section</b> .
<input type="checkbox"/> Participate in post-incident debrief sessions.

**Useful Acronyms**

**EOC** – Emergency Operations Centre


**IAP** – Incident Action Plan

**ICP** – Incident Command Post

**ICS** – Incident Command System



### B.3 Site Safety Assistant

	SITE SAFETY ASSISTANT	
	Reports to: Incident Commander	
	General Responsibilities	Forms
<p>The <b>Site Safety Assistant</b> is responsible for monitoring safety conditions at the ICP, including:</p> <ul style="list-style-type: none"><li>Identifying hazardous situations associated with the incident</li><li>Assessing and/or anticipating hazardous and unsafe situations</li><li>Ensuring safety measures (e.g., worker evacuation, PPE, etc.) have been implemented and personal exposures to hazardous products are monitored and recorded at the incident site and ICP</li><li>Preparing and reviewing the Safety Plan</li><li>Liaising with the <b>EOC Safety Officer</b></li></ul> <p><b>Note:</b> Depending on the size and nature of the incident, the role may be filled by the <b>Incident Commander</b>.</p>	<ul style="list-style-type: none"><li>Individual Log</li><li>Safety Plan</li></ul>	
Activation Duties		
<input type="checkbox"/> Report to the <b>Incident Commander</b> for a briefing upon arrival at the ICP (physically or virtually).		
<input type="checkbox"/> Support the establishment of the ICP: <ul style="list-style-type: none"><li>Obtain your ICS vest, all relevant position checklists, and other necessary resources.</li><li>Confirm the site and/or ICP communication capabilities and limitations.</li><li>Confirm communication method and timing if working virtually.</li></ul>		
<input type="checkbox"/> Identify any immediate health and safety concerns that could impact: <ul style="list-style-type: none"><li>The incident site</li><li>The ICP</li></ul>		
<input type="checkbox"/> Prepare and implement the Safety Plan.		
<input type="checkbox"/> Support the <b>Incident Commander</b> in the assessment of the HPZ.		
<input type="checkbox"/> Ensure that all personnel have appropriate PPE and training in its use.		
<input type="checkbox"/> Ensure access to PNG SHEER Guidelines.		
On-Going Duties		
<input type="checkbox"/> Sign in at the ICP at the beginning of each shift.		
<input type="checkbox"/> Ensure all attendees to the ICP and incident site sign in and sign out.		
<input type="checkbox"/> Exercise emergency authority to stop and prevent unsafe acts.		

<input type="checkbox"/> Provide ongoing assessment of site safety hazards: <ul style="list-style-type: none"> <li>Identify arising hazardous and unsafe situations.</li> <li>Assess hazardous and unsafe situations at the ICP and incident site.</li> <li>Ensure PNG employees have appropriate PPE.</li> <li>Monitor physical working conditions, including slippery surfaces, wave exposures, predatory animals, temperature extremes, etc.</li> </ul>
<input type="checkbox"/> Advise <b>Incident Commander</b> and/or the EOC <b>Safety Officer</b> of changes in existing or potential hazards.
<input type="checkbox"/> Review and update the Safety Plan regularly.
<input type="checkbox"/> Conduct Safety Briefings daily and as needed in the ICP and/or incident site.
<input type="checkbox"/> Communicate, at pre-determined intervals, with the EOC <b>Safety Officer</b> . Review: <ul style="list-style-type: none"> <li>Additional requirements for incident site safety</li> <li>Coordination of planned activities to ensure compliance with safety practices</li> <li>Resources appropriate to ensure the safety of PNG staff at the ICP and incident site</li> <li>Need for additional safety equipment</li> </ul>
<input type="checkbox"/> Review the site Medical Plan.
<input type="checkbox"/> Implement actions and monitor conditions to ensure PNG staff's welfare throughout all phases of the response: <ul style="list-style-type: none"> <li>Monitor the incident site and ICP for safety conditions and team members for fatigue, hunger, and stress.</li> <li>Considerations and reminders for quiet rooms, food &amp; healthy snacks, breaks &amp; handovers, etc.</li> <li>Confirm, if impacted PNG staff are being transported to the hospital, a PNG Management representative attends the hospital to provide support to the impacted employee and/or their family.</li> </ul>
<b>Meetings and Briefings</b>
<input type="checkbox"/> Prepare for meetings and briefings you are requested to attend: <ul style="list-style-type: none"> <li>Prepare to report on relevant activities (ongoing, future, and recently completed).</li> </ul>
<input type="checkbox"/> Attend and participate in meetings and briefings as required: <ul style="list-style-type: none"> <li>Gain an understanding of and provide information on current situation.</li> <li>Contribute to discussion of status, objectives, strategies, key actions, decisions, and assigned activities.</li> </ul>
<input type="checkbox"/> Report on all activities (ongoing, future, and recently completed) for your Section.
<b>Documentation</b>
<input type="checkbox"/> Document in your <b>Individual Log</b> : your decisions made, actions taken, and corresponding times. Also note all names of agency representatives spoken with.
<input type="checkbox"/> Prepare any necessary briefing reports or forms for incoming staff so that they are aware of completed tasks and outstanding tasks.
<input type="checkbox"/> Contribute to the Briefing Report.

<b>Shift Change</b>
<input type="checkbox"/> Prepare for shift change by ensuring all documentation is complete.
<input type="checkbox"/> Conduct handover to incoming position replacement; fully brief your relief on events and status of actions being taken.
<input type="checkbox"/> Share activities that are in progress and ensure follow-up requirements are communicated.
<input type="checkbox"/> Identify tasks assigned but not yet completed.
<input type="checkbox"/> Communicate your pending shift change to the appropriate responders above and below you.
<input type="checkbox"/> Sign out at the end of shift.
<b>Demobilization</b>
<input type="checkbox"/> Contribute to delegated task(s) in the termination of the ICP.
<input type="checkbox"/> Consider requirements for transition into demobilization and normal operations.
<input type="checkbox"/> Contribute to cleanup and ensure all resources used during the response are accounted for and replaced.
<input type="checkbox"/> Ensure all documents, forms, and/or notes are accurately completed, gathered, and then forwarded to the <b>EOC Planning Section</b> .
<input type="checkbox"/> Participate in post-incident debrief sessions.

### Useful Acronyms

**EOC** – Emergency Operations Centre

**ICP** – Incident Command Post

**PPE** – Personal Protective Equipment


**HPZ** – Hazard Planning Zone

**ICS** – Incident Command System

**SHEER** – Safety Health Environment and Emergency Response



## B.4 EOC Director

	<b>EOC DIRECTOR</b>	
	<b>Reports to:</b> Corporate	
	General Responsibilities	Forms
	<p>The <b>EOC Director</b> has overall authority of the incident, and is responsible for tasks including:</p> <ul style="list-style-type: none"> <li>• Overall accountability &amp; responsibility of the EOC</li> <li>• Establishing incident objectives and priorities in conjunction with the <b>Incident Commander</b></li> <li>• Approving the IAP</li> <li>• Establishing staffing requirements for continuous operations</li> <li>• Conducting briefings - EOC and to Corporate</li> <li>• Ensuring inter-agency coordination is accomplished effectively</li> <li>• Confirming/declaring the Incident Level</li> </ul> <p><b>Note:</b> A Deputy <b>EOC Director</b> may be appointed, if the <b>EOC Director</b> requires support (tasks will be delegated as deemed appropriate).</p>	<ul style="list-style-type: none"> <li>• Individual Log</li> <li>• Incident Action Plan</li> <li>• Internal Briefing Form</li> </ul>
	Activation Duties	
	<input type="checkbox"/> Determine Incident Level, in coordination with the <b>Incident Commander</b> : <ul style="list-style-type: none"> <li>○ Involve the <b>Operations Section Chief</b> and <b>Planning Section Chief</b> if they are readily available.</li> </ul>	
	<input type="checkbox"/> Activate the ERP: <ul style="list-style-type: none"> <li>○ Ensure time of declaration is recorded.</li> </ul>	
	<input type="checkbox"/> Approve the initial HPZ: <ul style="list-style-type: none"> <li>○ Participate in the identification of the HPZ with the <b>Incident Commander</b>.</li> <li>○ Request the involvement of the <b>Operations Section Chief</b>, <b>Planning Section Chief</b>, and <b>Safety Officer</b>.</li> <li>○ Refer to applicable supplemental plan for HPZ Identification Procedure.</li> </ul>	
	<input type="checkbox"/> Implement the appropriate procedure(s) to address the incident.	
	<input type="checkbox"/> Approve generated incident-specific plans (e.g., Evacuation Plan).	
	<input type="checkbox"/> Establish the EOC: <ul style="list-style-type: none"> <li>○ Determine if EOC will be physically or virtually activated (for virtual activation see <a href="#">Appendix E Virtual EOC Procedure</a>).</li> <li>○ Assume control of the EOC.</li> </ul>	
	<input type="checkbox"/> Assign required EOC positions and distribute position checklists.	
	<input type="checkbox"/> Hold Activation Briefing and communicate the initial: <ul style="list-style-type: none"> <li>○ PNG EOC structure, roles, and responsibilities</li> </ul>	

<ul style="list-style-type: none"> <li>○ Operational periods</li> <li>○ Time for the Command Meeting to establish the IAP objectives</li> </ul>
<input type="checkbox"/> Participate in the development of the <i>formal</i> IAP: <ul style="list-style-type: none"> <li>○ Confirm the update of the IAP and approve with your signature.</li> </ul>
<input type="checkbox"/> Confirm notifications to regulatory and ancillary agencies have been made.
<b>On-Going Duties</b>
<input type="checkbox"/> Sign in at the EOC at the beginning of each shift.
<input type="checkbox"/> Evaluate and monitor the incident site, ICP, and EOC operations and adjust structures, strategies, tactics, and resources as necessary.
<input type="checkbox"/> Reassess and evaluate the incident needs, resources, and risks regularly to confirm objectives and determine needed changes.
<input type="checkbox"/> Supervise the EOC personnel.
<input type="checkbox"/> Plan for adequate staffing of the EOC for the next operational period.
<input type="checkbox"/> Establish meeting and briefing schedule based on the set operational period, including: <ul style="list-style-type: none"> <li>○ Planning Meeting</li> <li>○ EOC and/or ICP Briefing</li> <li>○ Corporate Briefing</li> <li>○ External Agency Briefing</li> <li>○ Media</li> </ul>
<input type="checkbox"/> Participate in the Planning “P”, which will update and communicate the IAP: <ul style="list-style-type: none"> <li>○ Conduct at a minimum once per operational period.</li> <li>○ Attend Command Meeting(s).</li> <li>○ Attend Planning Meeting(s).</li> </ul>
<input type="checkbox"/> Confirm the update of the IAP: <ul style="list-style-type: none"> <li>○ Ensure the IAP is revised when necessary and that updates are provided for each operational period.</li> <li>○ Approve by signature by the <b>EOC Director</b>.</li> </ul>
<input type="checkbox"/> Ensure execution of IAP: <ul style="list-style-type: none"> <li>○ Identify and initiate any tasks assigned to the EOC arising from the IAP.</li> <li>○ Prioritize and assign tasks.</li> <li>○ Ensure tasks are completed.</li> <li>○ Support ongoing coordination and collaboration between sections.</li> </ul>
<input type="checkbox"/> Coordinate with the <b>Information Officer</b> : <ul style="list-style-type: none"> <li>○ Approve key messages.</li> <li>○ Confirm appropriate internal and external stakeholders and the media.</li> <li>○ Approve the Communications Plan.</li> </ul>

<input type="checkbox"/> Coordinate with the <b>Liaison Officer</b> to confirm appropriate external stakeholders have been updated.
<input type="checkbox"/> Ensure Corporate and TriSummit Utilities are updated on events related to the incident.
<input type="checkbox"/> Ensure regular updates to PNG personnel occur.
<input type="checkbox"/> Ensure regular updates to the OGC, other regulatory agencies, municipalities, First Nations, and other stakeholders occur.
<input type="checkbox"/> Redetermine the Incident Level after each operational period or after significant events: <ul style="list-style-type: none"> <li>○ Collaborate with <b>Operations Section Chief</b>.</li> <li>○ Use the Incident Classification Matrix.</li> <li>○ Escalate or de-escalate the Incident Level.</li> </ul>
<input type="checkbox"/> Communicate activities and decisions throughout incident response to the Scribe for documentation in the Incident Diary.
<input type="checkbox"/> Monitor cost estimates and burn rates.
<input type="checkbox"/> Update legal representation and/or insurers regularly.
<input type="checkbox"/> Approve the Repair and Re-energization Plan: <ul style="list-style-type: none"> <li>○ Ensure the verification of the valve opening sequence and timing before re-energizing.</li> <li>○ Monitor the implementation.</li> </ul>
<input type="checkbox"/> Ensure proper documentation by EOC and ICP staff of their decisions and activities.
<input type="checkbox"/> Confirm proper file storage for all incident documentation: <ul style="list-style-type: none"> <li>○ Ensure all site documents, forms, and/or notes are accurately completed and gathered, including the individual logs.</li> </ul>
<input type="checkbox"/> Note location of storage for ease of access for post-incident activities.
<input type="checkbox"/> Approve the preparation and implementation of the Repair and Re-energization Plan.
<input type="checkbox"/> Support other PNG employees to manage stress/fatigue (i.e., suggest taking a coffee break): <ul style="list-style-type: none"> <li>○ Report concerning stress and fatigue cues to the <b>Safety Officer</b>.</li> </ul>
<b>Shift Changes</b>
<input type="checkbox"/> Prepare for shift change by ensuring all documentation is complete.
<input type="checkbox"/> Conduct handover to incoming position replacement; fully brief your relief on events and status of actions being taken.
<input type="checkbox"/> Share activities that are in progress and ensure follow-up requirements are communicated.
<input type="checkbox"/> Identify tasks assigned but not yet completed.
<input type="checkbox"/> Communicate your pending shift change to the appropriate responders above (Corporate) and below you.
<input type="checkbox"/> Sign out at the end of shift.

Demobilization
<input type="checkbox"/> Approve the Demobilization Plan. Consider: <ul style="list-style-type: none"> <li>○ Regulatory reporting</li> <li>○ Scheduling debrief sessions</li> <li>○ Demobilizing resources</li> </ul>
<input type="checkbox"/> Extend activation for one operational period after re-pressurization to generate IAP to close the incident.
<input type="checkbox"/> Ensure communication of demobilization to internal and external stakeholders.
<input type="checkbox"/> Declare end of incident and closure of the EOC.

#### **Useful Acronyms**

**EOC** – Emergency Operations Centre

**HPZ** – Hazard Planning Zone


**ICP** – Incident Command Post

**ERP** – Emergency Response Plan

**IAP** – Incident Action Plan

**OGC** – Oil and Gas Commission

## B.5 EOC Scribe

	EOC SCRIBE	
	Reports to: EOC Director	
	General Responsibilities	Forms
<p>The <b>EOC Scribe</b> is responsible for the overall documentation of activities at the EOC, including:</p> <ul style="list-style-type: none"><li>• Documenting all decisions and key activities of the operational periods at the EOC</li><li>• Ensuring proper documentation of activities</li><li>• Maintaining the IAP accurately and in real-time</li><li>• Maintaining the EOC briefing minutes</li><li>• Supporting the <b>EOC Director</b>, Section Chiefs, and command staff</li><li>• Monitoring the EOC display boards for accuracy</li></ul> <p><b>Note:</b> Depending on the size of the incident, multiple Scribes may be appointed.</p>	<ul style="list-style-type: none"><li>• EOC Sign-in Sheet</li><li>• Incident Diary</li><li>• Incident Action Plan</li><li>• ICS Position Assignment Sheet – EOC</li></ul>	
Activation Duties		
<input type="checkbox"/> Report to the <b>EOC Director</b> for a briefing upon arrival at the EOC (physically or virtually).		
<input type="checkbox"/> Support the establishment of the EOC: <ul style="list-style-type: none"><li>○ Obtain your ICS vest, all relevant position checklists, and other necessary resources.</li><li>○ Confirm communication method and timing if EOC is operating virtually.</li></ul>		
<input type="checkbox"/> Populate the ICS Position Assignment Sheet.		
<input type="checkbox"/> Take minutes at the initial Command Meeting: <ul style="list-style-type: none"><li>○ Document all decisions and key activities.</li></ul>		
<input type="checkbox"/> Assist with preparation of the IAP by completing the IAP form: <ul style="list-style-type: none"><li>○ Confirm approval with signature by the <b>EOC Director</b>.</li></ul>		
<input type="checkbox"/> Distribute the IAP to the ICP and throughout the EOC.		
<input type="checkbox"/> Initiate Incident Diary: <ul style="list-style-type: none"><li>○ Document key <b>EOC Director</b> activities and decisions throughout incident response.</li><li>○ Document incident events and milestones.</li></ul>		
On-Going Duties		
<input type="checkbox"/> Sign in at the EOC at the beginning of each shift.		
<input type="checkbox"/> Update ICS Position Assignment Sheet and post it (or distribute if virtual EOC).		
<input type="checkbox"/> Advise EOC staff of briefing times and participate in all briefings: <ul style="list-style-type: none"><li>○ Record Unified Command and EOC Briefing minutes.</li></ul>		

<ul style="list-style-type: none"> <li>○ Assist <b>ICP Scribe</b> in completing, updating, and maintaining a Situation Report based on the IAP.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Take minutes at all briefings and meetings in the EOC:           <ul style="list-style-type: none"> <li>○ Document all decisions and key activities.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Document the update of the IAP:           <ul style="list-style-type: none"> <li>○ Confirm approval with signature by the <b>EOC Director</b>.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Document key <b>EOC Director</b> activities and decisions throughout incident response.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Complete, update, and maintain the Incident Diary:           <ul style="list-style-type: none"> <li>○ Document incident events and milestones.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Maintain EOC situational awareness boards (both physical and virtual), including:           <ul style="list-style-type: none"> <li>○ Boards that display current and accurate EOC Charts</li> <li>○ Boards that display current and accurate information, priorities, and assignments</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure proper documentation by EOC staff of their decisions and activities:           <ul style="list-style-type: none"> <li>○ Ensure all documents have the correct dates, times, signatures, etc.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Forward all EOC and ICP documentation to the <b>EOC Planning Section</b> for proper file storage:           <ul style="list-style-type: none"> <li>○ Ensure all site documents, forms, and/or notes are accurately completed and gathered, including the individual logs.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Assist with general administrative duties as required.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Support other PNG employees to manage stress/fatigue (i.e., suggest taking a coffee break):           <ul style="list-style-type: none"> <li>○ Report concerning stress and fatigue cues to the <b>Safety Officer</b>.</li> </ul> </li> </ul>
<b>Shift Changes</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Prepare for shift change by ensuring all documentation is complete.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct handover to incoming position replacement; fully brief your relief on events and status of actions being taken.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Share activities that are in progress and ensure follow-up requirements are communicated.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify tasks assigned but not yet completed.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Communicate your pending shift change to the appropriate responders above and below you.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Sign out at the end of shift.</li> </ul>
<b>Demobilization</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Contribute to delegated task(s) in the termination of the EOC.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Consider EOC requirements for transition into demobilization and normal operations.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Contribute to cleanup and ensure all resources used during the response are accounted for and replaced.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure all documents, forms, and/or notes are accurately completed, gathered, and then forwarded to the <b>EOC Planning Section</b>.</li> </ul>

- ☐ Participate in post-incident debrief sessions.

**Useful Acronyms**

**EOC** – Emergency Operations Centre


**IAP** – Incident Action Plan

**ICP** – Incident Command Post

**ICS** – Incident Command System



## B.6 Safety Officer

	SAFETY OFFICER	
	Reports to: EOC Director	
	General Responsibilities	Forms
	<p>The <b>Safety Officer</b> is responsible for monitoring safety operations, including:</p> <ul style="list-style-type: none"> <li>Assessing and/or anticipating hazardous and unsafe situations</li> <li>Maintaining awareness of active and developing situations</li> <li>Proposing measures to ensure team member safety and environmental protection</li> <li>Reviewing the IAP for safety implications</li> <li>Exercising emergency authority to stop and prevent unsafe acts</li> <li>Confirming provincial safety authorities have been notified</li> <li>Supporting accident investigations, recommending corrective action, and assisting in the preparation of accident report</li> <li>Coordinating with and supporting the <b>Site Safety Assistant</b> (may be <b>Incident Commander</b>)</li> </ul>	<ul style="list-style-type: none"> <li>Individual Log</li> <li>Safety Plan – EOC (Site and ICP)</li> </ul>
Activation Duties		
<input type="checkbox"/> Report to the <b>EOC Director</b> for a briefing upon arrival at the EOC (physically or virtually).		
<input type="checkbox"/> Support the establishment of the EOC: <ul style="list-style-type: none"> <li>Obtain your ICS vest, all relevant position checklists, and other necessary resources.</li> <li>Confirm communication method and timing if EOC is operating virtually.</li> </ul>		
<input type="checkbox"/> Assist in Incident Level recommendations.		
<input type="checkbox"/> Ensure that a <b>Site Safety Assistant</b> has been appointed at the incident site: <ul style="list-style-type: none"> <li>Establish contact to determine conditions and requirements.</li> </ul>		
<input type="checkbox"/> Contribute to the identification of the initial HPZ, in conjunction with the <b>Incident Commander, EOC Director, Planning Section Chief, and Operations Section Chief</b> : <ul style="list-style-type: none"> <li>Refer to applicable supplemental plan for HPZ Identification Procedure.</li> </ul>		
<input type="checkbox"/> Confirm the Safety Plan has been prepared for the site and the ICP.		
<input type="checkbox"/> Prepare and implement the Safety Plan for EOC.		
<input type="checkbox"/> Participate in the development of the <i>formal</i> IAP.		
On-Going Duties		
<input type="checkbox"/> Sign in at the EOC at the beginning of each shift.		
<input type="checkbox"/> Ensure all attendees to the EOC sign in and sign out.		
<input type="checkbox"/> Exercise emergency authority to stop and prevent unsafe acts.		

<input type="checkbox"/> Inform the <b>EOC Director</b> and command staff of all significant safety issues identified on an ongoing basis.
<input type="checkbox"/> Provide advice, guidance, and support for: <ul style="list-style-type: none"> <li>○ Security- and environment-related issues and ensure that all areas of risk and hazards are monitored</li> </ul>
<input type="checkbox"/> Participate in the update of the IAP at each operational period.
<input type="checkbox"/> Review and contribute to the IAP including: <ul style="list-style-type: none"> <li>○ Review for safety implications</li> <li>○ Considerations for the Safety Plan</li> <li>○ Safety messages based on current or potential safety and environmental risks and implications</li> </ul>
<input type="checkbox"/> Review factors influencing the HPZ: <ul style="list-style-type: none"> <li>○ Update regularly.</li> </ul>
<input type="checkbox"/> Communicate, at pre-determined intervals, with the <b>Site Safety Assistant</b> . Review: <ul style="list-style-type: none"> <li>○ Support <b>Site Safety Assistant</b> with assessing the emerging situation(s)</li> <li>○ Potential hazardous situations</li> <li>○ Additional requirements for incident site safety (i.e., for evacuation of the public and PNG staff)</li> <li>○ Coordination of planned activities to ensure compliance with safety practices</li> <li>○ Resources appropriate to ensure the safety of personnel at the ICP and incident site</li> </ul>
<input type="checkbox"/> Consult with the <b>Operations Section Chief</b> to confirm: <ul style="list-style-type: none"> <li>○ Appropriate resources and equipment required to ensure safety of personnel</li> <li>○ Coordination of planned activities to ensure compliance with safety practices</li> </ul>
<input type="checkbox"/> Implement actions and monitor conditions to ensure team members welfare throughout all phases of the response: <ul style="list-style-type: none"> <li>○ Monitor the EOC for safety conditions and PNG staff members for fatigue, hunger, and stress.</li> <li>○ Give considerations and reminders for quiet rooms, food and healthy snacks, breaks and handovers, etc.</li> <li>○ Ensure counselling and relief is provided for EOC staff, if needed.</li> <li>○ Participate in assessment of notification needs to team members and/or family.</li> <li>○ If impacted PNG staff are being transported to the hospital, confirm a PNG Management representative attended the hospital to provide support to the impacted staff member and/or their family.</li> <li>○ In conjunction with the Operations Section, conduct risk assessments for remote work locations to identify risks and potential impacts to operations and site safety during a telecommunications disruption.</li> </ul>
<input type="checkbox"/> Participate in the preparation of the Repair and Re-energization Plan.
<b>Meetings and Briefings</b>
<input type="checkbox"/> Prepare for Command Meetings and Briefings.

<ul style="list-style-type: none"> <li>○ Prepare to report on all activities (ongoing, future, and recently completed) for your section.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Attend and participate in meetings and briefings as required:             <ul style="list-style-type: none"> <li>○ Gain an understanding of and provide information on current situation.</li> <li>○ Contribute to discussion of status, objectives, strategies, key actions, decisions, and assigned activities.</li> <li>○ Report on all activities (ongoing, future, and recently completed) for your section.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Brief members of the section after each meeting or significant event:             <ul style="list-style-type: none"> <li>○ Establish specific information requirements and reporting schedules for the section.</li> </ul> </li> </ul>
<b>Documentation</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Document in your <b>Individual Log</b>: your decisions made, actions taken, and corresponding times. Also note all names of agency representatives spoken with.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Prepare any necessary briefing reports or forms for incoming staff so that they are aware of completed tasks and outstanding tasks.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Contribute to the Briefing Report.</li> </ul>
<b>Shift Changes</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Prepare for shift change by ensuring all documentation is complete.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct handover to incoming position replacement; fully brief your relief on events and status of actions being taken.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Share activities that are in progress and ensure follow-up requirements are communicated.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify tasks assigned but not yet completed.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Communicate your pending shift change to the appropriate responders above and below you.</li> </ul>
<b>Demobilization</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Contribute to delegated task(s) in the termination of the EOC.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Consider section requirements for transition into demobilization and normal operations.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Contribute to cleanup and ensure all resources used during the response are accounted for and replaced.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure all documents, forms, and/or notes are accurately completed, gathered, and then forwarded to the <b>EOC Planning Section</b>.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Participate in post-incident debrief sessions.</li> </ul>

### Useful Acronyms

**EOC** – Emergency Operations Centre

**IAP** – Incident Action Plan


**ICS** – Incident Command System

**HPZ** – Hazard Planning Zone

**ICP** – Incident Command Post



## B.7 Liaison Officer

	LIAISON OFFICER	
	Reports to: EOC Director	
	General Responsibilities	Forms
	<p>The <b>Liaison Officer</b> acts as the primary point of contact for assisting and/or cooperating with external agencies, and organizations assigned to, or monitoring, the incident, including:</p> <ul style="list-style-type: none"> <li>• Ensuring timely notification and updates to external stakeholders involved in the response</li> <li>• PNG point of contact with other agencies directly involved or potentially affected by the incident, or consequences arising from the incident (particularly the utility)</li> <li>• Gathering information updates from involved external stakeholders, including local government entities, involved First Nations communities, and other stakeholder agencies</li> <li>• Monitoring incident operations for inter-organizational opportunities and challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Individual Log</li> <li>• External Agency Briefing Form</li> </ul>
Activation Duties		
<input type="checkbox"/> Report to the <b>EOC Director</b> for a briefing upon arrival at the EOC (physically or virtually).		
<input type="checkbox"/> Support the establishment of the EOC: <ul style="list-style-type: none"> <li>○ Obtain your ICS vest, all relevant position checklists, and other necessary resources.</li> <li>○ Confirm communication method and timing if EOC is operating virtually.</li> </ul>		
<input type="checkbox"/> Determine need for additional staff to support the <b>Liaison Officer</b> : <ul style="list-style-type: none"> <li>○ Submit request to <b>EOC Director</b>.</li> </ul>		
<input type="checkbox"/> Make all required notifications promptly to agencies, municipalities, First Nations, and other stakeholders while documenting their questions or concerns: <ul style="list-style-type: none"> <li>○ Complete and issue written notices.</li> </ul>		
<input type="checkbox"/> Participate in the development of the <i>formal</i> IAP: <ul style="list-style-type: none"> <li>○ Distribute IAP to OGC upon completion.</li> </ul>		
On-Going Duties		
<input type="checkbox"/> Sign in at the EOC at the beginning of each shift.		
<input type="checkbox"/> Determine need for additional staff to support the <b>Liaison Officer</b> : <ul style="list-style-type: none"> <li>○ Submit request to Logistics.</li> </ul>		
<input type="checkbox"/> Inform the <b>EOC Director</b> and command staff of all significant issues identified in the section on an ongoing basis.		
<input type="checkbox"/> Participate in the Planning “P”, which will update and communicate the IAP:		

<ul style="list-style-type: none"> <li>○ Conduct at a minimum once per operational period.</li> <li>○ Attend Command Meeting(s).</li> <li>○ Attend Planning Meeting(s).</li> </ul>
<input type="checkbox"/> Identify and initiate any tasks assigned to the <b>Liaison Officer</b> arising from the IAP: <ul style="list-style-type: none"> <li>○ Prioritize and assign tasks.</li> </ul>
<input type="checkbox"/> Support other PNG employees to manage stress/fatigue (i.e., suggest taking a coffee break): <ul style="list-style-type: none"> <li>○ Report concerning stress and fatigue cues to the <b>Safety Officer</b>.</li> </ul>
<input type="checkbox"/> Establish and maintain a list (" <b>The List</b> ") of agencies, municipalities, First Nations, and other stakeholders involved with the incident, as well as those impacted or potentially impacted by consequences arising from the incident (particularly the utility): <ul style="list-style-type: none"> <li>○ Obtain contact information and update regularly.</li> </ul>
<input type="checkbox"/> Provide regular briefings to those on <b>The List</b> : <ul style="list-style-type: none"> <li>○ Provide a schedule for updates.</li> <li>○ Prepare an agenda to guide the conversation:               <ul style="list-style-type: none"> <li>▪ Determine information needs.</li> </ul> </li> <li>○ Document the attendance of participants of the briefing.</li> </ul>
<input type="checkbox"/> Represent PNG at external agency meetings and briefings.
<b>Meetings and Briefings</b>
<input type="checkbox"/> Prepare for Command Meetings and Briefings. <ul style="list-style-type: none"> <li>○ Prepare to report on all activities (ongoing, future, and recently completed) for your section.</li> </ul>
<input type="checkbox"/> Attend and participate in meetings and briefings as required: <ul style="list-style-type: none"> <li>○ Gain an understanding of and provide information on current situation.</li> <li>○ Contribute to discussion of status, objectives, strategies, key actions, decisions, and assigned activities.</li> <li>○ Report on all activities (ongoing, future, and recently completed) for your section.</li> </ul>
<input type="checkbox"/> Brief members of the section after each meeting or significant event: <ul style="list-style-type: none"> <li>○ Establish specific information requirements and reporting schedules for the section.</li> </ul>
<b>Documentation</b>
<input type="checkbox"/> Document in your <b>Individual Log</b> : your decisions made, actions taken, and corresponding times. Also note all names of agency representatives spoken with.
<input type="checkbox"/> Prepare any necessary briefing reports or forms for incoming staff so that they are aware of completed tasks and outstanding tasks.
<input type="checkbox"/> Contribute to the Briefing Report.
<b>Shift Changes</b>
<input type="checkbox"/> Prepare for shift change by ensuring all documentation is complete.

<input type="checkbox"/> Conduct handover to incoming position replacement; fully brief your relief on events and status of actions being taken.
<input type="checkbox"/> Share activities that are in progress and ensure follow-up requirements are communicated.
<input type="checkbox"/> Identify tasks assigned but not yet completed.
<input type="checkbox"/> Communicate your pending shift change to the appropriate responders above and below you.
<b>Demobilization</b>
<input type="checkbox"/> Contribute to delegated task(s) in the termination of the EOC.
<input type="checkbox"/> Consider section requirements for transition into demobilization and normal operations: <ul style="list-style-type: none"> <li>○ Develop a contact list for post-response required information updates to external agencies.</li> <li>○ Ensure all agencies are notified of the stand-down and/or demobilization.</li> <li>○ Ensure that commitments made to any agencies are completed.</li> </ul>
<input type="checkbox"/> Contribute to cleanup and ensure all resources used during the response are accounted for and replaced.
<input type="checkbox"/> Ensure all documents, forms, and/or notes are accurately completed, gathered, and then forwarded to the <b>EOC Planning Section</b> .
<input type="checkbox"/> Participate in post-incident debrief sessions.

#### **Useful Acronyms**

**EOC** – Emergency Operations Centre


**ICP** – Incident Command Post

**IAP** – Incident Action Plan

**ICS** – Incident Command System



## B.8 Information Officer

	INFORMATION OFFICER	
	Reports to: EOC Director	
	General Responsibilities	Forms
	<p>The <b>Information Officer</b> is responsible for ensuring accurate, consistent, and timely communications are provided for all internal and external audiences on an ongoing basis. Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Updating internal and external stakeholders, including PNG employees, customers, media, and partners</li> <li>• Coordinating and/or actioning the prioritization of notifying affected or potentially affected parties</li> <li>• Preparing content for communication materials</li> <li>• Identifying audiences requiring updates from or coordination/contact with PNG</li> <li>• Approving and implementing the distribution strategy for communication materials</li> <li>• Developing and reviewing key messages and supporting media analysis to determine if messaging needs to be updated to correct misinformation or provide more context to the situation</li> <li>• Updating, coordinating with, or contacting identified audiences</li> <li>• Developing online contact and posting/managing responses as required</li> <li>• Promptly communicating changes in the situation to internal and external audience members</li> </ul>	<ul style="list-style-type: none"> <li>• Individual Log</li> <li>• Media/Public Announcement Templates</li> <li>• External Agency Briefing Form</li> </ul>
<b>Activation Duties</b>		
<input type="checkbox"/> Report to the <b>EOC Director</b> for a briefing upon arrival at the EOC (physically or virtually)		
<input type="checkbox"/> Support the establishment of the EOC: <ul style="list-style-type: none"> <li>○ Obtain your ICS vest, all relevant position checklists, and other necessary resources.</li> <li>○ Confirm communication method and timing if EOC is operating virtually.</li> </ul>		
<input type="checkbox"/> Determine need for additional staff to support the <b>Information Officer</b> : <ul style="list-style-type: none"> <li>○ Submit request to <b>EOC Director</b>.</li> </ul>		
<input type="checkbox"/> Connect with the <b>EOC Director</b> and any others to assist in Incident Level recommendations.		
<input type="checkbox"/> Support the <b>Reception Centre Coordinator</b> .		
<input type="checkbox"/> Ensure that TriSummit Utilities Communication Team is updated on events related to the incident.		
<input type="checkbox"/> Identify audiences requiring updates from, coordination with, or contact with the <b>Information Officer</b> (e.g., media outlets).		
<input type="checkbox"/> Coordinate and/or action the prioritization of notifying affected or potentially affected parties.		

- ☐ Draft key messages, holding statements, and media communications using existing templates:
  - Gain approval from **EOC Director** and/or Corporate.
  - Provide to the OGC, preferably before release.
  - Provide to TriSummit Utilities Communication Team.
- ☐ Determine communications requirements and prepare incident-specific communications plan with the assistance of TriSummit Utilities Communications Team as needed:
  - Gain approval from **EOC Director** and/or Corporate.
  - Provide to TriSummit Utilities Communication Team.

### On-Going Duties

- ☐ Sign in at the EOC at the beginning of each shift.
- ☐ Determine need for additional staff to support the **Information Officer**:
  - Submit request to Logistics.
- ☐ Inform the **EOC Director** and command staff of all significant issues identified in the section on an ongoing basis.
- ☐ Participate in the Planning “P”, which will update and communicate the IAP:
  - Conduct at a minimum once per operational period.
  - Attend Command Meeting(s).
  - Attend Planning Meeting(s).
- ☐ Identify and initiate any tasks assigned to you arising from the IAP:
  - Prioritize and assign tasks.
- ☐ Support other PNG employees to manage stress/fatigue (i.e., suggest taking a coffee break):
  - Report concerning stress and fatigue cues to the **Safety Officer**.
- ☐ Establish and maintain a list of identified audiences, including political leaders, media outlets, and agency information officers:
  - Provide members of the list with regular updates, and inform if the situation changes.
  - Coordinate messaging with agencies.
  - Obtain contact information and update regularly.
- ☐ Update key messages, holding statements, and media communications as incident evolves.
- ☐ Disseminate information using appropriate available channels, including:
  - PNG Call Centre for inclusion in their script
  - News releases and conferences
  - PNG website, social media channels, and phone lines
  - Appropriate Q&As
  - Traditional and digital media outlets
- ☐ Monitor and report on all media and social activity (print, digital, social).

- ☐ Analyze public uptake of messaging to determine if messaging needs to be updated and/or revised to achieve the actions and/or interpretation desired:
  - Review questions to PNG Call Centre.
  - Assess public social media messages, i.e., Facebook.
  - Assess if instructions are being followed, i.e., reduced gas consumption.

- ☐ Provide regular updates to PNG employees.

### Meetings and Briefings

- ☐ Prepare for Command Meetings and Briefings:
  - Prepare to report on all activities (ongoing, future, and recently completed) for your section.
- ☐ Attend And Participate In Meetings And Briefings As Required:
  - Gain An Understanding Of And Provide Information On Current Situation.
  - Contribute To Discussion Of Status, Objectives, Strategies, Key Actions, Decisions, And Assigned Activities.
  - Report On All Activities (Ongoing, Future, And Recently Completed) For Your section.
- ☐ Brief members of the section after each meeting or significant event:
  - Establish specific information requirements and reporting schedules for the section.

### Documentation

- ☐ Document in your **Individual Log**: your decisions made, actions taken, and corresponding times. Also note all names of agency representatives spoken with.
- ☐ Prepare any necessary briefing reports or forms for incoming staff so that they are aware of completed tasks and outstanding tasks.
- ☐ Contribute to the Briefing Report.

### Shift Changes

- ☐ Prepare for shift change by ensuring all documentation is complete.
- ☐ Conduct handover to incoming position replacement; fully brief your relief on events and status of actions being taken.
- ☐ Share activities that are in progress and ensure follow-up requirements are communicated.
- ☐ Identify tasks assigned but not yet completed.
- ☐ Communicate your pending shift change to the appropriate responders above and below you.

### Demobilization

- ☐ Contribute to delegated task(s) in the termination of the EOC.
- ☐ Consider section requirements for transition into demobilization and normal operations:
  - Develop a contact list for post-response required information updates to external agencies.
  - Ensure all agencies are notified of the stand-down and/or demobilization.
  - Ensure that commitments made to any agencies are completed.

- |  |
|--|
| <input type="checkbox"/> Contribute to cleanup and ensure all resources used during the response are accounted for and replaced.                               |
| <input type="checkbox"/> Ensure all documents, forms, and/or notes are accurately completed, gathered, and then forwarded to the <b>EOC Planning Section</b> . |
| <input type="checkbox"/> Participate in post-incident debrief sessions.  |

**Useful Acronyms**

**EOC** – Emergency Operations Centre

**IAP** – Incident Action Plan


**ICS** – Incident Command System

**ERP** – Emergency Response Plan

**ICP** – Incident Command Post

**OGC** – Oil and Gas Commission

## B.9 Reception Centre Coordinator

	RECEPTION CENTRE COORDINATOR	
	Reports to: Information Officer	
	General Responsibilities	Forms
	<p>The <b>Reception Centre Coordinator</b> supports the establishment and operation of the Reception Centre to receive evacuees; if the authority with the jurisdiction for evacuation is unable, or unavailable, the <b>Reception Centre Coordinator</b> will coordinate the setup of a Reception Centre. Additional responsibilities may include:</p> <ul style="list-style-type: none"> <li>• Recording the arrival of members of the public at the Reception Centre</li> <li>• Supporting the tracking of family members of evacuated residences</li> <li>• Liaising closely with the <b>Information Officer</b></li> <li>• Coordinating travel requirements of evacuees</li> <li>• Liaising with the <b>Finance &amp; Administration Section Chief</b> regarding compensation issues</li> <li>• Assisting with recall of evacuees</li> </ul>	<ul style="list-style-type: none"> <li>• Individual Log</li> <li>• Reception Centre Check-In Sheets</li> <li>• Evacuation Expenses Compensation Request Sheet</li> <li>• Media/Public Announcement Templates</li> </ul>
<b>Activation Duties</b>		
	<input type="checkbox"/> Receive assignment from <b>Information Officer</b> including checklist.	
	<input type="checkbox"/> Support the setup of the Reception Centre.	
	<input type="checkbox"/> Assemble at the designated Reception Centre: <ul style="list-style-type: none"> <li>○ Access forms from the ERP: Reception Centre Check-In Sheets and Evacuation Expenses Compensation Request Sheets.</li> </ul>	
	<input type="checkbox"/> Check in with the <b>Information Officer</b> for a briefing upon arrival at the Reception Centre: <ul style="list-style-type: none"> <li>○ Request key messaging and situation update.</li> <li>○ Establish check-in/briefing times to maintain situational awareness.</li> </ul>	
	<input type="checkbox"/> Request additional personnel as needed to assist with the Reception Centre from the Logistics Section Chief or EOC Director.	
	<input type="checkbox"/> Ensure any required resources at the reception centre are requested.	


<b>On-Going Duties</b>
<input type="checkbox"/> Receive evacuees: <ul style="list-style-type: none"> <li>○ Register evacuees by completing Reception Centre Check-In Sheets.</li> <li>○ Share approved messaging.</li> <li>○ Collect questions and forward to the <b>EOC (Information Officer)</b> for accurate answers (acknowledging rapidly changing situation).</li> <li>○ Avoid providing reassurances, times, and unconfirmed incident details to evacuees.</li> </ul>
<input type="checkbox"/> Communicate frequently with the <b>Information Officer</b> to maintain current situation awareness.
<input type="checkbox"/> Assist with evacuees' problems and issues.
<input type="checkbox"/> Support the arrangement of food, lodging, and transportation.
<input type="checkbox"/> Direct media questions to the <b>Information Officer</b> .
<input type="checkbox"/> Support the emotional needs of the evacuees: <ul style="list-style-type: none"> <li>○ Be calm, sensitive, and understanding, and express reassurance.</li> </ul>
<b>Evacuation Rescind</b>
<input type="checkbox"/> Receive notification from PNG that the incident is over (downgraded).
<input type="checkbox"/> Support the coordination with government agencies, in conjunction with the <b>Information Officer</b> , to announce the rescind of evacuation ("all clear").
<input type="checkbox"/> Support the notification of affected or evacuated area residences.
<input type="checkbox"/> Support the provision of transportation to residents who were evacuated, if and as required.
<input type="checkbox"/> Document requests from evacuees for compensation using an Evacuation Expenses Compensation Request Sheet.
<input type="checkbox"/> Communicate frequently with the <b>Finance &amp; Administration Section Chief</b> providing updates on compensation needs and issues.
<input type="checkbox"/> Support other PNG employees to manage stress/fatigue (i.e., suggest taking a coffee break): <ul style="list-style-type: none"> <li>○ Report concerning stress and fatigue cues to the <b>Safety Officer</b>.</li> </ul>
<b>Documentation</b>
<input type="checkbox"/> Document in your <b>Individual Log</b> : your decisions made, actions taken, and corresponding times. Also note all names of agency representatives spoken with.
<input type="checkbox"/> Prepare any necessary briefing reports or forms for incoming staff so that they are aware of completed tasks and outstanding tasks.
<input type="checkbox"/> Contribute to the Briefing Report.
<b>Shift Changes</b>
<input type="checkbox"/> Prepare for shift change by ensuring all documentation is complete.

<input type="checkbox"/> Conduct handover to incoming position replacement; fully brief your relief on events and status of actions being taken.
<input type="checkbox"/> Share activities that are in progress and ensure follow-up requirements are communicated.
<input type="checkbox"/> Identify tasks assigned but not yet completed.
<input type="checkbox"/> Communicate your pending shift change to the appropriate responders above and below you.
<input type="checkbox"/> Sign out at the end of shift.
<input type="checkbox"/> Contribute to delegated task(s) in the termination of the EOC.
<input type="checkbox"/> Consider requirements for transition into demobilization and normal operations.
<b>Demobilization</b>
<input type="checkbox"/> Contribute to cleanup and ensure all resources used during the response are accounted for and replaced.
<input type="checkbox"/> Ensure all documents, forms, and/or notes are accurately completed, gathered, and then forwarded to the <b>EOC Planning Section</b> .
<input type="checkbox"/> Participate in post-incident debrief sessions.

**Useful Acronyms:**    **EOC** – Emergency Operations Centre    **ERP** – Emergency Response Plan



## B.10 Operations Section Chief

	OPERATIONS SECTION CHIEF	
	Reports to: EOC Director	
	General Responsibilities	Forms
<p>The <b>Operations Section Chief</b> is responsible for tasks including:</p> <ul style="list-style-type: none"> <li>• Overseeing all tactical operations of response</li> <li>• Providing direct support to the <b>EOC Director</b> and <b>Incident Commander</b></li> <li>• Coordinating communications between EOC and <b>Incident Commander</b></li> <li>• Overseeing and coordinating the work of the Operations Section</li> <li>• Supporting the site <b>Incident Commander</b> in addressing operational needs for response</li> </ul>		<ul style="list-style-type: none"> <li>• Individual Log</li> </ul>
<b>Activation Duties</b>		
<input type="checkbox"/> Report to the <b>EOC Director</b> for a briefing upon arrival at the EOC (physically or virtually).		
<input type="checkbox"/> Support the establishment of the EOC: <ul style="list-style-type: none"> <li>○ Obtain your ICS vest, all relevant position checklists, and other necessary resources.</li> <li>○ Confirm the site and/or ICP communication capabilities and limitations.</li> <li>○ Confirm communication method and timing if EOC is operating virtually.</li> </ul>		
<input type="checkbox"/> Determine staffing needs for the section: <ul style="list-style-type: none"> <li>○ Consider SMEs from a variety of sources.</li> </ul>		
<input type="checkbox"/> Assist in Incident Level recommendations.		
<input type="checkbox"/> Contribute to the identification of the initial HPZ, in conjunction with the <b>Incident Commander</b> , <b>EOC Director</b> , <b>Planning Section Chief</b> , and <b>Safety Officer</b> : <ul style="list-style-type: none"> <li>○ Refer to applicable supplemental plan for HPZ Identification Procedure.</li> </ul>		
<input type="checkbox"/> Determine the need to issue a Notice of Airmen (NOTAM) and recommend avoidance of the airspace in the vicinity of the incident location: <ul style="list-style-type: none"> <li>○ Request NOTAM by calling 1-866-WXBRIEF (1-866-992-7433).</li> </ul>		
<input type="checkbox"/> Identify and initiate tasks related to the HPZ, e.g., evacuation, roadblocks, air monitoring, and rovers: <ul style="list-style-type: none"> <li>○ Conduct task identification in conjunction with the <b>Incident Commander</b>.</li> </ul>		
<input type="checkbox"/> Participate in the development of the <i>formal</i> IAP.		
<input type="checkbox"/> Coordinate with the <b>Logistics Section</b> for information on resource movements, support for resources in the staging areas, and required security.		

On-Going Duties
<input type="checkbox"/> Sign in at the EOC at the beginning of each shift.
<input type="checkbox"/> Plan for adequate staffing of the section for the next operational period: <ul style="list-style-type: none"> <li>Consider SMEs from a variety of sources.</li> </ul>
<input type="checkbox"/> Supervise the Operations Section personnel.
<input type="checkbox"/> Inform the <b>EOC Director</b> and command staff of all significant issues identified in the Section on an ongoing basis.
<input type="checkbox"/> Participate in the Planning “P”, which will update and communicate the IAP: <ul style="list-style-type: none"> <li>Conduct at a minimum once per operational period.</li> <li>Attend Command Meeting(s).</li> <li>Attend Tactics Meeting(s).</li> <li>Attend Planning Meeting(s).</li> </ul>
<input type="checkbox"/> Identify and initiate any tasks assigned to the Operations Section arising from the IAP: <ul style="list-style-type: none"> <li>Prioritize and assign tasks.</li> </ul>
<input type="checkbox"/> Support other PNG employees to manage stress/fatigue (i.e., suggest taking a coffee break): <ul style="list-style-type: none"> <li>Report concerning stress and fatigue cues to the <b>Safety Officer</b>.</li> </ul>
<input type="checkbox"/> Evaluate and monitor site operations and adjust structure, strategies, tactics, and resources, as necessary: <ul style="list-style-type: none"> <li>In conjunction with Safety Officer, conduct risk assessments for remote work locations to identify risks and impacts to operations and site safety during a telecommunications disruption.</li> </ul>
<input type="checkbox"/> Assess impacts to the infrastructure (reference relevant supplemental plan(s)), and provide support and guidance regarding: <ul style="list-style-type: none"> <li>People (responders, potentially affected people, customers)</li> <li>Environment</li> <li>Assets</li> <li>Reputation</li> </ul>
<input type="checkbox"/> Maintain regular communications with the <b>Incident Commander</b> : <ul style="list-style-type: none"> <li>Support <b>Incident Commander</b> with assessing the emerging situation(s).</li> <li>Obtain updates from the <b>Incident Commander</b> to ensure most recent and accurate information.</li> <li>Monitor EOC information to ensure the latest available information is forwarded to the <b>Incident Commander</b>, including the IAP.</li> </ul>
<input type="checkbox"/> Review factors influencing the HPZ: <ul style="list-style-type: none"> <li>Update regularly.</li> <li>Collaborate with contributors to the initial identification of the HPZ.</li> </ul>
<input type="checkbox"/> Confirm the Incident Level after each operational period or after significant events: <ul style="list-style-type: none"> <li>Use the Incident Classification Matrix.</li> </ul>

<ul style="list-style-type: none"> <li>○ Determine if the incident has escalated or can be downgraded.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Participate in the preparation of the Repair and Re-energization Plan.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Oversee the implementation of the Repair and Re-energization Plan:             <ul style="list-style-type: none"> <li>○ Verify the valve opening sequence and timing with the <b>Incident Commander</b> before re-energizing.</li> <li>○ Conduct a radio check with all resources in the field before re-energizing.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Oversee the implementation of the Demobilization Plan.</li> </ul>
<b>Meetings and Briefings</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Prepare for Command Meetings and Briefings:             <ul style="list-style-type: none"> <li>○ Prepare to report on all activities (ongoing, future, and recently completed) for your section.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Attend and participate in meetings and briefings as required:             <ul style="list-style-type: none"> <li>○ Gain an understanding of and provide information on current situation.</li> <li>○ Contribute to discussion of status, objectives, strategies, key actions, decisions, and assigned activities.</li> <li>○ Report on all activities (ongoing, future, and recently completed) for your section.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Brief members of the section after each meeting or significant event:             <ul style="list-style-type: none"> <li>○ Establish specific information requirements and reporting schedules for the section.</li> </ul> </li> </ul>
<b>Documentation</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Document in your <b>Individual Log</b>: your decisions made, actions taken, and corresponding times. Also note all names of agency representatives spoken with.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Prepare any necessary briefing reports or forms for incoming staff so that they are aware of completed tasks and outstanding tasks.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Contribute to the Briefing Report.</li> </ul>
<b>Shift Changes</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Prepare for shift change by ensuring all documentation is complete.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct handover to incoming position replacement; fully brief your relief on events and status of actions being taken.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Share activities that are in progress and ensure follow-up requirements are communicated.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify tasks assigned but not yet completed.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Communicate your pending shift change to the appropriate responders above and below you.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Sign out at the end of shift.</li> </ul>
<b>Demobilization</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Contribute to delegated task(s) in the termination of the EOC.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Consider section requirements for transition into demobilization and normal operations.</li> </ul>

- |  |
|--|
| <input type="checkbox"/> Contribute to cleanup and ensure all resources used during the response are accounted for and replaced.                               |
| <input type="checkbox"/> Ensure all documents, forms, and/or notes are accurately completed, gathered, and then forwarded to the <b>EOC Planning Section</b> . |
| <input type="checkbox"/> Participate in post-incident debrief sessions.  |

**Useful Acronyms**

**EOC** – Emergency Operations Centre

**IAP** – Incident Action Plan

**ICS** – Incident Command System


**SMEs** – Subject Matter Experts

**HPZ** – Hazard Planning Zone

**ICP** – Incident Command Post

**NOTAM** – Notice To airmen

## B.11 Planning Section Chief

 <b>PLANNING SECTION CHIEF</b>		
<b>Reports to:</b> EOC Director		
<b>General Responsibilities</b>		<b>Forms</b>
<p>The <b>Planning Section Chief</b> is responsible for tasks including:</p> <ul style="list-style-type: none"> <li>Evaluating information and providing strategic advice to the EOC Sections</li> <li>Planning future response activities, including considerations for demobilization and recovery</li> <li>Anticipating challenges, risks, or requirement changes</li> <li>Overseeing and coordinating the work of the Planning Section</li> <li>Ensuring proper documentation activities for all EOC staff</li> </ul>		<ul style="list-style-type: none"> <li>Individual Log</li> <li>Incident Action Plan</li> </ul>
<b>Activation Duties</b>		
<input type="checkbox"/> Report to the <b>EOC Director</b> for a briefing upon arrival at the EOC (physically or virtually).		
<input type="checkbox"/> Support the establishment of the EOC: <ul style="list-style-type: none"> <li>Obtain your ICS vest, all relevant position checklists, and other necessary resources.</li> <li>Confirm the site and/or ICP communication capabilities and limitations.</li> <li>Confirm communication method and timing if EOC is operating virtually.</li> </ul>		
<input type="checkbox"/> Determine staffing needs for the section: <ul style="list-style-type: none"> <li>Consider SMEs from engineering, geographic information system (GIS), planning, etc.</li> </ul>		
<input type="checkbox"/> Assist in Incident Level recommendations.		
<input type="checkbox"/> Contribute to the identification of the initial HPZ, in conjunction with the <b>Incident Commander, EOC Director, Operations Section Chief, and Safety Officer</b> : <ul style="list-style-type: none"> <li>Refer to applicable supplemental plan for HPZ Identification Procedure.</li> <li>Request a plume model from CANUTEC (1-888-226-8832).</li> </ul>		
<input type="checkbox"/> Establish an initial potentially affected parties list based on the identified HPZ: <ul style="list-style-type: none"> <li>Begin with those downwind and closest to the incident site.</li> </ul>		
<input type="checkbox"/> Prepare map of the HPZ and distribute: <ul style="list-style-type: none"> <li>Post map in the ICP and EOC.</li> </ul>		
<input type="checkbox"/> Participate in the development of the <i>formal</i> IAP.		
<b>On-Going Duties</b>		
<input type="checkbox"/> Sign in at the EOC at the beginning of each shift.		
<input type="checkbox"/> Plan for adequate staffing of the section for the next operational period: <ul style="list-style-type: none"> <li>Consider SMEs from a variety of sources.</li> </ul>		

<input type="checkbox"/> Supervise the Planning Section personnel.
<input type="checkbox"/> Inform the <b>EOC Director</b> and command staff of all significant issues identified in the Section on an ongoing basis.
<input type="checkbox"/> Participate in the Planning “P”, which will update and communicate the IAP: <ul style="list-style-type: none"> <li>○ Conduct at a minimum once per operational period.</li> <li>○ Attend Command Meeting(s).</li> <li>○ Attend Tactics Meeting(s).</li> <li>○ Attend Planning Meeting(s).</li> </ul>
<input type="checkbox"/> Identify and initiate any tasks assigned to the Planning Section arising from the IAP: <ul style="list-style-type: none"> <li>○ Prioritize and assign tasks.</li> </ul>
<input type="checkbox"/> Support other PNG employees to manage stress/fatigue (i.e., suggest taking a coffee break): <ul style="list-style-type: none"> <li>○ Report concerning stress and fatigue cues to the <b>Safety Officer</b>.</li> </ul>
<input type="checkbox"/> Collect and evaluate planning information and collaborate with SMEs to: <ul style="list-style-type: none"> <li>○ Determine impact on PNG customers.</li> <li>○ Develop response and continuity strategies.</li> <li>○ Determine long-term recovery requirements and considerations.</li> </ul>
<input type="checkbox"/> Prepare for and facilitate Planning “P” tactics and Planning Meetings.
<input type="checkbox"/> Update the lists of affected and/or potentially affected parties.
<input type="checkbox"/> Update the map of the HPZ and distribute: <ul style="list-style-type: none"> <li>○ Post it in the ICP and EOC.</li> </ul>
<input type="checkbox"/> Develop an Advance Plan in anticipation of potential response and recovery related issues likely to occur within the current and future operational periods: <ul style="list-style-type: none"> <li>○ Review all available Situation Reports, Action Plans, and other significant documents, to determine potential future impacts of the event or disaster, particularly issues that might modify the overall EOC priorities and objectives.</li> <li>○ Provide periodic predictions on hazard and risk potential.</li> <li>○ Assemble information on alternative strategies and risk management strategies.</li> <li>○ Provide periodic briefings for the EOC Director and Management Team addressing Advance Planning issues.</li> <li>○ Proactively monitor for risks to telecommunications technology.</li> </ul>
<input type="checkbox"/> Manage all incident response documentation: <ul style="list-style-type: none"> <li>○ Collect all incident documents, forms, and/or notes.</li> <li>○ Coordinate, organize, and file incoming documentation.</li> <li>○ Ensure all forms are accurately completed and stored properly for historical purposes.</li> </ul>
<input type="checkbox"/> Prepare the Repair and Re-energization Plan: <ul style="list-style-type: none"> <li>○ Identify and document the valve opening sequence and timing.</li> <li>○ Consult and confirm with the <b>Operations Section Chief</b>.</li> </ul>

<b>Meetings and Briefings</b>
<input type="checkbox"/> Prepare for Command Meetings and Briefings: <ul style="list-style-type: none"> <li>○ Prepare to report on all activities (ongoing, future, and recently completed) for your section.</li> </ul>
<input type="checkbox"/> Attend and participate in meetings and briefings as required: <ul style="list-style-type: none"> <li>○ Gain an understanding of and provide information on current situation.</li> <li>○ Contribute to discussion of status, objectives, strategies, key actions, decisions, and assigned activities.</li> <li>○ Report on all activities (ongoing, future, and recently completed) for your section.</li> </ul>
<input type="checkbox"/> Brief members of the section after each meeting or significant event: <ul style="list-style-type: none"> <li>○ Establish specific information requirements and reporting schedules for the section.</li> </ul>
<b>Documentation</b>
<input type="checkbox"/> Document in your <b>Individual Log</b> : your decisions made, actions taken, and corresponding times. Also note all names of agency representatives spoken with.
<input type="checkbox"/> Prepare any necessary briefing reports or forms for incoming staff so that they are aware of completed tasks and outstanding tasks.
<input type="checkbox"/> Contribute to the Briefing Report.
<b>Shift Changes</b>
<input type="checkbox"/> Prepare for shift change by ensuring all documentation is complete.
<input type="checkbox"/> Conduct handover to incoming position replacement; fully brief your relief on events and status of actions being taken.
<input type="checkbox"/> Share activities that are in progress and ensure follow-up requirements are communicated.
<input type="checkbox"/> Identify tasks assigned but not yet completed.
<input type="checkbox"/> Communicate your pending shift change to the appropriate responders above and below you.
<input type="checkbox"/> Sign out at the end of shift.
<b>Demobilization</b>
<input type="checkbox"/> Prepare, distribute, and implement the Demobilization Plan. Consider: <ul style="list-style-type: none"> <li>○ Regulatory reporting</li> <li>○ Scheduling debrief sessions</li> <li>○ Demobilizing resources</li> </ul>
<input type="checkbox"/> Collaborate with Logistics to determine demobilization of PNG personnel, contractors, and equipment.
<input type="checkbox"/> Coordinate EOC resources to be on standby for 8 hours after incident close-out.
<input type="checkbox"/> Ensure all position resources used during the response are accounted for and replaced.
<input type="checkbox"/> Manage all incident response and EOC documentation:

<ul style="list-style-type: none"> <li>○ Ensure adequate records are maintained across groups.</li> <li>○ Ensure both sections and individuals submit Activity Logs.</li> <li>○ Coordinate, organize, and file incoming documentation.</li> <li>○ Ensure all forms are accurately completed, gathered, and filed.</li> <li>○ Collect all incident documents, forms, and/or notes for proper file storage.</li> </ul>
<input type="checkbox"/> Contribute to delegated task(s) in the termination of the EOC.
<input type="checkbox"/> Consider section requirements for transition into demobilization and normal operations.
<input type="checkbox"/> Contribute to cleanup and ensure all resources used during the response are accounted for and replaced.
<input type="checkbox"/> Ensure all documents, forms, and/or notes are accurately completed, gathered, and then forwarded to the <b>Planning Section</b> .
<input type="checkbox"/> Participate in post-incident debrief sessions, as applicable.

#### **Useful Acronyms**

**EOC** – Emergency Operations Centre

**GIS** – Geographic Information System

**HPZ** – Hazard Planning Zone


**IAP** – Incident Action Plan

**ICP** – Incident Command Post

**ICS** – Incident Command System

**SMEs** – Subject Matter Experts

## B.12 Logistics Section Chief

	LOGISTICS SECTION CHIEF	
	Reports to: EOC Director	
	General Responsibilities	Forms
	<p>The <b>Logistics Section Chief</b> is responsible for a variety of tasks including:</p> <ul style="list-style-type: none"> <li>Managing all logistical needs of the EOC, including telecommunication and information technology, food, reference materials, supplies, team members, etc.</li> <li>Overseeing and coordinating the work of the Logistics Section</li> <li>Providing strategic support and guidance to source resources and equipment</li> <li>Ensuring proper logistical activities for all the EOC</li> </ul>	<ul style="list-style-type: none"> <li>Individual Log</li> </ul>
Activation Duties		
<input type="checkbox"/> Report to the <b>EOC Director</b> for a briefing upon arrival at the EOC (physically or virtually).		
<input type="checkbox"/> Lead the establishment of the EOC: <ul style="list-style-type: none"> <li>Ensure ICS vests, all relevant position checklists, and other necessary resources are provided.</li> <li>Confirm the site and/or ICP communication capabilities and limitations.</li> <li>Confirm communication method and timing if EOC is operating virtually.</li> </ul>		
<input type="checkbox"/> Determine staffing needs for the section: <ul style="list-style-type: none"> <li>Consider SMEs from a variety of sources, e.g., Procurement.</li> </ul>		
<input type="checkbox"/> Participate in the development of the formal IAP.		
<input type="checkbox"/> Support the establishment of the EOC and ICP.		
<input type="checkbox"/> Ensure travel arrangements are coordinated for initial response team members, if required.		
On-Going Duties		
<input type="checkbox"/> Sign in at the EOC at the beginning of each shift.		
<input type="checkbox"/> Plan for adequate staffing of the section for the next operational period: <ul style="list-style-type: none"> <li>Consider SMEs from a variety of sources.</li> </ul>		
<input type="checkbox"/> Supervise the Logistics Section personnel.		
<input type="checkbox"/> Inform the <b>EOC Director</b> and command staff of all significant issues identified in the section on an ongoing basis.		
<input type="checkbox"/> Participate in the Planning “P”, which will update and communicate the IAP: <ul style="list-style-type: none"> <li>Conduct at a minimum once per operational period.</li> <li>Attend Command Meeting(s).</li> </ul>		

<ul style="list-style-type: none"> <li>○ Attend Tactics Meeting(s).</li> <li>○ Attend Planning Meeting(s).</li> </ul>
<input type="checkbox"/> Identify and initiate any tasks assigned to the Logistics Section arising from the IAP: <ul style="list-style-type: none"> <li>○ Prioritize and assign tasks.</li> </ul>
<input type="checkbox"/> Support other PNG employees to manage stress/fatigue (i.e., suggest taking a coffee break): <ul style="list-style-type: none"> <li>○ Report concerning stress and fatigue cues to the <b>Safety Officer</b>.</li> </ul>
<input type="checkbox"/> Evaluate and monitor logistical needs and adjust structure, strategies, tactics, and resources, as necessary.
<input type="checkbox"/> Establish resource requirements and priorities in consultation with the EOC Operations and Planning Sections: <ul style="list-style-type: none"> <li>○ Determine the need for specialized resources.</li> <li>○ Assist in establishing priorities for the allocation of scarce resources.</li> <li>○ Establish repair and recovery service and support requirements.</li> </ul>
<input type="checkbox"/> Manage the efficient and effective running of the incident site, ICP and EOC through the provision and procurement of supplies, including: <ul style="list-style-type: none"> <li>○ Plans, guidelines, printed maps, checklists, forms, etc.</li> <li>○ Stationery and office supplies</li> <li>○ Food</li> <li>○ Communications equipment</li> <li>○ Information technology support</li> <li>○ Personal protective equipment</li> <li>○ Shelter</li> </ul>
<input type="checkbox"/> Contract for and purchase goods/services needed to support the response and recovery activities: <ul style="list-style-type: none"> <li>○ Negotiate and monitor supplier and services contracts.</li> </ul>
<input type="checkbox"/> Arrange for transportation of resources, supplies, and equipment.
<input type="checkbox"/> Maintain and share a master list showing current location and status of resources (PNG employees and contractors) and equipment: <ul style="list-style-type: none"> <li>○ Communicate to Operations and Planning Sections changes in the status of resources assigned.</li> </ul>
<input type="checkbox"/> Provide timekeeping for personnel and equipment.
<input type="checkbox"/> Develop a communication equipment and operation plan to address the specific characteristics of the incident site: <ul style="list-style-type: none"> <li>○ Consider availability of coverage for cellular devices and radios in incident area:               <ul style="list-style-type: none"> <li>▪ Confirm radio frequency/channels.</li> </ul> </li> <li>○ Confirm equipment availability and user capability:               <ul style="list-style-type: none"> <li>▪ Distribute equipment and coach users, as needed.</li> <li>▪ Position radio in EOC and schedule CSR to monitor if primary system.</li> </ul> </li> <li>○ Document check-in schedule, if no coverage is available.</li> </ul>


<ul style="list-style-type: none"> <li>○ Consider contractors as well as PNG employees.</li> </ul>
<input type="checkbox"/> Conduct regular radio checks with the Incident Commander.
<input type="checkbox"/> Participate in the preparation and implementation of the Repair and Re-energization Plan.
<input type="checkbox"/> Participate in the Demobilization Plan: <ul style="list-style-type: none"> <li>○ Work with Operations Section to consider requirements for site response resource demobilization.</li> </ul>
<b>Meetings and Briefings</b>
<input type="checkbox"/> Prepare for Command Meetings and Briefings: <ul style="list-style-type: none"> <li>○ Prepare to report on all activities (ongoing, future, and recently completed) for your section.</li> </ul>
<input type="checkbox"/> Attend and participate in meetings and briefings as required: <ul style="list-style-type: none"> <li>○ Gain an understanding of and provide information on current situation.</li> <li>○ Contribute to discussion of status, objectives, strategies, key actions, decisions, and assigned activities.</li> <li>○ Report on all activities (ongoing, future, and recently completed) for your section.</li> </ul>
<input type="checkbox"/> Brief members of the section after each meeting or significant event: <ul style="list-style-type: none"> <li>○ Establish specific information requirements and reporting schedules for the section.</li> </ul>
<b>Documentation</b>
<input type="checkbox"/> Document in your <b>Individual Log</b> : your decisions made, actions taken, and corresponding times. Also note all names of agency representatives spoken with.
<input type="checkbox"/> Prepare any necessary briefing reports or forms for incoming staff so that they are aware of completed tasks and outstanding tasks.
<input type="checkbox"/> Contribute to the Briefing Report.
<b>Shift Changes</b>
<input type="checkbox"/> Prepare for shift change by ensuring all documentation is complete.
<input type="checkbox"/> Conduct handover to incoming position replacement; fully brief your relief on events and status of actions being taken.
<input type="checkbox"/> Share activities that are in progress and ensure follow-up requirements are communicated.
<input type="checkbox"/> Identify tasks assigned but not yet completed.
<input type="checkbox"/> Communicate your pending shift change to the appropriate responders above and below you.
<input type="checkbox"/> Sign out at the end of shift.
<b>Demobilization</b>
<input type="checkbox"/> Contribute to delegated task(s) in the termination of the EOC and ICP.
<input type="checkbox"/> Consider Section requirements for transition into demobilization and normal operations.

- |  |
|--|
| <input type="checkbox"/> Contribute to cleanup and ensure all resources used during the response are accounted for and replaced.                               |
| <input type="checkbox"/> Ensure all documents, forms, and/or notes are accurately completed, gathered, and then forwarded to the EOC <b>Planning Section</b> . |
| <input type="checkbox"/> Participate in post-incident debrief sessions.  |

**Useful Acronyms**

<b>CSR</b> – Customer Service Representative	<b>EOC</b> – Emergency Operations Centre
<b>IAP</b> – Incident Action Plan	<b>ICP</b> – Incident Command Post
<b>ICS</b> – Incident Command System	<b>SMEs</b> – Subject Matter Experts

## B.13 Finance & Administration Section Chief

	<b>FINANCE &amp; ADMINISTRATION SECTION CHIEF</b>	
	<b>Reports to:</b> EOC Director	
	<b>General Responsibilities</b>	<b>Forms</b>
<p>The <b>Finance &amp; Administration Section Chief</b> is responsible for tasks including:</p> <ul style="list-style-type: none"> <li>Tracking incident related costs, contracts, and associated records</li> <li>Overseeing and coordinating the work of the Finance &amp; Administration Section</li> <li>Ensuring effective deployment of financial resources</li> </ul>	<ul style="list-style-type: none"> <li>Individual Log</li> <li>Evacuation Expenses Compensation Request Sheet</li> </ul>	
<b>Activation Duties</b>		
<input type="checkbox"/> Report to the <b>EOC Director</b> for a briefing upon arrival at the EOC (physically or virtually).		
<input type="checkbox"/> Support the establishment of the EOC: <ul style="list-style-type: none"> <li>Obtain your ICS vest, all relevant position checklists, and other necessary resources.</li> <li>Confirm the site and/or ICP communication capabilities and limitations.</li> <li>Confirm communication method and timing if EOC is operating virtually.</li> </ul>		
<input type="checkbox"/> Determine staffing needs for the section: <ul style="list-style-type: none"> <li>Consider SMEs from Finance, Human Resources, Accounting, etc.</li> </ul>		
<b>On-Going Duties</b>		
<input type="checkbox"/> Sign in at the EOC at the beginning of each shift.		
<input type="checkbox"/> Plan for adequate staffing of the Finance & Administration Section for the next operational period.		
<input type="checkbox"/> Supervise the Finance & Administration Section personnel.		
<input type="checkbox"/> Inform the <b>EOC Director</b> and command staff of all significant issues identified in the section on an ongoing basis.		
<input type="checkbox"/> Participate in the Planning “P”, which will update and communicate the IAP: <ul style="list-style-type: none"> <li>Conduct at a minimum once per operational period.</li> <li>Attend Command Meeting(s).</li> <li>Attend Tactics Meeting(s).</li> <li>Attend Planning Meeting(s).</li> </ul>		
<input type="checkbox"/> Identify and initiate any tasks assigned to the Finance & Administration Section arising from the IAP: <ul style="list-style-type: none"> <li>Prioritize and assign tasks.</li> </ul>		
<input type="checkbox"/> Participate in the Demobilization Plan:		

<ul style="list-style-type: none"> <li>○ Work with Operations Section to consider requirements for site response resource demobilization.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Support other PNG employees to manage stress/fatigue (i.e., suggest taking a coffee break):           <ul style="list-style-type: none"> <li>○ Report concerning stress and fatigue cues to the <b>Safety Officer</b>.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate/monitor financial needs and adjust structure, strategies, tactics, and resources, as necessary.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Notify and liaise with legal representation and/or insurers.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Process vendor and supplier contracts.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Collect incident claims and compensation requests:           <ul style="list-style-type: none"> <li>○ Collect and process Evacuation Expenses Compensation Request Sheets.</li> <li>○ Assess and, where appropriate, action immediate needs.</li> <li>○ Prepare reports for Corporate for further assessment and action plans.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide cost estimate (burn rate) to <b>EOC Director</b>.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Maintain and complete financial reporting requirements.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Manage the administrative matters pertaining to the incident.</li> </ul>
<b>Meetings and Briefings</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Prepare for Command Meetings and Briefings:           <ul style="list-style-type: none"> <li>○ Prepare to report on all activities (ongoing, future, and recently completed) for your section.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Attend and participate in meetings and briefings as required:           <ul style="list-style-type: none"> <li>○ Gain an understanding of and provide information on current situation.</li> <li>○ Contribute to discussion of status, objectives, strategies, key actions, decisions, and assigned activities.</li> <li>○ Report on all activities (ongoing, future, and recently completed) for your section.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Brief members of the section after each meeting or significant event:           <ul style="list-style-type: none"> <li>○ Establish specific information requirements and reporting schedules for the section.</li> </ul> </li> </ul>
<b>Documentation</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Document in your <b>Individual Log</b>: your decisions made, actions taken, and corresponding times. Also note all names of agency representatives spoken with.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Prepare any necessary briefing reports or forms for incoming staff so that they are aware of completed tasks and outstanding tasks.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Contribute to the Briefing Report.</li> </ul>
<b>Shift Changes</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Prepare for shift change by ensuring all documentation is complete.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct handover to incoming position replacement; fully brief your relief on events and status of actions being taken.</li> </ul>

<input type="checkbox"/> Share activities that are in progress and ensure follow-up requirements are communicated.
<input type="checkbox"/> Identify tasks assigned but not yet completed.
<input type="checkbox"/> Communicate your pending shift change to the appropriate responders above and below you.
<input type="checkbox"/> Sign out at the end of shift.
<b>Demobilization</b>
<input type="checkbox"/> Contribute to delegated task(s) in the termination of the EOC.
<input type="checkbox"/> Consider section requirements for transition into demobilization and normal operations.
<input type="checkbox"/> Contribute to cleanup and ensure all resources used during the response are accounted for and replaced.
<input type="checkbox"/> Ensure all documents, forms, and/or notes are accurately completed, gathered, and then forwarded to the <b>EOC Planning Section</b> .
<input type="checkbox"/> Participate in post-incident debrief sessions.

**Useful Acronyms**

**EOC** – Emergency Operations Centre

**IAP** – Incident Action Plan

**ICP** – Incident Command Post

**ICS** – Incident Command System

**SMEs** – Subject Matter Experts



## B.14 General Section Participant

GENERAL SECTION PARTICIPANT	
Reports to: Section Chief	
General Responsibilities	Forms
<p>Each Section Participant is responsible for a variety of tasks including:</p> <ul style="list-style-type: none"> <li>• Providing direct support to their specific Section Chief</li> <li>• Completing the assignments and duties to fulfil the responsibilities of their specific section</li> <li>• Implementing the duties assigned to their specific section in the Incident Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Individual Log</li> </ul>
Activation Duties	
<input type="checkbox"/> Report to the <b>Section Chief</b> for a briefing upon arrival at the EOC (physically or virtually).	
<input type="checkbox"/> Establish your section of the EOC: <ul style="list-style-type: none"> <li>○ Obtain your ICS vest, all relevant position checklists, and other necessary resources.</li> <li>○ Confirm communication method and timing if EOC is operating virtually.</li> </ul>	
On-Going Duties	
<input type="checkbox"/> Sign in at the EOC at the beginning of each shift.	
<input type="checkbox"/> Complete tasks assigned by Section Chief.	
<input type="checkbox"/> Maintain regular communications with the Section Chief: <ul style="list-style-type: none"> <li>○ Inform the Section Chief of all significant issues identified within the section on an ongoing basis.</li> </ul>	
<input type="checkbox"/> Monitor EOC information to ensure the most recent and accurate information is being utilized.	
<input type="checkbox"/> Support other PNG employees to manage stress/fatigue (i.e., suggest taking a coffee break): <ul style="list-style-type: none"> <li>○ Report concerning stress and fatigue cues to the <b>Safety Officer</b>.</li> </ul>	
Meetings and Briefings	
<input type="checkbox"/> Prepare for meetings and briefings you are requested to attend. <ul style="list-style-type: none"> <li>○ Prepare to report on relevant activities (ongoing, future, and recently completed).</li> </ul>	
<input type="checkbox"/> Attend and participate in meetings and briefings as required: <ul style="list-style-type: none"> <li>○ Gain an understanding of and provide information on current situation.</li> <li>○ Contribute to discussion of status, objectives, strategies, key actions, decisions, and assigned activities.</li> <li>○ Report on all activities (ongoing, future, and recently completed) for your section.</li> </ul>	
<input type="checkbox"/> Participate in briefings and updates from the Section Chief: <ul style="list-style-type: none"> <li>○ Gain an understanding and provide information on current situation.</li> </ul>	

<b>Documentation</b>
<input type="checkbox"/> Document in your <b>Individual Log</b> : your decisions made, actions taken, and corresponding times. Also note all names of agency representatives spoken with.
<input type="checkbox"/> Prepare any necessary briefing reports or forms for incoming staff so that they are aware of completed tasks and outstanding tasks.
<input type="checkbox"/> Contribute to the Briefing Report.
<b>Shift Changes</b>
<input type="checkbox"/> Prepare for shift change by ensuring all documentation is complete.
<input type="checkbox"/> Conduct handover to incoming position replacement; fully brief your relief on events and status of actions being taken.
<input type="checkbox"/> Share activities that are in progress and ensure follow-up requirements are communicated.
<input type="checkbox"/> Identify tasks assigned but not yet completed.
<input type="checkbox"/> Communicate your pending shift change to the appropriate responders above and below you.
<input type="checkbox"/> Sign out at the end of shift.
<b>Demobilization</b>
<input type="checkbox"/> Complete delegated task(s) in the termination of the EOC.
<input type="checkbox"/> Participate in the cleanup and ensure all resources used during the response are accounted for and replaced.
<input type="checkbox"/> Consider section requirements for transition into demobilization and normal operations.
<input type="checkbox"/> Ensure all documents, forms, and/or notes are accurately completed, gathered, and then given to the Section Chief.
<input type="checkbox"/> Participate in post-incident debrief sessions.

### Useful Acronyms

**EOC** – Emergency Operations Centre

**ICP** – Incident Command Post

**ICS** – Incident Command System

## APPENDIX C FORMS

If additional Incident Command System (ICS) forms are required by government regulators and the equivalents are not found below, reference ICS Canada's Forms here:

<http://www.icscanada.ca/en/Forms.html>

<b>C.1 ICS FORMS.....</b>	<b>C-3</b>
Incident Action Plan (IAP) .....	C-3
ICS Position Assignment Sheet .....	C-7
Incident Diary – Event Log .....	C-9
Individual Log .....	C-11
Briefing Form .....	C-13
Site Safety Plan .....	C-15
<b>C.2 RESPONSE SUPPORT FORMS .....</b>	<b>C-19</b>
Ambient Air Monitoring Log .....	C-19
Evacuation Expenses Request Sheet .....	C-21
Roadblock Log .....	C-23
Evacuation and Door Knocking Log .....	C-25
Reception Centre Check-In Sheet .....	C-27
<b>C.3 OGC REPORTING FORMS.....</b>	<b>C-29</b>
Minor Incident Notification Form.....	C-29
Emergency Incident Form .....	C-29
Permit Holder Post-Incident Form .....	C-29





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<b>1. Incident Name:</b>	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: _____ Time: _____
<b>4. Operational Period:</b> No. _____ Date: _____ Start Time: _____ End Time: _____ Time Zone: Mountain " Pacific "		
<b>5. Map/Sketch</b> (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment):		
<b>6. Situation Summary and Health and Safety Briefing</b> (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.		
<b>7. Prepared by:</b> Name: _____ Position/Title: _____ Date/Time: _____		
<b>IAP, Page 1</b>	Signature: _____	

IAP – Continued

<b>1. Incident Name:</b>		<b>2. Incident Number:</b>		<b>3. Date/Time Initiated:</b> Date: _____ Time: _____	
<b>8. Objectives/Priorities:</b> (What high-level activities are necessary to complete during this next operational period?)					
<b>a)</b>					
Tasks			Responsible		
<b>b)</b>					
Tasks			Responsible		
<b>c)</b>					
Tasks			Responsible		
<b>d)</b>					
Tasks			Responsible		
<b>e)</b>					
Tasks			Responsible		
<b>7. Prepared by:</b> Name: _____ Position/Title: _____ Date/Time: _____					
<b>IAP, Page 2</b>			Signature: _____		

IAP – Continued

<b>1. Incident Name:</b>	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: _____ Time: _____
<p><b>9. Current Organization</b> (fill in additional organization as appropriate):</p> <div style="text-align: center; margin-top: 20px;"> <pre> graph TD     Corporate[Corporate] --&gt; EOC_Director[EOC Director]     EOC_Director --&gt; Scribe[Scribe]     EOC_Director --&gt; Liaison[Liaison Officer]     EOC_Director --&gt; Info[Information Officer]     EOC_Director --&gt; Safety[Safety Officer]     EOC_Director --&gt; Reception[Reception Centre Coordinator]     EOC_Director --&gt; Ops[Operations Chief]     EOC_Director --&gt; Planning[Planning Chief]     EOC_Director --&gt; Logistics[Logistics Chief]     EOC_Director --&gt; Finance[Finance/Admin Chief]     Ops --&gt; IC[Incident Commander]     IC --&gt; IC_Box[IC]     IC_Box --&gt; SOSL[Site Operations Lead (Deputy IC)]     IC_Box --&gt; SS[Site Scribe]     IC_Box --&gt; SSA[Site Safety Assistant]         </pre> </div>		
<p><b>10. Distribution:</b> <input type="checkbox"/> ICP <input type="checkbox"/> EOC <input type="checkbox"/> Corporate <input type="checkbox"/> TriSummit Utilities <input type="checkbox"/> External: _____</p>		
<p><b>7. Prepared by:</b> Name: _____ Position/Title: _____ Date/Time: _____</p>		
<b>IAP, Page 3</b>	Signature: _____	



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ICS POSITION ASSIGNMENT SHEET

<b>Incident Name:</b> <b>Incident No:</b>				<b>Prepared By:</b> <b>Time:</b>	
<b>Operational Period:</b> No. _____ <b>Date:</b> _____ <b>Start Time:</b> _____ <b>End Time:</b> _____ <b>Time Zone:</b> Mountain " Pacific "					
PERSONNEL ASSIGNED					
ICS Position	Name	Phone no	Date	Time In	Time Out

ICS POSITION ASSIGNMENT SHEET – Continued

<b>Incident Name:</b> <b>Incident No:</b>				<b>Prepared By:</b> <b>Time:</b>	
<b>Operational Period:</b> No. _____ <b>Date:</b> _____ <b>Start Time:</b> _____ <b>End Time:</b> _____ <b>Time Zone:</b> Mountain " Pacific "					
<b>PERSONNEL ASSIGNED</b>					
ICS Position	Name	Phone no	Date	Time In	Time Out

INCIDENT DIARY – EVENT LOG

<b>1. Incident Name:</b>			
<b>2. Date Prepared:</b>			
<b>3. Operational Period: No.</b> _____ <b>Date:</b> _____ <b>Start Time:</b> _____ <b>End Time:</b> _____ <b>Time Zone:</b> <input type="checkbox"/> Mountain <input type="checkbox"/> Pacific			
<b>4. Prepared By:</b>		<b>5. Approved By:</b> _____ (Name) _____ (Signature) Incident Commander: " EOC Director: "	
<b>6. Current Weather Summary (at incident site):</b>			
<b>7. Event Log:</b>			
Time (24hr)	Major Events	Parties Involved	
		PNG	Agency
<b>8. Page</b> ____ <b>of</b> ____		<b>9. Preparer:</b> _____ (Initials)	



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INDIVIDUAL LOG

<b>1. Incident Name:</b>	
<b>2. Date Prepared:</b>	<b>3. Shift Time</b> Start: _____ End: _____ Time Zone: <input type="checkbox"/> Mountain <input type="checkbox"/> Pacific
<b>4. Prepared By:</b>	<b>5. ICS Position:</b> _____ Position Supervisor: _____
<b>6. Activity Log</b>	
<b>Time (24hr)</b>	<b>Major Events</b>
<b>7. Page</b> ____ <b>of</b> ____	<b>8. Preparer:</b> _____ <b>(Initials)</b>

*INDIVIDUAL LOG – Continued*

[illegible]

BRIEFING FORM

<b>Incident Name:</b>		<b>Audience Type:</b> <input type="checkbox"/> Internal <input type="checkbox"/> External	
<b>Date and Time of Incident:</b>		<b>Audience:</b>	
<b>Date Prepared:</b>		<b>Point of Contact/Liaison Officer:</b>	
<b>Location of Incident:</b>		<b>Impacted facility and Location:</b>	
<b>Agencies On-Scene:</b>			
<b>Potential/Actual Impacts to:</b>			
<b>Facility:</b>			
<b>Public:</b>			
<b>Environment:</b>			
<b>Potential/Actual Impact/Consequences (Utility):</b>			
<b>Actions Being Taken to Respond and to Mitigate/Address Impacts:</b>			
<b>Next Agency Briefing</b>			
<b>Date:</b>			
<b>Time:</b>			
<b>Call-In Information: (as applicable)</b>			



*SITE SAFETY PLAN*

Date Prepared: \_\_\_\_\_ Version #: \_\_\_\_\_

Incident Details		
1. Incident name:		2. Incident number:
3. Incident date:	Incident time:	4. Location/address:

5. Checklist		
Requirement	Action	Notes
<input type="checkbox"/> Appoint site safety assistant		
<input type="checkbox"/> Contribute to HPZ		
<input type="checkbox"/> Prepare Safety Plan		
<input type="checkbox"/> Prepare & Implement Safety Plan		
<input type="checkbox"/> Participate in development of formal IAP		

6. Hazards Identified		
Hazard	Controls / Mitigations	Notes / Considerations
<i>Example: Flood conditions: high/swift water, geo hazards, weather conditions</i>	<i>Example: Water rescue training + necessary safety equipment</i>	<i>Example: Procure: Lifejackets (PFDs), PPE Contractors: Raven Rescue, Axis Technical</i>

7. Risk Assessments (OGC Incident Level)					
	Consequence	+	Probability	= Risk	Date/Time
1st assessment:	_____	+	_____	= _____	
2nd assessment:	_____	+	_____	= _____	

		Probability				
		4	3	2	1	0
Consequence	4	Level 3	Level 3	Level 2	Level 2	Level 1
	3	Level 3	Level 2	Level 2	Level 1	Level 1
	2	Level 2	Level 2	Level 1	Level 1	Minor Notification Form
	1	Level 2	Level 1	Level 1	Minor Notification Form	Minor Notification Form
	0	Level 1	Level 1	Minor Notification Form	Minor Notification Form	No Notification Required

8. Site Sketch or Map	
<p><i>Insert images of maps, drawings, pictures of site</i></p> <p>Include:</p> <ul style="list-style-type: none"> <li>incident site/area location of ICP</li> <li>staging area(s)</li> <li>first aid location(s)</li> <li>muster station(s)</li> <li>impacted and threatened areas</li> <li>location of hazards of concern</li> <li>other graphics depicting situational status, resource assignment, and site safety considerations</li> </ul>	

### 9. First aid location(s)

First Aid station location is contingent on safe work locations – weather and geohazards will be considered. First Aid stations will be relocated in the event of unsafe conditions arising

### 10. Emergency transportation provisions and evacuation plan

### 11. Muster station(s)

Muster station location is contingent on safe work locations – weather and geohazards will be considered. Muster stations will be relocated in the event of unsafe conditions arising.

### 12. Sign off

Full name

Position

Signature

Prepared by:

Approved by:



## C.2 Response Support Forms



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## Response Support Forms

AMBIENT AIR MONITORING LOG – Continued

Time (24 hr)	Initials	Location	LEL	H <sub>2</sub> S Content	Wind	
					Speed	Direction
Time Zone: <input type="checkbox"/> Mountain <input type="checkbox"/> Pacific						

EVACUATION EXPENSES REQUEST SHEET

Resident's name:					Resident's Telephone Number:	
Date(s) Of Evacuation:					Resident's Address:	
<b>EXPENSES</b>						
Hotel/Motel	Transportation	Meals	Telephone	Other	TOTAL	Description of Expense
\$	\$	\$	\$	\$	\$	
\$	\$	\$	\$	\$	\$	
\$	\$	\$	\$	\$	\$	
\$	\$	\$	\$	\$	\$	
\$	\$	\$	\$	\$	\$	
\$	\$	\$	\$	\$	\$	
\$	\$	\$	\$	\$	\$	
\$	\$	\$	\$	\$	\$	
\$	\$	\$	\$	\$	\$	
				TOTAL		

EVACUATION EXPENSES REQUEST SHEET – Continued

Resident's name:					Resident's Telephone Number:	
Date(s) Of Evacuation:					Resident's Address:	
<b>EXPENSES</b>						
Hotel/Motel	Transportation	Meals	Telephone	Other	TOTAL	Description of Expense
\$	\$	\$	\$	\$	\$	
\$	\$	\$	\$	\$	\$	
\$	\$	\$	\$	\$	\$	
\$	\$	\$	\$	\$	\$	
\$	\$	\$	\$	\$	\$	
\$	\$	\$	\$	\$	\$	
\$	\$	\$	\$	\$	\$	
\$	\$	\$	\$	\$	\$	
\$	\$	\$	\$	\$	\$	
				<b>TOTAL</b>		

ROADBLOCK LOG

Roadblock Location: \_\_\_\_\_

Date/Time established: \_\_\_\_\_

Date	Time	Name of Driver	License Plate #	Province	Time Entered Hazard Area	Time Left Hazard Area	Resident of EPZ?
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Time Zone:</b> <input type="checkbox"/> Mountain <input type="checkbox"/> Pacific							

ROADBLOCK LOG – Continued

Roadblock Location: \_\_\_\_\_

Date/Time established: \_\_\_\_\_

Date	Time	Name of Driver	License Plate #	Province	Time Entered Hazard Area	Time Left Hazard Area	Resident of EPZ?
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
Time Zone: <input type="checkbox"/> Mountain <input type="checkbox"/> Pacific							

EVACUATION AND DOOR KNOCKING LOG

Date	Time	Address	Advised to Evacuate?	Number of Residents Evacuated	Time left Hazard Area	Evacuation Location (staging area, reception centre, etc.)
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			

EVACUATION AND DOOR KNOCKING LOG – CONTINUED

Date	Time	Address	Advised to Evacuate?	Number of Residents Evacuated	Time left Hazard Area	Evacuation Location (staging area, reception centre, etc.)
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			
			<input type="checkbox"/> Yes <input type="checkbox"/> Not Home			

RECEPTION CENTRE CHECK-IN SHEET

Name	Date	Arrival Time	Evacuation Centre	Number of People	Is Return Transportation Required?	Any Special Needs?	Date Resident Able to Return Home
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
<b>Time Zone:</b> <input type="checkbox"/> Mountain <input type="checkbox"/> Pacific							

RECEPTION CENTRE CHECK-IN SHEET – Continued

Name	Date	Arrival Time	Evacuation Centre	Number of People	Is Return Transportation Required?	Any Special Needs?	Date Resident Able to Return Home
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
					<input type="checkbox"/> Yes <input type="checkbox"/> No		
<b>Time Zone:</b> <input type="checkbox"/> Mountain <input type="checkbox"/> Pacific							

### C.3 OGC Reporting Forms

#### *MINOR INCIDENT NOTIFICATION FORM*

[Form A: Minor Incident Notification Form](#) is to be used for incidents that do not meet OGC Level 1, 2, or 3 classification. Minor incidents must be reported to the Commission within 24 hours through the Commission's [Online Minor Incident Reporting System](#), operated through KERMIT.

#### *EMERGENCY INCIDENT FORM*

[Form C: Emergency Incident Form](#) is to be used for emergencies that meet OGC Level 1, 2, or 3 classification. The emergency must be reported to the Commission within 1 hour of the incident.

#### *PERMIT HOLDER POST-INCIDENT FORM*

[Form D - Permit Holder Post Incident Report](#) is to be submitted by the permit holder within 60 days following a level 1, 2, or 3 emergency, any pipeline incident, or upon request from the Commission.



## APPENDIX D MEDIA/PUBLIC ANNOUNCEMENT TEMPLATES

### D.1 Holding Statement

#### PNG RESPONDS TO XX

[Insert city], British Columbia, (Month, Date, Year)

At approximately [time] today, a [type of incident] occurred [on/at/near] an PNG [plant/pipeline] located at [add location].

[Our priorities now are the safety of people, minimizing the damage to the environment, and securing our assets in a safe way].

PNG's Emergency Response Plan has been activated and steps are being taken to effectively resolve the incident.

Further information on the incident is not available at this time, but every effort is being made to confirm details quickly.

More information will be released as soon as it becomes available.

#### REFER ALL MEDIA INQUIRIES TO:

PNG Information Officer  
[insert name of Information Officer]  
[insert phone number of Information Officer]  
[insert email address of Information Officer]

TriSummit Media Relations  
(587) 955-3660  
communications@trisummit.ca

## **D.2 Potential Questions**

Below is a list of questions that could potentially be asked by stakeholders, members of the public, and/or media during an incident. An explanation should be prepared to answer such questions before engaging in a conversation related to the incident.

- Can you tell us what happened?
- When did it happen?
- Where did it happen?
- How many people were harmed, injured, or killed?
- Who was harmed?
- Is the situation under control?
- Is there any immediate danger?
- Who is in charge?
- What can we expect next?
- What are you advising people to do?
- How long will it be before the situation returns to normal?
- How much damage occurred?
- What other damage may have occurred?
- What are you doing now?
- Who else is involved in the response?
- Why did this happen?
- What was the cause?

### D.3 Media Advisory

[Type of incident] at [name of plant or area]

Date and time:

At approximately [XX a.m. or p.m.] today, a [nature of incident] occurred at [PNG's XX plant, pipeline, or location] located approximately [XX] kilometres [east, west, north, south] of [nearest town or city] at [add coordinates i.e., 09-05-081-24-W4]. [No injuries have been reported/The names of the people injured, and the extent of their injuries are not being released publicly at this time. We are doing everything we can to help those injured and provide support their families.]

Our immediate priority is to ensure the safety of the public, nearby residents, workers, [livestock] and the environment. As a result of [nature of incident] the [i.e., plant, pipeline] is [leaking, shut down and isolated] and PNG is [what are we doing, i.e., actively monitoring air quality and contacting local residents]. Our emergency plan is fully activated, and we are doing everything we can to contain the incident.

The cause of the [nature of incident] is not yet known and we are still investigating the extent of the damage.

[Optional wording in the event roadblocks have been set up] at [name of road/highway] to prevent access by unauthorized individuals. There is no risk [or state the risk and details] to the public and an evacuation order [is/is not in effect] for area residents.

Area residents requiring more information can contact [add name of the Information Officer, Reception Centre Coordinator, or the PNG Gas Emergency 24-Hour Number] at [add telephone number].

Our immediate priority is to [ensure safety, gain control, prevent more damage, clean up, etc.] and we will do everything we can to [clean it up, etc.]. Emergency responders from [where] are assisting with the [nature of the incident] and [BC Oil & Gas Commission, RCMP, and/or police detachment] have been notified. An investigation into the cause of [what happened] will be conducted.

Thank you to everyone assisting us. We will release further information as it becomes available.

Pick one of

PNG Information Officer  
[insert name of Information Officer]  
[insert phone number of Information Officer]  
[insert email address of Information Officer]

TriSummit Media Relations  
(587) 955-3660  
communications@trisummit.ca

## **D.4 News Release**

PNG REPORTS INCIDENT AT [Name of facility/area]

[Insert city], British Columbia ([Month, Date, Year])

PNG Ltd. Reports that at approximately [XX a.m. or p.m.] [nature of incident] occurred at the [name of the facility, pipeline or location] located approximately [XX] kilometres [east, west, north, south] of [nearest town or city] at [add coordinates i.e., 09-05-081-24-W4].

The incident resulted in [incident description]. At this time, the [type of incident] is now [stopped/under control and clean-up is underway/is confined to the immediate area; but will be brought under control as quickly and safely as possible].

PNG has activated its Emergency Response Plan for [name of the facility/area]. Our immediate priority is to ensure the safety of the workers, public, nearby residents, [livestock] and the environment. PNG has notified all relevant authorities of the incident, and [is/will implement] a coordinated response with [list authorities]. Emergency responders from [where] are assisting with [nature of the incident] and we are working together with [BC Oil & Gas Commission, the RCMP, and/or police detachment] to contain the incident.

[Optional wording in the event roadblocks have been set up] at [name of road/highway] to prevent access by unauthorized individuals. There is no risk [or state the risk and details] to the public and an evacuation order [is/is not in effect] for area residents.

Area residents requiring more information can contact [add name of Information Officer, Reception Centre Coordinator, or PNG Gas Emergency 24-Hour Number] at [add telephone number].

PNG will complete a full investigation into the cause of the [nature of the incident] and will develop a plan to restore the [plant/pipeline] to full operations.

For more information, please visit the PNG website at <https://www.png.ca/>.

PNG is an energy infrastructure company with a focus on natural gas, power, and regulated utilities. PNG creates value by acquiring, growing, and optimizing its energy infrastructure, including a focus on clean energy sources. For more information visit: <https://www.png.ca/>.

PNG Information Officer

[name of Information Officer]

[phone number of Information Officer]

[email address of Information Officer]

TriSummit Media Relations

(587) 955-3660

communications@trisummit.ca

## APPENDIX E VIRTUAL EOC PROCEDURE

### E.1 Virtual EOC Operation during Incident Response

Should an incident warrant the activation of the PNG's Emergency Operations Centre (EOC), such activation and subsequent operation may be conducted virtually. The following are guidelines for virtual EOC activation, operation, and demobilization.

The preferred technologies for the PNG virtual EOC are:

- Microsoft (MS) Teams
- Cell phones and texting
- Conference calls

### E.2 Virtual EOC Activation

The PNG MS Teams environment maintains an established EOC structure for rapid activation and ease of use in the event of a virtual EOC activation. Upon notification of the decision to activate a virtual EOC, the following actions are to be carried out:

1. The EOC Director will activate the various EOC staff positions, as per [Section 2.4.2 EOC Structure and Roles](#).
2. Hold the Activation Briefing, during which the EOC Director will:
  - a. Carry out all required actions as detailed in [Section 3 Initial Actions and Notifications](#).
  - b. Inform call participants the EOC is being activated virtually.
  - c. Inform the call participants of the virtual EOC structure and the method by which they may access the EOC.
  - d. Announce the time and "location" of the first Command Meeting (the IAP Room – see [Section E.3 Virtual EOC Setup for an Incident Response](#)).
3. The EOC Director or designate will immediately contact the IT Department and have them:
  - a. Launch the pre-established virtual EOC.
  - b. Validate that access to the Teams environment is available to all personnel.
  - c. Remain available to support the response team to effective function in the virtual EOC with technical support and troubleshooting issues.
4. The EOC Director or designate will forward to EOC staff the virtual EOC links (if this has not already been done).

The responsibility for establishing the virtual EOC lies with the EOC Director so that permissions and invitations may be sent to the correct PNG personnel who will be participating. Support in establishing the virtual EOC may come from the Logistics Section Chief if that position has been activated.

### E.3 Virtual EOC Setup for an Incident Response

As required, the EOC Director or designate or Logistics Section Chief will activate MS Teams EOC Rooms with the following names:

- |           |              |
|-----------|--------------|
| • General | • Safety     |
| • Command | • Operations |

- Information
- Liaison
- Planning
- Logistics

Consider rooms, if and as needed, for:

- Meetings
- Incident Command Post
- Finance/Admin Section

Note that the EOC Director may, at their discretion, ask for additional MS Teams Meeting links to be created as required.

## E.4 Virtual EOC Operation

### Meeting Room Purpose

The MS Teams Meeting rooms identified above will have the following purposes:

- **General Room** – used for internal communication and briefings such as Situation Briefings.
- **Command Staff Room** – used by the command staff to confer and collaborate.
- **Information Officer Room** – used by the Information Officer and assistants to prepare communications for internal and external stakeholders and organizations as required.
- **Liaison Officer Room** – used by the Liaison Officer and assistants to conduct liaison activities, including communications with outside agencies and organizations as required.
- **Safety Officer Room** – used by the Safety Officer and assistants to prepare the Safety Plan.
- **Operations Section** – used by the Operations Section Chief and Operations Section personnel for planning and collaboration.
- **Planning Section** – used by the Planning Section Chief and Planning Section personnel for planning and collaboration.
- **Logistics Section** – used by the Logistics Section Chief and Logistics Section personnel for planning and collaboration.
- **Meetings Room** – used for the Command, Tactics, and Planning Meetings.
- **Incident Command Post** – used by the Incident Commander and the ICP staff to confer and collaborate on site-level response activities and tactics.
- **Finance/Admin Section** – used by the Finance and Administration Section Chief and Finance and Administration Section personnel for planning and collaboration.

### Communication Methods – MS Teams

When using the MS Teams platform for the virtual EOC, there are several communication options, both within meeting rooms and ad hoc. These include:

- Instant messaging – group and direct
- Video calls
- Messaging chat during meetings and calls
- File sharing (files tab)

EOC participants to monitor the various rooms to capture section-specific communication as well as EOC-wide announcements and messages, which may be made via the General Room that is accessible to all EOC participants.

## Communications Methods – Other

In addition to communication via MS Teams, EOC staff, as well as site responders, should make use of the following communication methods as needed:

- Radios
- Cell phone calls
- Text messaging
- Conference calls
- Satellite Communications

## Incident Commander to EOC Communication

Communication between the Incident Commander and the EOC will take place using normal communication methods – via cell phone, text, or conference call. However, should the Incident Commander have the required technology capabilities, they may participate via MS Teams video calls as well.

It is expected that the Incident Action Plan (IAP) will be emailed to the Incident Commander for implementation.

## Collaboration

EOC personnel will use a combination of MS Teams tools- meetings, chat, screen share and cell phone calls and texting to collaborate, plan, and complete documentation during the incident response.

## Virtual EOC Management

A virtual EOC has the potential to generate a siloed feeling amongst staff. Mitigation approaches can include:

- For small activations, consider having the Operations and Planning Section work in the same MS Teams meeting room; this would mirror a physical EOC where Operations and Planning Sections may be seated at adjacent tables. Likewise, Logistics and Finance/Administration Sections could be assigned to a single MS Teams meeting room.
- For very small activations (e.g., six people or less in the virtual EOC), it may be practical to have everyone work in the same MS Teams meeting room.

## E.5 Virtual EOC Demobilization

Upon resolution of the incident, demobilization of the virtual EOC will be conducted as per [Section 4.1.7.1 Demobilization Plan](#) with the following additions.

The EOC Director or designate shall:

- Ensure all EOC documentation has been digitized and forwarded to the Planning Section for storage in the **Completed Documentation** folder. Refer to [Section 4.1.4 Documentation](#).
- Ensure that the Planning Section has reviewed all documents within the **Completed Documentation** folder for completeness, and that such documents are then moved into the **Historical Incidents** folder (see [Section 4.1.4 Documentation](#)).
- Ensure the **Completed Documentation** folder is cleared of all content and is ready for any future incident.

PNG has pre-established the following shared folders on the PNG Connect SharePoint site to house documents created during an incident response:

- **IAP** – a temporary holding area for the Incident Action Plan as it is being developed during each operational period; completed IAPs are moved to the **Completed Documentation** folder.
- **Forms** – a folder containing blank, editable ICS forms.
- **Completed Documentation** – a holding area for all completed ICS digital documentation, including images and video taken during the response.
- **Historical Incidents** – a folder into which all files from the **Completed Documentation** folder will be moved upon incident resolution.