



**PLAINS  
MIDSTREAM**  
C A N A D A

# Delivering value through our expertise

2019

Report to Stakeholders  
& Communities



# Our Values



## **Safety and Environmental Stewardship**

We conduct our operations and business in a manner that is safe for employees, contractors and the environment.



## **Ethics and Integrity**

In our dealings within and outside of the company, we do the right thing, obey the law and act with the highest levels of honesty, ethics and integrity.



## **Accountability**

In conducting our business, we are accountable to each other, our investors, our customers and our other stakeholders, including the communities where we live and work.



## **Respect and Fairness**

We treat each other and our stakeholders fairly and with respect.

Plains Midstream Canada and Plains All American implemented a new Sustainability Policy in 2019. The policy takes into account our updated core values, which emphasize environmental stewardship.

## **Sustainability Policy**

Plains' commitment to sustainability stems directly from our core values. We recognize the inherent risks associated with energy transportation and demonstrate this understanding through our commitments:

- Safety and the environment in the communities in which we operate
- Communications and partnerships with and among our stakeholders

Plains strives to promote sustainability through transparent business practices and responsible use of our resources, and we seek to establish relationships within communities to participate in county, state, provincial and federal initiatives that protect and enhance the environment.

# Message from the President

“ Our five operational goals support our mission of connecting our network of people and assets to safely deliver exceptional results. ”



**Dean Liollo**  
President  
Plains Midstream Canada

Creating efficiencies with innovation, developing stronger teams through training and collaboration, and continuing to expand our social responsibility efforts were three key areas that Plains Midstream Canada (PMC) focused on in 2019. These elements are reflected in the theme of our 2019 Report to Stakeholders and Communities: *Delivering Value Through our Expertise*.

On the innovation front, technology played a significant role in the achievement of our objectives, highlighted in several examples throughout this report. As you will read, advancements implemented across our business were not only effective in creating more value for the company, but also enhanced safety for employees, contractors and residents in the communities where we operate.

Our investments in innovation also resulted in robust leader training and employee development initiatives to help build stronger teams. We have highlighted examples of leadership engagement in both our corporate and field locations, as well as one of our unique employee training programs at our Operational Control Centre.

Our continued focus on social responsibility is driven by our leadership team and fully supported throughout the organization. In 2019, PMC formalized company oversight for social responsibility and identified three key pillars: implementation, community building and disclosure. Implementation involves incorporating socially responsible practices and risk mitigation into our operations. Community building is something PMC has taken great pride in over the years, and our expanding Community Investment Program encourages more

volunteerism among employees across all operational areas. We have featured some of our employees' community giving efforts in this year's report. To address disclosure, we created a baseline for reporting to better understand, monitor and continuously improve socially responsible practices within our operations. We are now starting to use Environmental, Social and Governance (ESG) criteria as part of our reporting, which is available on pages 6 and 7 of this report.

Delivering Value Through our Expertise also includes PMC's overall role in the energy value chain. Our experienced and dedicated employees are instrumental in helping producers of crude oil and natural gas liquids safely transport their products to processing and storage facilities across Canada and the United States. Our contribution allows end consumers to put fuel in their cars, heat their homes and enjoy hundreds of products manufactured from energy resources such as the cell phones and computers we all use every day.

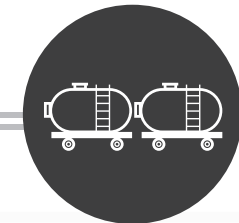
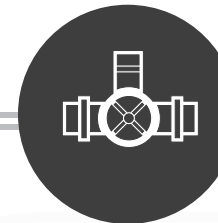
We are proud of the important role we have in providing North Americans with reliable and affordable energy that is vital to everyday life. We remain committed to being a safe operator and continually striving for improvement in all areas of our business, and we look forward to new opportunities to shape the landscape of North America's energy industry.

Thank you for your interest in PMC. We welcome any feedback you have on our 2019 Report to Stakeholders and Communities.

**Our mission is to connect our network of people and assets to safely deliver exceptional results.**

Plains Midstream Canada (PMC) is an industry-leading midstream services provider based in Calgary, Alta. Since 2001, we have used our reliable network of pipelines, trucks and rail transportation to link producers with end users. PMC and affiliates operate strategically located storage, processing and fractionation facilities, offering midstream and marketing services for crude oil, natural gas, natural gas liquids (NGL) and liquefied petroleum gas (LPG) products across North America.

# PMC Value Chain



## Transportation to processing and storage

4,500

Kilometres crude oil pipelines

6,400

Railcars

2,600

Kilometres NGL pipelines

826

Truck trailers

## Processing

4

Gas straddle plants  
extract additional NGL from  
natural gas pipelines

8

Fractionation plants  
separate NGL into specification products such  
as ethane, propane, butane and pentanes

7

billion cubic feet per day  
gas processing capacity

226,400

barrels per day  
NGL processing capacity



## Storage

38

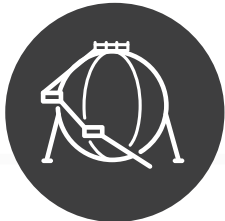
Storage and  
transportation  
terminals and  
facilities

5.2

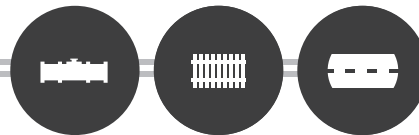
Million  
barrels  
crude oil  
storage

33.9

Million  
barrels  
NGL  
storage



## Transportation to end user



## End Users



Consumers  
and  
gas stations



Residential and  
retail distributors

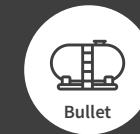


Chemical  
refineries



Production and  
manufacturing  
plants

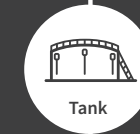
PMC is a subsidiary of Plains  
All American Pipeline, a publicly  
traded master limited partnership  
(NYSE: PAA & PAGP) headquartered  
in Houston, Texas.



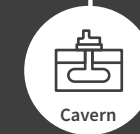
Bullet



Sphere



Tank



Cavern

PMC uses bullets, spheres, tanks and underground caverns to temporarily store crude oil, condensate and NGL products. The storage facilities are regularly inspected to support the safety and integrity of our assets.



# About this report

The Plains Midstream Canada Report to Stakeholders and Communities, produced since 2014, shares information about our initiatives and operations in a transparent and credible manner. The 2019 report encompasses our commitments and accomplishments in the areas of health and safety, environment, emergency management, public awareness, asset integrity, community investment, social responsibility and innovation.

Our report aligns with our operational goals, which are driven by our Operations Management System (OMS). Our OMS is bound by clearly defined programs and processes and is structured to be proactive, scalable and adaptable to change and to meet existing and future business needs.

## Our five overarching operational goals are:



**1**

Protect people, the environment and our assets

Page 8

To enhance awareness of our company and the industry, and how what we do impacts every one of us, we strive to share information in a way that is understandable. As such, in developing this report, we consider our stakeholders and what matters most to them through our interactions, engagement programs and industry surveys. Our stakeholders include community investment partners, residents



**2**

Maintain socially responsible operations

Page 16

near our facilities and pipelines, customers, joint venture partners, contractors, industry associations, Indigenous groups, first responders, employees, government, media and regulators.



**3**

Achieve consistency in execution

Page 24

To demonstrate transparency, we have provided key performance indicators on pages 6 and 7 of the report.



**4**

Apply discipline in planning and managing our business

Page 28

We invite you to share your comments about our company, how you think we can improve our performance and what topics are important to you for future reports.

Please send your comments or questions to: [stakeholder.relations@plainsmidstream.com](mailto:stakeholder.relations@plainsmidstream.com).



**5**

Develop our employee and leader effectiveness

Page 32

# Why what we do matters

The demand for energy is rising around the world, and Canada is poised to offer solutions. The role of midstream companies like PMC is to safely transport products from the upstream sector (producers) to downstream processing facilities and refineries, where they are turned into consumer products that benefit everyone's everyday life. Pipelines play a significant role in achieving this outcome.

According to the Canadian Energy Pipeline Association, over 65 per cent of Canadian energy is supplied by oil and natural gas, and 97 per cent of that energy is transported by transmission pipelines<sup>(1)</sup>. Renewable sources currently supply about 18 per cent of Canada's energy needs. To continue powering our modern and high-energy lifestyles, both pipelines and renewables will be needed for many years to come.

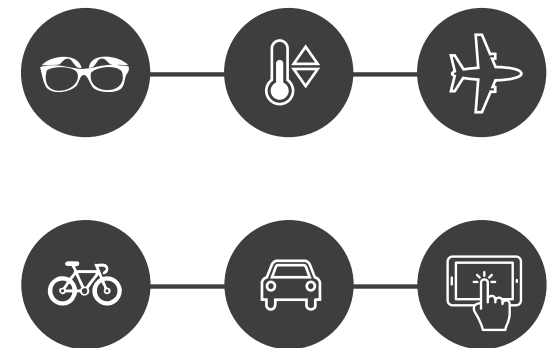
Not only does the oil and gas industry contribute to generating energy, but it also helps create many products that make our modern way of life possible. More than 6,000 products are made from oil and gas, including clothing, electronics, medical supplies, household and hygiene products, sports equipment and yard supplies. PMC's transportation, storage, processing and marketing solutions are a vital part of the system that produces and delivers these products to the millions of people who rely on them. PMC invests in technology and innovative solutions to do this as safely as possible.

We also bring economic value to the communities where we live and work by:

- Delivering vital energy resources to meet the needs of communities
- Generating tax revenues for various levels of government
- Providing fair and competitive compensation to our employees and contractors
- Supporting Indigenous communities through business and employment opportunities
- Donating to charitable organizations
- Providing funding to first responders

1. CEPA 2019 Transmission Pipeline Industries Performance Report.

Every person in North America benefits from energy, and the impact of our industry is felt around the globe. The world needs responsibly produced energy products, and PMC is committed to doing our part to fill those needs.



# Plains Midstream Canada 2019 performance summary

Our performance summary provides Environment, Social and Governance (ESG) data related to safety, training, emergency preparedness, damage prevention, human resources and community investment. We report this data so that we can assist our stakeholders in understanding our business and performance. The metrics we have chosen are commonly used in the midstream industry, and we use them internally to drive efficiency and continuous improvement.



## Safety & Emergency Management

	2019	Footnotes
Employee total recordable injury rate (per 200,000 work hours)	<b>0.68</b>	
Employee lost time injury rate (per 200,000 work hours)	<b>0.06</b>	
Employee fatalities	<b>0</b>	
Employee preventable motor vehicle incident rate (per 1 million kilometres driven)	<b>1.3</b>	
Number of trucking safety meetings	<b>91</b>	
Emergency preparedness tabletop exercises	<b>29</b>	The regulators for our tabletop exercises included Environment Canada Climate Change (i.e., CEPA-E2), Alberta Energy Regulator and Canada Energy Regulator.
Full-scale emergency preparedness exercises	<b>6</b>	Our full-scale exercises in 2019 addressed Emergency Management Plans for PMC assets and facilities throughout Alberta and Saskatchewan.
Employees trained on emergency response	<b>350</b>	Types of training include spill response, tabletop sessions and full-scale exercises.
Employees trained on the Incident Command System (ICS)	<b>1,183</b>	The training is offered through PMC's learning management system.
Agencies/response organizations engaged regarding emergency preparedness	<b>563</b>	PMC consulted with 538 local authorities and 25 first responder agencies about various aspects of our Emergency Management Program.
First responders trained on emergency preparedness	<b>259</b>	





## Environment & Asset Integrity

	2019
Number of federally reportable pipeline releases	0
Number of provincially reportable liquids spills (crude)	3
Volume of reportable liquids spills (litres of crude – federal and provincial)	32
Integrity management spend	\$66 million



## Public Awareness and Damage Prevention

	2019	Footnotes
Public awareness educational outreach meetings	1,441	PMC's Public Awareness team consults with stakeholders in the communities where we operate.
Third party line strikes resulting in a release	0	Damage from third party excavation around buried infrastructure is one of the most common causes of leaks and ruptures on transmission pipelines.



## Employee & Social

	2019	Footnotes
Total number of employees	1,419	
Total interns/students	71	
Contributions to community initiatives	\$1.1 million	Contributions were provided to 374 different community initiatives. Contributions include direct donations, employee-matched donations and gifts-in-kind.
Employee volunteer hours	1,120	Based on Volunteer Canada's standard \$27/hour, this equates to \$30,240.
Total taxes paid	\$204 million	Total tax contributions include property tax, income tax and sales tax in Canada.
Contractor spend	\$447 million	PMC works with numerous contractors in various segments ranging from field, human resources and integrity services to consultation for engineering design, information services and building leases.

All denominations are in CAD

# Plains' social responsibility pillars

Plains Midstream Canada and Plains All American have identified the following three pillars as part of our social responsibility.

### Implementation

- Continuously improve safety and environmental performance
- Incorporate socially responsible best practices and risk mitigation into our operations
- Ensure we are living and advancing our values
- Limit environmental impacts and resource utilization

### Community Building

- Support charitable initiatives that align with our values and improve communities where we operate
- Incorporate volunteerism that complements our charitable giving, engages employees and increases visibility in our communities
- Encourage employee engagement in our communities

### Disclosure

- Produce effective annual data-driven reporting on socially responsible practices
- Continuously evaluate and improve disclosures
- Engage stakeholders and incorporate feedback in reporting



# 1

## Protect people, the environment and our assets

Everything we do at PMC aligns with our commitment to safety. We maintain the integrity of our operations to prevent injuries and safeguard the environment where we operate.

# A new approach to emergency management training

PMC's Emergency Management (EM) team took a different approach to its six simulated full-scale exercises in 2019. Typically, PMC's training exercises focus on the initial 24 hours of response to an emergency scenario. However, in the unlikely event of an incident, the actual efforts from response teams may extend past a single day.

Looking beyond initial response is what motivated PMC's EM team to design exercises for internal and external participants to put longer-term action plans into practice. This alternate approach was described as "industry-leading" by Mark Zamin, Emergency Response Coordinator at the Alberta Energy Regulator.

"I know emergency management in terms of what is required and should be done. I have attended many exercises and have seen many companies struggle and require help. Where PMC is now is how it's supposed to be done," said Zamin, who attended a PMC emergency exercise in Slave Lake, Alta. "PMC is able to focus on what didn't go as planned during an exercise and then develop their program properly."

One of the reasons for the favourable feedback was the realistic deployment of response equipment, including skimmers, booms and wildlife deterrents. This helped employees and local first responders better understand what would actually happen during a real incident.

John Rogers, a PMC pipeline technician, took part in an emergency exercise just outside of Swift Current, Sask., at Lake Diefenbaker. He explained that while PMC crews frequently take part in exercises, the physical deployment of equipment took it to another level. "When you are in a river with a bit of a current and doing the things the way they are actually done in a real-life scenario, it's unbelievably valuable," he said.

Peter L'Heureux, Deputy Fire Chief from Swift Current, stated that the Lake Diefenbaker exercise was one

of the best displays he had experienced. "PMC spent two days of actual training on a full-scale exercise and Incident Command Post at the same time. It was a huge commitment to ensure operations and training went smoothly and that everyone was supported. I thought that was exceptional," he said.

## PMC values our commitment to first responders

PMC facilitates training so that first responders get the opportunity to participate alongside our response personnel in simulated incidents related to assets, products and emergency situations in their area. PMC also provides donations to first responders across Canada and the United States to better equip them when they respond to emergency situations.

Some of the donations PMC made to first responders in 2019 included:

- Funding toward a new fire hall in Miniota, Man., where PMC has a long-standing relationship with the community.
- \$18,000 to the Fort Saskatchewan Fire Department in Alberta so they could send their members to a special railway emergency training program.
- A decommissioned trailer for confined-space and flammable fuels training to the Vegreville Fire Department in Alberta. The trailer allows volunteer firefighters to use their training to extinguish live fires under safe and controlled conditions. The technical rescue team also uses the trailer to simulate confined-space rescue conditions.
- \$5,000 to the Lesser Slave Regional Fire Service in Alberta, where the fire department took part in one of PMC's emergency exercises involving the deployment of spill response equipment. For further learning, the department provided a demonstration of their industrial firefighting capabilities to PMC personnel.



PMC donates funds and equipment to first responders



Employees in Calgary's Emergency Operations Centre

## Security Management

Our Security Management Program helps to ensure the protection of the environment, public, employees, property and information through emphasis on physical security, security risk management, information security, personnel security, information technology and industry-related threat intelligence.





# Protecting people and the environment through emergency preparedness

## PMC's Emergency Response Plans (ERP)

PMC develops, implements and maintains a regulated Emergency Management Program that anticipates, manages and mitigates conditions during an emergency that could adversely affect property, the environment or the safety of workers or the public.

An ERP is crucial for emergency preparedness. This document contains essential information, processes and procedures to assist personnel in the safe and effective response to emergencies.

The ERPs account for risks and hazards in each of PMC's operating areas. They include hazard-specific emergency response procedures, equipment availability, area- and operations-specific information, as well as critical internal and external contact information.



**Plan**

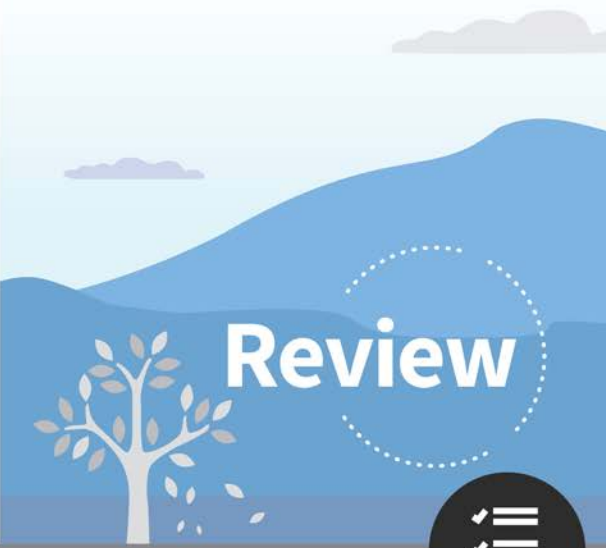
PMC creates an annual plan to update our ERPs.

**Engage**

PMC consults with stakeholders, including residents, first responders, Indigenous communities and government agencies to confirm emergency response processes and procedures are appropriate for the area.



# Implement



# Review



Emergencies are rare, but our personnel must be prepared for action. We use the ERPs to develop training, which is conducted several times a year in different operating areas and conditions. These events allow us to evaluate and become proficient with the processes, procedures and information contained within the ERP.

PMC assesses and evaluates every emergency response, training session and exercise scenario to identify positive observations, opportunities for improvement and lessons learned.

After review, and as a part of the annual planning process, this cycle repeats.

## PMC's Emergency Management Program (EMP)

identifies hazards and risks so personnel can respond quickly and safely to an unplanned event or incident.

The EMP is built on four integrated pillars:



**Prevention and Mitigation**  
Identify and manage hazards to avoid incidents or minimize their impacts.



**Preparedness**  
Train personnel and other responders on the tools necessary to perform their responsibilities.



**Response**  
Help employees respond safely and effectively to an emergency.



**Recovery**  
Once an incident is over, assist with the recovery of the environment, communities and operations.



# PMC's safety culture reflected in our programs

We put a strong emphasis on creating a culture focused on safety in both our corporate and field locations. Our Health and Safety Management Program encompasses initiatives that create proactive awareness and identify immediate dangers.

One initiative that PMC takes great pride in is our Stop Work Authority, which is intended to prevent unsafe actions or conditions before an incident occurs. Every employee or contractor is responsible for, and authorized to, stop any work they deem to be unsafe or noncompliant with safety policies, procedures or our Life Rules.

Because PMC's leadership takes safety very seriously, they have made a commitment that there will be no repercussions for any individual who stops unsafe work.

Our Safety Incentive Program is another way we demonstrate that safety is everyone's responsibility. This awards program was initiated four years ago as part of our commitment to continuously improve and our belief that incidents are preventable. Through Good Catches and Safety Leadership awards, the program rewards workers in safety-sensitive positions who take a pre-emptive approach to safety and exemplify safe behaviour in the field.

Every quarter, PMC gives Good Catch awards to workers who proactively identify and report hazardous conditions,

potentially preventing incidents from occurring. Considerations include the impact of the learning across the business as well as the hazard being mitigated and the associated risk.

In 2019, PMC workers and contractors submitted 1,260 Good Catches as part of the Safety Incentive Program. Several areas of our business have benefited from Good Catches, including updates to our Emergency Response Plans and improvements in the PMC Electrical Safety Program.

Safety Leadership awards recognize workers nominated by their peers for going above and beyond to promote safe work and contribute to strengthening our safety culture. In 2019, 28 PMC workers and contractors received Safety Leadership awards.

“ I'm exceptionally proud to be part of a company that aligns with my own beliefs and values in its commitment to the personal health and safety of every worker. Our Life Rules and Stop Work Authority reflect PMC's commitment to safety and encourage a strong safety culture across the organization, empowering workers to do the right thing.”

Laura Hughes, PMC Analyst, Health and Safety

## Health and Safety

PMC conducts operations in a manner designed to maintain the safety and security of the public, employees and contractors; the protection and stewardship of the environment; and the integrity of all our assets. Our Health and Safety Management Program reflects that commitment and enhances our processes through a variety of initiatives. These include Life Rules, Stop Work Authority, Visitor Visibility Program, Incident Reporting and Investigation Program, and Corrective and Preventative Action Management Program. Our Process Safety Management Program is another important component of safe operations at PMC.



# Teaming up to prevent pipeline strikes

Preventing pipeline strikes is one of the core objectives of PMC's Damage Prevention team, which educates stakeholders about working safely around our pipelines. Provincial One-Call centres are a critical component of that process, providing the public with a way to ensure they can work safely around buried infrastructure while doing any excavation activities.

When PMC receives a call through the integrated One-Call ticket management system, our locators visit the sites where we have been identified as a pipeline owner and mark the locations of buried lines.

In 2019, a collaboration between our Damage Prevention and Geographic Information System (GIS) teams resulted in an innovative and time-saving solution. The GIS team had previously developed the Plains Asset Location Map (PALM), which has been pivotal in helping teams across the organization quickly locate underground assets, pipelines, facilities and valves. Using the information within PALM, our GIS team then helped develop a mobile mapping system.

This system comes in the form of an app available on iPads and Android tablets, so locators can use the mobile technology in the field. The app's functionality is specific

to locators' needs, enhancing on-the-go experiences and containing the same up-to-date data as PALM.

Locators have provided positive feedback about the app, stating they have more confidence in the accuracy of line locates. The app has also decreased the time they spend on each locate and reduced their reliance on paper maps.

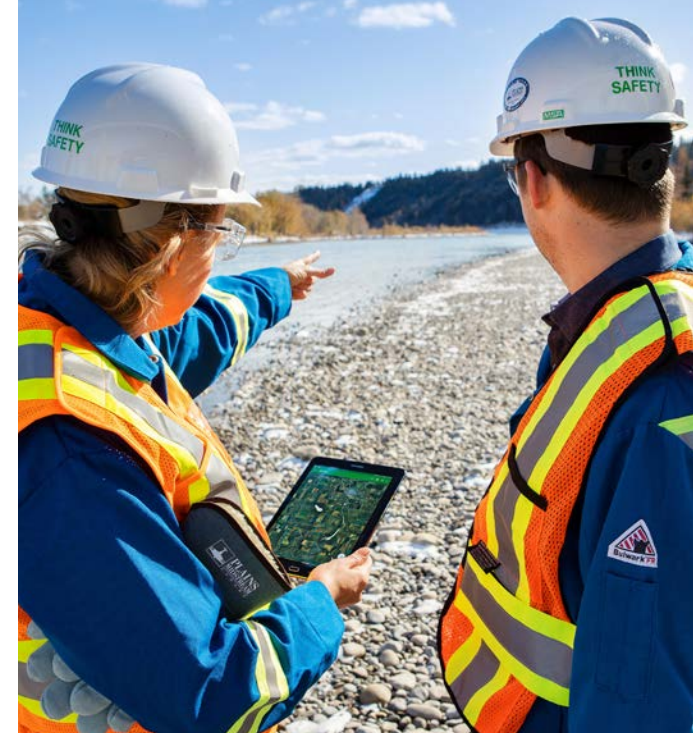
The technology was implemented as a pilot project and is expected to be rolled out organization-wide in 2020.

“ Sometimes it's hard to visualize where exactly a pipeline is located by simply looking at a given area. The live map gave me a second dimension to spatially plot my path while locating and relating to the excavation areas. ”

David Tramer, PMC Instrumentation Technician



Are you planning work that will disturb the ground? Visit [clickbeforeyoudig.com](http://clickbeforeyoudig.com) for the One-Call centre information you need before working near a pipeline or any buried infrastructure.



The use of tablets makes it easier to locate underground assets

## Damage Prevention

Our comprehensive Damage Prevention Program includes core elements that work together to protect the public, employees, contractors, assets and the environment by preventing damage to underground infrastructure. The core elements include One-Call Management, Crossings and Encroachments, Ground Disturbance, Right-of-Way Surveillance and Monitoring, Class Location and Land Use Monitoring, Unauthorized Activities and Public Awareness. Each approaches public safety in a different way, with the common goal of increasing awareness and changing unsafe behaviour around our pipelines.



PMC employees conduct environmental testing of a groundwater monitoring well

## Environmental inspections are key to compliance

PMC's Environmental Protection Program outlines a framework to safeguard the environment when we plan and execute work activities. During project planning, we identify environmental sensitivities and develop strategies to minimize or avoid potential impacts.

Environmental inspections at our asset locations are a crucial part of this program. Our Environment team worked alongside our Operations personnel in 2019 to ensure our Inspection Program was fully embedded into operations across the company.

The completion of inspections drives our sites toward a continuous state of environmental compliance. The inspections focus on aspects such as waste management practices and the protection of soil and groundwater. Findings are documented and, if necessary, corrected.

PMC's commitment to the protection of the environment extends through all phases of project design and construction to minimize or avoid adverse environmental effects. Our Environmental Protection Program seeks to address all provincial and federal acts and regulations.



# Reclamation of the environment

Almost nine years have passed since PMC faced one of our biggest challenges as a company. In April 2011, approximately 28,000 barrels of crude oil released from our Rainbow pipeline, approximately 100 kilometres northeast of Peace River, Alta.

The incident occurred in a location known for its wetlands and forested areas. Eight months of response activities focused on cleanup, including the recovery of oil using vacuum trucks and skimmers, removal and offsite disposal of affected vegetation and absorbent materials, and excavation and removal of contaminated soil.

By December 2011, the entire release footprint was fully remediated, and PMC began the process of restoring the area to a pre-incident condition. Ongoing site monitoring showed the return of wildlife to the area, the surface water and groundwater quality met provincial guidelines and vegetation had re-established.

The issuance of a reclamation certificate from the Alberta Energy Regulator in 2019 ended any further reclamation requirements from PMC.



## Fast Fact

**Following the incident, the entire pipeline network was examined, and PMC addressed the issue that led to the failure. We also shared lessons learned from the incident with industry peers. These steps were part of a company-wide effort to mitigate potential incidents in the future and safeguard the environment and communities around our pipelines.**



PMC reclaimed wetlands and forested areas within the release site



# 2

## Maintain socially responsible operations

Responsible management of our environmental and social impact is important to preserving relationships with the communities where we live and work.





# Investing in the protection of the environment

Trout Unlimited Canada (TUC) is a charitable organization that works to conserve, protect and restore Canada's freshwater ecosystems for current and future generations. Its environmental commitment is the reason PMC is dedicated to supporting its work.

We take great pride in supporting organizations like TUC through direct donations, employee-matched donations and volunteerism. In 2019, PMC made a corporate donation of \$10,000 to TUC and took part in two volunteer events.

In June, 18 employee volunteers went to the Tay River, just outside of Caroline, Alta., to help increase the bull trout population by restoring the riverbanks. The volunteers planted live willow stakes into the water's edge, dug through the rocky ground to relocate shrubs and trees, foraged for branches to weave a wattle fence and built an exclusion fence to protect the restored area.

"The PMC volunteers conducted some valuable work, planting over 800 live willow stakes. They were a hard-working and enthusiastic bunch," said Elliot Lindsay, Project Biologist for TUC. "We appreciate their help in making the Tay River a better place to live for our native bull trout."

PMC volunteers are particularly well-versed in the skills needed for these types of outings because our Environment team has similar responsibilities in supporting our day-to-day operations.

Ryan Hill, PMC Supervisor, Environment and Compliance, volunteered for this event and explained how habitat protection is an integral component of all projects.

"Our work involves stream restoration, bank stabilization and fish salvage. Whenever we work in the water, we want to ensure our projects have no negative impacts on fish populations or habitats," he said. "I am grateful to be part of an organization that values the protection of the environment, and so proud that PMC demonstrates this commitment through the volunteer work with Trout Unlimited."

The second TUC event occurred in October at the Lethbridge Northern Headworks Canal in Alberta. For the second year in a row, volunteers assisted with rescuing hundreds of fish that needed to be diverted from the irrigation canal back into the Old Man River to survive winter.

"When I found out about this event last year and discussed it with my team, we felt compelled to volunteer for such a powerful environmental program," said Mihai Ion, PMC Director, Expansion Projects, who was one of 21 volunteers. "Our employees together with the TUC specialists and biologists saved hundreds of fish from the irrigation canal. We have fishermen and avid outdoor enthusiasts among us at PMC who treasure these natural areas, and we all want to ensure future generations can enjoy them as well."



Employees head out to restore riverbanks to help trout habitats



PMC employees at the Lethbridge Northern Headworks Canal

## Community Investment

PMC's Community Investment Program supports long-term strategic involvement in the communities where we operate. We form partnerships with organizations to address social issues in the areas of health and safety, education, environment and capacity building.

# Giving back to the community



## Health and Safety

We invest in programs that support the health and safety of our employees, contractors and local communities.



### Ronald McDonald House

Ronald McDonald House Charities provide a home-away-from-home for families with children receiving vital medical treatment. In addition to making a donation in December, Calgary-based volunteers helped bake and clean so families could spend more quality time together.



### Inn of the Good Shepherd

The Inn of the Good Shepherd has been providing services to those less fortunate in the Sarnia, Ont., community for almost 40 years. Its soup kitchen alone serves an average of 110 meals a day. PMC employees volunteered twice in 2019 to help prepare, cook and serve meals.



## Capacity Building

Our entrepreneurial spirit recognizes the importance of business skill development, training and economic performance.



### InnoTech Alberta

Peter Snow, PMC Indigenous Affairs Specialist, took part in InnoTech Alberta's business development sessions in September in Calgary, to provide training to Indigenous businesses on midstream projects and the procurement process.



### Habitat for Humanity

In the fall, Calgary PMC volunteers put on their hard hats, safety glasses and gloves to help build homes for families through Habitat for Humanity Southern Alberta. Habitat for Humanity brings the community together to help families build strength, stability and independence through affordable home ownership.





### École Centennial Elementary School

Stacks of French books were donated to École Centennial Elementary School in Regina, Sask. Students in kindergarten through Grade 2 now have access to a wider range of books at various literacy levels in the library.



### The Imagination Station

The Imagination Station is a new playground in St. Clair, Mich. PMC provided a donation towards the rebuild, as well as volunteers to help with the assembly. The playground is now safety-compliant, accessible and made of sustainable, low-maintenance materials.



### Tree Canada

PMC's tree-planting event in Okotoks, Alta., in 2018 was so popular with employees that we partnered with Tree Canada again in 2019. Fifteen PMC volunteers dug deep to plant over 400 trees along a manufactured stormwater retention pond in Airdrie, Alta., in October.



### Lesser Slave Watershed Council (LSWC)

The LSWC works towards the sustainability of the Lesser Slave watershed near High Prairie, Alta. Committed to being an environmentally responsible operator beyond our day-to-day business, we provided support to LSWC's water-quality monitoring program, which will help inform land and water management decisions in the watershed.

## Education



We believe knowledge is a building block for the success of future generations.

## Environment



As a responsible operator, we support organizations that protect and conserve the environment.



Employees brave the elements to run for CARE

# PMC employees run for CARE

The Create A Real Effect (CARE) Program allows employees to donate to registered charities of their choice, with PMC proudly matching overall contributions. In 2019, the idea of a signature event came to fruition to help promote employee giving and create a team-building experience.

donations throughout the year, include the Alberta Cancer Foundation, Multiple Sclerosis Society of Canada and Homes for Heroes Foundation. The top charity of choice for employee donations through our CARE Program in 2019 was the Canadian Cancer Society.



Over  
**\$30,000**

raised during the event for various charitable causes important to employees.

“ Our employees should be proud of their fundraising efforts and their perseverance against the cold that day. Empowering employees to rally behind the causes they care about is important, and allows us as a company to give back to many different organizations. ”

*Alyshia Pretulac, PMC Specialist, Community Investment*

We kicked off our inaugural charitable run and walk during Calgary’s September snowstorm. However, that didn’t stop over 80 employees from braving the elements in the spirit of friendly competition, volunteerism and community investment. PMC employees raised over \$30,000 for various charitable causes important to them.

Among the participants were several members of PMC’s executive team, including Tyler Rimbey, Executive Vice President, Commercial. He expressed his desire for this to become an annual event that both supports charities and motivates such great team spirit.

“These are the types of grassroots events that make me proud to be a PMC employee and make me very fortunate to have such great co-workers,” he said.

Some of the many charitable causes employees supported by participating in the event, as well as through other



PMC’s first charitable run and walk



# PMC's commitment to Indigenous communities

PMC believes that the best relationships between industry and Indigenous Peoples are mutually beneficial and built through trust, clear communication, transparent objectives, safe work practices and a shared sense of responsibility for both the environment and the land. Our Indigenous Affairs team actively works with over 50 Indigenous communities across Canada. Below are some of the initiatives PMC supported in 2019.

## Carry the Kettle water treatment plant fire

When a fire damaged the water treatment plant at Carry the Kettle Nakoda First Nation in Saskatchewan, PMC was one of many corporations to lend a hand that frosty February. The fire eliminated the community's access to water, affecting about 3,000 residents, and a state of emergency was declared. Some of our local employees immediately helped deliver 200 20-litre jugs of fresh water, along with four dozen pairs of gloves to protect against the bitterly cold conditions.

## Dene Tha' First Nation wildfire evacuations

In May, the Dene Tha' First Nation in northern Alberta was forced to evacuate because of an approaching wildfire. At that time, PMC donated to a community kitchen organized by the Sagitawa Friendship Centre in Peace River to help feed evacuees. Even after the evacuees returned home, we recognized the need that community kitchen fulfilled and now we continue to support it.

## Aamjiwnaang Youth Summer Camp

About 30 youth had the opportunity to take part in the Aamjiwnaang Youth Summer Camp in Sarnia, Ont. Run by former NHL player Jason Simon, the camp encourages youth interested in fitness, nutrition and hockey. Simon welcomed PMC personnel to spend a day at the camp and see firsthand how our donation benefited the youth.

## Ground disturbance training for communities

PMC partnered with the Alberta Common Ground Alliance to sponsor ground disturbance workshops for two Indigenous communities in Alberta. Attendees learned why it is important to contact their One-Call centre prior to any project, large or small, requiring excavation work.

## Working with Indigenous contractors

PMC works closely with Indigenous businesses from communities directly and indirectly impacted by our operations, to identify possible employment and contracting opportunities. In 2019, we worked with new and existing Indigenous contractors to provide opportunities for surface lease clearing, environmental monitoring, site assessments and general site maintenance.

“ One of the first phone calls was from PMC asking us how they can help. PMC was right beside us, helping with water, food and just being there. People banded together with heavy hearts delivering water, and the recipients were so thankful and happy. ”

Howard Thomson, Carry the Kettle Nakoda First Nation resident and PMC contractor



PMC supports Indigenous cultural activities



PMC delivers water to the Carry the Kettle Nakoda First Nation

## Stakeholder Relations

PMC engages stakeholders and communities near our rights-of-way and facilities who may be affected by our operations, including Indigenous communities, landowners, governments, regulatory agencies, municipal associations, customers, employees, contractors, business partners, environmental organizations and other special-interest groups. We respect local cultures and regional values, and recognize that seeking feedback from stakeholders is essential to building long-term relationships.

# How PMC engages

with stakeholders in the communities where we operate

## Landowners

We work closely with landowners and residents near our pipelines and facilities to keep them informed of any work we conduct in the area. We also provide information about our underground infrastructure, safe ground disturbance practices and our emergency response plans.

## Employees and contractors

PMC has over 1,400 employees and various contractors who engage with a diverse range of stakeholders in the communities where we operate.

## Community

When communities are planning a new development or urban expansion, PMC works with them to consider the location of pipelines and underground utilities.

## Community investment partners

Our Community Investment Program supports numerous charitable organizations every year.

Our employees volunteer to support charitable causes that are meaningful to them.



## Indigenous groups



PMC commits to early consultation with Indigenous communities on proposed projects and supports local economies through business opportunities.

## Synergy, mutual aid and industry partners

We have representation on several synergy, mutual aid and industry partner groups, with whom we collaborate and learn about best practices.



## Government and regulators



PMC adheres to all federal, provincial and state regulations. We also generate tax revenues for various levels of government.



## First responders

We consult with local first responders to develop emergency response plans and provide training opportunities to support their response capabilities.

## Customers and joint venture partners



PMC strives for mutually beneficial relationships with our customers and joint venture partners.

## Excavators



We work with excavators in advance of any work they have planned near our pipelines. We find and mark the location of our underground infrastructure so they can conduct their activity safely.



# 3

## **Achieve consistency in execution**

We believe that innovation is instrumental in attaining consistency, efficiency and safe practices across our operations.



# Technology aids in safe trucking operations

With over 800 trailers in our truck transportation fleet, hauling both crude oil and NGL products, having a safe driving culture is extremely important to us.

PMC employs nearly 450 professional drivers across Canada and the United States, and in 2019 we focused on safe practices by implementing new initiatives and technology.

Our drivers took part in two mandatory safety stand downs, scheduled across all our operational areas, which focused on timely topics like winter driving preparation.

In addition, approximately 70 regularly scheduled safety meetings were held in 15 locations throughout the year, allowing leaders to connect directly with drivers and lease operators.

The introduction of new technology also played a large role in our trucking safety practices. One significant initiative was a pilot project involving the installation of a new system featuring onboard telematics plus inward- and outward-facing dashboard cameras in a portion of the fleet.

The cameras are intended to help deter driver fatigue and distraction, while also alerting them to potential hazards on the road. When the system senses sharp turns, harsh braking and other inconsistencies in the vehicle's movement, it activates the cameras, which capture 12

seconds of footage before and after the inconsistencies are detected. The goal is to encourage behaviour that makes our trucking business as safe as possible.

Creating efficiencies was also the motivation for a trucking scheduling app that we developed and piloted in 2019. The app lets drivers schedule arrival times at specific PMC terminals to load and unload product. This helped decrease wait times, so they could get back on the road safely and quickly.

“ I’m proud to be on a team that has invested in safe trucking operations by developing and implementing technology that creates efficiencies and keeps our drivers, and others on the road, safe. ”

*Trudy Wissell, PMC Analyst, Health and Safety*



Our drivers regularly take part in safety meetings



Our trucks transport both crude oil and NGL



PMC interns and summer students visit a truck terminal





PMC employees at one of our rail facilities



PMC has rail and storage facilities across Canada and the U.S.

## Optimizing our rail assets

Better utilization of our company's assets was a primary focus for our rail fleet in 2019. As a result, we moved the same amount of crude and NGL product while reducing our railcar fleet by about 20 per cent.

"We're focused on fleet utilization and building rail capacity," said Brian Wright, PMC Vice President, Commercial Projects. "We're optimizing our assets so we can move more product with the same number or fewer cars. This has also led to some real cost savings."

For instance, through collaboration with the serving railroad owner, our terminal in Fort Saskatchewan, Alta., increased its car capacity by 50 per cent. Meanwhile, by working with railroad partners in Sarnia, Ont., we increased car capacity so we can grow volume in peak periods.



### Fast Fact

PMC's Rail group advanced the use of Business Intelligence in 2019 to enhance our use of data and analytics in order to make more effective decisions regarding our fleet and commercial freight.

# Working with CEPA to improve industry performance

In 2019, PMC took part in several CEPA initiatives, including a safety survey in which we achieved an 84 per cent participation rate among our corporate and field employees.

The survey, conducted jointly with the Interstate Natural Gas Association of America, received almost 21,000 responses from member companies. Its intention was to help members better understand how employees think about safety and identify opportunities to improve safety culture and practices across the industry.

“The goal of all partners is maintaining safe operations,” said Paul Kelly, PMC Director, Health and Safety, and chair of the CEPA Health and Safety Working Group Committee. “CEPA members don’t compete on safety.”

CEPA members were also involved in developing and executing a new Canadian industry standard, CSA Z260 (Pipeline System Safety Metrics), in 2019. Adam Shelley, PMC Director, Asset Logistics, was part of the technical committee that had representation from industry peers and associations, regulators, universities and others.

“Although a significant amount of release reporting was done in the past by industry through various regulatory agencies, there lacked a single consistent method,” said Shelley. “The Z260 standard provides the public, agencies and our industry a new and powerful tool that serves as a unified mechanism for the consistent classification of pipeline and facility releases.”

While there are no changes in the way companies collect data, this standard will enable industry members and regulators to benchmark pipeline performance and discover ways to improve processes and performance.

Another CEPA initiative involved our Damage Prevention team, who worked with CEPA partners to develop industry best practices for excavations to lower the number of

line strikes. According to Amrit Seegobin, PMC Manager, Damage Prevention, and member of the CEPA Damage Prevention Community of Practice (CoP), “We wanted any contractor from any company to be able to uphold the same levels of safety, and this was made possible by standardizing how digs are conducted and implementing safe excavation practices.”

In addition to these initiatives, Scott Sill, PMC Senior Vice President, Operations, is part of CEPA’s Executive Operations Standing Committee (EOSC), which provides guidance and direction to all of CEPA’s CoPs. The EOSC is responsible for endorsing or approving products or documents developed by the CoPs for publication, as well as making decisions regarding Integrity First.

Sterling Koch, PMC Vice President, Health and Safety, Environment, Regulatory and Legal, is a member of CEPA’s Executive Business Environment Standing Committee (EBESC). The EBESC strives to improve the industry’s economic and environmental performance through the advancement of the business environment concerning the industry’s interests with respect to:

- Taxation and other financial issues
- Land and Aboriginal affairs
- The efficiency and effectiveness of regulation of the pipeline industry in Canada
- Environmental policy and regulation including climate change

For more information about pipelines and the energy industry, visit:

**[aboutpipelines.com](http://aboutpipelines.com)**  
**[api.org](http://api.org)**



## Industry partnerships

PMC works with various industry groups and associations, including the Solution Mining Research Institute, the Pipeline Research Council International, the Association of Oil Pipe Lines, National Association of Corrosion Engineers International Institute, Canadian Propane Association and Emergency Response Assistance Canada.

We are also a member of the Canadian Energy Pipeline Association (CEPA) and a partner of the Integrity First® Program, which helps pipeline companies share and implement leading practices that keep pipelines safe and communities protected. Integrity First is designed to complement member companies’ management systems, while identifying collective priorities, plans, assessments and improvements.

About 40 PMC employees are involved in CEPA committees that address topics such as climate change, control room management, corrosion control, cybersecurity, emergency management, environment, geohazard management, Indigenous affairs, in-line inspections, land, damage prevention, management systems, pipeline integrity, property taxes, regulatory policies and security.





# 4

## **Apply discipline in planning and managing our business**

The success of our business depends on strategic planning, effectively managing expenditures and establishing consistent regulatory compliance.

# Our journey to continuous improvement and operational excellence

Through numerous acquisitions over the years, PMC inherited a variety of operational practices and systems. In 2014, the decision was made to align, integrate and update these practices and systems into a single consistent operations-wide system. This resulted in the development and implementation of our Operations Management System (OMS).

The first stage was designing the system to meet our needs and enable structured continuous improvement. Then, we implemented OMS in a coordinated approach to all operating assets and applicable corporate departments.

“This was one of the largest change management exercises our company had experienced,” said Colin Oke, PMC Manager, OMS. “Since 2014, we have been steadily progressing on a multi-year implementation plan to achieve long-term sustainability of the OMS,” said Oke, adding that we continued to refine, grow, learn and improve key operational functions and processes over the past five years.

The OMS and related programs require several types of assurance activities, which are achieved through an integrated framework under the Operations Assurance Program. It provides line-of-sight, confirming that regulatory requirements across OMS sub-elements are met through a long-range, rotating schedule of audits, and helps to determine how we know our programs and processes are working.

Accomplishments that are attributed in part to our successful OMS implementation include:

- Defining a structure of programs and key controls to systematically manage risk and support effective operations priorities and execution to strategy.

- Establishing an iterative four-step cycle based on the Plan-Do-Check-Act methodology to drive continuous improvement of processes and determine performance of our goals and strategy. The annual OMS cycle consists of Planning, Assessment, Gap Management and Management Review to answer the question, “Are we effectively achieving our strategy?”
- Establishing a program and cycle of operations assurance to determine conformance and compliance to requirements and to support continuous improvement.

“We recognize that achieving desired levels of operational performance for our foundational programs, processes and information is a journey of maturation over time,” said Oke. “Operations excellence is a desired outcome of the OMS.”

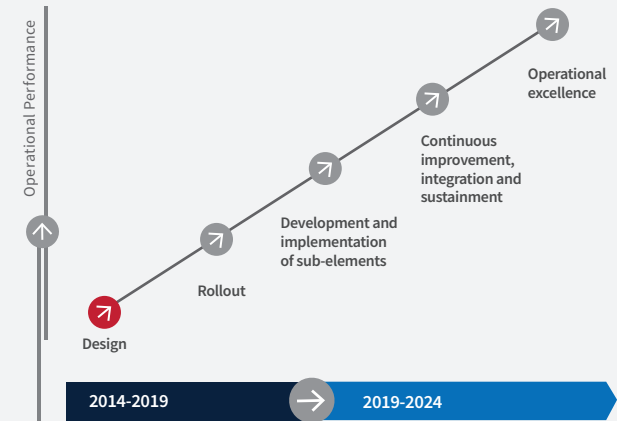
## OMS implementation across field operations

Meanwhile, the evolution of PMC’s OMS has also enabled our operating areas to become more strategically aligned. In 2019, PMC’s operating districts took a standardized tactical approach across each area. This involved regional operational leaders getting together for a strategy session to develop an annual tactical plan that addressed local needs while supporting organizational goals.

The OMS process continues to evolve through the development of key performance indicators for each district. A performance dashboard was developed to provide a visual snapshot for Operations to communicate performance in a variety of areas.

By aligning under a common annual plan and OMS structure, we have taken a crucial step toward achieving operational discipline.

## Our OMS Maturity



## Operations Management System

At the core of our mission to safely deliver exceptional results is a clear, aligned and process-driven OMS. Our OMS is structured to be proactive, meet defined business needs and be scalable to adapt to changes in business size and complexity. It helps us coordinate and conduct operations in a way that is systematic, predictable and consistently planned and evaluated to support the execution of our strategy.



# Minimizing risks through Process Hazard Analysis

Process and Pressure Safety Management (PSM) is an industry-accepted practice regulated by the United States Occupational Safety and Health Administration and the Alberta Boilers Safety Association, among other regulators. This practice refers to discipline in managing hazards associated with the types of assets PMC operates. Effective implementation of this practice can reduce the frequency and severity of incidents, such as potential product releases.

That is why PMC established an industry-leading PSM Program for all assets regardless of type (i.e., facilities or pipelines) or products handled (i.e., crude oil, natural gas, NGL or chemicals).

“We’re proud of what we’ve accomplished with our Process Safety Management Program because it helps keep our facilities and pipelines safe,” said Adnan Mahmood, PMC Manager, Process Safety Management.

An important feature of the PSM Program is the Process Hazard Analysis (PHA), which is a system to identify and analyze the significance of potential hazards associated with the processing or handling of petrochemical products. During this hazard assessment, our Process Safety and Operations departments review facilities and pipeline systems through a meticulous “valve by valve” approach. Various scenarios are considered, and any necessary safeguards are put in place to mitigate risks. PMC completes PHAs for all of our assets, without exception, on a five-year rotational basis.

Upon completion, administration and engineering safeguards are modified or added as required to reduce risk. These might include creating or revising operating procedures, adding safety equipment or introducing alarms.

## Regulatory

PMC takes a proactive approach to regulatory issues through involvement of appropriate regulators from the start of a project or first sign of a potential issue. We support a three-tiered audit system that includes third-party audits, independent internal audits through Plains All American and self-audits.



# Horizontal directional drilling projects involve collaborative efforts

Like our peers, PMC uses a process called horizontal directional drilling (HDD) when drilling under a body of water to install a pipeline. We do this because it is considered industry best practice, with less impact on riverbeds and banks than other methods, as long as the terrain is suitable for this practice.

HDD projects can take between 18 and 24 months for planning, permitting and completion. HDDs, including one that took place in 2019, require collaboration from our Asset Integrity, Construction, Operations, Health and Safety, Land and Environment teams.

Before the project began, representatives from our Land department consulted with affected stakeholders, including neighbouring landowners on both sides of the river, to mitigate any concerns they had. Their feedback was then incorporated into our project plans.

PMC also made courtesy notifications to other surrounding residents, informing them of increased activity and noise that may accompany the project. As a mitigative measure, our Construction team stacked shipping containers around the drilling site to reduce noise. In addition, to ensure the safety of livestock in the area, we installed fencing around sections of land on the river's east side.

One reason why HDDs are an effective option for crossing a deep waterway is because going underground minimizes disturbance to the environment and wildlife. This is where PMC's Environment team came in. Environment professionals conducted a fish and wildlife assessment as part of PMC's Environmental Protection Plan and monitored aquatic conditions throughout the project.

After the HDD was complete and the new pipe was installed, we restored the land to its previous state. PMC typically conducts a site visit one year after project completion to ensure reclamation activities are progressing as planned.

“ PMC kept me informed of the project every step of the way and went out of their way to make things as unintrusive as possible. The construction folks on the ground were very conscientious of their surroundings and had a great deal of respect for my land and the community. They left the condition of the land in a state that will allow for many years of good agricultural production. ”

Nicola Smith, Landowner



PMC crews preparing pipe for HDD



## Fast Fact

HDD is a relatively low-impact method of drilling under a body of water or other obstacles, like roads or infrastructure, to install a pipeline. Once a new path is drilled, the pipeline is threaded through the bored hole to the other side. This positions the pipeline deep in the earth, away from any potential exposure to the watercourse or infrastructure.

## Asset Integrity

Asset Integrity at PMC is made up of a variety of programs and processes for maintenance and operational assurance of our pipelines, processing and fractionation plants, storage tanks and caverns. Maintaining the integrity of our assets is a priority and our responsibility as a safe operator. By striving to adhere to stringent regulations and industry best practices, we are helping to protect the health and safety of the communities where we operate.



# 5

## **Develop our employee and leader effectiveness**

We support our employees and leaders by providing the tools and resources they need to succeed, while sustaining a strong safety culture across our operations.

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# PMC campus ambassadors hit the road

A Campus Ambassador Program launched in September as part of a recruitment campaign that invests in early talent in our industry.

Campus ambassadors visited three universities in Alberta and Saskatchewan to share information about our recruitment process with students interested in the midstream energy sector. Many of our campus ambassadors are alumni of the universities they visit, while others are current or former interns.

Ambassadors meet with students across a variety of disciplines to discuss numerous internship opportunities in our Calgary office and field locations. They also talk about PMC's two rotational programs: Commercial Emerging Talent (CET) and Engineer-in-Training (EIT).

Our immersive CET Program gives students the opportunity to rotate through various commercial groups, while doing analyst-level work that contributes significant value to the business. Students in the CET Program experience PMC's dynamic trading floor and work with our Business Development team in a fast-paced environment.

The EIT Program is designed to accelerate the professional development of participants by exposing them to different operating and engineering areas. It helps ensure they receive the training required to achieve their Professional Engineering (P.Eng) or Professional Engineer (PE) accreditation.

“If you value being challenged and want to get a better understanding of how the oil and gas industry works from a midstream point of view, PMC is the place to be to help you develop as a student.”

*Jennifer Miko, PMC Analyst, Human Resources*



## Fast Fact

**In November, we launched a new career portal and Applicant Tracking System (ATS). The new ATS provides job seekers with a simpler, more user-friendly search experience, including improved communication throughout the hiring process and greater visibility into career opportunities at PMC. The ATS also offers a more efficient talent acquisition process for our leaders, resulting in improved quality of hires in a timely process.**



PMC's campus ambassadors speak at post-secondary career events



Our campus ambassadors represent PMC at various events



Our Learning Centre is the hub of employee development





New technologies are meeting employee needs

“ Throughout 2019, PMC successfully deployed different software and tools that have helped employees focus less on administrative tasks and more on high value, strategic work. ”

Melissa Badgley, PMC Analyst, Information Systems



PMC employees use a wide range of innovative technologies

# Investing in innovation helps teams achieve efficiencies

Employees and leaders are more effective with greater access to innovative technologies and reliable data, which is why PMC is dedicated to deploying solutions to meet their needs.

## Maintenance Foundations Project

PMC believes that key business decisions should be driven by data and that we should be able to leverage the expertise within our organization to provide a consistent business experience across all our facilities. The Maintenance Foundations Project is a critical step in achieving these goals.

Launched as a pilot in 2019, the project has many benefits, including increased safety, standardization and sustainability. This collaborative pilot project involved our Operations and Information Management teams partnering to develop a robust and scalable work execution management process. This has enabled a standard approach to maintenance work and better visibility of our assets and performance history.

## Netback Model

The goal of this analytical tool is to centralize corporate knowledge while reducing manual effort. This tool has enabled us to better manage information on pricing, rates and tariffs through automation. Our business units can now make timelier, independent decisions regarding marketplace competitiveness.

## Identify, classify and migrate (ICM) Project

The implementation of the ICM tool at PMC has saved thousands of hours. This automated tool deciphers and eliminates duplicate and obsolete information, focusing on what is essential for the organization. It is estimated that for every 30 seconds the tool is in use, 10 minutes of manual effort is saved. In three days, about one million unnecessary files can be removed from the network. The tool is also valuable because it migrates all high-value, high-risk information into the new online repository, so that users have access to one single source of truth.

## Business Intelligence (BI)

BI is able to deliver analytics to enable leaders and employees to make better decisions, while being more productive through the minimization of tasks involving manual data entry. In 2019, over 65 employees were trained to use the technology, which equips them with visual, dynamic and meaningful reports. Employees gained understanding of how the tool could benefit their day-to-day work, with less manual effort required.

## Centralized Operational Intelligence (PI)

Analyzing data and identifying trends further drive insights from the data captured. PI delivers a centralized system of operational data from our major NGL facilities to enable a variety of solutions in real-time performance management. With this tool, management can make informed decisions using the most up-to-date data.

## Automated reporting tool

This tool enables employees to view and analyze our inventory position, exposure and product throughput in a single source. Having easy access to timely, accurate information improves the user experience and overall efficiency.

# Developing strong corporate and field leadership

At PMC, we believe in the value of continuous professional development and learning how to further improve our working relationships. We equip our leaders with the tools to support their teams and to maintain rapport throughout the organization. In 2019, we launched two new programs exclusively for our leaders: Crucial Conversations® and Jobobservation.

## Crucial Conversations

Crucial Conversations is an organization-wide training program developed by Vital Smarts®. It was designed to encourage and sustain healthy teamwork and improve conflict resolution. The training provides leaders in Calgary and our field locations with a common framework for effective communication and guidelines on how to better manage challenging situations that may arise within their teams.

In 2019, about 300 executives, directors and managers completed the two-day learning series with the common objective to enhance our relationships and teams.

## Jobobservation

The focus of Jobobservation is to provide our field leaders with the opportunity to spend more time with workers in their respective areas of operation. During the Jobobservation process, leaders observe employee performance without the rigidity of a traditional formal assessment. The informal approach helps put field staff at ease and reduce stress, while equipping leaders with insightful information about potential areas for improvement.

Leaders ask questions about our assets, people, processes, performance and safety. The intended results are to enhance safety culture, reduce risk and improve relationships in the field, all of which ultimately benefit the entire organization.

“*Meaningful feedback is critical in developing our employees, enabling productive interactions and managing sensitive situations. The Crucial Conversations Program has provided a framework that facilitates productive conversations without being sidetracked by emotion, assumptions or preconceived opinions.*”

*Sandi Wingert, PMC Senior Vice President, Organizational Convergence*



PMC operators at one of our Alberta facilities



PMC employees engage with stakeholders in our communities



Members of PMC's executive leadership team





The golden rule: When in doubt, shut it down

# Top-notch training at our Operational Control Centre

In 2019, we completed phase two of a three-phased approach to bring our network of pipeline systems under the OCC's centralized command. The intention was to enable the experts in the control centre to monitor pipelines so personnel at our facilities could focus on safely monitoring their operations.

OCC controllers undergo extensive training before they are qualified to operate the complex systems on their own. John Goossens, PMC District Manager, OCC, said that the training program is driven by regulatory requirements as well as best practices from the Canadian Energy Pipeline Association.

"It takes up to nine months to become a qualified controller," said Goossens. "Training includes online courses through our learning management system, on-the-job training, written and oral tests, training simulator sessions and review of materials."

To ensure they have the right mindset for the job, controllers must also complete a Console Operator Basic Requirements Assessment aptitude test before they are hired. "A combination of the right mindset and attitude, accompanied by our customized training program, makes for a good controller," said Goossens.

There are a total of six consoles in our OCC, and five controllers are trained on each console. In total, we have 30 controllers prepared to respond to normal, abnormal and emergency situations across our pipeline systems.

Controllers have full authority over their consoles and are empowered to make all decisions to safely operate. The control centre's golden rule is captured on a large sign in the OCC: "When in doubt, shut it down!" This sign means that controllers can shut down pipelines or other assets if they suspect potential risks.

"Senior management stands behind controllers' decisions," said Goossens.

To maintain their skills, controllers must undertake ongoing training, in part through annual simulator training, where they are tested on their competency and responses to simulated emergency conditions. Every three years, controllers must requalify to operate their console by passing a series of exams.

Team-focused training is also important. Because of the critical nature of controllers' shifts, the team needs to function cohesively. "This training focuses on soft skills like conflict resolution and communication," said Goossens. "It breaks down barriers so everyone feels comfortable expressing concerns and recommending improvements."

PMC continues to focus on training in the OCC and works collaboratively with others in the industry, including our parent company, Plains All American, in Houston to ensure our controllers are prepared and proactive.



Controllers at our Operational Control Centre



# Plains Life Rules

At the end of the day, PMC wants to make sure every employee and contractor returns home safe. Our Life Rules are important in helping to achieve this. The rules enforce critical safety at both our office and field locations in our effort to prevent serious injuries and fatalities.

We are proud of our safety culture and continue to add and modify safety programs to help us reach our organizational goal of zero incidents.

## Safety Rules to live by



Assess and mitigate hazards



Safely perform hot work activities



Safely operate vehicles and motorized equipment



Be fit for duty



Safely operate lifting equipment



Have work authorization



Work safely at heights



Manage confined space



Isolate and verify energy sources



Manage ground disturbance



Stay within safe operating limits and do not bypass safety controls



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