



CHEMISTRY INDUSTRY
ASSOCIATION OF CANADA

ASSOCIATION CANADIENNE DE
L'INDUSTRIE DE LA CHIMIE

Chemistry Industry Association of Canada

National Advisory Panel

January 8, 2020, 3-5pm EST

National Advisory Panel

Alex von Knobloch
Andre Morriseau
Christopher Hilkene
Jacob Westfall
Nadine Gudz
Richard Janda
Ron Ormson
Pat McLean
Shawna Bruce (Facilitator)

CIAC Staff

Bob Masterson
Isabelle Des Chênes
Gilles Laurin
Danielle Morrison

1. Welcome

CIAC opened the meeting by updating the Panel on recent leadership and operational changes for the National Advisory Panel. First, the Panel was informed that Luc Robitaille has parted ways with CIAC, leaving the Vice-President of Responsible Care position vacant. The Panel was also informed of the retirement of both John Vincett and Francis Gillis, who served long-standing roles as facilitators to the National Advisory Panel. As a result, Shawna Bruce was welcomed as the new facilitator to the Panel. Shawna introduced herself to the Panel members, discussing her 35-year career in communications, as well as her transition from military to industry, leading her to manage Dow Chemical Canada's public affairs division. Shawn retired from Dow and now heads her own consulting firm. The Panel expressed a warm welcome to Shawna as well as their appreciation for her industry knowledge and experience.

Prior to his departure, John Vincett advised CIAC that the Panel shares the membership's 'discomfort' with how CIAC has transformed itself, while Responsible Care seems to have carried on in a business as usual fashion. CIAC expressed their understanding towards the need for a broader renewal of the Panel activities and engagement with CIAC that goes well beyond replacing the current facilitators. It was indicated that the Panel will especially need to be engaged in the development of the next Strategic Plan. CIAC's goal is to restore the National Advisory Panel to allow it to play its original role of 'critics of the association'.



2. CIAC 2021-2025 Strategic Plan and Priorities

Isabelle Des Chênes discussed CIAC's 2016-2020 Strategic Plan, i.e. the most recent Strategic Plan that was delivered and the seventh Strategic Plan in CIAC's history. As evidenced by the heatmap provided (see Appendix), the 2016-2020 Strategic Plan was highly influential with respect to its impact on the association. CIAC wants to build on the success they have seen in the past as they develop their next plan.

Moving forward with the 2021-2025 Strategic Planning process, CIAC has implemented a three-phase approach:

- **Phase I:** members via CIAC Committees and Leadership Groups, staff, National Advisory Panel, and Board of Directors will be presented a number of possible outcome statements describing what CIAC should look like by 2025. These are meant for discussion and debate and are by no means final. The Board of Directors will take such inputs into account and finalize the list of potential outcome statements during its **February 2020 Board meeting**.
- **Phase II:** based on inputs received, short background papers will be prepared and distributed for each of the outcome statements (approved by the Board of Directors). Stakeholders will be asked to use a specified set of criteria and their judgement to make recommendations to the Board of Directors with respect to the five or six highest priority and more transformative outcome statements CIAC should pursue in its next plan and deliver by 2025. The CIAC Board of Directors will make final determinations on the committed priorities during its **May 2020 Board meeting**.
- **Phase III:** a costed plan, with an implementation timeline and performance objectives will be submitted to stakeholders for review prior to final review and decision making by the Board of Directors during its **October 2020 Board meeting**.

CIAC and the Panel reviewed the following outcome statements, which fall under three categories (Corporate, Responsible Care, Advocacy/Policy/Communications), as part of Phase I of CIAC's 2021-2015 Strategic Planning process. Discussions for each outcome statement are included in the right column.

Corporate Outcomes

Outcome Statement	Response & Discussion
1 By 2025, the new CIAC Plastics Division will be fully operational in a manner consistent with CIAC policies, culture and members expectations (non-negotiable. A must do).	CIAC indicated that this will be a significant part of our strategic plan going forward.
2 By 2025, CIAC Board of Directors and Governance processes will be reformed to:	
a) Integrate best practices in	The Panel indicated that this statement is too broad and requires

association governance;	further clarity. Action: CIAC to add more context to this point in discussion paper and to further clarify leading up to Board review.
b) Improve member engagement in the association;	No comments.
c) Support improved diversity (by chemistry, regional, business type, gender, etc.) in Board representation.	CIAC indicated that Board members are the senior-most executives of our member companies within Canada, making it hard to diversify this group (i.e. the association does not dictate membership, it is determined by position). It was suggested that CIAC could consider changing this policy to allow more flexibility in membership.
3 By 2025, CIAC will formally collaborate with at least one other chemistry-sector association as is being done with the Canadian Plastics Industry Association at present.	<p>The Panel inquired about which associations would be considered. They indicated that Plastics is valuable, but their support for another division would depend on the association under question.</p> <p>CIAC stated that they are not actively seeking this opportunity, however, are open to the idea. This is a labour-intensive process that impacts on the culture of the association, so CIAC must be strategic if this is to occur again.</p> <p>The Panel indicated that they do not believe CIAC has time for another collaboration given the effort required with the new plastics division.</p>
4 By 2025, CIAC will increase its membership, specifically by targeting small / medium enterprises that have not historically been involved in chemistry associations or Responsible Care®.	<p>CIAC indicated that this would entail a completely different value proposition and would be truly transformative. Many SMEs do not have the resources to participate in the association, so different service options would potentially be considered (i.e. a Responsible Care program without full membership). The Panel agreed that it was to the benefit of the association to have more participation in Responsible Care, however, there was concern about the reaction from larger member companies.</p> <p>One Panel member suggested leveraging and learning from plastic SMEs, eventually expanding the program to SMEs outside of plastics.</p>
5 By 2025, CIAC will ‘amalgamate’ into the American Chemistry Council and become the ‘Canadian Division’ of ACC.	<p>CIAC indicated that this statement is meant to be provocative and is not likely to go to the final list. It is a frequently asked question, especially as our members have locations in both Canada and the US. The inclusion of this statement allows CIAC to have the discussion and confirm that it is not a priority.</p> <p>One Panel member expressed concern about the name, favouring “North American Chemistry Council” instead. The Panel also inquired about how transformative this process would be (i.e. would CIAC operate the same as it is now?). Action: CIAC to elaborate/provide examples in discussion paper.</p> <p>One Panel member expressed concern about how the Canadian version of Responsible Care would stand up if CIAC was amalgamated, especially given that it was developed in Canada.</p>

Responsible Care Outcomes

Outcome Statement	Response & Discussion
<p>1 By 2025, CIAC will fully adopt the ACC-based RCMS / RC14001 approach to Responsible Care implementation and certification with the additional 'Canada-specific' elements included.</p>	<p>CIAC is concerned that the Responsible Care verification process is not sustainable, especially since we have not been successful in recruiting and sustaining new verifiers.</p> <p>The Panel inquired about prioritization and if CIAC would eliminate the hybrid option to fully adopt the ACC's approach. CIAC indicated that this is a question of choices. Should we continue to provide choices or go ahead with a global standard? This global standard would not be fully ACC-based – it would have Canadian-specific elements (i.e. Indigenous code elements).</p> <p>One panel member indicated that there would be challenges for SMEs if verification becomes more intensive.</p> <p>Action: CIAC to include a description of what this may look like in different jurisdictions in the discussion paper.</p>
<p>2 By 2025, CIAC will reinvigorate our performance data and establish goals, and publicly report on a broader range of sustainability metrics (e.g. Sustainable Development Goals) as is being proposed by the American Chemistry Council and Cefic.</p>	<p>CIAC indicated that we are performing better than our US counterparts with respect to data collection. We collect sustainability metrics that are in line with the UN Sustainable Development Goals (SDGs), and we want to enhance this collection to build on the SDGs.</p> <p>CIAC would impose incremental increases in data collection. This may be a challenge for SMEs and will make data collection look different.</p>
<p>3 By 2025, CIAC will expand the reach and accessibility of Responsible Care and develop and implement a Small and Medium Enterprise-Specific Responsible Care program.</p>	<p>No specific comments. This was a topic of discussion throughout the Responsible Care section.</p>
<p>4 By 2025, CIAC will grow the Responsible Care Partners program by reviewing and revitalising the associated value proposition.</p>	<p>CIAC indicated that this relates specifically to our partners (i.e. CN, CP, road carriers) that touch and handle chemicals but do not introduce to them to the economy. CIAC currently has ten partners and has maintained this number over the past several years. There is a desire within CIAC to increase partnership. CIAC inquired about the importance of pushing stewardship with those that handle chemicals on our behalf. The Panel indicated that if this too time-intensive, it should be removed as the other points are more important.</p>
<p>5 By 2025, CIAC will improve the brand recognition of Responsible Care and related programs like TRANSCAER throughout industry, government and academia.</p>	<p>Action: CIAC indicated that they may add more specificity in terms of having Responsible Care recognized by provincial governments or Global Affairs (i.e. as part of their Health and Safety programs).</p>

General Responsible Care comments

- The Panel found that these goals are not particularly ambitious for developing Responsible Care further. There should be more of a cradle-to-cradle design.
- CIAC should work on strengthening the principles of Responsible Care, however this is not seen as an upfront item. How will CIAC be able to measure success down the road in 2025?
- **Action:** CIAC indicated that they will consider conducting a thorough update of Responsible Care, as the last time this occurred was in 2010.

6	By 2025, CIAC will conduct a thorough review of Responsible Care in Canada, including circularity and climate-related issues	This is an additional outcome statement to include at the advice of the Panel.
----------	--	--

Advocacy/Policy/Communications Outcomes

	Outcome Statement	Response & Discussion
1	By 2025, CIAC will play a leading and active role in additional priority policy areas on behalf of Canada’s chemistry sector, such as (please specify suggestions) (i.e. trade promotion, occupational health and safety, labour, international engagement, etc.)	The last Strategic Plan saw a significant reduction in the issues that the association is involved in. CIAC currently has five key policy areas, as well as Responsible Care. Should we add more, especially as we work to incorporate more SMEs? Adding another issue would be transformative for the association. Action: Panel members to inform CIAC of any additional issues to add for consideration.
2	By 2025, CIAC will further transform the scope and reach of its communications to build champions in the Canadian public through targeted campaigns – beyond the traditional target audience of elected and unelected officials, the chemistry industry, and key policy influencers. (i.e. #GettingPlasticsRight grassroots campaign)	CIAC does well reaching policy makers and influencers, but not the broad public. This is a big ask with a large cost, and CIAC currently does not have the resources or the budget to do this. Will it be the association or the members that will take on this task? If it is CIAC, this will entail a change of mandate and a change of resource allocation. The Panel indicated that this is worth discussing, especially as CIAC is regularly asked to do this. CIAC also mentioned that there have been changes to the Elections Canada Act. CIAC’s intent was to conduct plastics advocacy prior to the election, but the association would have to sign up as a third-party advertiser. This begs the question – do we want to be an association that gets involved in electoral politics? Action: CIAC to elaborate on this in the discussion paper.
3	By 2025, CIAC will further expand its regional advocacy activities either by: a) ‘spinning off’ regional activities into arms-length associations with independent governance structures and focus solely on activities	CIAC indicated that it is one of the few associations with a national scope that also conducts provincial advocacy. We are unique, and this is seen to be positive, however this question comes up occasionally.

associated with the Government of Canada; or	
b) restructuring and significantly expand regional service delivery, establishing fully staffed and funded divisions with regionally led governance processes (reporting to CIAC Board).	The Panel indicated that this is a resources issue and should not be seen as a priority. It is a good discussion piece that can tease out any current problems. The Panel is interested in this item as a long-term discussion.

Additional comments

- One Panel member wondered if CIAC has ever had any high-profile champions (i.e. five major champions that discuss and promote our work). CIAC indicated that they have not had success with this in the past but will consider this in the future.
- One Panel member suggested that pipelines deserve mention, however CIAC indicated that they are not very active in this area.

3. Plastics Issues and CPIA

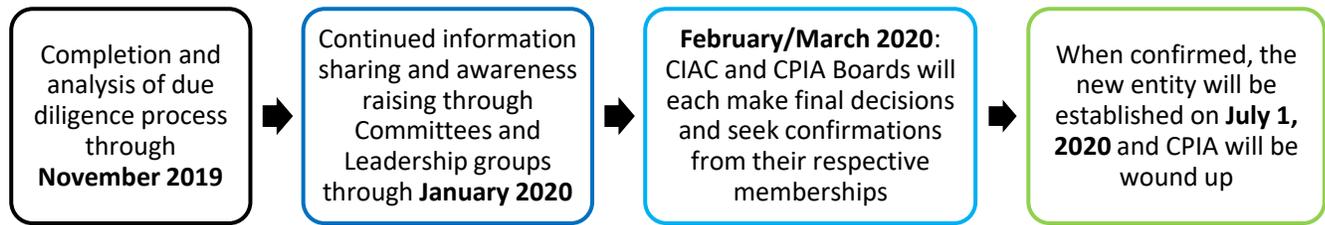
The Plastics Issue

CIAC provided an introduction to this topic, stating that it is clear that the images and stories and reports circulating through the media, especially social media, are having an impact. Over the past 18 months, it seems much of the world, the media, politicians and citizens have been consumed by the plastic waste issue. While the issue is not new to the industry, the ferocity of attention it is now subject to is unprecedented.

Last year, just as the issue was really being seen and felt in the public space, CIAC polled more than 1500 Canadians on their views. The results were sobering. Nearly 9 in 10 Canadians now believe that plastic is the worst material for the environment. They also reported being frustrated about the amount of plastic in their lives and the degree to which they lack visible solutions to address plastic waste.

CIAC and CPIA

By late 2018, there was a strong sense across both CPIA and CIAC Boards that the status quo was no longer an option for the Canadian plastics industry, nor for the associations that represent its interests (CPIA and CIAC). CPIA and CIAC Boards began asking whether a more formal partnership would be appropriate and explored a range of integration options. As a result, the Boards of Directors of CIAC and CPIA are recommending the creation of a new, jointly developed division within CIAC, and with CIAC's governing policies and values, to represent plastics value chain interests to policy makers and key influencers. Please note that this is not a merger, but a transaction by CIAC.



Benefits

The Panel inquired about the benefits of this transaction for CIAC and its members. CIAC responded that the public commentary towards CPIA is negative compared to CIAC. We have a solutions-based approach formulated through Responsible Care principles, whereas CPIA has been focused on taking legal action against municipalities that are imposing plastic bans. A unified voice will help the government and policymakers understand what we want. Furthermore, the plastic industry alone is a \$26B industry itself. Having more stakeholders involved will increase our policy and advocacy clout and will allow CIAC to re-allocate resources to achieve maximal impact. CIAC also noted that the goal is not to save costs from duplicative membership fees, but rather to re-deploy this money towards plastics issues.

Membership

At CIAC, there is only one class of members, whereas CPIA has three classes. Moving forward, all current CPIA members will automatically be transferred into the new Plastics Division at the time of transaction as follows:

- All current CPIA Class I members will become Plastics Division Members (the only voting members in the Division)
- All current CPIA Class II members will become Plastics Division Associate Participants (non-voting)
- All current CPIA Class III members and Plastics Pioneers will become Plastics Division Individual Participants (non-voting).

Governance

The new Plastics Division will be established within CIAC and will be governed by the CIAC Board of Directors, CIAC policies and Plastics Division Terms of Reference. A Leadership Council will be elected from and by the Plastics Division members with autonomy to establish Division budgets, fee schedules, expenditures and strategic direction. The Plastics Division members will nominate Leadership Council representatives to the CIAC Board of Directors and Executive Committee with a defined minimum number of positions.

A Service Agreement is being negotiated that will see CIAC provide key services to the Plastics Division without charge, including certain:

- Financial services
- Corporate services
- Regulatory services
- Government affairs and communications
- OCS support services via Responsible Care

All Division employees will be full and equal CIAC employees and entitled to commensurate salary levels and benefits.

Responsible Care

The Division will be guided by the following policy hierarchy:

1. Responsible Care® Ethic and Principles
2. CIAC Articles of Incorporation (as amended)
3. CIAC Bylaws (as amended)
4. Plastics Division Terms of Reference
5. Plastics Division-specific policies (e.g. Division Fees)
6. CIAC Operational Policies (as amended)

While Responsible Care will be the guiding principle of the Division, only members of CIAC are obliged to implement and be verified or certified to Responsible Care requirements (a broad, third-party certified sustainability initiative). Over time, Plastics Division members who materially produce or import chemicals or resins for resale must apply for CIAC membership and implement Responsible Care.

Operation Clean Sweep

All Plastics Division members that handle resin pellets, flakes and powders must (as per CPIA requirements) implement Operation Clean Sweep (an evolving global pellet retention program) by the end of 2022. All Plastics Division resin producers must also implement OCS blue by the end of 2022. At the time of the transaction, CIAC companies involved in the business of plastics will join the Plastics Division and must meet OCS requirements.

The Panel inquired about who will monitor Operation Clean Sweep. CIAC responded that they would become the brand owners, and it would be a condition of membership for the Plastics Division much like Responsible Care is for CIAC members. Operation Clean Sweep would not become a Responsible Care code, however plastic companies are expected to take a Responsible Care approach. The Panel will also be responsible for advising CIAC on Operation Clean Sweep. There is currently no audit requirement within Operation Clean Sweep, however this is under discussion in the current review of the program.

Other

The Panel inquired about how the identity of the plastics industry will be available to the public (i.e. through internet searches, Google). CIAC indicated that the new entity will be called the Plastics Division and will be located on a webpage within CIAC's webpage. CIAC will undertake a plan to conduct branding for this new division.

The Panel also questioned who/what initiated this process. CIAC indicated that they had a member who could not accommodate more requests for resources from both associations. Following this, CIAC participated in many discussions with Australia, who brought plastics, chemistry and distributors into one association. CIAC also investigated ACC's efforts 15 years ago to create a combined entity with resin producers, which ultimately was unsuccessful and resulted in a plastics division instead while the plastics association remained.

4. Other Business

CIAC Updates

1) TRANSCAER Funding

CIAC issued a [press release](#) this week to coincide with Transport Canada's [official announcement](#) of funding recipients for their Railway Safety Improvement Program (RSIP). The Rail Safety Improvement Program is an essential component of the Government of Canada's commitment to improving rail safety to keep Canadians safe and the railway system functioning at its best. CIAC successfully advocated for a re-funding of the program and extension to the transportation of dangerous goods in its pre-budget submission and Finance Committee appearance last year. CIAC along with its Transportation Community Awareness and Emergency Response initiative (TRANSCAER®) partners, including the Railway Association of Canada, successfully applied for funding last June to support three key activities that are focused on improving railway safety and training for people and communities along transportation routes, including:

- Construction of a new TRANSCAER® Safety Train—a railway tank car that will be converted into a classroom on wheels for the purpose of training emergency responders. The original Safety Train was retired in 2018 (see following section). The pioneering concept has since been adopted by other organizations across North America and around the world.
- Development of advanced training tools—including virtual reality educational tools—that will allow state-of-the-art training and education in even the most remote communities. These enhanced learning and virtual reality training tools will help reach underserved regions of the country, such as the North, where the transit of the TRANSCAER® Safety Train may be more challenging.
- Delivering a Canada-wide series of training sessions for our target audiences using these new tools.

2) CCPX 911 'Safety Train'

After nearly three decades of providing a unique backdrop for municipalities, first responders, and residents to learn about the transportation of dangerous goods from TRANSCAER® members by travelling from town to town, TRANSCAER's Safety Train, the CCPX 911, was officially retired on March 28, 2018. On June 26, 2019, it embarked on a new journey by road. The Safety Train made its way to the Fire and Emergency Services Training Institute (FESTI) grounds at Pearson International Airport where it will continue to serve its role training first responders on rail safety and the safe transportation of dangerous goods.

3) Responsible Care Indigenous Code Elements

In 2018, CIAC created a task group made up of CIAC members and Indigenous communities to develop Responsible Care codes for engaging with Indigenous communities located near or exercising traditional land rights near a member facility. In October 2019, CIAC's Board of Directors approved new Responsible Care Code elements for Indigenous communities, which were published in January 2020. These Indigenous code elements will supplement the requirements of the Responsible Care Accountability Code.

As part of the new codes, members are expected to identify aspects of the Indigenous code elements that are appropriate for the size, scope and risk profile of the company, including nature, scale and impacts of its operations, activities, products and services.

Responsible Care dictates that Indigenous Peoples are a distinct group requiring special considerations and engagement with such Indigenous communities located in the area near a company-owned or leased production facilities shall be undertaken with respect for their unique history, culture and rights.

Distribution Lists

CIAC will be refreshing its distribution lists, with the intention to keep the National Advisory Panel more informed of activities and developments that occur between meetings. The goal is to keep the dialogue between CIAC and the NAP open. Panel members should expect more correspondence and information items related to our Public Affairs committee.

Next Meeting

The next meeting of the National Advisory Panel is expected to take place in May 2020. This may be either a face-to-face meeting or a webinar, however face-to-face is seen to be more opportune at this time as it will be just before the May Board of Directors meeting. Leading up to the next meeting, Panel members should reflect on how they want the Panel to operate moving forward.

Appendix

2019 Strategic Plan Implementation: Performance Measures

	Measure	Benchmark (2015)	Target (2020)	Status	Notes
Growth	Number of participants	43	60	On track	@ 58 (↑35%)
	Full paying members	34	40	On track	@ 38 (↑8, ↓4)
	Average cost (full member)	\$140,000	\$125,000	On track	\$126,000 (↓12%)
	Future revenues (new members)	0	-	Trending	> \$1 million
	Investment supports	0	-	Trending	> \$1 billion
	New investments	0	-	Trending	> \$20 billion
Flexibility	Fixed cost operating ratio	81%	70%	On track	@ 71%
	Financial reserve	48%	40-60%	Achieved	<ul style="list-style-type: none"> • 112% Contingent liabilities (\$2 million) • 100% operating surplus (\$400,000) (new policy in place)
	RCMS / RC 14000 recognition by CIAC	-	Achieved	Achieved	
Effectiveness	Association effectiveness	N/A	Positive stakeholder perceptions	Trending	Top ratings in Ontario and federal advocacy
	Reportable meetings (federal)	17	Increase	Trending	90, sustained, tripling pre-plan activity
	Media pick up	Very low	Increase	Trending	+30 interviews. Many articles appeared in numerous pubs across Canada on newswires like Canadian Press, Reuters, etc.

CIAC 2019 Policy Heat Map

	Sub issue	Status	Comment
Transportation	Transportation of Dangerous Goods (TDG)/ Safety	+	Regulatory development continues – no major issues
	Freight	+	-Positive actions by CTA following 2019 disruptions -Concern with proposed changes to Labour Act
Climate/ Air	Federal Output Based Pricing System (OBPS)	+	Implementation challenges unknown
	Federal Clean Fuel Standard	-	No traction on industry positions
	Quebec	?	Ministère de l'Environnement et de la Lutte contre les changements climatiques to identify free allocations for 2024-2030 in Sept.
	Ontario	?	Ontario climate change policy finalized but implementation depends on federal agreement
	Alberta	+	Climate change policy in development
	British Columbia	+	Developing low-carbon industrial strategy. Developing program to protect EITE and avoid carbon leakage.
	Other Federal Climate Change/ Air policy	+	Multiple activities – no major issues (TBC)
Chem Policy/ Health	Chemicals Management Plan	?	Post 2020 workplan in development. Some troubling signs
	Canadian Environmental Protection Act (CEPA) Renewal	?	If launched, considerable exposure
	International (Stockholm, Basel, etc.)	-	Active (EU-led) agenda posing significant risks to industry
	Ontario	+	Toxic Reductions Act fully repealed by 2021
Competitiveness	Federal	+	-Accelerated Capital Cost Allowance in place. No tax increases expected -Pressure building to review corporate taxes
	Quebec	?	Waiting for replacement program for electricity cost reduction
	Ontario	?	+ on regulatory issues, no action on investment support
	Alberta	?	Future of Petrochemicals Diversification Program-type supports uncertain
	British Columbia	?	No traction on issue, focussed on liquified natural gas
	Trade policy	?	USMCA not yet passed
Plastics Competitiveness	Federal	-	Proposed single use plastics ban and CEPA Toxic designation.
	Quebec	+	Nothing new from government
	Ontario	+	-Proposed blue box policy consistent with industry advice. -Plastics recovery economic development strategy to be developed.
	Alberta	?	No traction on efforts to engage Alberta
	British Columbia	?	Proposed single-use plastic ban
	National/ Canadian Council of Ministers of the Environment	+	National Action Plan consistent with industry advice

CIAC 2019 Responsible Care Action Plan

RC Area	Planned Actions (Nov 1, 2019)	Current Status	Primary accountability	Supporting roles
Staffing	A position description will be developed, and a recruitment process conducted for a Transportation Policy Officer. This individual will have primary responsibilities for TRANSCAER and TEAP administration, including support for the new tank car project. The selected individual should also be capable of becoming familiar with and taking some responsibilities for TDG and Rail policies. This will have a number of benefits, including: reducing vulnerabilities in CIAC coverage of transportation issues; having a physical daily presence in Ottawa on transportation issues, providing Kara with management / growth opportunities; and over time freeing up some of Kara's time to take on more leadership opportunities within the association.	Transportation Policy Analysts & Program Coordinator position has been posted and applications are being received.	Kara	Kris, Isabelle
	A position description will be developed, and a recruitment process conducted for a Responsible Care Program Officer / Coordinator. This individual will support Gilles in the administration of leadership groups, records keeping, verification, etc. The selected individual should be chosen with an eye towards ongoing development and eventual succession planning as and when Gilles retires.	Victoria Christie has agreed to take on these responsibilities on a part time basis while completing her studies.	Gilles	Kris, Bob
Leadership Groups	There is an urgent need to revitalize the CIAC Leadership Group processes. Bob will lead this effort	Bob will be attending all leadership group	Bob	Gilles Shannon Isabelle

RC Area	Planned Actions (Nov 1, 2019)	Current Status	Primary accountability	Supporting roles
	with Gilles through 2020 and given that a significant portion of the LG meetings will focus on the establishment of the new plastics division and on the CIAC strategic planning process. Shannon will be asked to assist this process, to become more familiar with the LG processes, to increase her understanding of the member companies, their people and their issues. Isabelle will need to be prepared to play an important role in the QCLG meetings. Also, more will be asked by Bob and Gilles of the Regional Directors in the preparation for and conduct of the LG meetings during 2020.	meetings in 2020. The emphasis will be on the strategic plan and plastics division. LG lists have been reviewed and updated with an emphasis on ensuring Executive Contacts participate in the sessions.		Don Greg Yves
National Advisory Panel	John Vincett has advised that he / PDA are retiring from their long-standing role as facilitators to the National Advisory Panel. John also advise that the panel shares the memberships 'discomfort' with how CIAC has transformed itself while RC seems to have carried on in a business as usual fashion. In short, there is a need for a broader renewal / refresh of the panel activities and engagement with CIAC and that goes well beyond replacing the current facilitators. The panel will especially need to be engaged in the development of the next strategic plan. Isabelle will lead the panel renewal effort and selection of the new facilitator with Gilles. John, or a representative of the panel) should also be engaged to provide advice and perspectives.	Shawna Bruce has been retained as the new Panel facilitator. The first meeting (webinar) with the panel will be held on January 8, 2020. Planning has been initiated for a May 'in person' meeting. Isabelle will establish a distribution list for the Panel and ensure it is receiving additional correspondence on CIAC issues and activities.	Isabelle	Gilles Danielle Bob
RC	Given the changed circumstances,	The conference is	N/A	N/A

RC Area	Planned Actions (Nov 1, 2019)	Current Status	Primary accountability	Supporting roles
Conference	demands related to other aspects of Responsible Care, CIAC's lease renewal and the establishment of the new Plastics Division, the RC Conference will be postponed until Spring 2022.	postponed until 2020. Planning activities will resume in early 2021.		
Member Sharing	There is a desire to increase sharing of best practices / lessons-learned across the membership. Previously, CIAC held a series of occasion 'webinars' on RC topics. These were well attended. For 2020, we should set a goal of holding 8 such sessions.	Inputs have been requested from members and the first few webinars are now in the planning stages.	Aaron	Gilles Bob
Process safety / SHARE networks	Peter Sturm has just informed CIAC that he will no longer be available to facilitate the CIAC process safety and Share networks. Gilles has developed a short-list of replacement facilitators and will share this with the members for review and feedback prior to making a decision. Gilles (peter has also offered to assist) will lead the orientation of the new facilitator and to ensure service continuity to the members. Jeff will need to continue to undertake the necessary data collection and analysis in support of these two networks.	Yves Hamelin has accepted the role as the new SHARE and process safety facilitator. Peter, Yves and Gilles will be meeting shortly to conduct a hand over / orientation,	Gilles	Jeff Bob
Verification	Generally, 2020 should be a 'quiet' year for verification activity as CIAC is transitioning to align with the ACC RC cycle (Jan, 1 2020 – Dec 31, 2022). However, there is an urgent need to remind members of this change and their duty to either hire their own external auditors (RCMS / RC14001) or request CIAC to assign a verification team. There is also a	A RCMS / RC14001 training session has been scheduled for Calgary in late February, A similar training session is proposed for Toronto later in the Spring.	Gilles	Kara Bob

RC Area	Planned Actions (Nov 1, 2019)	Current Status	Primary accountability	Supporting roles
	need to collect experiences and feedback and continue awareness raising and training with respect to the option of pursuing RCMS / RC14000 certification. This involves close involvement with ACC and engagement with the certified auditors. CIAC verifiers will also need to be engaged throughout the development of the next CIAC strategic plan.	Members will be advised of the new scheduling arrangements at the Leadership groups and when the annual recommitment requests are distributed.		
Strategic Planning	Questions as to the mid and longer-term future of Responsible Care will need to be raised and addressed through the Strategic Planning process.	Consultation on the strategic planning process is now underway and will continue throughout 2020.	Bob	Gilles
New Member Orientation	With several new member companies now involved, there is an ongoing need to support their orientation and onboarding with Responsible Care. Regional Directors will need to take the lead in this area and with support from Ottawa. Bob can assist on an as requested basis. Jeff will need to maintain the information base on new members and outreach efforts.	Accountabilities have been assigned for each new member company. There is a need for additional internal orientation / Training and an all staff session is planned for Spring 2020.	Don Greg Yves	Gilles Jeff Bob
ICCA RCLG Process	Participate in monthly conferences calls and attend at least one of the two face to face meetings in 2020	Gilles is participating in the monthly RCLG calls.	Gilles (monthly calls) FTF - TBD	
Recruit new RC Leadership	This activity is deferred until mid-2020		Bob	Isabelle