

the Chemunicator

ÉTÉ 2020 SUMMER 2020

LE MAGAZINE DE DISTRIBUTION RESPONSABLE CANADA • THE MAGAZINE OF RESPONSIBLE DISTRIBUTION CANADA

CDN \$4.95

THANK YOU

MERCI

Responsibility Matters™ ~ La responsabilité, notre priorité MD

DSN Carrier Qualification and Monitoring

HOW WE REVOLUTIONIZE CHEMICAL TRANSPORTATION

ALL PAPERWORK IS RECEIVED AND VERIFIED BEFORE ANY SHIPMENT IS ASSIGNED

Minimum standards must be met to allow assignment of any order

- Operating Authority
- Safety Ratings (CAN & US)
- Identity Check (Fraud Prevention)
- Insurance (Auto, GL, Cargo, WSIB)
- TDG Qualification / Hazmat Certificate
- Service Capabilities
Equipment, Geography,
C-TPAT, PIP, TWIX, Bonds
- Signed Contract in hand

ONGOING DAILY CHECKS

Automated systems check daily for changes with our partner carriers.

- Changes in Authority
- Changes in Insurance
- Changes in Safety Ratings
- On-Time Performance



BEFORE DISPATCHING - ONE FINAL CHECK

- Our automated system verifies all the minimum requirements are met before allowing the dispatch of an order to each carrier.
- We also verify customer specific requirements so that nothing ever gets assigned to a carrier that does not meet our customer's requirements.

All of this ongoing verification and due diligence ensures that our customers "freight is moving only with the best of the best carriers". And if anything changes with our carriers ability to safely move freight, we are aware and will take action immediately.

We constantly monitor and rank the performance of our carriers on a host of KPIs including On-Time, Claims, Responsiveness and Communication. This way we are able to reward our very best carriers to continue building strong partnerships. It is those strong partnerships that help to ensure your client partnerships stay strong and safe.

Contents

FEATURES

Invest in a Robust IT Infrastructure - R. Angod	6
Regulatory: A Safe and Strong Canada - N. Delrue	9
Code: Gratitude for the RD Code of Practice - D. Saucier	14
Operations: Transport is Essential to the Canadian Economy - S. Roy	15
Covid-19 - A Reflection by a University Student - L. Richardson	19
Rising Industry Leaders: Leadership in a Time of Crisis - B. Paterson	21
Conducting Remote Exercises in a Covid-19 World - S. Hassanally	22

DEPARTMENTS

Editor's	
NOTES	4
Chair's	
MESSAGE	5
Company	
NEWS	10
New Member & Affiliate	
COMPANIES	12
Employee	
NEWS	17
President's	
PRESS	24

RDC BOARD OF DIRECTORS

Chair

Anna Derkach, Di-Corp

Vice-Chair

Frank Dempsey, Dempsey Corp.

Secretary Treasurer

Doug Kimmerly, DSN Chemical Transportation

Immediate Past Chair

Patrick Haineault, Brenntag Canada

Directors-at-Large

Marissa Cutts, Anchem Sales
Kathie Taylor, Charles Tennant & Co.
Garry Moore, IMCD Canada
David Luciani, Min-Chem Canada (Past Chair)
Philip Zerr, Quadra
Chris Halberg, Univar Solutions

President

Cathy Campbell | ccampbell@rdcanada.ca

Vice President

Catherine Wieckowska | catherine@rdcanada.ca

Regional Director

Jim Bird | jim@rdcanada.ca

Regional Director

Dave Saucier | dave@rdcanada.ca



Editor & Advertising Sales

Catherine Wieckowska
email: catherine@rdcanada.ca | Tel: (905) 332-8777

Design & Layout

VZION Designs | www.vziondesigns.ca

Direct news releases, new product releases, professional staff changes, etc., to the Editor at RDC offices at the address above.

The Chemunicator is published 2 times per year.

Copyright 2020 by Responsible Distribution Canada. All rights reserved.

Note: RDC does not approve, endorse or promote, nor does it assume any responsibilities for damages arising from the use of the products, services and technologies mentioned or advertised in the Chemunicator.

RDC assumes no liability for errors, omissions or inaccurate information in the articles, advertisements, and/or accuracy of information provided by writers, authors or vendors.

Responsible Distribution® is a registered trademark of Responsible Distribution Canada.

You Be The Chemist® is a registered trademark of the Chemical Educational Foundation.



CANADA: THROUGH GOOD TIMES AND IN BAD

Catherine Wieckowska
Vice President - RDC | DRC
Email: catherine@rdcanada.ca

In our last issue of the Chemunicator, we asked you, if you were future-proof. That certainly turned out to be a historical question! At the time, we had no idea that COVID19 was going to change our world at such an exponential pace. Through it all, our industry showed our best colours. Our members and affiliates worked together to keep our country clean, stocked, and robust. This issue of the Chemunicator celebrates our Heroes: The essential workers who prove we are one collective industry and who exemplify the essence of our magazine theme – *Canada: through good times and in bad*.

I believe we have learned a great deal about our communities, our healthcare system, our supply chain and quite frankly, ourselves. We have been put to a tremendous test and yes, there are areas that need improving and yes, it got messy along the way but all in all, we are responding very well. We see the success of our efforts by the flattening of the Canadian curve and by the Provinces who have began reopening.

The chemical and ingredient community has worked diligently and so has the government. Nancy Delrue, Chair of the Regulatory Affairs Committee, shares on the continued collaboration with the various governments on page 9. Our transport drivers were tasked to keep goods moving so that the lives of Canadians would remain uninterrupted. Simon Roy of Transport Bourret talks to the shift in Driver appreciation on page 15. The leaders of many companies were

challenged to communicate transparently through the uncertain times. We also saw that leadership came from all levels,

not just the head of the company. Braden Paterson, Chair of the Rising Industry Leaders, writes on this very point and suggests that the global crisis is an opportunity to reflect on your corporate culture on page 21. And, perhaps the one area that we all looked at immediately following the WHO announcement on March 11th, was our IT system. The office environment was changed overnight and therefore, put our security measures to the ultimate test. Raymond Angod, Performance Consultant at EMKAL Inc. gives us three critical IT considerations on page 6. Be sure to assess your systems alongside this list.

This year marks the 30th Anniversary of Responsible Distribution and we had planned a year long celebration beginning at the Annual Conference and concluding at the Semi-Annual Meeting. Unfortunately, for the first time ever, our Annual Conference and in-person portion of the Semi-Annual Meeting had to be canceled to ensure physical distancing and most importantly, your health and wellness. Although we had to cancel two of our largest gatherings, we have remained connected to you during the crisis. RDC quickly offered Town Halls to address urgent issues and to be your liaison between industry and government. We took (and continue to take) daily questions and inquiries from members. We offered professional and personal training for your colleagues through our Learning CHEMunity web series and we launched the COVID19 portal to give you a place to gather pertinent information. Additionally, all committee meetings were changed to Zoom sessions, which allows for greater participation from coast to coast. So, yes, we will not have the chance to acknowledge the 30th year of RD *in person*, however, I believe our response to the pandemic as an industry and as an association illustrates the very heart of Responsible Distribution. So, perhaps the theme of the magazine is perfectly matched to the celebratory year ... RD: through good times and in bad AND Canada: through good times and in bad.

Happy Summer,
Catherine



CHAIR'S MESSAGE



STAYING STRONG AND SUPPORTIVE TOGETHER

Anna Derkach, Di-Corp
Chair, Responsible Distribution Canada
Email: chair@rdcanada.ca

First of all, I hope this message finds you and your families both at home and at work safe and well!

Well, who would have thought that since my last message the world would be forever changed? I for one did not see this coming. I just reread my last chair message, from the winter edition, and I cannot even fathom how positive I felt at the time for the opportunities of the new decade. However, that does not mean I do not have hope for our future in spite of it all.

Over the last couple of frantic months, I have made myself stop and take note of history in the making and cannot help but feel proud, thankful and hopeful. Proud of how we have supported one another and how quickly we have all come together to respond to such unsettling, uncertain times without a pause or second thought. Thankful for my fellow Canadians, first responders, healthcare workers, essential workers, office workers, students, seniors who are all doing their part and behaving responsibly for the benefit of each other, while keeping the economy going as best we can. Hopeful that as we start to figure out our new normal, we can overcome the challenges and take advantage of the opportunities by putting to good use our talents, capabilities resiliency and adaptability.

Our adaptability and talents shone as the association staff rallied with a response to the pandemic very quickly and found ways to add value for all of our members immediately. They facilitated member town hall meetings, were the voice that bridged information between government and industry, assisted with setting up a supply exchange and efficiently provided a summary of all of the information that was quickly coming at us. They adapted quickly to the use of technology to keep us all connected and communicated messages of hope that enabled leadership by sharing data and facts that assisted us all to make better decisions.

Our common framework and commitment to Responsible Distribution provided us an advantage and a tried and true

system to fall back on during unsettled times and for that I am thankful. Existing and active policies and procedures guided us through fast-paced change and brought comfort and routine in a time where it was much needed. Assessing workplace health and safety changes when a strong program already existed provided outcomes that were more thoughtful and easier to execute on. Our employees look to our commitment to these systems. It is that commitment and adherence to practice what we preach that has allowed us to be successful, in keeping our people safe and healthy. All this while still being able to deliver essential products and services through this pandemic.

As we start to look to the future and define our new normal, we will find there are many opportunities and challenges ahead. I have been using the picture of a forest fire in my mind and looking forward to the lush green regrowth that appears a few months later. As we build recovery plans please start by looking at our local markets for opportunities and gaps that need to be filled. Our resiliency and adaptability will lead to growth and future success for our businesses and our country. It was certainly highlighted in the last few weeks, that Canada can stand to become more self-sufficient in the future and I believe that our member companies can lead the charge highlighting our ability to innovate, reinvent and problem solve.

The task to rebuild and strengthen our economy is huge and will take some time to accomplish but we have a network and the tools to make us successful on both personal and corporate levels and as a united country. We are a country far less divided than we think; when called to duty we demonstrated repeatedly that the common good was important to us all. One thing I know for certain is that our combined response to challenges has and will always bring great success.

Stay safe and healthy!
Anna



Over the course of a single week in mid-March of 2020, Canada's response to COVID-19 quickly escalated from business-as-usual to extreme countermeasures such as school closures and border restrictions. The message from Prime Minister Trudeau on March 16th couldn't be clearer: "Stay home." The implications of these two words were far-reaching and deeply significant. No longer were employees expected to battle traffic and commute to an office every weekday morning. They were expected to "stay home". This presented a major challenge for organizations who needed to adapt and continue to operate in this new normal. The shift to remote working is not an incremental change from an IT perspective, but a rather transformative one which requires careful planning and prudent investment.

This preparation for business continuity was exemplified at Routes Transport Group, a Mississauga-based logistics firm which specializes in shipping and storage solutions. Years before COVID-19 even existed, the leadership at Routes saw the importance of preparing for a situation which would necessitate remote working as part of their business continuity planning. As their managed IT service provider, EMKAL proposed and implemented the following recommendations to accommodate a remote workforce in the event of business disruption:

1. Secure VPN: In a remote working situation, employees need unfettered access to corporate servers which connect them to the files and services necessary to complete their day-to-day tasks. Of course, all this needs to happen securely. This is where VPN shines as a sophisticated solution since it lives behind your firewall, and it would take trillions upon trillions of guesses for a hacker to gain access. Routes has been using a VPN solution to connect remotely for years and they have not experienced a single security issue. Other solutions such as a straight Remote Desktop

Protocol (RDP) live outside of the firewall and are therefore open to the internet and prone to unauthorized access.

VPN is a more complex solution which requires advanced network configuration, user training, and a responsive IT support team to be on-hand to troubleshoot any issues. An improperly configured VPN will result in frustrating connection issues that may be difficult for IT support to solve if employees are working from home.

2. Fibre and redundant network: Because employees rely on the VPN, their connection needs to be fast and uninterrupted. Routes has invested in 100M fibre and are in the process of moving toward 1G fibre. This means that even if all their employees are accessing their network through the VPN, they should not experience any noticeable slowdowns. This fibre for business comes with a service-level agreement (SLA) which guarantees minimal downtime from their internet service provider.

On top of this, Routes has invested in redundant internet which our network specialists have configured to "fail-over" (i.e. automatically and instantly switch to) if the main fibre does cut out. This additional precautionary measure helps to ensure that Routes is not brought to a standstill due to an unexpected internet outage.

Routes has removed another source of failure by installing redundant Cisco routers which will fail-over in the event one router goes down. Even though Cisco devices have a reputation of being extremely reliable, Routes left nothing to chance and have a redundant router setup. This countermeasure could potentially prevent several hours of downtime and obviate the need to have a technician go on-site, which is not an ideal situation during this COVID-19 pandemic.

3. Corporate laptops for all office employees: Although laptops are generally more expensive than desktops, having a workforce which can work remotely requires this additional upfront investment in hardware. Routes made the decision a few years ago to transition fully to laptops and have not looked back. They regularly replace aging devices when necessary and have a stock of spare laptops which they can deploy on a moment's notice. Not surprisingly, the demand for laptops have increased dramatically over the past few days and suppliers are not able to keep up with demand. According to our account manager at one of our hardware suppliers, they have over 1000 laptops on backorder as of March 18th.

Some companies have resorted to asking their employees to work from their personal computers and use them to connect to their corporate servers, but this is not advised as these computers may not have adequate anti-virus protection and could endanger the whole network. Furthermore, many network resources require PCs to be joined to the corporate Domain which is not possible for home editions of Windows.

By proactively implementing these countermeasures, Routes has put their employees in an excellent position to work remotely throughout the COVID-19 pandemic. They are a model example of an organization that pre-emptively invested in a robust IT infrastructure to prepare for potential business continuity issues. If your organization is having difficulty dealing with the increasing demand for remote working solutions, contact our IT experts for a free consultation.



Raymond Angod | Performance Consultant at EMKAL Inc.

Raymond holds an MBA and a CTDIP certification and has worked at EMKAL since 2018. He interfaces with clients to understand their objectives and proposes IT recommendations to satisfy their business needs. In addition, Raymond establishes business processes internally to improve the overall performance of EMKAL.



Proudly Supplying RDC Members

For over 30 years, ICC has been providing complete solutions to businesses that store, handle, or transport Dangerous Goods.

For many, our regulatory specialists have become an extension of your safety team, providing resources, training, and the products your business requires to stay compliant.

During this challenging time, our team continues to be an available resource for all RDC members.

888.977.4834 | Regulatory Helpline: 855.734.5469
 customerservice@thecompliancecenter.com

THECOMPLIANCECENTER.COM





With over 50 years of experience, Azelis Canada celebrates the dawning of a new decade.

Whether you know us as Chemroy or Azelis Canada, we are excited that effective January 1, 2020 we have united the business under the Azelis Canada brand. A smooth transition over the past ten months has consolidated the strengths of both entities into a new industry leader. Chemroy's legacy remains, as well as its culture of customer service and market expertise – only now it is coupled with Azelis Canada's scale, global reach and technical expertise in additional markets. More than ever, we look forward to providing our customers superior solutions and product selection in the CASE, Food, Pharma, Lubes, and Nutraceutical industries.

Put the expanded power of Azelis Canada to work for you.

Azelis Canada Inc.
An Azelis Americas Company

1570 Ampère, Suite 106
Boucherville, QC, J4B 7L4

106 Summerlea Rd
Brampton, ON L6T 4X3

235 Advance Blvd
Brampton, ON L6T 4J2



**Innovation
through
formulation**

Azelis Canada



visit azeliscanada.com

A SAFE & STRONG CANADA

By: Nancy Delrue | Chair, Regulatory Affairs Committee

As Canadians we have always been lucky. We have a beautiful country and it doesn't take long to find a nice nature trail, free access to health care, wonderful communities, and so on. Our government's mandate is "to unite and build a stronger, more inclusive and more resilient country", in which we have achieved.

We all watched the events unfold globally and it felt like our world changed overnight. Even though it took months for COVID19 to change the way we operate, it feels like one day freedom and the next day, house arrest. We have introduced foreign everyday language like "isolation" and "social distancing" and it feels like in a blink of an eye, our regular way of life, has forever changed.

This pandemic made government and companies change how they operate overnight. Instead of going into the office, you were working from home or may have experienced a temporary job loss. Instead of going to parks, shops or restaurants, you were confined to your home. However, every Canadian stepped up to the plate and did their part. This includes all areas of government in providing unprecedented extension, temporary certificates, and temporary exemptions. They quickly put these actions in place to allow companies to continue to operate and to meet supply chain demands.

There are many examples of government working together with industry to keep our essential supplies moving. Transport Canada calling ahead to Canada's Border Services Agency (CBSA) to ensure a truck carrying

essential supplies crossed the border as quickly as possible to reach its destination. When it became apparent there was a short supply of personal protective equipment, ventilators, disinfectants, sanitizers, etc. for our frontline Health Care workers and all of Canada, Health Canada reached out to industry to help with replenishing our supplies.

Numerous companies and individuals stepped up to the plate. This included, Responsible Distribution Canada (RDC) and its members. We were tasked to find ingredients for the manufacture of hand sanitizers. The membership stepped up and non-approved ingredients were investigated, and if deemed acceptable, they were approved and published on Health Canada's website. RDC and our members will continue to work with the government to assist in the COVID19 battle.

COVID19 has changed the way to live and manage our daily lives. What does the future hold? Will we continue to see social distancing? Will companies continue to have their employees work remotely? Some governments have started virtual inspections. How will that work and what does that mean for the protection of Canadians?

All I know is that the Canada of yesterday, today and tomorrow will be vastly different. I know our government will do whatever it needs to do to ensure we continue to be a strong and resilient country. We will all work together to achieve the same goal – A SAFE AND STRONG CANADA.

Company NEWS



AZELIS JOINS TOGETHER FOR SUSTAINABILITY

Azelis, a leading global distributor of speciality chemicals and food ingredients, is thrilled to announce to have joined Together for Sustainability (TfS), global initiative for sustainable supply chains. This membership follows on Azelis' membership to UN Global Compact and Gold rating from EcoVadis, thus testifying to company's resolute course of action to be catalyst of change when it comes to sustainable business models and become benchmark for the industry. Azelis is now part of the global network of 25 TfS member companies who represent a global turnover in the chemical industry of € 422 billion and a global spend of € 281 billion.

Highlights & Rationale

- Operating as a unique, member-driven organisation and peer-to-peer network, TfS member companies shape the future of the chemical industry together.
- Azelis Corporate Social Responsibility (CSR) program is built around four pillars: resources and environment, labor and human rights, fair business practices and sustainable procurement, all directly contributing to 10 UN Sustainable Development Goals (SDGs).
- Azelis holds a Gold rating by EcoVadis, a prerequisite to join the TfS initiative, which places the company in the top 1% of distributors assessed by EcoVadis.
- This latest membership is in line with Azelis' strategic course of becoming industry benchmark when it comes to sustainable business practices.

TfS, a joint initiative and global network of 25 chemical companies, delivers the de facto global standard for environmental, social and governance performance of chemical supply chains. The TfS program is based on the UN Global Compact and Responsible Care® principles. TfS is growing into a global organisation with regional representation and strategic partnerships in Asia, North America and South America.

The TfS framework allows TfS member companies to assess the environmental, labor & human rights, ethical and sustainable procurement performance of their suppliers and drive and deliver tangible, measurable improvements of their suppliers' as well as their own sustainability performance. TfS introduced this globally applicable framework and tools to create transparency of the sustainability performance of chemical companies and their suppliers and to collaborate to continuously improve performance. Unique to the TfS concept

is that the results of TfS Assessments and TfS Audits are shared with all member companies, following the consent of the supplier.

Dr. Hans Joachim Müller, Azelis CEO, comments: "Our dedication to CSR and sustainable business models has been at the core of our business decisions for a while now. That dedication has been recognised twice by EcoVadis' Gold rating so joining TfS was a next logical step for us. The TfS concept benefits both TfS member companies and suppliers, taking away bureaucratic burden from us so that time and energy can be spent on the improvement of sustainability performance. As a global business, with operations across EMEA, the Americas and Asia Pacific, Azelis takes its responsibilities very seriously, always looking for new ways to make a positive impact on society and minimise its footprint, whilst delivering the best possible products and services."



POLARIS TRANSPORTATION GROUP KEEPS MOVING FORWARD

2020 has already brought both expansion and recognition to the Polaris Transportation Group. Through acquisition, technological development and an unwavering commitment to their employees and their customers, Polaris continues to gain recognition as industry leaders in transportation.

Earlier this year, Polaris received the prestigious CCJ's 2020 Innovator of the Year award and was named Trucking HR Canada's 2020 Top Fleet Employer for a third consecutive year. These titles commend their utilization of advanced automation technologies to enhance the customer experience throughout the entire supply chain while simultaneously simplifying the workload for their employees.

"The industry has recognized Polaris for our work in robotic process automation and continued digitization of transportation. Amidst the COVID-19 pandemic, these developments have paid dividends as our teams and our customers are now relying on technology more than ever" said Dave Cox, President of Polaris Transportation Group. As of February, their technologies had reduced manual workload by 60%, which is expected to keep increasing.

Polaris is also strategically accumulating further resources to support their growth. In March of 2020, the company acquired PRI Logistics and announced that this latest acquisition will operate under the Polaris Global Logistics brand. After over ten years of collaboration, acquiring the Vaughan-based 3PL

Company NEWS

firm brings a full array of transportation services along with in-depth insights of the industry. According to Dave Cox, this was “an opportunity to partner our resources, develop synergies and strategically grow our services.”

Through innovative thinking and investment, Polaris Transportation Group continues to make great strides toward improving the employee, employer and customer experiences within the transportation industry. The company will continue to adapt and focus on not only developing efficiencies but ensuring all parties are safe throughout the entire lifecycle of every shipment in their care.



SNYDER LAUNCHES THE 275 GALLON / 1000L CAGEBUSTER

Snyder Industries is set to disrupt the IBC Packaging market again with the commercial launch of the revolutionary 275 Gallon / 1000L CageBuster™ IBC - a more sustainable alternative to the traditional composite caged tote by

delivering an IBC solution that eliminates the need for wasteful replacement bottles and refurbished cages. The CageBuster™ was developed as a more robust, reusable low cost tote for chemical distributors who are returning and reusing One-Way Cage totes for multiple trips. CageBuster's 100% recyclable polyethylene construction with tank wall thickness 3x thicker than a caged bottle, is built to last much longer than a Lightweight/Composite IBC, does not require a leak test and inspection after each use and can consistently pass the 30 month certification test without needing a replacement bottle or cage.

Best of all, the CageBuster adds all this value for not much more expense and is designed with an identical footprint and stacking profile to the caged IBC, so making the switch to CageBuster is seamless to your operation and customers.



CHEMICAL REGULATORY EXPERTS

Whether you are a small company who doesn't know where to start, or a large company that needs to outsource a specific area of your environmental program, **Chemical Compliance Inc.** is here to help!

For more information email service@chemicalcompliance.ca or call **+1-905-220-4016**.



1160 Blair Road. | Unit #1 Burlington, Ontario | L7M 1K9 | Canada

www.chemicalcompliance.ca

NEW MEMBER



GATTEFOSSÉ CANADA INC.

Founded in Lyon, France, in 1880, Gattefossé is a leading provider of specialty ingredients and formulation solutions for the beauty and health care industries worldwide. Our history is built on our founders' deep commitment to sustainability, innovation, and service. Specialists in lipid chemistry and plant extraction, we create effective natural actives and functional lipid excipients. We work diligently to guarantee the quality and reliability of our ingredients while providing our customers with all the support and resources they need to make successful products that address global consumers' demands.

We embrace our responsibility towards the planet, our customers, and stakeholders. We want to make a difference by sharing knowledge to foster innovation and deliver high-quality products that help build customer brands, while reducing our environmental impact. More than ever, industry must be transparent, committed, and relevant in a sustainable future.

Corporate Social Responsibility (CSR) is often perceived as a hardship on companies, however Gattefossé sees it as an opportunity to grow and to help lead the movement towards a more sustainable world, by blending economic, environmental, and socially responsible objectives. This CSR approach has

been validated by the EcoVadis platform, which has awarded us Gold status.

In line with its commitment to Corporate Social Responsibility, Gattefossé has established the Gattefossé Foundation with a calling to promote the practice of aromatherapy as a complementary therapeutic approach to classical allopathic medicine. The Foundation is dedicated to two key missions:

- To acknowledge, support and promote existing initiatives through a policy of awarding prizes and grants to hospitals or nursing homes. The aim is to promote rational use of essential oils by specifically trained healthcare professionals in hospital settings.
- To promote the exchange of experiences, practices and expertise by disseminating data on aromatherapy and organising meetings for healthcare professionals. Providing access to current knowledge on aromatherapy in hospital settings provides healthcare professionals with approved and consensus-based treatment strategies and focuses energy which is currently spread across various individual initiatives.

Gattefossé Canada has been part of the Canadian chemical distribution landscape since 1997. With our Head Office in Toronto and a Sales Office in Montreal, we are well positioned to supply the domestic Personal Care and Pharmaceutical markets with a broad range of high quality ingredients. To learn more please visit www.gattefossé.ca

NEW AFFILIATE



HIGHLIGHT MOTOR GROUP

Highlight Motor Group is headquartered in Toronto with state-of-the-art terminals in New Jersey, Chicago and Los Angeles where they offer a multitude of transportation services for both the Canadian and U.S. markets. Highlight is constantly expanding to better serve their customers' needs and have been recognized four years running as one of Canada's Growth 500 Fastest Growing Companies (2016, 2017, 2018, and just recently in 2019).

With an ever-growing fleet of over 700 tractor and trailer configurations, Highlight currently offers a full suite of transportation services across North America, including dry van, temperature controlled, hazmat-certified LTL & truckload, expedited transport as well as local cartage. Through their 4 terminal locations, Highlight is also able to provide their customers with cross-dock capabilities.

Founder, President and CEO, Kirk Kalinitchenko explains, "As our company continues to grow, so does the amount of hazmat and chemical freight entrusted to us. Safety is a major focus at Highlight. When it comes to storing, handling or transporting chemical commodities, it's our job to ensure our customers' freight is treated properly and our personnel and our environment are kept free from harm. To achieve this, we have extremely thorough processes in place as well as ongoing training and certification programs. Becoming an RDC Affiliate was an obvious decision for us as it shows our commitment to safety and compliance".

In addition to their attention to safety, Highlight's focus since inception has been to ensure that every customer is a happy customer. Kirk comments, "We go where our customers need us. Highlight will always look to expand our service offering if it means we will be better positioned to better serve our valued customer-base".

To discover more about Highlight Motor Group, please visit www.highlightmotor.com

YOUR SINGLE SOURCE SUPPLY CHAIN PROVIDER



We understand clients' needs at a deeper level and create solutions that drive costs out of their supply chain and work with repeatable precision. From our facilities in Toronto, Ontario, product can be effectively distributed anywhere throughout Canada and the USA.

- Over 300,000 sq. ft. of warehousing capacity
- 2 warehousing facilities within the GTA
- Long-term and short-term storage options
- Cross-docking facility located in Ohio
- HAZMAT certified facility + non-regulated chemical storage
- Cloud-based technology
- RFD scanning, real-time visibility, EDI + WMS SaaS
- E-commerce capabilities
- Pick & pack, labelling, assembly and replenishment
- Container stuffing and de-stuffing
- Secured facility including 24/7 indoor & outdoor surveillance



GRATITUDE FOR THE RD CODE OF PRACTICE

By: Dave Saucier | Regional Director

Thank you RDC for allowing me to continue to serve during this pandemic. Typically, when a financial crisis occurs costs are slashed with contractors being the first to be cut. I've been working since I was 16 years old (45 years) and, like many of you, I have been through many personal, financial and business ups and downs over these decades. I've seen some companies and people step up, some fall down and some just freeze not knowing what to do in a time of crisis. By allowing me to continue to serve the membership I have been given the unique opportunity to forge new alliances and friendships on your behalf.

The pandemic plan for RDC was written and founded on the 2003 SARS event. Some of the plan was executed flawlessly while some of the plan didn't yet exist and was developed on the fly. Decisions that had to be made quickly didn't always result in the intended outcome. The RDC plan stated clearly that there were going to be supply chain disruptions, that most workers would be grounded, and that the distribution sector would have to wait for the government to mobilize resources.

Assignments evolved which were not planned or even considered as both the government and industry struggled with defining essential services. When the demand and availability for hand sanitizers became a national crisis of monumental proportion for the protection of front-line workers, industry was finally mobilized. The

Hand Sanitizer Manufacturing Exchange was established by 3 trade associations. RDC offered to join, but RDC was not initially needed until the shortages of alcohol and other important ingredients were better understood by the government and the founding trade associations.

Processes were rapidly created to consider the safest means of approving technical grades of alcohol, getting imports through customs and finding a path to introduce new thickening agents. Matching manufacturers needs with available supply had to be done in a transparent and fair way while respecting competition laws and more importantly to ensure high quality and safe sanitizers were getting to all the front line troops who now included our grocery store clerks, cashiers and personal service providers.

RDC is now called upon to assist with developing the strategies and processes for managing the disinfectant shortages that may also become an acute national crisis. The reason we got the nod was the Responsible Distribution Code of Practice. I can't think of a more fitting 30th anniversary celebration than for our sector to be called to duty during this unprecedented time.

The new mantra of stay safe and stay sane has never before had more impactful meaning. Happy birthday Code of Practice!

ROAD TRANSPORT IS ESSENTIAL TO THE CANADIAN ECONOMY



By: Simon Roy, Transport Bourret

The Canadian trucking industry is an excellent barometer of the state of the economy. The current situation makes no exception. When governments decided to close all non-essential businesses, many shippers had to stop their operations. Even those who are considered as essential have seen a drop in their volumes related to the closure of some of their customers.

In the recent years, the road transportation industry's capacity was very limited and every company struggled with personnel shortage. Carriers had to use their imagination in their recruiting efforts. Since the whole manufacturing sector had the same problem, they were all competing for the same workforce.

Following the pause of the non-essential businesses, volumes of freight dropped by 30 to 60%, depending on the market. Transportation industry went from personnel shortage to layoffs with very little notice. We obviously hope for a safe return to normal economic activity whenever possible to do so without putting our fellow citizens at risk. We also hope that the slowdown will be short lived. Despite recruiting challenges of the past years, the society is better off when the economy is growing.

There are positive aspects to this crisis. Health workers are obviously our guardian angels and deserve our recognition. The public has also learned to recognize the excellent work of the truck drivers. In the past years, the image of the industry was negative. It was said that trucks contribute to road congestion, that they are cumbersome and even dangerous. Then, those who deliver to grocery stores but also to hospitals, pharmaceutical companies and food producers are now appreciated for what they have always been: essential workers.

The current situation brought certain challenges. Many locations do not allow drivers inside their building, preventing them to use rest rooms. Truck Stops closed their dining room and other

services, so drivers are left without a meal and a shower. Drive-thru restaurants are not accessible with a large truck and some of them will not serve pedestrians. All these limitations have changed the driver's daily routine. However, some hotels and arenas have opened their doors to allow them to take a shower. Portable, complete and clean restrooms were installed at inspection stations. Free meals and coffees were offered.

Despite all these restrictions, the drivers kept answering the call, avoiding shortage in hygienic, sanitary and food products. These women and men deserve our appreciation. Without their contribution, even health workers can't look after their patients.

Progressive reopening of the economy will bring oxygen to the road transport industry. However, if the situation lasts longer and the economic recovery is slow, volume drops and accounts receivable problems are to be expected. Many Canadian and American jurisdictions have postponed the payment of the trucks registrations (usually due March 1st) to September. The only exception is the government of Quebec. This initiative is meant to allow carriers to manage their cash flow and to facilitate the return to normal activities.

Road transportation industry has been essential to the Canadian economy forever. No matter what mode is used (maritime, rail, air), a truck will always be necessary to deliver goods to the destination. In the past weeks, it was clearly shown that Canada depends on goods produced outside its boundaries. It brought an appreciation for our domestic manufacturers and to our carriers who will always be ready to do their part to support our entrepreneurs.

LE TRANSPORT ROUTIER EST ESSENTIEL À L'ÉCONOMIE CANADIENNE



Simon Roy, Transport Bourret



L'industrie du transport routier au Canada est généralement un excellent baromètre de l'état de l'économie. La situation actuelle ne fait pas exception. Lorsque les gouvernements ont décrété la fermeture de toutes les entreprises non-essentielles, ceci a entraîné la fermeture de plusieurs expéditeurs. Même ceux dont la production était considérée comme essentielle ont subi une réduction de leurs volumes puisqu'ils alimentent des entreprises ayant fermé leurs portes en raison de la pandémie.

Au cours des dernières années, L'industrie du transport fonctionnait au-delà de sa capacité, et toutes les entreprises vivaient une importante pénurie de personnel. Les transporteurs devaient être imaginatifs dans leurs efforts de recrutement. La compétition ne venait pas seulement des autres entreprises de camionnage, mais de l'ensemble du secteur manufacturier puisque la plupart des compagnies vivaient également une pénurie.

La pause décrétée par les gouvernements a entraîné une diminution des volumes de marchandise de 30 à 60% selon les marchés desservis. L'industrie est donc passée d'une situation de plein emploi à une situation où des mises à pied étaient nécessaires. Nous souhaitons évidemment une reprise sécuritaire des activités économiques lorsqu'il sera possible de le faire sans mettre en péril la santé de nos concitoyens. Nous espérons également que le ralentissement sera de courte durée. Malgré les difficultés de recrutement des dernières années, la société se porte mieux lorsque l'économie fonctionne bien.

Il faut cependant considérer certains aspects positifs de la crise actuelle. À juste titre, les travailleurs œuvrant dans le domaine de la santé sont nos anges gardiens et méritent toute notre reconnaissance. La société a également pu apprécier l'excellent travail de tous les chauffeurs de camions. L'image de l'industrie du transport routier était malmenée au cours des dernières années, à tort ou à raison. On a dit qu'elle contribue aux problèmes de circulation, qu'elle est encombrante et même dangereuse. Puis, du jour au lendemain, ceux qui approvisionnent les épiceries, mais également les hôpitaux, les entreprises pharmaceutiques et les fabricants alimentaires sont reconnus à leur juste valeur.

La situation actuelle amène certains défis. Beaucoup d'endroits refusent l'accès aux chauffeurs à l'intérieur des bâtiments, les empêchant du même coup d'utiliser les salles de bains. Les arrêts routiers ont fermé leur salle à manger et leurs autres services, privant du même coup les chauffeurs de repas et de douches. Les restaurants offrant le service à l'auto sont inaccessibles avec un camion et certains refusent de servir les piétons. Toutes ces embuches ont compliqué le quotidien des chauffeurs. Par contre, des hôtels et des arénas ont ouvert leurs portes aux camionneurs pour leur permettre de prendre une douche. Des salles de bains portatives, complètes et propres ont été installées dans des postes de contrôle. Des repas et des breuvages gratuits ont été offerts.

Malgré toutes ces contraintes dans leur quotidien, les chauffeurs sont demeurés fidèles au poste, évitant du même coup des pénuries de produits hygiéniques, sanitaires et alimentaires. Ces femmes et ces hommes méritent toute notre reconnaissance car sans leur contribution, même les travailleurs de la santé ne peuvent soigner les personnes malades.

La réouverture graduelle de plusieurs secteurs de l'économie donnera de l'oxygène à l'industrie du transport routier. Par contre, si la situation perdure et que la reprise économique est lente, des baisses de volumes, mais également des problèmes de créances sont à prévoir. Plusieurs juridictions canadiennes et américaines ont reporté le paiement des immatriculations des camions (normalement payables le 1er Mars) au mois de Septembre, à l'exception du gouvernement du Québec. Cette initiative vise à permettre aux transporteurs de conserver leurs liquidités, en vue de faciliter le retour à la normale.

Depuis toujours, l'industrie du transport routier est essentielle au bon fonctionnement de l'économie canadienne. Peu importe le mode de transport utilisé (maritime, ferroviaire, aérien), un camion sera toujours nécessaire pour livrer les produits à la destination finale. Au cours des dernières semaines, la dépendance du Canada aux biens fabriqués à l'extérieur du pays a été clairement démontrée. Ceci amène une reconnaissance de la production manufacturière de chez nous, et les transporteurs seront prêts à jouer leur rôle pour appuyer nos entrepreneurs.

Employee NEWS



CAMBRIAN, A MAROON GROUP COMPANY, APPOINTS MIKE EMRICH PRESIDENT

Cambrian Solutions, a Maroon Group Company and distributor of specialty ingredients and chemicals based in Oakville, Ontario, Canada, announced that it has named Mike Emrich to succeed Peter Jobling as President as of January 24, 2020. As part of a long-term succession plan, Peter Jobling retired effective December 31, 2019.

Under Peter's leadership, Cambrian Solutions achieved exceptional growth, becoming a preeminent distributor of specialty ingredients and chemicals in Canada. Mike Emrich has been part of Cambrian Solutions' leadership team since 1997, most recently serving as Vice President. In this role, Mike spearheaded Cambrian's efforts to deliver on the company's goal of creating value for customers with innovative formulation capabilities and a differentiated portfolio of specialty ingredients and chemical solutions across its diverse end markets.

"This succession plan has been in place for quite some time. We've worked closely with Peter as an orderly transition of leadership was important for our employees, customers, and suppliers. We remain forever indebted to the Joblings for allowing us to partner with Cambrian Solutions and welcome their incredibly talented team to Maroon Group," commented Mike McKenna, Maroon Group's President and COO. "This is a dynamic time for our organization and we're excited about the future of the business. Mike Emrich embodies our culture and will play a pivotal role leading our Canadian business, as well as being a member of Maroon Group's Executive Leadership Team. We're confident that under his guidance, we will continue to see the business sustain its level of outstanding performance and market leadership," McKenna added.

A MESSAGE FROM PAST PRESIDENT, PETER JOBLING

Dearest Friends,

It is with mixed emotions that I write to you today to advise you of my change in status. As of Dec 31st 2019 I have stepped down from my role as President of Cambrian Solutions after 24 plus years of building the company.

It was a strange feeling back in September to actually sell the company, but frankly it is nowhere near as weird a feeling as it is to actually step back from the company and the industry as a whole.

I wanted to write you to express my most sincere thanks to all of you at the CACD, and the RDC, for all that you contributed to my career over the 38 years of involvement in the business.

As you know the Jobling family has been part of this industry for 56 years, since in my father, Brian Jobling, emigrated from the UK in 1963 to join Kingsley & Keith Canada as Sales Manager. From that time forward it seemed that Chemical Distribution was a daily part of my vernacular. Thanks to the opportunity given to me by the ownership of Quadra Chemicals back in 1980, my own path began as a junior salesman and ended up as majority owner and President at Cambrian. What a ride and what a surprise. See, it can happen if you surround yourself with great people who cover up all of your limitations!!

It has been my intense pleasure to be involved in the combined CACD/RDC since almost the inception. At Quadra I very much played a back seat role as others blazed a trail for us all to follow and then of course came my time going through the chairs and finally culminating in being President of the then CACD for two years.

When I look back over the years, I need to consider many people who supported my efforts. It was Aud and Peter Pritchard who convinced me to finally join the board and if I recall correctly they suggested that since we shared an office floor between Cambrian and the CACD it would be useful to become Secretary Treasurer. There was no discussion at that time about the chairs, about a nine plus year commitment or about the time involved in the various roles. Those two were great salesmen!

There are many others I would love thank but frankly too many to mention in one letter. You all know who you are.

I would like to end my thanking you personally Cathy for all of the time we spent together over the years. Perhaps my best business decision ever was supporting Ian Dowding in his belief that you were the obvious choice for Executive Director after the challenges we had with the previous ED. You have proven over and over again to be the heart and soul of the association and you were a great support to me personally over all the years.

To you, Catherine, and all the rest of the members of the RDC I wish you all the very best moving forward and should there be anything that I can do to assist in the future please let me know.

With most sincere regards and greatest respect,

Pete Jobling

Employee NEWS

CRESTCOM®

CRESTCOM RELEASES A FREE TRAINING WEB SERIES

Crestcom has released a series of free webinars for company managers and personnel. The webinars are on topics that will assist business owners, leaders and their teams get through the COVID-19 crisis. To register for the web series, please contact events@crestcom.com

these fleets who are on the front-lines of showcasing the great workplaces our industry has to offer". Polaris is proud to be one of the great workplaces Angela speaks of. We have always understood the value of talent, innovative thinking and a determined work ethic. These attributes that each member of our team share, shine brightest in the most challenging times. We will continue to succeed through the strength of our personnel and continue to develop proactive programs to keep all staff and all customers healthy and safe.

Through innovative thinking and investment, Polaris Transportation Group continues to make great strides toward improving the employee, employer and customer experiences within the transportation industry.



POLARIS NAMED 2020 TOP FLEET EMPLOYER

Polaris was named Trucking HR Canada's 2020 Top Fleet Employer for a third consecutive year making Polaris one of the best places to work in the transportation industry. Angela Splinter, Chief Executive Officer, Trucking HR Canada remarks "At a time when the trucking industry is being showcased nationally for its essential role on the front-lines of COVID-19 – we commend



TANDET NAMED TOP FLEET EMPLOYER

Tandet is excited to announce that it was recognized for the fifth consecutive year as a Top Fleet Employer by HRTrucking Canada. This milestone moves Tandet into the Distinction category.

"Tandet employs a system that encourages clear and open communication between all team members, internally and externally with customers and suppliers" stated Fiona McGown, Tandet's HR Generalist. "I have been here for just over a month – a tough month for HR around the world - and the openness and helpfulness of the team has clearly indicated that it is easy for everyone to understand the priorities of the organization, across all segments of the industry that Tandet supports.

Tandet delivers...through service to customers, fairness to team members, and an HR support system that ranks them with the best in Canada. It is truly rewarding to have joined a team that is great at HR, but it does present its' challenges for the newbie. The bar is high and I need to keep it there – and make it better!". Tandet also thanks Glen Corbeil, who oversaw the HR program for the last 20 years, before retiring to a new challenge, with a start-up, in January of 2020.



Proud to be Canada's premier provider of bulk commodity transportation





THE IMPACT OF COVID-19: A REFLECTION BY A UNIVERSITY STUDENT

By: Lauren Richardson, Law Student

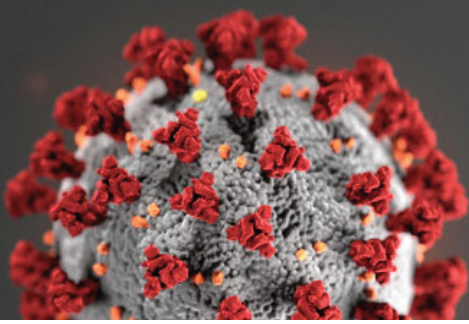
As I sit and work through my final exams, in my final year of Law School, in my final degree (I say with the utmost hope), I am confronted with a very similar yet all the while, completely unfamiliar scenario. Exam season presents one of the most tumultuous times of a students' career as you soar through some of the highest highs, and fall through some of the lowest lows. It is a time of stress, nerves and unknowns so wonderfully punctuated with triumphs, pride and excitement for upcoming challenges. In order to face these challenges head on, I have found a team of support surrounding me, who help me to get through the good times, and the bad times. Amidst a global pandemic and the unprecedented times, the highs and lows students experience during exams, are mirrored and magnified in society. Yet when we are able to turn to our community, peers and fellow Canadians, we can find the support required to climb this mountain and come out on top.

Studying and living abroad as a Canadian is an interesting experience, and made me appreciate my roots even more. As a student, I found it became something of an identity crisis when I first moved away from Canada and became immersed in a new culture. At first, being identified as a foreigner is something akin to a nuisance. But as time passes and over and over again you are asked, "Where are you from", there becomes nothing more refreshing than answering, Canada, and seeing the immediate light it brings to others' faces. Canadians are recognized internationally as welcoming, respectful and always willing to lend a hand. I have come to learn through my journeys that there is a sense of pride being Canadian and that somehow, someday you will also find a Canadian friend to share these adventures with. We are a team that is not defined by boundaries.

Currently, I am dealing with academic challenges of exams, but also, along with the rest of the world, I have been plunged into an extraordinary scenario creating unknown situations and a lot of uncertainty. The pandemic has an impact on everyone, and as a student it brings disruptive and upsetting changes. Remote teaching, online exams

and cancelled graduation ceremonies can take away from the years of hard work we have all put in to get that quick walk across a stage to commemorate our achievements. Yet when I stop to reflect on what it means, I see the positives that arise from the situation. My final semester presented a daunting challenge as is – six law exams in what the professors described as "the hardest semester you will ever take". But now, I am not limited by time – I have 48 hours to prepare a thoughtful answer without fretting over a clock ticking down. Instead of spending days and nights in the library studying alone, I was able to come home – to study and write my exams in the comfort of my own home while also being surrounded by family and of course good, home cooked food. I empathize with the students or individuals who have had important celebrations or milestones postponed during this time. It may seem trivial at the moment, but everyone deserves these accomplishments, whether big or small, to be celebrated and there will come a time where we can all celebrate our successes together again.

Moving forward it seems the only certainty in our lives is uncertainty. We live in a fast paced society that makes striving for a work-life balance, even as a student, incredibly difficult. I am excited to use this gift of time as a way to guide my future and plan a road to success. I have another 8-10 exams to write in the upcoming year to convert my degree, and now I have extra time to self-study and complete these exams in a faster timeline. As for practicing law, I have always been interested in the healthcare sector because of my background in Pharm/Tox, but my exposure to different topics throughout law school piqued my interest and diverted my attention to other areas of practice. With the search on for a vaccine or drug to treat to aid in the fight against COVID, my passion for the industry has spiked again. Searching for a vaccine alone raises concerns of clinical trial regulations, patent/IP laws and other regulatory affairs. Similar to most industries, law is not static – it is constantly adapting and changing to provide answers in unprecedented times. In the aftermath of the pandemic there are going to be



new issues and opportunities that arise in both my area of interest and many others, along with new changes to norms of everyday life and practice. These are tough and uncertain times, but I feel prepared and comforted by the strength and solidarity of our country that we can look back on both our successes and failures to come out on the other side stronger, more supportive and more unified than ever before.

As I close out my chapter as a student with exams, I am presented with an uncanny parallel to our circumstances today - unknowns and unprecedented issues. Our support is no longer just friends, families and peers, but has

become something so much greater than that. Our support system becomes boundless through the frontline workers, essential workers and various Government departments. The sense of community being Canadian brings, provides the support we all need to get through both the highs and the lows. While we are in the highs, it is the pride we feel as a nation that unifies us coast to coast. And when we are at our lows, it is the strength we find to unite together, find comfort by reaching out to one another, lend a hand where people need it most, and to stay home to keep everyone around us safe. So now, chin up and charge the mountain because this too shall pass.

PRIMEMAX ENERGY INC.



CONNECT WITH US TODAY

[@PrimemaxEnergy](#) [@PrimemaxEnergyInc](#)



BULK LIQUID TRANSPORTATION

WE DON'T WANT TO BE YOUR BIGGEST BULK LIQUID CARRIER... WE WANT TO BE YOUR BEST

TOLL FREE: 1-800-377-1666 www.primemaxenergy.com

LEADERSHIP IN A TIME OF CRISIS

By: Braden Paterson | Chair, Rising Industry Leaders

Effective organizational leadership requires the ability to adapt to change at breakneck speed. No matter how prepared you are, no matter how air tight your business plan may be and no matter how ingrained and rehearsed your policies and procedures are at your workplace, there are always new and unexpected challenges that leaders are forced to overcome.

The challenge for leadership in 2020 happens to be one of monumental importance and consequence. In a matter of days our way of life was turned upside down. The global economy came to a screeching halt. Businesses closed and governments around the world gave the order to begin physical distancing. This global pandemic has led to a dramatic shift in the way we live and the way we do business.

As good leaders the tendency is to react quickly and work toward putting things back to normal. Great leaders take time to observe and think critically about their own behavior. What lessons can I take away from this unprecedented situation. How can I make our organization better than it was before?

LOOK FOR UNEXPECTED STARS TO EMERGE

In times of crisis employees' true colours come out. Pay attention to those who may not be in managerial roles but demonstrate that they are able to keep themselves and others calm and get the job done. Look for the people who care about others and are ready to help even if it means more work for them. Those who carry extra weight in a time of crisis must be remembered and put into a position to use those skills. Even if the organization cannot return the favour now, it is critical that those newly realized leadership qualities are recognized and rewarded at a later date.

FOCUS ON EMOTIONAL INTELLIGENCE

In a time of crisis, it is easy to lose sight of the little things and only focus on the big picture problems. To assume that your team is ready to pull themselves up by their bootstraps and double their efforts to ensure survival under the current circumstances is naïve and dangerous to everyone's health. During uncertain times

good leaders should place a focus on their employees needs first. By 'overcommunicating' and keeping everyone informed you are effectively pulling everyone tighter together. The concept of team becomes heightened. Any semblance of a feeling of security and togetherness in a time of crisis is critical.

On top of focusing on your team as a whole it is also important to focus on the individual team members. The tendency is to ask, "How are things going?" or "Are you doing ok?" and feel like you have done a good job of showing that you genuinely care. A stock question like that will get you a stock answer. "What matters most to you right now?", "Is there something that we can do better?", "How can I help you?" are questions that require thought and place the individual in a position to affect their own experience in a crisis situation.

DEFINE YOUR CULTURE

The way we work has changed. As a leader, you should not shy away from how this global crisis has affected your business. Taking time to think about and understand what really defines your company culture is important. It gives you an opportunity to take control of it. Now more than ever potential new hires and existing employees will look to see if a company's values are more than just a tab on their website. By evaluating and realigning your message to what really matters to you and your current team, you are creating a culture based on substance. You are creating something real. Something to be proud of. Use this crisis as an opportunity to dust off the old mission statement and make sure it really reflects what is important to you and your organization.

The way Canadian's do business has changed forever. It is up to our leaders to determine how our businesses will respond. Working toward a state of 'normal' is one way to go about it. The businesses that will emerge from this global pandemic stronger than before are the ones that are willing to dig deeper. So slow down. Observe. Look for unexpected stars, focus on emotional intelligence and define your culture. The pandemic will end and your business will be stronger than when it started.



The background of the page is a photograph of a firefighter. The firefighter is wearing a bright orange jacket with reflective yellow stripes on the sleeves and a black air tank. The firefighter's face is not visible, as the camera is focused on the gear. The background is blurred, showing what appears to be a fire station or a similar industrial setting.

YOU MAY ACTUALLY THINK YOU ARE THERE: CONDUCTING REMOTE EXERCISES IN A COVID-19 WORLD

Like many companies dealing with distancing requirements, you may have thought that completing your emergency exercise requirements for 2020 would be next to impossible. Certainly, equipment deployment drills with contractors or scheduled full-scale exercises will be challenging, or even impossible to complete under these circumstances; but what about the option of a table-top or work-shop through webinar? I know a national chorus of groans will go out when this issue of the Chemunicator hits your inboxes but stay with me. Conference calls can be brutal, and exercises over conference call... will probably be worse, right? Well not necessarily!

Exercises have always been, and always will be, a product of their design, preparation, facilitator talent, and the willingness of participants. Remote exercises are possible, and technologies like Microsoft Teams, Adobe Connect, and Skype for Business, among others, can be used to create a comprehensive virtual exercise environment that will function in our current reality, when an exercise is designed well. Not only is this an opportunity to complete exercise requirements, it is an opportunity to define an efficient and engaging way to fulfill both regulatory and corporate requirements, in a country with 6,000 kilometres of geographic realities, moving forward.

So how do you accomplish this from your kitchen table or home office? It starts with clear objectives and a list of participants. Then select your scenario and create the event list that will script your exercise play. From here, your evaluation plan will follow. Consider the technology you have available and how it can be used effectively. Send out a participant package that includes information on virtual exercise play and get ready for exercise day.

OBJECTIVES

The objectives are going to be selected the same as any exercise year. Review your last exercises, your incidents, and any new policies. Make the objectives clear, using your objective words (e.g. list, describe, identify, determine, etc.), and consider how you can evaluate the objectives in a virtual environment through discussion, document posting, chat, and/or simulation.

PARTICIPANTS

Your participant list will likely be determined by your responders and stakeholders. These individuals may include Technical Advisors, Home Coordinator, members of your corporate response team, contracted responders, and/or stakeholders. Regulators may need to be invited based on regulation or as a courtesy for engagement. Consider, do you need municipal or First Nations participation? Call and email external participants; you will be surprised who can attend remotely when you identify clear objectives and the reason you would like them to participate, even in these times.

SCENARIO

Pick something simple with clear and detailed injects, that are realistic. You will need to be able to explain the scenario and injects remotely. Exercise package materials should be prepared to fill visual voids so scenario details are not left up to interpretation. If you can, source incident details from recent events. You may be able to source footage and visual aids to communicate your story. If this is not possible, supporting your exercise play with maps, graphics, electronic media, and video will paint the scenario picture to fill the visual voids that can be left to interpretation by participants.

EVALUATION PLAN

When you have a draft event list, consider your evaluation plan. What do you need to observe or collect to show that participants completed an objective? Can players present over a webcam? Submit a document? Post to a chat? Share their screen? Add to a shared common operational picture, or even collaborate on shared Incident Command System forms? Your evaluation plan will depend on your objectives, your company response procedures, and your team's capabilities. You will need to consider their stage of skill development of participants. Will they be able to complete objectives by themselves? Will they need to job shadow? Will they need coaching? Consider these items and anticipate potential pitfalls and identify acceptable coaching for the exercise so your evaluators can assist if, and when, it is appropriate.

TECHNOLOGY

Now that you have a draft exercise, here is the only part that is really new: How are you going to get people to know where and how they log in to successfully participate? Sketch out the requirements. Make a schedule. Who needs to be where, and when? Do you have virtual break out rooms? Be clear on how participants will collaborate; whether in additional meetings, through two people calling each other, or through the use of shared documents? Create a diagram of the planned "rooms", and collaboration technologies. The strength of your exercise package and the preplanning of all exercise interactions will drive the layout of your virtual environment and the overall success of your exercises.

Have extra facilitators available if you have more than seven participants. You will need people in the virtual rooms checking up on groups and assisting them, just as if you were at a large in-person table-top exercise.

PARTICIPANT PACKAGE

Send out a participant package that includes exercise requirements, objectives, and a virtual environment orientation guide. Include tips on interaction and communication. In the preparation materials explain that the exercise may start slow, that you have planned for this in the exercise design. Assure participant that facilitators will assist through exercise play, and

confirm many people will be doing a remote exercise for the first time so any concerns will be shared, and addressed.

In this participant package, you can also set the tone for expectations on participation, and dispel any assumptions that participants can just log in and not pay attention. Indicate that webcams are required; that participants will be called by name; and that check-ins, votes, and polls will be used to promote engagement. You can customize engagement strategies based on your available technology and participant skill levels.

EXERCISE DAY

On exercise day, execute the plan. Be open and positive with participants while encouraging and insisting upon participation. Ask prompting questions, execute your planned event list, and provide coaching when opportunities are identified. Send messages through email or chat to keep all participants on track, remind them of upcoming interactions and participants presentations to keep everyone organized and engaged. When you are done, facilitate your debrief just as you would with any exercise. Ask for feedback in the webinar through email, formal participant forms, or a survey. Ensure you have an exercise record including an after-action report and improvement plan. Do this and you will have successfully completed your exercise requirement, without compromising distancing requirements!

When you have an idea for an exercise, reach out to a Responsible Distribution Canada colleague that you know will require an exercise as well, or has done one recently. Work together on the design or enlist their help as an evaluator or coach under your direction. Good luck and happy exercising!



Sarah Hassanally, MDEM, CRSP
Exercise Developer and Facilitator
GHD Limited

Sarah.hassanally@ghd.com
289-834-4380



PRESIDENT'S MESSAGE



A YEAR TO REMEMBER

Cathy Campbell | President – RDC | DRC

2020 hasn't been kind to Canada, especially Nova Scotia. The heartbreak for Nova Scotians continues to hit them hard with the deaths from a senseless mass shooting, military pilots killed in a chopper crash and the recent fatality of a Snowbird pilot who was on tour to raise the spirits of Canadians.

The last five months haven't been a cakewalk for industry either (understatement). Let's recap:

- November 2019 – Railway labour disruption.
- February 2020 – Illegal rail blockades on Canada's railway lines.
- Late February to early March 2020 – Coronavirus erupts in North America. Canada goes into lockdown with the mantra #StayhomeSaveLives.
- March 2020 – The stock market crashes.
- April 2020 – The price per barrel for oil drops to \$20.

This is a major WTF? in history. I have been hearing the noise: those who are resilient will survive. Change is good. This is a reset. It's a nightmare, that's what it is and it's enough.

By now you are aware that RDC has made the decision to hold the Annual Meeting by virtual videoconference. All committee meetings and training sessions will be held that way for the foreseeable future. None of us know what it will look like when we get to the other side of this pandemic. Recently, Vic Fedeli, the Ontario Minister of Economic Development, Job Creation & Trade compared this moment in time to the Spanish Flu of 1918 to 1919 and the economic boom that followed, which was known as "the Roaring

Twenties." We can only hope that is what will happen again. Will history repeat itself?

During all of the Covid reports and lockdown life, one true positive resulted – the chemical and ingredient supply chain rose to the demands of society in Canada and abroad. Our industry was "there" for the public, the government and businesses who needed us more than ever. For many years, the public has tried to be rid of us. We hung in, because we knew they needed us, even if they didn't. It is times like this that some rise and others don't because they're not prepared. They are stuck. This industry is continually adapting, modifying, innovating, substituting, and being aware of the need to do the right thing. Thank you, Responsible Distribution!

Your business was able to do what is needed to be done seamlessly because of RD, which is celebrating 30 years of doing the right thing in 2020. The government was constantly reaching out to us in this time of uncertainty because they wanted to ensure that Canada would get what was required in the pandemic. They wanted RDC's members engaged, because of the best practices and responsibility that was necessary during this period.

There is a lot of work ahead, but the chemical and ingredient supply chain is in a strong position to ensure that Canadians get what they need to be safe and healthy. This may be a year to remember, why is it then, that all we want to do is forget?

Cathy





EMKAL Inc.
Information Technology Experts

Unlimited IT support for a fixed monthly rate

- ✔ Remote working solutions
- ✔ Disaster recovery
- ✔ Helpdesk support
- ✔ Cloud solutions
- ✔ Server maintenance
- ✔ 24/7 monitoring
- ✔ Project implementation
- ✔ IT planning and budgeting

Trusted by Fielding Environmental since 2010 and RDC since 2013



The West GTA's
premier managed IT
services provider for
organizations
with high uptime
requirements

Call us for a
complimentary
IT assessment

See how we can increase the reliability of your IT systems,
as well as the productivity and satisfaction of the people who use them.

www.emkal.ca · (877) 653-6525



THANK YOU

MERCI