



Chemistry Industry Association of Canada

National Advisory Panel

November 29–30, 2016

Headline Minutes

Procor

Mike Milford and John McKechnie present an overview of the company. Panel members ask questions about the effect of the Lac- Mégantic accident on standards for tank cars, the role of Responsible Care, the interface between the rail associations in Canada and the United States, and other matters. (p. 2)

TRANSCAER®

Kara Edwards presents an update on TRANSCAER, including the many event locations in 2016. Panel members ask questions about TRANSCAER's outreach on dangerous goods, addressing transportation of hydrocarbons, identifying targets for outreach and other issues. (p. 5)

CIAC Update

Luc Robitaille presents an update on plans for the Responsible Care Conference in April and for CIAC recognition of the ACC RC14000 audit, which is to include Canadian elements. (p. 6)

Other Issues

There is an update on questions about a Responsible Care company's handling of a toxic chemical at one of its sites in the United States. Emergency response issues in Sarnia are also discussed. (p. 8)

Reviewing the Competitor Collaboration Tool

Panel reviews a tool for assessing a company's competitor collaboration to advance sustainability. (p. 8)

Bruce Walker and Keith Purves

Bruce retires from Panel. John Vincett and Gilles Laurin express appreciation. John also expressed appreciation for the work of Keith Purves, who is retiring from the Panel. (p.9)

National Silicates

Carmen Romano and Lynda Ryder present an overview of the company. Panel members find the buffer zone issues facing the company of particular interest. (p. 10)

Climate Change Document

Luc Robitaille presents paper on Chemistry: The Climate Change Solution. Panel members agree there are great opportunities for the industry in providing climate change solutions. They suggest ways to draw the attention of government and the public. (p. 11)

Panel Update

Several Panel members talk about issues and events in their own communities. (p. 13)

Panel Recruitment and Next Meeting

Members suggest stakeholder categories to be added to Panel. Timing of meetings in 2017 is also discussed.

(p. 13)

**Chemistry Industry Association of Canada
National Advisory Panel**

November 29, 2016, Procor, Oakville
and
Hampton Inn Hilton, Mississauga
November 30, 2016, National Silicates, Etobicoke

National Advisory Panel:

Michelle Adams (Nov. 30)
Richard Janda (by phone Nov. 29)
Jane Lister
Brenda Lorenz
Andre Morriseau
Ron Ormson
Alex von Knobloch
Bruce Walker

Regrets:

Nadine Gudz
Gail Krantzberg
Pat McLean
Errol Mendes
Ken Ogilvie
Keith Purves

Procor:

John McKechnie
Art Meyer
Mike Milford

National Silicates:

Tim Evans
Carmen Romano
Lynda Ryder
Christopher Westell

CIAC:

Gilles Laurin
Luc Robitaille

PDA:

Francis Gillis
John Vincett

Agenda Item 1: Procor

Responsible Care coordinator Mike Milford and Procor retired executive John McKechnie presented an overview of the company.

Mike and John responded to Panel questions:

- *I understand that all tank cars are manufactured in the U.S. Do they meet Canadian standards?*
John: There are certain differences, but ultimately both jurisdictions are on the same page.
- *Did the Lac-Mégantic event have an effect on standards for tank cars?*
John: Accidents such as Lac-Mégantic have had a lot of impact. There was progress before, but Lac-Mégantic was a trigger to move things along.
- *How does risk perception fit into your planning at the site?*
Mike: As an issue, public risk perception is fairly limited. The biggest risks associated with our operation would have significant impacts only within our gates.
- *Were Procor cars involved in the Mississauga rail accident of 1979?*
John: Yes. The derailment was related to the journal box at the end of the axle in one of the cars. Friction builds up between the moving axle and the car above. This was an old type of technology needing lubrication by oil. Somebody missed lubrication on this car, causing tremendous heat to build

up. In trainmen's vernacular, the overheated journal box becomes a "hot box". The event really led to the regulatory environment we have now.

- *Who is held responsible when a rail accident occurs?*
John: Ultimately, the rail company operating the train.
- *Have you ever refused to serve a company over their safety performance?*
Mike: In some cases, the business side itself has been a show stopper; how a company runs its business can reveal implications for safety. There have been situations in which it was necessary to have customers upgrade their standards before we could supply a car. But we generally do business with large companies. We are not as likely to do business with small companies, which are more likely to have problems than larger companies.
- *Is an environmental management system required of a shipper?*
Mike: The question has come up in Responsible Care verifications a few times. At this point we are not requiring documentation of an environmental management system from our customers. We are not engaging with customers who don't meet our safety and environmental specifications.
- *How much time does it take to implement regulatory changes?*
John: Such changes involve not just the owner of the tank car but also the operator. It takes time for change to work its way through industry, sometimes a number of years.
- *I understand that tank cars must meet certain standards. What does Responsible Care add?*
Mike: Responsible Care doesn't so much add, as it allows us to have safety discussions with customers.
- *What have you learned from near misses?*
Mike: The issue is reporting of near misses. It is not so much reluctance to report as it is inconvenient to report. If we have a near miss here, we can share it with our facility in B.C. Typically, big events are shared but the sharing of small incidents could be improved.
- *Stewardship and accountability is what Responsible Care is.*
Mike: Yes. Absolutely.

Luc noted that CIAC is going to engage with the Government of Ontario to make Responsible Care the equivalent of a Certificate of Recognition (COR), which recognizes a company's health and safety management system.

Tank cars:

- *What is the lifespan of a tank car?*
John: The regulatory maximum life of a tank car is 50 years, though in reality it is less than that. Technological changes or repairs no longer being economically feasible can end the life of a tank car before the 50-year limit. Cars no longer in use get recycled into tin cans or other products.
- *What about retrofitting tank cars to meet changing standards?*
John: Economic considerations are taken into account as to whether cars can be retrofitted.
- *Has Procor done research on using composite materials for cars rather than steel?*
John: Generally, composites are not strong enough. Our research focuses on improving steel.

John noted that Procor's customers are shippers. The regulator is Transport Canada. Procor is a member of the Railway Association of Canada and the Association of American Railroads (AAR). The latter covers the whole of North America, not just the U.S.

- *The AAR excludes short line railways.*
John: Short lines have their own association. They have lots of issues that are different from those of the large associations.
- *What is the length of shipper leases?*
The typical range is five years.
- *Are cars always brought back to Procor for repairs?*
John: If a car requires significant repairs, it is typically brought to a major Procor facility. Less significant repairs are done on site or by a mobile repair operation.
- *What are the current business prospects for rail?*
John: The rail tank car has gone through many business climates over the years. The general business climate is not as beneficial as it was, which means fewer shipments. We don't know what's going to happen regarding oil shipments.
- *Pipeline construction would definitely impact the rail business.*
John: Procor is very cautious about entering the oil movement business. Railway cars are a big investment with a very long life. [Oil movement carries particular risks?]
- *After a derailment, who inspects the incident? Government?*
John: Yes, typically the Transportation Safety Board or the equivalent regulatory body in the U.S. The railway typically manages accident follow-up. They would not welcome visits from Procor. National investigators, working with the railway and car owners, make recommendations to the regulators.

Panel members were taken on a tour of the site facilities, led by Art Meyer, which they found informative and interesting.

Agenda Item 2: TRANSCAER[®]

Kara Edwards, Director of Transportation at CIAC, presented an update on TRANSCAER (Transportation Community Awareness and Emergency Response) (Appendix 1). TRANSCAER includes a number of major industry associations as well as the Railway Association of Canada and Emergency Response Assistance Canada. Kara talked about the structure and role of TRANSCAER and listed the many TRANSCAER event locations and participants in 2016. Events were held in Ontario, Quebec, the Prairies and British Columbia. A key message is that TRANSCAER strives to ensure that communities and first responders are aware of dangerous goods passing through their area and are prepared in the event of a transportation incident. Among TRANSCAER's priorities for 2017 are strengthening and expanding partnerships, especially with Transport Canada, and increasing awareness of the initiative.

Kara responded to Panel questions:

- *TRANSCAER offers a great opportunity to make connections with municipalities.*
Making such connections is on our To Do list. The event in Elmira was a big hit. (Panel Facilitator John Vincett noted that this was a very well attended event. There were intriguing questions about electronic controls from student class visits to the demonstration tank car. The Railway Association of

Canada, who operate the tank car, may need to develop a unit on electronic, as opposed to mechanical, controls.)

- *Some Quebec municipal politicians overreacted after Lac-Mégantic, suggesting the manifest be forwarded to them so that they know in advance what a train is carrying and where it is passing through. That would be the best way to alert a terrorist!*
That kind of request comes up from time to time. But there is a way first responders can find out in real time what is passing through their jurisdiction. A lot of work has been done with the federal government to make that kind of information even more transparent. Communities can know the top 10 dangerous goods passing through their area. We communicate the risks and benefits of transporting dangerous goods. We focus on first responder training and transparency. We continue to work on finding the right balance between transparency and security.
- *In the light of the Lac-Mégantic event, I am wondering what contribution TRANSCAER is making to the way dangerous goods are handled.*
Over the last two years, we have conducted a lot of outreach events regarding flammable materials, increasing awareness of the issues related to these materials. We have made 10 or 11 stops just on flammable liquids last year; there is an opportunity to run this event from coast to coast. TRANSCAER could expand to more communities, especially in the Atlantic provinces and the North.
- *Until we have pipelines, we will rely a lot on rail. It would be a good idea, therefore, for TRANSCAER to be expanded to address hydrocarbons more generally.*
I think that is a good idea. We are working with stakeholders to do that. Hydrocarbons are a particular focus of government as well. A program on this topic has been developed in English and French.
- *How do you identify whom to target for outreach?*
We look where we have been in the past, where products go, and communities requesting information.
- *How do communities hear about TRANSCAER?*
Our members and carriers reach out to them.
- *A new LRT Line in Montreal will take away the option for rail deliveries at industrial sites. A similar situation is occurring in Toronto and Elmira (regarding the latter's link to Cambridge and the main line). This situation makes it difficult for both industrial locations and rail transport companies. How can TRANSCAER help?*
I agree that this is an issue, though TRANSCAER may not be the right vehicle for addressing it.

Luc Robitaille commented that, if member company sites lose rail access, they may have to shut down their facilities, despite a long history of safe practice. While TRANSCAER may not be the right vehicle, this issue will be handled by CIAC.

Agenda Item 3: CIAC Update

Luc Robitaille, Vice President of Responsible Care, presented a CIAC update.

He noted that CIAC's 2017–2019 Triennial Plan will raise the profile of CIAC's response in the areas of climate change, business and economy, chemicals management and transportation. The Association will not directly address certain issues. As CIAC does not have the resources for these issues anymore, it is better to address them through other organizations.

Tying in with Canada's Sesquicentennial in 2017, the theme of the Responsible Care Conference next April will be "Solutions for the Next 150 Years". CIAC is getting a lot of good feedback on the concept of chemical solutions.

On Day 2 the conference will look at Responsible Care for the Next 150 Years. A major question will be: Why do people not know about Responsible Care?

CIAC is going to try to bring in people involved in waste reduction.

Luc responded to Panel questions and comments:

- *There has been a radical transformation from the consumer perspective, including an expectation of product labelling regarding contents and the supply chain.*
The situation facing the chemistry industry is a little different; we are not a consumer-facing industry.
- *It may be worthwhile reaching out to other parts of the supply chain that are consumer facing.*
- *How do you talk to millennials about safety?*
- *And how do you get them talking to industry?*
- *One way would be to have engineering students present at the conference.*
- *Who is the conference targeting?*
Our members and potential members.
- *It would be valuable to have at the conference BASF and other companies doing innovative things.*
Innovation will be an important theme of the conference. This time we are going to have 15 to 20 booths targeting chemical solutions. We are inviting media, NGOs and government representatives to the conference. We are going beyond the chemistry industry, asking such questions as: What's the newest thing in building insulation? In electric cars?
- *It would be worthwhile asking Responsible Care co-ordinators what would make them see value in the conference.*
- *What is the status of CIAC member retention?*
This is the first year in some time in which we have not lost members and gotten a number of new members. (Gilles noted that CIAC also has some associate members. These are companies that offer services to the chemistry industry. We expect them to ultimately become full members. Once they move to the partnership level, they can use the Responsible Care logo.)
- The conference is one more venue to get the story of Responsible Care out there, including to the general public.

RC14000 and CIAC Verification

CIAC has been working closely with the American Chemistry Council on a memorandum of understanding on how to work Canadian elements into RC14000 audits for CIAC members. Luc noted that the CIAC board does not want to lose the valuable elements offered by CIAC verification, but also wants to make it easy for ACC members operating in Canada to join CIAC.

Luc responded to Panel questions:

- *What has ACC done to make their audit in Canada meet the needs of CIAC?*
They have added questions about sustainability and accountability. Questions about security, where we can learn from ACC, have also been added.
- *When does the adaptation of the ACC audit for use in Canada need to be completed?*
We need to finalize a process by the first quarter of 2017.
- *Can an ACC member operating in Canada still do the Canadian version of Responsible Care verification?*
Yes.

Luc noted that the adapted version of the ACC audit now has the approval of both the CIAC and ACC boards.

Agenda Item 4: Other Issues

Last February, Panel members were provided with a link to a New York Times article on a decades-long release of PFOA from a DuPont site in West Virginia:

http://www.nytimes.com/2016/01/10/magazine/the-lawyer-who-became-duponts-worst-nightmare.html?hp&action=click&pgtype=Homepage&clickSource=story-heading&module=photo-spot-region®ion=top-news&WT.nav=top-news&_r=1

The article raised disturbing questions about the behaviour of a Responsible Care company regarding its handling of a toxic chemical.

John asked if there has there been any follow up by ACC. Luc said that DuPont's legal department nixed any ACC intervention while the matter was under consideration by the courts.

What should be the expectation of companies here if something happens to their counterparts in the U.S. or Europe? Luc said the Responsible Care Leadership Groups are a very effective mechanism for challenging companies.

Regarding emergency response issues in Sarnia, there was a board level discussion at CIAC. The board told those companies that they cannot delegate their responsibilities to other companies.

The Panel applauded the awards received by John Vincett and Gilles Laurin at the CIAC annual general meeting in October. Gilles received a Merit Award for his work with the Responsible Care team at the association. John received the Chairman's Award for his long involvement with the National Advisory Panel and other activities related to Responsible Care.

Agenda Item 5: Reviewing the Competitor Collaboration Tool

Panel members had an opportunity, in advance of the meeting, to review a tool for assessing a company's competitor collaboration to advance sustainability. This tool was developed by the Network for Business Sustainability. Panel members felt that the tool had some value, though its aim was not completely clear to them. Luc wondered if it was meant to be a snapshot of today or a measure of aspirations.

The Panel identified a number of other issues and ambiguities:

- If it is an aspiration, we would need to know that someone is going to commit to it.

- Should it be approached as a formal or informal measure of collaboration? The tool was compared to Responsible Care verification, which sets rigorous standards but is informal in that how goals are achieved can differ from company to company. The verifier interprets whether company practices meet Responsible Care rather than simply checking points off.
- The tool could refer to documents as one way to assess collaboration, but documents can be misleading; very good documents may not reflect what is actually going on. How much of the practices and aspirations in the documents actually are reflected by front line workers? Therefore, a team lower down than the executive level should also assess the extent of collaboration.
- The tool will give different results, depending on whom in the company the assessor is looking at, and possibly their educational background – for example engineers, marketers and human resources personnel all bring different definitions to the tool. The degree of consistency between various levels can differ from company to company and from site to site within the same company. Branch plants in Canada can differ from the same company's plants in the U.S.
- The tool lacks a sense of “must have” versus “like to have.”
- Collaboration has a negative connotation in some circles; e.g. for Wal-Mart and Target, the term raises concerns about a need for anti-trust measures.
- Responsible Care has done an effective job of defining where collaboration is good. Yet Responsible Care is not referenced in the tool.
- Collaboration on Health, Safety and the Environment has worked in Sarnia's Chemical Valley.
- The tool points to how to move from a less to a more successful approach to collaboration.

John asked Panel members to complete Parts 2 and 3 of the questionnaire and forward it to Luc and Gilles. Luc asked members who find the tool unsatisfactory to please indicate how they would improve it.

Agenda Item 6: Bruce Walker and Keith Purves

This was Bruce's last meeting. He has been a member of the Panel since 2006. John expressed appreciation to Bruce for his excellent counsel and the considerable time he devoted to Panel meetings and related activities. He presented a loon decoy to Bruce, carved by Jim Harkness of Stayner, Ontario.

Bruce recalled some highlights from his time on the Panel, among them the 2013 meeting in Fort Saskatchewan, which he saw as particularly valuable. He described the Panel as the conscience of CIAC and said he found the Panel “still fun.”

Gilles expressed the Association's appreciation for Bruce's counsel, remarking that he did not think Bruce missed a single Leadership Group meeting in Quebec.

At the same time, John noted that Keith Purves had elected to retire from the Panel after many years of service, citing difficulties with reconciling travel requirements with regular attendance. Keith has been a panel member since 2006, and provided sound counsel on a number of issues, particularly relating to the issues facing host communities in Alberta and the challenges faced by Responsible Care companies in meeting those needs and being good neighbours. Panel members recalled the excellent meeting in Fort Saskatchewan that

Keith was instrumental in organizing as a highlight.

Agenda Item 7: National Silicates

Plant Manager Carmen Romano and Human Resources Director Lynda Ryder presented an overview of National Silicates (Appendix 2). Founded in 1931 in Toronto, National Silicates is the first subsidiary of PQ Corporation, headquartered in Malvern, Pennsylvania. In addition to Etobicoke, National Silicates has manufacturing sites in: Valleyfield, Quebec; Whitecourt, Alberta; and Surrey, British Columbia. The Etobicoke plant includes four sodium silicate dissolvers, two potassium silicate dissolvers and a powder mill. The product range includes silicate solids, liquid silicates and magnesium powder silicates. These products are used in water treatment, pulp and paper, drilling fluids, catalysts, building products (shingles) and more.

It was noted that National Silicates conducts a Responsible Care self assessment once a year and recently underwent verification. Carmen and Lynda detailed the sustainability pillars for National Silicates in the social responsibility, economic, environmental, process and product areas. The plant strives to be accountable and responsive to the public—especially local communities, who “have the right to know our risks and benefits of what we do.” National Silicates is involved in Toronto West CAER and the South Etobicoke Industrial Employers Association (SEIEA). All of the company's manufacturing sites in Canada include liaison with fire departments and conduct community walkabouts.

Carmen and Lynda responded to Panel questions and comments:

- *As one of the verifiers of your company, I know you have tried to have a CAP. But if the community sees no problems, there may be no need for the kind of CAP that a number of Responsible Care companies find to be useful.*

Lynda: Right. We work together with the community when issues arise.

- *Your challenge is encroachment of condos versus keeping the people at National Silicates employed.*
- *I commend you for engaging municipal and provincial politicians, but you need to engage the community on such issues as buffer zones as well. Otherwise, they will pick off the plants one by one.*
- *Is there no master plan for Etobicoke?*

Carmen: The Ontario Municipal Board can overrule the master plan.

Lynda: We are the only organization that has won at the OMB, but lobbying and participating in meetings takes resources.

- *Is there a reason why ordinary domestic glass that goes into recycling cannot be used as a raw material?*

Carmen: Yes. The glass you are familiar with from municipal recycling bins is insoluble. We could not use it in our processes, because it is incompatible with our specifications. Our glass is a special chemical blend that has raw materials that must be specially sourced for their chemical properties. In municipal waste management, in the GTA clear glass goes to Potters and coloured glass to Domglass in Brampton.

Panel members toured the National Silicates facility, which they found extremely interesting. The tour was led by Christopher Westell.

Agenda Item 8: Climate Change Document

Last summer, Luc wrote a paper entitled, Chemistry: The Climate Change Solution⁴ (see slide presentation in Appendix 3). These are chemical solutions within member company facilities and in the market place more

broadly. Luc talked about Chemistry Solutions4...

- Buildings (avoided emissions in insulation use)
- Consumer products
- Transport
- Energy

Other key points:

- Over the last several decades, CIAC has been a world leader in reducing greenhouse gas emissions. There is an opportunity to build upon the Canadian advantage in this area.
- Statistics demonstrate that the chemical industry in Alberta is the lowest greenhouse gas contributor in the world per tonne of chemicals produced. In an ideal world, a larger number of products could be made in Alberta and exported and in that way improve the world's greenhouse gas emissions. It would be useful if, instead of simply focusing on lowest economic cost locations to produce, more consideration were given in the decision-making process to lowest greenhouse gas contributions.
- CIAC is asking governments to put any carbon taxes into solutions, in particular chemistry solutions. The Association's point is that chemistry = innovation. The products delivering those solutions should be made here. However, the government is "not listening to us, not talking to us."
- CIAC supports a made-in-Alberta climate change plan. Avoided greenhouse gas emissions are the lowest hanging fruit.

Luc responded to Panel questions and comments:

- *Chemistry can reduce the intensity of industrial activity. It is helping to shift to a new type of economic growth, one that is not linear.*
Yes, there are huge opportunities.
- *Is there a global bilateral approach? And is there a way to use such an approach to our competitive advantage?*
We are seeing some interest. Alberta is investing \$800 million to make our industry grow.
- *Does Canada offer any subsidies for the development of climate change solutions.*
Subsidies in the U.S. are much more than anything offered here. People have to understand what the chemistry can do for them.
- *In your engagement with the public and government, is there a way to focus on chemistry global opportunities versus gas and oil.*
We have to demonstrate that chemicals can be safe. Hence the chemistry solutions approach. CIAC has a lot more presence now on social media. We are the second largest manufacturing industry in Canada, yet can't get a meeting with the Minister of the Environment and Climate Change, though we are inching closer to making that happen.
- *When politicians think of innovation, they think of high tech. Chemicals have never been more high tech.*
Yes.

- *Would CIAC become a member of the high-tech association? This would be a way of positioning chemistry as high tech.*
(Gilles suggested that this would be a role for member companies.)
- *What can CIAC do for member companies to position them as high tech?*
CIAC supports a made-in-Alberta climate change plan. Avoided greenhouse gas emissions are the lowest hanging fruit.
- *Contact McGill to run the numbers. This would be third party endorsement. Such scholarly literature shows up in the Globe and Mail. This would be a fairly inexpensive way to get such endorsement.*

John heard the Panel saying: Get others to tell your story. Place facts before the public in a more friendly way and through a third party without a financial interest.

John then asked: How does CIAC get on the Prime Minister's agenda, especially when he is talking around the world?

Panel Suggestions:

- A two-pager that could end up on the Minister's or Prime Minister's desk.
- Talk to the construction industry. They talk about the chemistry industry in their magazine.
- The Aboriginal Business Report becomes a calling card. This is a model that works for the Canadian Council for Aboriginal Business (CCAB). (Luc remarked that doing an issue of Catalyst: The magazine of Canada's chemistry industry around a specific event such as the Responsible Care Conference could work.)
- Make the magazine controversial. Challenge government.
- You need a chemistry industry version of Ray Anderson, founder of Interface, a carpet and rug company that has become a poster child for sustainable business.

Agenda Item 9: Panel Update

Panel members talked about issues and events in their own communities:

- *Several issues in Sarnia and Southwestern Ontario come to mind: 1) A major issue is lack of access to information through call lines during emergencies, though this situation is improving. 2) A couple of companies in Sarnia have buffer issues. 3) Last spring, Toronto mayor John Tory teamed up with mayors in the region on software development. This model suggests there may be an opportunity for CIAC through mayors working together, so perhaps seek the opportunity to speak at The Federation of Canadian Municipalities AGM, or consider how to engage a consortium of mayors in relevant areas to develop a low carbon/high-tech set of solutions.*
- *Forty-six years after STOP was founded, the Montreal-based organization is still working on its core issues: sewage, solid waste and air pollution. STOP has worked on the municipal waste water disinfection file for many years. They have urged the city to extend its ozonation program for water disinfection from just the warm weather months to the whole year. Mayor Denis Coderre has recently announced that Montreal intends to operate its ozonation unit year-round. As well, STOP has had considerable success with regard to the reduction of air pollution from new and existing residential fireplaces and wood stoves. In August 2015 the City of Montreal enacted the toughest by-law on the subject in North America. It requires all but the cleanest wood-burning devices to cease operations by*

October 2018 – although there are some emergency provisions for operations to counteract potential problems such as the ice storm.

- *In the east end of Montreal, there was a public event on a Worst Case Scenario related to an industrial accident, the first such event since 2004. This time there was a very good public turnout.*

Agenda Item 10: Panel Recruitment and Next Meeting

The Panel discussed recruitment issues. It was confirmed that the following categories should be added to the Panel: members from Québec and Alberta, a person with a children's health portfolio, a first responder, and an additional high profile downstream business with a strong orientation to environmental issues.

It was agreed that the next face-to-face meeting would be in the fall of 2017, with up to three teleconferences/webinars in between. There was a call for a Skype type of call, where all participants show up on the screen.

It was also agreed that the first week of October for the fall meeting, in advance of the CIAC Annual General Meeting, would be ideal. The NAP meeting could be held in an eastern location. Possible venues would include somewhere in Quebec, in the Greater Toronto Area or in Sarnia.

Panel members were comfortable with a three-day meeting, e.g. Tuesday lunch and afternoon meeting / all day Wednesday / and Thursday morning ending with lunch. So Panel members should mark October 3,4,5, 2017 in their calendars.

Next Meeting (teleconference)
(date to be announced)