



## PROJECT-WIDE EMERGENCY RESPONSE PLAN

**Nalcor Doc. No. LCP-PT-MD-0000-HS-PL-0004-01**

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## **PART A – ERP OVERVIEW**

### **1 PURPOSE**

- The Project-Wide Emergency Response Plan clearly addresses and defines roles and responsibilities of key emergency response personnel, as well as procedures for initiating and execution of reasonable, expedient and effective mitigating actions targeted at the stabilization and seamless recovery from incidents, which can be reasonably expected to occur at any of the LCP Construction Sites. This Plan provides necessary guidance/procedures to ensure that the LCP-Emergency Operations Centre, Torbay Road can be quickly assembled and activated should the camp or an On-Scene Commander (OSC) at a field location in Labrador and/or Newfoundland require support over and above that immediately available through the Muskrat Falls Emergency Operations Centre. This could include, but may not be limited to, the following: technical issues, media related issues, family crisis issues, regulatory liaison, logistical support, etc. Site emergency response support will be provided from within the LCP Emergency Operations Centre Network, which includes the LCP Emergency Operations Centre (Torbay Road Office), the Corporate Emergency Operations Centre (CEOC- Hydro Place), by utilizing the procedures as defined within this Lower Churchill Project-Wide Emergency Response Plan with assigned team members able to: Mobilize an effective and efficient response to all emergency situations and execute all necessary emergency support actions in direct response to requests/needs of field operations or directly to the Incident Commander (IC) should support be required within Labrador or Newfoundland.

- 
- The LCP-Project Wide ERP incorporates the Incident Command System, as it is a systematic and commonly utilized tool for the command, control and coordination of an emergency response. The Incident Command System (ICS) is designed to give standard and uniform response and operational procedures to reduce the potential for problems and potential for miscommunication during the course of an emergency incident.

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- The Project-Wide Emergency Response Plan provides clear and concise guidance for emergency support actions to be taken under all foreseeable emergency scenarios that could reasonably be anticipated to occur during the course of the LCP project. (However, incidents may occur on the project, which have not been previously anticipated. For these incidents, the Incident Command System will be utilized, coupled with the expertise of the EOC Team, to initiate an effective and expedient response.)
- 
- Within the context of the Project-Wide Emergency Response Plan, an emergency is defined as any unexpected occurrence either resulting in, or having the likely potential to result in, a fatality, serious injury (or illness) requiring hospitalization; environmental impact posing a serious threat to on-scene personnel, natural resources or wildlife, major and significant damage to LCP or other property, or significant public impact. The response to such incidents requires immediate notification and action. Examples include, but are not limited to the following:
    - a) An Incident which results in, or could result in, loss of life/lives or serious injury/injuries (e.g. vehicle collisions, lost personnel, etc.).
    - b) Uncontrolled explosions or major fires within the work site.
    - c) Hydrocarbon or hazardous chemical spills.
    - d) Natural phenomena (earthquake, forest fire, flooding, hurricane).
    - e) Loss of and/or damage to helicopters or fixed wing aircraft being utilized for project purposes/tasks.
    - f) Hazards posing an imminent threat to a construction site or work face, such as unusually intense weather conditions or forest fire.
    - g) Handling/Lifting equipment failure.

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- h) Security related incidents involving issues such as sabotage, extortion, bomb threats or acts of vandalism/terrorism.
  - i) Dam breaks
- The LCP-Emergency Response Plan also provides guidance/procedures to ensure that the LCP-Emergency Operations Centre (Torbay Road) can be quickly assembled and activated should the camp or an On-Scene Commander (OSC) at a field location in Labrador and/or Newfoundland require support over and above that immediately available through the Muskrat Falls Emergency Operations Centre. This could include, but may not be limited to, the following: technical issues, media related issues, family crisis issues, regulatory liaison, logistical support, etc.

As a matter of policy and to provide guidance/clarity, a copy of this Project-Wide Emergency Response Plan will be made available to each person and / or organization involved in the emergency response support effort or management process.



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## **2 SCOPE**

This Project-Wide ERP is applicable to the overall management of emergencies for the following aspects:

- **Muskrat Falls Generation**
- **Strait of Belle Isle (SOBI) Crossing**
- **Overland Transmission Lines**
- **High Voltage direct current (HVdc) Specialties**

This document provides the overarching structure and framework for Emergency Response across the Lower Churchill Project, site-specific plans have been/will be developed for each of the Muskrat Falls, Transmission Lines and each working area of the HVdc Specialities and SOBI Scopes.

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### **3 DEFINITIONS**

LCP-EOC Emergency Operations Centre located at Torbay Road.

### **4 ABBREVIATIONS AND ACRONYMS**

<b>CEO</b>	Chief Executive Officer
<b>CEOC</b>	Nalcor Corporate Emergency Operations Centre
<b>CERP</b>	Nalcor Emergency Response Plan
<b>CFO</b>	Chief Financial Officer
<b>DIC</b>	Deputy Incident Commander
<b>FES-NL</b>	Fire and Emergency Services - Newfoundland and Labrador
<b>EOC</b>	Emergency Operations Centre
<b>ERP</b>	Emergency Response Plan
<b>ERT</b>	Emergency Response Team
<b>GSAR</b>	Ground (Based) Search and Rescue
<b>HSSER</b>	Health, Safety, Security and Emergency Response
<b>HVac</b>	High Voltage-alternating current
<b>HVdc</b>	High Voltage-direct current
<b>IC</b>	Incident Commander
<b>ICS</b>	Incident Command System
<b>JRCC</b>	Joint Rescue Command Centre (Halifax, Nova Scotia)
<b>KTS</b>	Knots (1 knot = 1.852 km)
<b>kW</b>	Kilowatt
<b>LCM</b>	Lost Circulation Material
<b>LCP</b>	Lower Churchill Project
<b>LCP-EOC</b>	LCP-Project-Wide Emergency Operations Centre (Torbay Road)

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<b>LCP-ERP</b>	Lower Churchill Project – Emergency Response Plan (Project-Wide Emergency Response Plan)
<b>LITL</b>	Labrador Island Transmission Link
<b>MF-EOC</b>	Muskrat Falls Emergency Operations Centre
<b>MF</b>	Muskrat Falls
<b>MOU</b>	Memorandum of Understanding
<b>MW</b>	Megawatt
<b>NE-LCP</b>	Nalcor Energy – Lower Churchill Project
<b>NLH</b>	Newfoundland and Labrador Hydro
<b>NGO</b>	Non-Government Organization
<b>NOK</b>	Next of Kin
<b>NT</b>	Newfoundland Standard or Daylight Time (as applicable)
<b>OSC</b>	On-Scene Commander
<b>OH&amp;S</b>	Occupational Health and Safety
<b>PAL</b>	Personnel at Location
<b>RCMP</b>	Royal Canadian Mounted Police
<b>RNC</b>	Royal Newfoundland Constabulary
<b>SOBI</b>	Strait of Bell Isle
<b>TRU</b>	Tactical Response Unit
<b>VP</b>	Vice President
<b>PSEPC</b>	Public Safety and Emergency Preparedness Canada

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## **5 REFERENCE DOCUMENTS**

- LCP Master Spill Response Plan - LCP-PT-MD-0000-EV-PL-0020-01
- LCP Integrated Environmental Management Plan - LCP-PT-MD-0000-EV-PL-0002-01
- LCP Integrated Regulatory Compliance Plan - LCP-PT-MD-0000-EV-PL-0021-01
- LCP Integrated Project-Wide Environmental Protection Plan - Generation and Labrador Transmission Assets - LCP-PT-MD-0000-EV-PL-0011-01
- LCP Integrated Project Wide Environmental Protection Plan for Component 3 and 4a - LCP-PT-MD-0000-EV-PL-0010-01
- Muskrat Falls Traffic Protocol - Escort Requirements for Existing Forestry Access Road & Road Closure Requirement - MFA-PT-MD-0000-HS-PR-0001-01
- Muskrat Falls Site Material Deliveries - Site Access Procedure - MFA-PT-MD-0000-HS-PR-0002-01
- Health and Safety Management Plan (2013) - LCP-PT-MD-0000-HS-PL-0001-01
- LCP Security Management Plan – LCP-PT-MD-0000-HS-PL-0005-01
- Contractor Emergency Response Plans (Supplied by Contractor)
- Occupational Safety and Health Act

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## 6 RESPONSIBILITIES

### 6.1 MAINTAINING PROJECT-WIDE EMERGENCY RESPONSE PLAN

The LCP Health, Safety, Security and Emergency Response Manager (or designate) has overall responsibility for maintaining the LCP- Project-Wide Emergency Response Plan and shall be responsible for the management and updating of the on-call roster.

#### 6.1.1 LCP-EOC (Torbay Road) – Roles & Responsibilities

<b>LCP-EOC (Torbay Road)</b>		
<b>ROLES &amp; RESPONSIBILITIES</b>		
1	<b>Maintain a fully functional Emergency Operations Centre</b> to provide appropriate response expertise and resources to the Site EOC Emergency Response, as required.	
2	<b>Communicate</b> with Muskrat Falls Site Manager or Designated Alternate.	
3	<b>Determine the need to activate the Emergency Operations Centre</b> on Torbay Road as per determined Incident Level and circumstances pertaining to the incident.	
	<b>Level 1</b> Minor Local Emergency (Local Site Emergency Response)	<b>Level 2</b> Major Local Emergency (Advanced Emergency Response)
	<b>Level 3</b> Catastrophe Emergency (Crisis Management)	
4	<b>Ensure CEOC are informed</b> and periodically updated as outlined in the Emergency Response Plan.	
5	<b>Ensure Regulatory Contacts are carried out</b> as appropriate and as required in a timely manner and any communications are fully documented.	
6	<b>Coordinate with Support Services</b> (as required)	
7	<b>Contact RCMP/RNC/Families in the event of a confirmed fatality</b> involving Lower Churchill Project Delivery Team Personnel.	
8	<b>Communications with Stakeholders and Shareholders</b> through Corporate Communications.	

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## **7 STRATEGY**

### **7.1 INCIDENT COMMAND SYSTEM PHILOSOPHY**

The Incident Command System (ICS) provides the foundation of the Project Wide ERP and its strategies. The ICS is a systematic and commonly used tool for command, control and coordination in an emergency response. The ICS is designed to give standard response and operation procedures effectively to mitigate any problems and potential for miscommunication during the course of an emergency incident.

The Incident Command System is summarized as a “first on scene” structure, where the first person on the scene is in charge of an incident response until:

- (a) the incident scenario is declared as resolved
- (b) a more qualified/trained responder arrives on scene and takes command, or
- (c) individual performing as Incident Commander appoints another fully competent individual as Incident Commander.

The Incident Command System allows the LCP Emergency Operations Centre Network and its contractors to cope with any incident in order to avoid a duplication of efforts. Finally, it provides a unified, centrally authorized and fully functional Emergency Organization.

The Incident Command must utilize Incident Action Plans, which focus on priority and identified risks, Resource Management (including methods for tracking and accounting for personnel resources) and Integrated Communications.

As the LCP-EOC Team may require an interface with other response centers, Fire and Emergency Services NL, as an example, some LCP- Emergency Operations Centre team members have been assigned with Incident Command System positions.

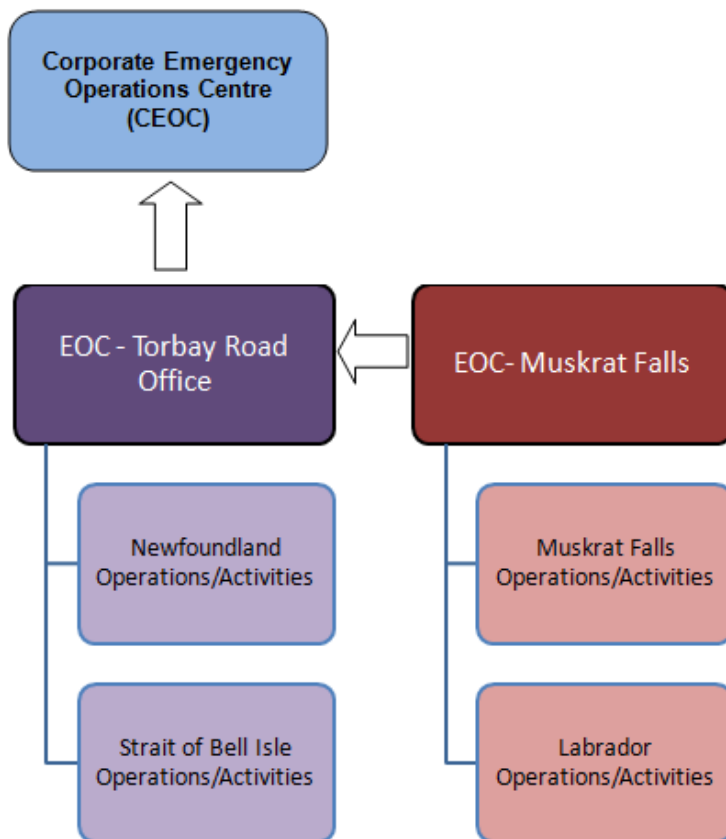
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## 7.2 LOCATION OF LCP EMERGENCY OPERATIONS CENTERS (EOC)

The Primary EOC for all Labrador construction site operations, including all transmission Works, will be at Muskrat Falls. Other remote site offices will support this location, as required.

The Primary EOC for Newfoundland Operations, including all transmission and HVdc Works, will be at the Torbay Road Project Office.

The Primary EOC for SOBI Scope Operations will be at the 5th Floor Hydro Place (Project Office). In the event SOBI Operations require technical/engineering/logistical or other support, the Incident Commander may elect shift operations to fully utilize the Torbay Road EOC as an Emergency Operations Centre.



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**7.3 FUNCTION OF MUSKRAT FALLS SITE-EOC OR ANY REMOTE SITE-EOC**

In the event of an emergency at the Muskrat Falls Site, the Site Emergency Operations Centre will be located in the main conference room at the Muskrat Falls construction camp. Circumstances requiring the support of the Muskrat Falls Emergency Operations Centre may include, but not limited to, the following:

- a. Assisting the on-scene ERT by obtaining support personnel and equipment resources, as required.
- b. Liaising with government and regulatory authorities and NGO's.
- c. Addressing engineering, logistics, procurement, family, media, financial, safety and environmental issues on behalf of the field ERT, when appropriate.



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**7.4 FUNCTION OF LCP-EOC**

The LCP-EOC supports the MF-EOC or any other remote Site EOC.

**7.5 LCP-EOC TEAM MEMBERS, MAJOR RESPONSIBILITIES AND SUCCESSION PLAN**

Members (as defined under the Emergency Management Position within the LCP-EOC team) have significant responsibilities, including understanding each individual’s Succession Plan. As LCP’s operations are both geographically and technically diverse, the initial on-call LCP-EOC team (or selected members thereof) may be called upon to support emergencies occurring within any project group. Accordingly, and to further facilitate the process of providing the best response under all circumstances, the LCP-EOC Incident Commander (IC) must immediately consider the need to mobilize discipline experts (to replace and/or supplement current LCP-EOC team members) from within the group affected and as per the Succession Plan.

**7.6 WEEKLY HANDOVER PROTOCOL**

The following procedures should be followed for On-Call Handover from the Off-Duty On-Call Person to the On-Duty On-Call Team Member:

- 1) All personnel identified on the On-Duty List (distributed by Close of Business on Thursday) will be required to meet in the Tower Room at 11:30 a.m. on Friday. The meeting will generally last between 15-20 minutes depending on the site activity, with adequate time for responding to questions, concerns, etc. A recurring meeting invitation will be issued to all EOC personnel. Personnel will be designated as required or optional. Those personnel listed as required on the meeting invitation are the personnel which have just completed on-call duty or commencing on call duty. Any required personnel unable to attend the meeting must:
  - a) Advise the HSSR Manager or Incident Commander, and
  - b) Ensure on-call phone handover take place before 12 p.m., Friday.

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- 2) Those personnel listed as optional are not required to attend the hand-over meeting, but may attend as desired.
- 3) All personnel finishing On-Call duty for the week must return the assigned cell phone, case and charger (inside the plastic box) and the cell phone should be fully charged at handover. The cell phone is to be handed over to the next On-Call person or, in the event that the individual cannot attend the meeting or pass the phone off to the next On-Call person. The next on-call person must make arrangements with another individual within his or her group in the event that they are unable to fulfill the role. The HSSER manager or the On-Call Incident Commander must be advised of any personnel change.
- 4) The weekly on-duty period lasts from Friday at noon to the following Friday at noon.
- 5) On-Call personnel will be assigned a cell phone for the particular role he/she will undertake during the week. This On-Call person must ensure that he/she has the correct phone for their role.

#### **7.7 LCP-EOC TEAM MEMBERS ON TIME OFF AND / OR TRAVELING AWAY FROM ST. JOHN'S**

In all circumstances pertaining to time off and travel away from St. John's ensuring coverage within the EOC, shall be the responsibility of each incumbent LCP-Emergency Operations Centre team member to ensure that a trained and qualified replacement is identified and readily available to respond to the LCP-Emergency Operations Centre (Torbay Road).

In particular, when the Incident Commander and/or the Muskrat Falls Site Manager are required to travel, specific attention must be given to ensuring that designated (and trained) successors are available to act in their capacity as Incident Commander and Deputy Incident Commander respectively.

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**7.8 TESTS / EXERCISE / TRAINING**

**7.8.1 Weekly Communication Tests**

The HSSER Manager at the Muskrat Falls Site will conduct a communications test with Security each Wednesday at 12:30 p.m.

The On-Call HSSER Representative (Torbay Road) will conduct a test of the LCP-EOC communications network every Wednesday at 12:45 p.m.

**7.8.2 LCP-EOC Exercise Schedule**

In accordance with the Project-Wide Emergency Response Plan, members of the LCP-Emergency Operations Centre team will carry out periodic exercises in accordance with the criteria noted below. Conducting exercises will provide validation and identify areas for potential improvement in response capability without actually going through real-life incident scenarios. Training sessions must be conducted periodically to ensure that personnel are fully competent with Emergency Response Planning, procedures, and execution thereof. Plans must be exercised prior to commencement of and during the course of work activity. The basis for determining the scale and frequency of exercises includes:

- 1) Clarity and understanding of procedures
- 2) Clarity and understanding of roles and responsibilities
- 3) Associated Task Based Risks at various construction sites
- 4) Compliance with regulatory requirements
- 5) Incorporation of lessons learned from previous emergency response activities (either real or simulated)

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All exercises must be fully documented which will include, but not be limited to, the following:

- a) Type of Exercise
- b) Scope of Exercise, Objectives and Desired Outcome
- c) Personnel Involved (both internal and external, as appropriate)
- d) Lessons Learned from the Exercise
- e) Areas for Ensuring Continuous Improvement (along with responsible individual and target dates for completion)
- f) Implementation Results

To effectively test the ability to implement a plan, the following elements should also be considered based on pre-established goals of the exercise:

- 1) Effectiveness and Accuracy of Notification
- 2) Timeliness and Efficiency of Mobilization
- 3) Timely Deployment of Resources (as applicable)
- 4) Internal and External Personnel Involvement
- 5) Emergency Operations Centre Activation
- 6) Overall Critique of the Exercise

Training may include any of the following exercises:

- a) Actual Emergency Events
- b) Tabletop Emergency Events

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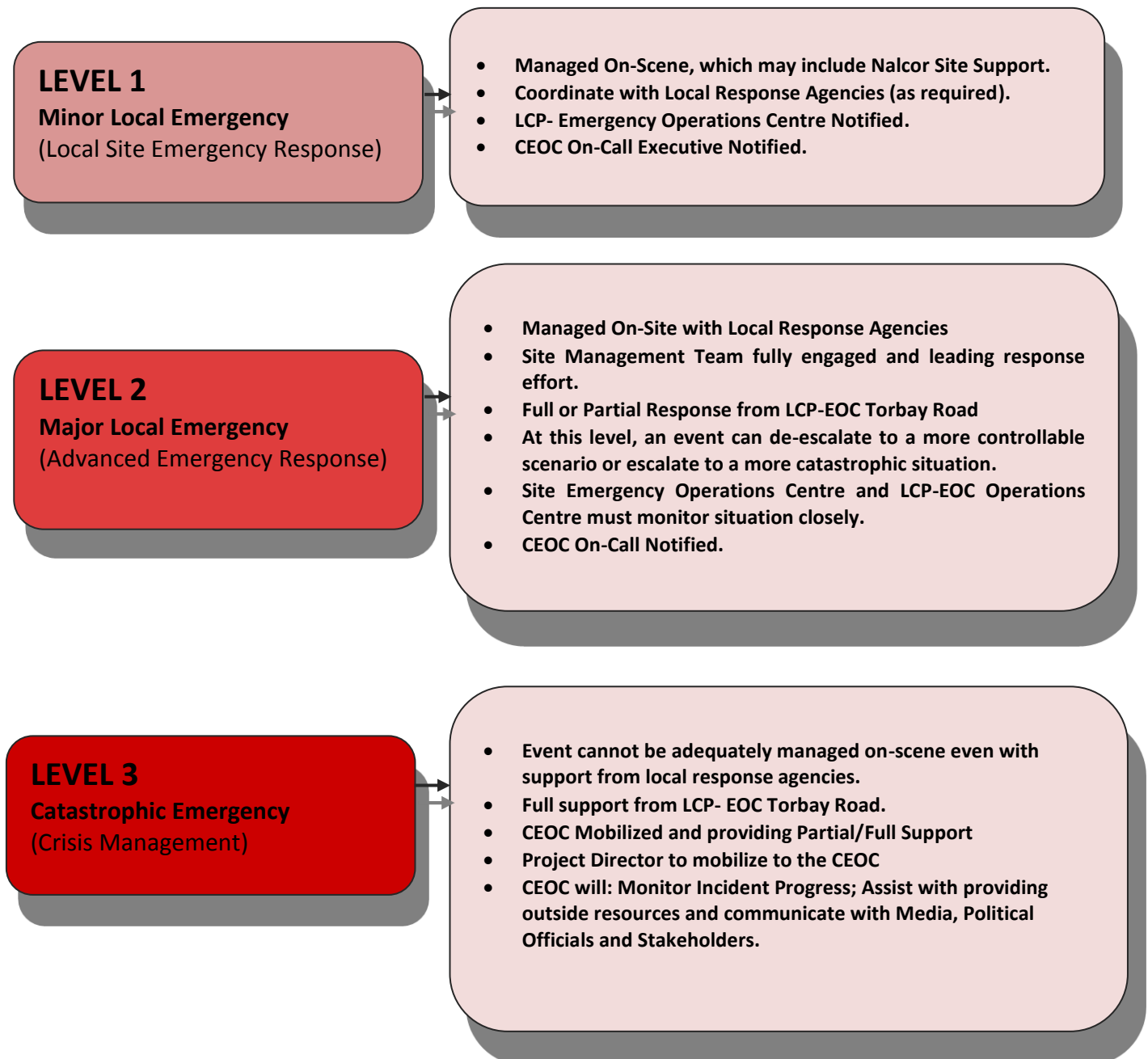
- c) Emergency Communications Exercises
- d) Full-Scale Exercises with Defined Event Scenarios
- e) Exercise Elements and Reporting Structure

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## PART B - DEFINING RESPONSE LEVELS

### 8 ALERTS AND RESPONSE LEVELS (1, 2, 3)

Figure 1 - EMERGENCY RESPONSE EVENT LEVELS (1, 2, 3)



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LCP has adopted a three-tiered escalation approach designed to respond to or support emergency situations. This approach is fully aligned with Nalcor’s emergency response structure to ensure a seamless transition in the event that Corporate-Wide Support is required. In a summarized notation, these are as follows:

- a) **LEVEL 1** incidents are operational in nature and managed by the incident facility/site.
- b) **LEVEL 2** incidents are managed by the incident facility/site with support of the LCP-EOC and CEOC as required. The Level 2 response may involve issues such as Public Relations, Human Resources, Legal, Stakeholder relations, etc., which would be addressed by the LCP-EOC and the CEOC, again, as appropriate.
- c) **LEVEL 3** incidents are crisis incidents, which are managed by Nalcor’s CEOC from their command Centre at Hydro Place.

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**8.1 ALERT (Checklist)**

**Table 1 - ALERT CHECKLIST**

<p><b>ALERT</b> (Code 811 – NO MOBILIZATION OF CEOC TEAM)</p>	
<b>Description</b>	
Situation Reported: Emergency has not yet occurred or has not been confirmed	
<b>ALERT CRITERIA</b>	
<input type="checkbox"/> <b>SEVERE WEATHER:</b> Adverse or severe weather has been forecasted within the next 24 hours (Ice storms, Flooding, High Winds, etc.)	<input type="checkbox"/> <b>DAM:</b> A concern regarding dam integrity has been raised that requires immediate investigation.
<input type="checkbox"/> <b>3RD PARTY EMERGENCIES:</b> A third party or unrelated emergency currently exists at another location that is not related to the LCP, but that may impact the LCP within the next 24 hours if conditions do not improve (Flooding, etc.)	<input type="checkbox"/> <b>FOREST FIRE:</b> A wildfire has been reported having the potential for impacting the construction site, camp facilities or personnel working at the site.
<input type="checkbox"/> <b>PARTIAL LOSS OF FACILITIES:</b> Partial loss of facilities ability to produce power, potentially causing energy shortage within the next 24 hours if not rectified.	<input type="checkbox"/> <b>OVERDUE AIRCRAFT/VEHICLE:</b> An aircraft or vehicle is overdue or experiencing difficulties with project personnel onboard.
<input type="checkbox"/> <b>BEARS:</b> Bears have been sighted near land based worksite.	
<b>Initial Notification or Mobilization</b>	
<b>FIELD</b>	<b>ST. JOHN'S</b>
<ul style="list-style-type: none"> <li>Local authorities related to the location are to be notified</li> <li>Site Emergency Response Team to be notified</li> </ul>	<ul style="list-style-type: none"> <li>EOC Torbay Road Incident Commander, Deputy Incident Commander, HSSER Manager, and Emergency Operations Centre Team to be notified with cell phone.</li> <li>Executive Member On-Call to be notified</li> <li>All CEOC Members to be notified via text and voice messaging number (Addressed by CEOC on-call person)</li> </ul>



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## 8.2 LEVEL 1 EVENT (LOCAL/SITE EMERGENCY RESPONSE)

A Level 1 Event includes any site related event in which the Contractor’s local site Emergency Response Team can adequately and effectively respond, utilizing the Muskrat Falls Emergency Response Plan, as well as Contractor personnel and resources. The Contractor is responsible for notification of the Muskrat Falls Incident Commander (or designate) and, in turn, the Incident Commander/Site Manager will utilize the Emergency Notification Procedure for alerting the Muskrat Falls Emergency Operations Centre Team, as well as the Emergency Operations Centre (Torbay Road). At any time during the course of the Emergency, the Contractor Incident Commander can request additional support from the Emergency Operations Centre Team to support their efforts. The Contractor is also responsible for providing periodic updates (as agreed upon) to the Incident Manager (or designate) until the Emergency is fully addressed and a formal stand down has been declared.

### Key Focus:

Contractor Emergency Response Execution: The Contractor Emergency Response Plan must define a clear and effective strategy for Emergency Response. Communications between the Contractor, Muskrat Falls EOC, and/or the LCP EOC must be clearly and effectively maintained as it pertains to the incident status, planned actions, identifying support required (as applicable), identifying any potential risks and mitigating actions to be applied.

Execution of Defined Roles and Responsibilities: The Contractor and the Muskrat Falls EOC/Torbay Road EOC will be responsible for execution of their established roles and responsibilities as defined in their Emergency Response Plan (s), which must be aligned with the Project-Wide Emergency Response Plan.

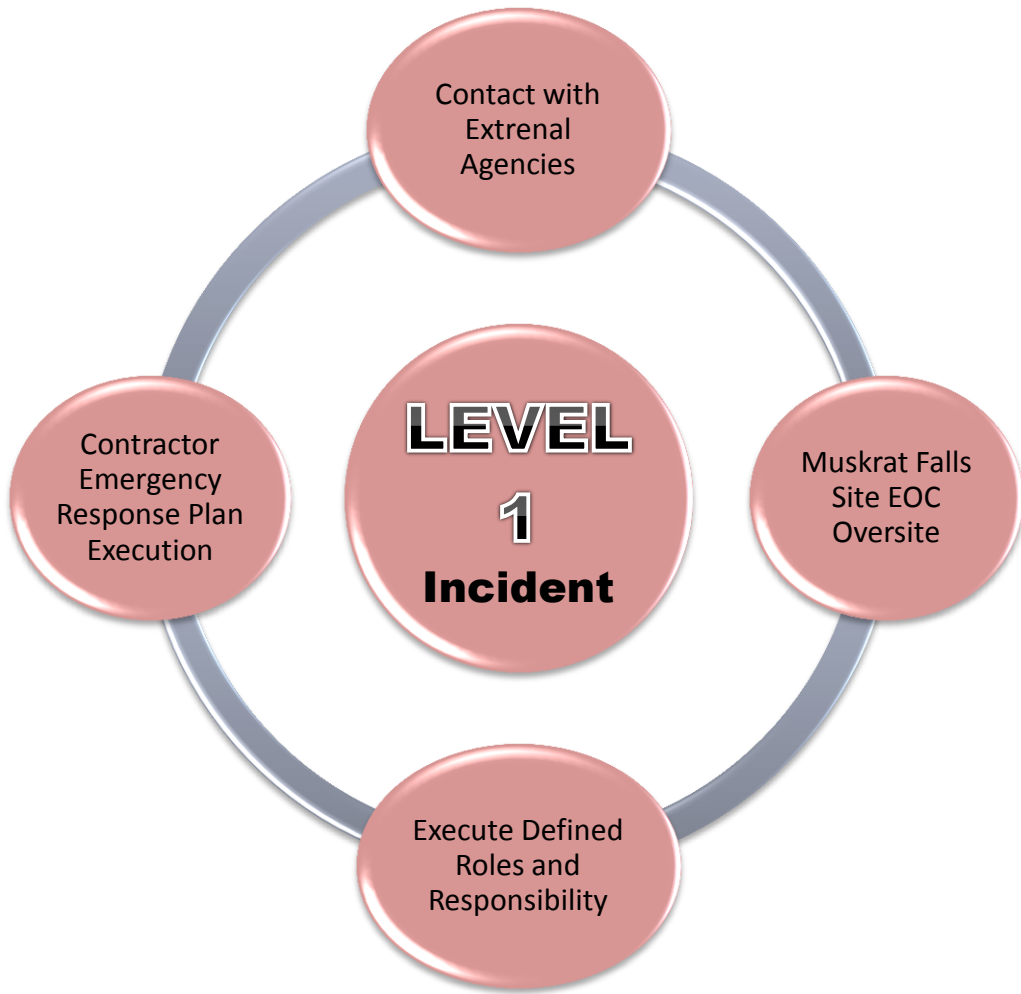
Support from Muskrat Falls EOC Oversight: In support of the Contractor (as required), the Muskrat Falls EOC and/or the Torbay Road EOC must be continually cognizant of all available resources, status of on-site resources and means to acquire/employ additional resources as necessary.

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Communications with External Agencies: The LCP EOC has prime responsibility for communicating with External Agencies, as required, for information, notification and compliance purposes, as well as utilizing available technical resources and operational resources in support of an emergency.

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**8.2.1 LEVEL 1 (Checklist)**

**Table 2 - LEVEL 1 CHECKLIST**

<h1 style="color: red;">Level 1</h1> <p style="color: red;">(Code 811 – No Mobilization of CEOC Team)</p>	
<b>Description</b>	
<p>Minor local emergency confirmed  Impact confined to one area of site  No immediate hazard to the public or environment exists and no uncontrolled escalation  Emergency can be managed at the site level</p>	
<b>Emergency Response Criteria for Level 1</b>	
<input type="checkbox"/> <b>FIRE:</b> Contained and controllable fire	
<input type="checkbox"/> <b>GAS/TOXIC MATERIAL:</b> An unexpected release of gas or toxic material has been confirmed with effects restricted to one area.	
<input type="checkbox"/> <b>EXPLOSION:</b> An explosion has resulted in minimal on-site damage. Poses no threat.	
<input type="checkbox"/> <b>BATCH SPILL:</b> Batch spill with the source controlled and no sustained, identifiable presence of contamination on the water surface.	
<input type="checkbox"/> <b>BOMB/TERRORIST THREAT:</b> A Bomb or Terrorist threat has been received, but no further evidence of potential escalation is involved.	
<input type="checkbox"/> <b>MEDICAL INTERVENTION:</b> Serious Injury requiring external medical intervention/notification.	
<input type="checkbox"/> <b>MINOR DAM EMERGENCY:</b> A Minor Dam Emergency has occurred, but no further evidence of potential escalation is involved.	
<b>Initial Notification or Mobilization</b>	
<b>FIELD</b>	<b>ST. JOHN'S</b>
<ul style="list-style-type: none"> <li>• Site Emergency Response is mobilization</li> <li>• Local authorities related to the location are notified</li> <li>• Contractor Personnel are notified</li> </ul>	<ul style="list-style-type: none"> <li>• EOC Torbay Road Emergency Operations Centre Team is mobilized</li> <li>• Project Director Notifies the on-call CEOC Executive Member</li> <li>• All CEOC members are notified via text message</li> </ul>

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### 8.3 LEVEL 2 EVENT (ADVANCED EMERGENCY RESPONSE)

A Level 2 Event includes any site related event where additional resources, equipment, personnel, technical expertise and/or management are required outside what is available at the construction site and/or Muskrat Falls Site. The Muskrat Falls Site Manager/Incident Commander will alert the Incident Commander (LCP-EOC - Torbay Road) regarding the incident, who will, in turn, meet with the Deputy Incident Commander and the Health and Safety Representative to determine whether a full or partial mobilization for the incident will be required given the circumstances of the particular event.

#### Key Focus:

Effective Communications: Communications from Site Contractor, Muskrat Falls EOC and LCP EOC must be clear and effective where it pertains to the incident status, planned actions, identifying support required (as applicable), identifying any potential risks and mitigating actions to be employed.

CEOC Coordination: The LCP EOC will be responsible for coordinating with the CEOC to identify relevant particulars concerning the incident, any escalation or de-escalation of the incident and addressing any concerns as expressed by the CEOC.

Available Resources: The Muskrat Falls and LCP EOC must be continually cognizant of all available resources, status of on-site resources and means to acquire/employ additional resources as necessary.

Site Technical and Operational Support: The LCP EOC is responsible for utilizing available technical resources and operational resources in support of an emergency response.

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**8.3.1 LEVEL 2 (Checklist)**

**Table 3 - LEVEL 2 CHECKLIST**

<h2 style="color: red;">Level 2</h2> <p style="color: red;">(Code 911 – Full Mobilization of CEOC Team)</p>	
<b>Description</b>	
<p>Minor local emergency confirmed Impact to broader area Has potential to result in serious impact of-site Some hazards to public or environment may exist Emergency can be handled locally with external support</p>	
<b>Emergency Response Criteria for Level 2</b>	
<input type="checkbox"/> <b>LOSS OF LIFE</b> <input type="checkbox"/> <b>FIRE:</b> Worksite has experienced a fire, leading to major equipment damage, significant risk to site. Uncontrolled fire with impacts contained on site. <input type="checkbox"/> <b>GAS/TOXIC MATERIAL:</b> An unexpected release of gas or toxic material has been confirmed with effects restricted to one area. <input type="checkbox"/> <b>EXPLOSION:</b> An explosion has resulted in significant damage to equipment and areas of the site. Impacts are confined to the site. <input type="checkbox"/> <b>TOXIC MATERIALS:</b> An unexpected release of toxic materials has been confirmed with the potential to impact other areas of the site. <input type="checkbox"/> <b>EQUIPMENT DAMAGE/FAILURE:</b> Equipment damage or failure occurred with potential for further damage or loss of camp/site integrity. <input type="checkbox"/> <b>BOMB/TERRORIST THREAT:</b> A bomb has been detonated or terrorist action has occurred with no evidence of further escalation or damage.	
<b>Initial Notification or Mobilization</b>	
<b>FIELD</b>	<b>ST. JOHN'S</b>
<ul style="list-style-type: none"> <li>• The Muskrat Falls EOC Incident Commander shall be notified by Nalcor Energy –Lower Churchill Project (NE-LCP) Infield Representative for incidents in Labrador.</li> <li>• The NE-LCP Infield Representative shall notify the Incident Commander LCP-EOC (Torbay Road) for incidents in Newfoundland.</li> <li>• Contractor(s) shall also be notified and requested to meet at the LCP-EOC or MF-EOC (as required).</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Member on-call mobilized</li> <li>• Contractor(s) shall also be notified and requested to meet at the LCP-ERC Torbay Road (if required).</li> </ul>

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#### 8.4 LEVEL 3 EVENT (CRISIS MANAGEMENT)

Level 3 Event is an event having potentially significant impact to the LCP and Nalcor. Such an event may require resources outside of Newfoundland and Labrador to be employed that can not normally be found within Newfoundland/Labrador due to the magnitude or complexity of the incident. The CEOC, Muskrat Falls EOC and LCP EOC (Torby Road) will all be fully engaged during the course of the incident in order to expedite these resources and maximize support as required.

##### Key Focus:

Mitigation Through Allocation Of Resources: to support communications from Site Contractor, In-Field LCP Representative, Muskrat Falls EOC and LCP EOC must be clear and effective where it pertains to the incident status, planned actions, identifying support required (as applicable), identifying any potential risks and mitigating actions to be applied.

LCP EOC Coordination with the CEOC: The LCP EOC will continually monitor actions and will be responsible for coordinating with the CEOC to identify relevant particulars concerning the incident, any escalation or de-escalation of the incident, and addressing any concerns expressed by the CEOC.

Communicating to Media, Families, Stakeholders, etc.: The CEOC will communicate status, issues and planned actions to stakeholders, families, government and media utilizing honest, accurate and effective communications, organized focus and comprehensive strategies.

Disaster Recovery Plan: The LCP EOC and CEOC will work jointly to manage and implement an effective Disaster Recovery Plan to minimize construction downtime, schedule impact, and expedite safe and cost effective disaster/business recovery.



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**8.4.1 LEVEL 3 (Checklist)**

**Table 4 - LEVEL 3 CHECKLIST**

<h1 style="color: red;">Level 3</h1> <p style="color: red;">(Code 911 – Full Mobilization of CEOC Team, Site EOC and LCP-EOC)</p>	
<b>Description</b>	
<p>Catastrophe emergency confirmed</p> <p>Site operating control and integrity has been lost</p> <p>Situation results in serious impacts outside the site area</p> <p>Uncontrolled escalation of the emergency and definite and serious hazards to the public or environment exists</p> <p>Emergency cannot be efficiently managed at the site level</p>	
<b>Emergency Response Criteria for Level 3</b>	
<input type="checkbox"/> <b>AIRCRAFT/PERSONNEL CONFIRMED LOST</b> <input type="checkbox"/> <b>FIRE:</b> A major uncontrolled fire causing a threat to the integrity and safety of the site LCP personnel or public. <input type="checkbox"/> <b>HAZARDOUS MATERIAL:</b> A significant release of hazardous materials with extremely high concentrations spread throughout the site. <input type="checkbox"/> <b>MAJOR SPILL:</b> A major spill continues with the source not identified. Extensive mobilization of containment and recovery equipment is required. <input type="checkbox"/> <b>EQUIPMENT DAMAGE/FAILURE:</b> Equipment damage or failure occurred resulting in loss of site integrity. <input type="checkbox"/> <b>DAM BREACH:</b> A dam breach has occurred. Adversely impacting site, resources and/or personnel / public. <input type="checkbox"/> <b>BOMB/TERRORIST THREAT:</b> A bomb has been located / detonated or terrorist action has occurred resulting in damage and a threat to site integrity, personnel and/or general public.	
<b>Initial Notification or Mobilization</b>	
<b>FIELD</b>	<b>ST. JOHN'S</b>
<ul style="list-style-type: none"> <li>• Site Emergency Response (Mobilization).</li> <li>• Contractor personnel are notified.</li> <li>• Local authorities related to the location are notified (as required).</li> </ul>	<ul style="list-style-type: none"> <li>• EOC Torbay Road Emergency Operations Centre Team is fully mobilized.</li> <li>• Project Director notifies the on-call CEOC Executive Member.</li> <li>• All CEOC members are notified via text message and voice messaging and are fully mobilized.</li> </ul>

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**PART C - DECLARING AN ALERT OR EMERGENCY**

**9 CRITERIA FOR DECLARING AN ALERT OR EMERGENCY**

The decision to declare an “ALERT” or “EMERGENCY” is risk-based depending on the situation at the time and is largely dependent upon professional judgment/experience. However, an “ALERT” will be declared when any condition exists or is forecast to exist and which does not require immediate response, but has the reasonable probability to escalate into a defined emergency situation, which could adversely affect personnel, the environment, facilities or the ability to operate if not addressed. Any Project Delivery Team Member in a Supervisory Role or Incident Commander of the LCP-EOC are expected to declare an “ALERT” or a Level 1, 2, or 3 EMERGENCY when a serious incident occurs or is likely to occur. The requirement to declare an Alert or Emergency to the LCP applies equally to all areas of operation within the LCP and should be considered additional to any other notifications as required by an approved local ERP.

**9.1 HOW TO REPORT AN EMERGENCY INCIDENT**

The observer of the emergency incident must report an emergency incident immediately to their supervisor. The observer must provide the following information concerning the emergency incident (current status, location and time of the emergency, any injuries/casualties sustained as a result of the incident, any actions taken to control the emergency) to the Contractor’s Senior Site Representative.

**9.1.1 Labrador Operations**

**For work activity within Labrador,** the following sequential steps will be initiated:

- 1) the Contractor’s Senior Site Representative will contact the Muskrat Falls Site Manager/Incident Commander or Muskrat Falls Site Health, Safety, Security and Emergency Response (HSSER) Manager.
- 2) In the event that neither the Site Manager nor the HSSER Manager is available, the Muskrat Falls Site Security must be contacted.

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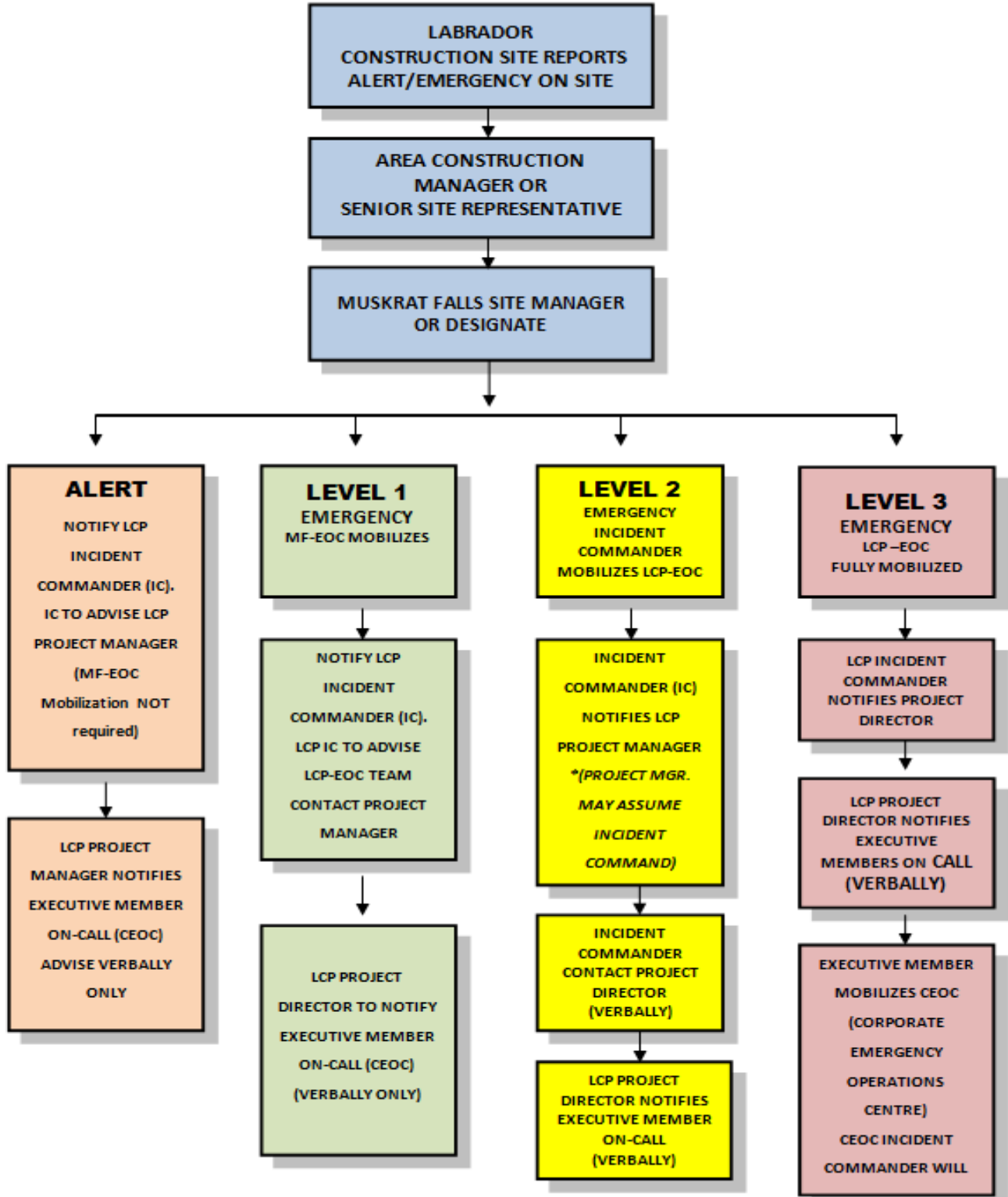
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- 3) Additionally, the HSSER Manager will contact the Site Security and Emergency Response Coordinator.
- 4) The Site Manager, HSSER Manager and Emergency Response Coordinator will meet (either by phone or in person) to determine if the MF-EOC should convene and (when necessary) decide which members of the Team will be required to participate.
- 5) The MF-Site Manager (Incident Commander) will advise the (on-call) Torbay Road LCP-EOC Incident Commander.
- 6) The Site HSSER Manager will notify the (on-call) Torbay Road LCP-EOC Safety Representative.
- 7) The Torbay Road LCP-EOC Incident Commander will contact the LCP-EOC Deputy Incident Commander and LCP-EOC Safety Representative.
- 8) All three will convene (over the phone or in person) to determine whether the LCP-EOC will be mobilized and to what extent.

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**Figure 2 –LABRADOR OPERATIONS - COMMUNICATIONS FLOW CHART**



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**9.1.2 Newfoundland Operations**

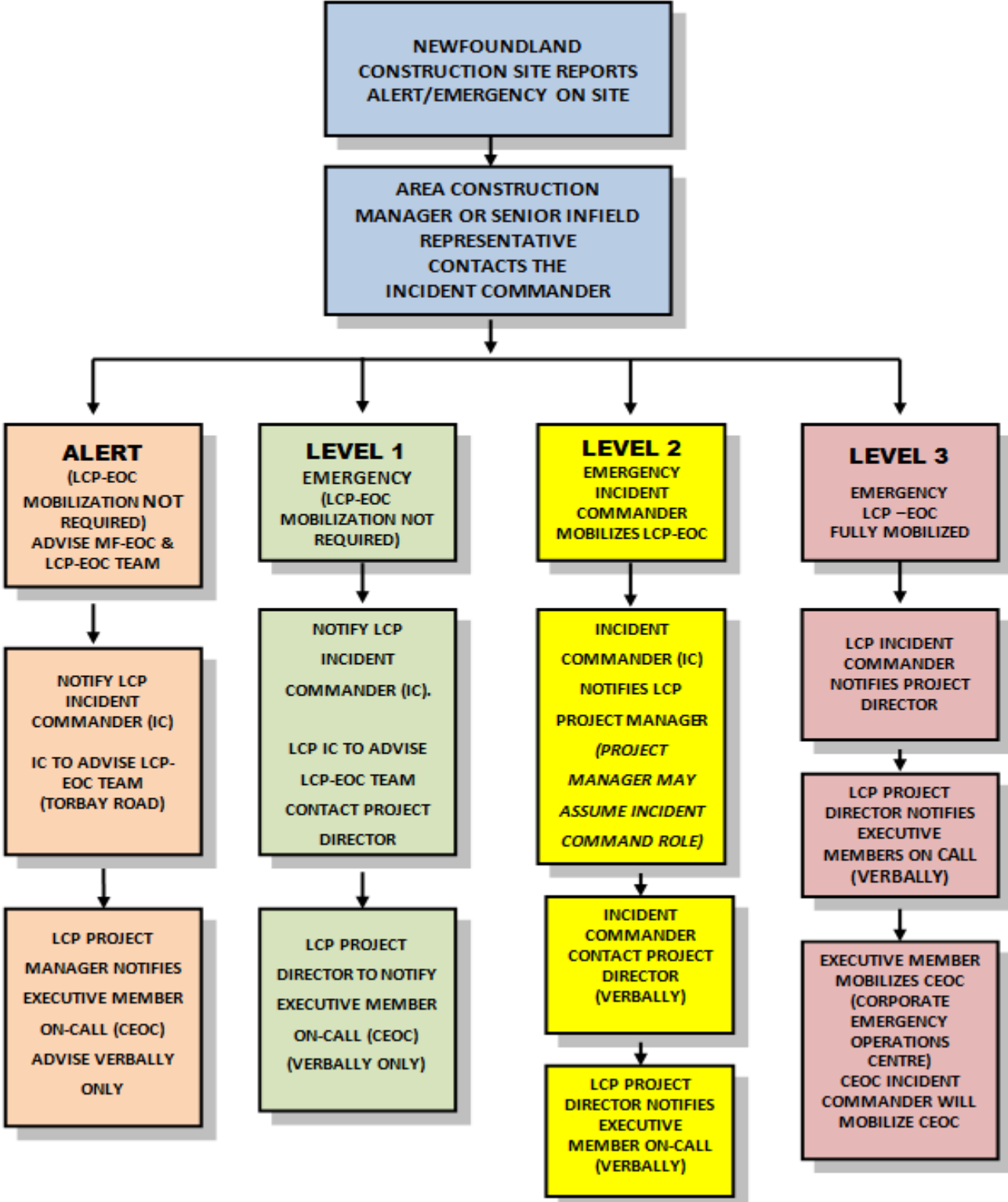
**For work activity within Newfoundland**, the following sequential steps will be initiated:

1. The Contractor’s Senior Site Representative will contact the LCP Area Construction Manager or Senior Site Representative.
2. LCP Area Construction Manager or Senior Site Representative will, in turn, contact the on-call Torbay Road LCP-EOC Incident Commander.
3. Additionally, the Incident Commander will contact the LCP EOC Safety Representative and Deputy Incident Commander.
4. The Incident Commander, Deputy Incident Commander, and Safety Representative will meet (either by phone or in person) to determine if the LCP Emergency Response Centre should convene and, when necessary, which members of the Team will be required to participate.
5. Following the discussion above (Number .4), the Safety Representative will communicate an Alert or Level 1, 2 or 3, as warranted, to the LCP EOC.
6. The Torbay Road LCP-EOC Incident Commander will advise the Project Director of the details and status of the emergency incident.
7. In turn, the Project Director will relay the incident details to the On-Call Representative of the Corporate Emergency Operations Centre (CEOC) at Hydro Place, as well as all members of the CEOC.
8. Based upon the incident information available and incident status, the Incident Commander of the CEOC will ultimately determine whether the CEOC will be mobilized and to what extent.
9. From here, the Site HSSER will notify the (on-call) Torbay Road LCP-EOC Safety Representative and Deputy Incident Commander to discuss what LCP EOC personnel should respond given the information provided by the Site Manager.

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**Figure 3 – NEWFOUNDLAND OPERATIONS – COMMUNICATIONS FLOW CHART**



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**9.2 SUSPENSION OF OPERATIONS**

When an incident occurs resulting in a serious illness or injury, including the permanent impairment or loss of a body part or death, all operations associated with the incident may need to be suspended until resumption has been authorized by an official of the RNC, RCMP, OH&S Branch or other recognized authority. In addition, the scene of the incident, including the equipment used in any lifesaving attempts, must be preserved with the following exceptions.

- (a)** To immediately attend to persons injured or killed.
- (b)** To immediately prevent further injuries or death from occurring.
- (c)** To immediately protect the property that is endangered because of the incident, or
- (d)** As directed by an official of the RNC, RCMP, OHS or other recognized authority.



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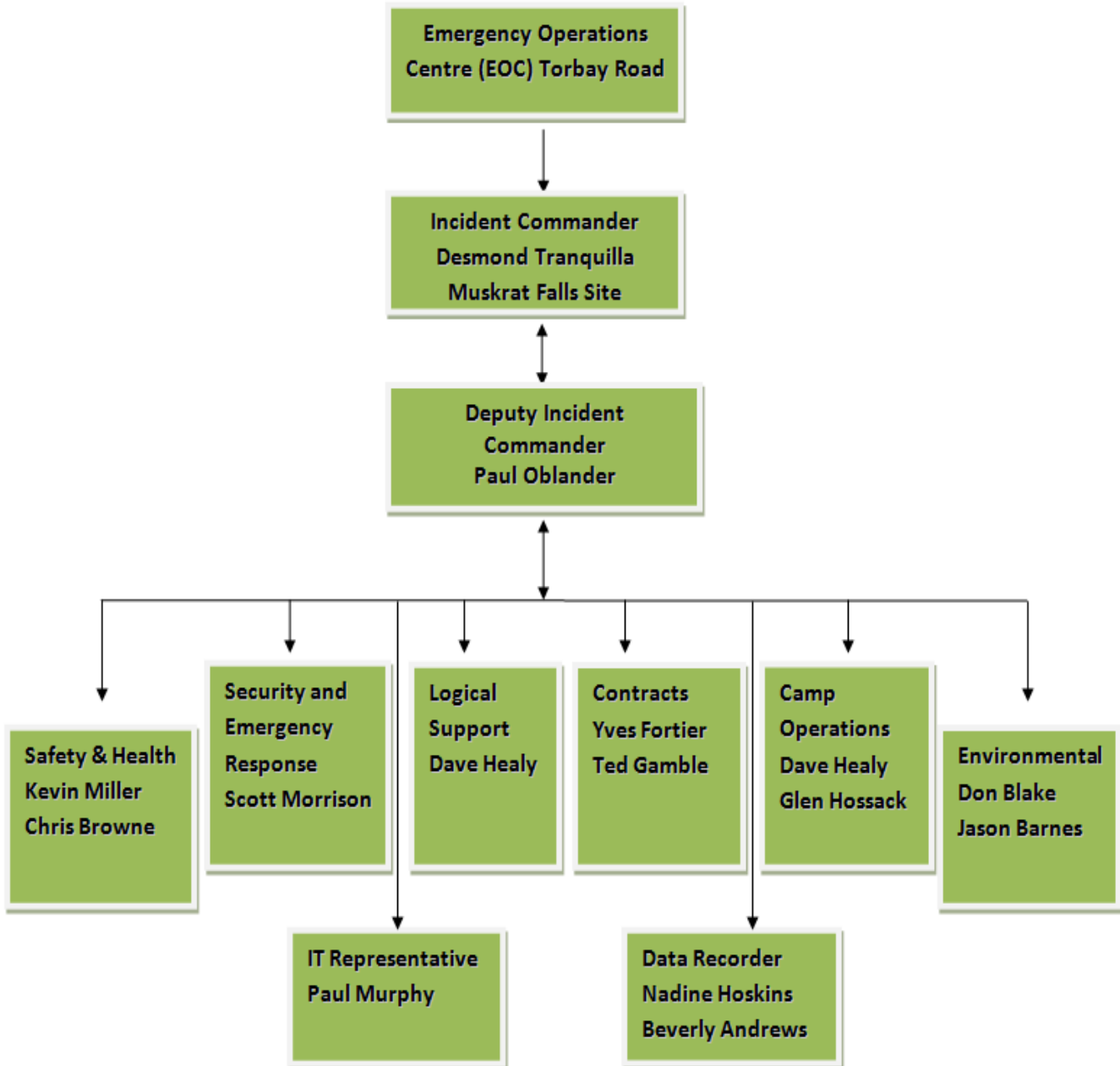
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**PART D – MUSKRAT FALLS SITE EOC ACTIVATION**

**10 MUSKRAT FALLS ROLES AND RESPONSIBILITIES**

**Figure 4 - MUSKRAT FALLS SITE EOC ACTIVATION FLOW CHART**



NOTE: In the event of unavailability of the primary contact, an alternate will be designated to the role, which will be communicated to the MF-EOC.

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**10.1 FIRST ARRIVAL INSTRUCTIONS**

As the maintenance of communications with the location of the emergency is critical for both learning about the incident and providing support, the First Arrival Instructions are completed by the First Team Member to arrive in the MF-EOC Torbay Road Office. The First Team Member will take the following actions:

- 1) Note arrival time on a LCP-EOC call sheet.
- 2) Call the person reporting the emergency and advise that that LCP-EOC is now operational. Function as the Deputy Incident Commander until relieved. Collect / Confirm the following:

**Table 5 - FIRST ARRIVAL CHECKLIST**

ER Respondent First Arrival – Checklist (Call Sheet)			
Arrival Time: _____		Date(dd-mmm-yyyy): _____	
ITEM	<input checked="" type="checkbox"/>	ACTION	INFORMATION OBTAINED
1	<input type="checkbox"/>	Name of Site or Location	34
2	<input type="checkbox"/>	Nature of Emergency ( <i>determine identified risks, planned mitigating measures</i> )	
3	<input type="checkbox"/>	What assistance is required? What kind of assistance?	
4	<input type="checkbox"/>	Determine Number of Missing Personnel	
5	<input type="checkbox"/>	Determine Number of Casualties ( <i>name and affiliation of injured person(s)</i> )	
6	<input type="checkbox"/>	Date and Time of the Incident ( <i>Newfoundland Time</i> )	
7	<input type="checkbox"/>	Current Status and Planned Response Actions	
8	<input type="checkbox"/>	Determine what External Agencies have been contacted. (RCMP, RNC, OHS, etc.)	

- 3) Give the person reporting the emergency your call-back number in the MF-EOC

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- 4) Start recording event information and brief other team members as they arrive.

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10.1.1 Incident Commander (MF-Placemat)

<b>(MF) Incident Commander</b>		<b>Name:</b>
		<b>Date:</b>
<b>Roles &amp; Responsibilities</b>		
<p>The Incident Commander (or designate) will be the principle individual that makes contact with the Torbay Road Emergency Operations Center initially and periodically thereafter during the course of an actual Emergency/Incident and is responsible for:</p>		
<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<input type="checkbox"/>	Gathering information concerning the status of an Emergency/Incident	
<input type="checkbox"/>	Ensuring the information communicated is valid and accurate, given the knowledge and understanding of events and actions during that particular point in time	
<input type="checkbox"/>	Weighing the risks associated with executing the Emergency Response, providing appropriate support to the Contractor Incident Commander during the course of the Emergency	
<b>Upon the receipt of call from Contractor Incident Commander or the Deputy Incident Commander:</b>		
<input type="checkbox"/>	Communicate with the Site HSSER Manager, Security and Emergency Response Manager and Deputy Incident Commander to determine whether the Site Emergency Response Team should be assembled or not.	
<input type="checkbox"/>	Incident Commander to determine whether the Site Emergency Response Team should be assembled or a partial team assembled.	
<b>The following information is conveyed from the Contractor Incident Commander or Construction Manager regarding the incident:</b>		
<input type="checkbox"/>	<b>Time &amp; Location</b> of Incident	
<input type="checkbox"/>	<b>Name/Affiliation</b> of the injured party and severity of the injury as applicable	
<input type="checkbox"/>	<b>Planned Response Actions:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Logistical issues / challenges</li> <li><input type="checkbox"/> Identified risks / mitigating measures</li> <li><input type="checkbox"/> Incident Priorities / Supplier Needs</li> </ul>	
<input type="checkbox"/>	Jointly establish the focus of Emergency Response based on support needs of the Contractor Incident Commander, the magnitude of the incident, and current site operations, conditions and activities.	

<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<input type="checkbox"/>	Act as principle contact with the LCP Deputy Incident Commander during the course of an incident or emergency. Be available for consultation with the LCP Project HSSER Manager, the Site HSS&E Manager, the Security and Emergency Response Coordinator, and/or Deputy Incident Commander, as required.	
<input checked="" type="checkbox"/>	<b>Monitor response operations through scheduled telephone calls from the Contractor Incident Commander. Areas for concern include:</b>	
<input type="checkbox"/>	Safety of all personnel affected by the incident	
<input type="checkbox"/>	Search and Rescue Operations that may be required.	
<input type="checkbox"/>	Record/document Actions Taken and key communications during the course of the incident/emergency.	
<input type="checkbox"/>	Any Additional Medical Services that may be required	
<input type="checkbox"/>	Site conditions posing Significant Risk or exacerbating the emergency	
<input type="checkbox"/>	Jointly review with Deputy Incident Commander, the Construction Manager and Corporate Communications and approve public information messages, which are prepared by Corporate Communications after ensuring that the information to be communicated is accurate and suitable for release.	
<input type="checkbox"/>	Confirm status of any injured personnel and communicate to Deputy Incident Commander, HSSER Manager and Contractor Incident Commander (as required).	
<input type="checkbox"/>	Communicate with local stakeholders (Union Representatives, Innu Representatives, etc,) as and when required.	
<input type="checkbox"/>	Maintain notes of actions during the course of the Emergency/Incident– provide to HSSER Representative for final documentation/reporting	
<input type="checkbox"/>	Assign Site personnel to medium and long term response planning at the Site beyond the emergency phase of the incident (as and when required).	
<input type="checkbox"/>	Confirm that appropriate liaison with key Federal and Provincial officials are being carried out.	
<input type="checkbox"/>	Assist the Contractor Incident Commander with acquiring resources, manpower and supplies available in the region, as and when requested.	

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10.1.2 Deputy Incident Commander (MF-Placemat)

<b>(MF) Deputy Incident Commander</b>		Name:
		Date:
<b>Roles &amp; Responsibilities</b>		
The <b>Deputy Incident Commander</b> is responsible for maintaining communications with the other members of the Emergency Operations Centre Team and providing technical and logistical support on-site and determining the need to assemble the EOC Team during the course of an emergency.		
<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<b>Upon receipt of a call from the Muskrat Falls Site Manager</b>		
<input type="checkbox"/>	Communicate with Incident Commander and HSS&ER Representative to determine whether the EOC should be assembled or only a partial group assembled.	
<input type="checkbox"/>	Upon agreement to assemble, contact IT to assist with the set-up of the EOC.	
<b>Ensure the following information is conveyed to the Incident Commander regarding the incident:</b>		
<input type="checkbox"/>	<b>Name, Date, Time &amp; Site Location</b> of Incident	
<input type="checkbox"/>	<b>Nature of Emergency</b> (determine identified risks, planned mitigating measures)	
<input type="checkbox"/>	<b>What Type of Assistance/Support</b> is required by the Contractor (IC) and identify priorities	
<input type="checkbox"/>	<b>Current Status and Planned Response Actions</b>	
<input type="checkbox"/>	<b>Determine Number of Casualties / Missing Personnel</b> (name and affiliation of injured person(s))(as appropriate)	
<input type="checkbox"/>	From the information provided from the Contractor, determine what External Agencies have been contacted. (RCMP, RNC, OHS, etc.)	
<input type="checkbox"/>	Ensure communication lines are established and maintained with the Incident Scene (Logistics and Procurement Representative and IT Representative to assist)	
<b>Brief each team member as he/she arrives by providing them with the following information, as it becomes available:</b>		
<input type="checkbox"/>	Current known incident status	
<input type="checkbox"/>	Specific instructions to the person briefed	
<input type="checkbox"/>	Request all personnel review the information included in their Position Placemat on the table.	
<input type="checkbox"/>	If other team members do not respond, reallocate workload and ensure replacements are called in (Human Resources to assist as appropriate)	

<input checked="" type="checkbox"/>	Checklist	Information Gathered
<input type="checkbox"/>	Receive verbal assessments from the Logistics/Procurement Representative and the Engineering Representative (As Required)	
<input type="checkbox"/>	Ensure Site EOC Boards are up to-date (Data Recorder will address this issue).	
<input type="checkbox"/>	Record actions/telephone calls during the course of an emergency. Maintain notes of actions taken and forward these to the Site HSSER Manager at the conclusion of the incident response.	
<input type="checkbox"/>	Confirm and communicate the need for medium and long term response planning at the site beyond the emergency phase of the incident to address business recovery issues, as warranted.	
<input type="checkbox"/>	Confirm that appropriate liaison with key Federal and Provincial Officials has been carried out (When necessary). Ensure communication protocols are established and understood with respect to where these contacts should be generated. Regardless, these contacts must be forwarded to the Incident Commander, who will advise the EOC-Torbay Rd.	
<input type="checkbox"/>	Assist the Contractor Incident Commander (with the assistance of Logistical Support) with acquiring resources, manpower, housing, food and supplies available, as requested.	
<input type="checkbox"/>	Monitor the development and implementation of a written Interim Action/Mitigation Plan for the first 24 hours inclusive of its anticipated costs (Engineering (Torbay Road), Project HSSER Manager (Project and Site), Security and Emergency Response Coordinator, Camp Operations and Logistics/Procurement to jointly compile).	
<input type="checkbox"/>	Monitor response operations through scheduled phone calls from the Contractor Incident Commander. Areas of concern include: Safety of personnel affected by the incident, Medical Services or Search and Rescue Operations that may be required, Technical Solutions to Site Conditions posing risk or exacerbating the emergency. This information must be communicated to the Incident Commander, who will, in turn, communicate this information to the Torbay Road EOC.	
<input type="checkbox"/>	As required, consult with: Logistical Support, HSSER, Environmental, and Security/Emergency Response.	
<input type="checkbox"/>	Once satisfied that the Interim Action/Mitigation Plan provides the most appropriate initial response, sign as agreed to and have the following LCP-EOC team members initial the plan: Logistical Support, Site HSS&ER Manager, Security and Emergency Response Coordinator and Incident Commander. The Incident Commander will communicate the Interim Action Plan to the Torbay Road EOC.	
<input type="checkbox"/>	If contracting additional emergency services or making emergency purchases, track all costs/liase with Logistical Support.	
<input type="checkbox"/>	Review and ensure accuracy and timeliness of all public statements in conjunction with Corporate Communications and the Incident Commander.	
<input type="checkbox"/>	Coordinate due diligence with respect to Nalcor's position on all issues which result from the damages created by the incident, as applicable.	

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10.1.3 HSSER Representative (MF-Placemat)

<b>(MF) HSSER Representative</b>		Name:
		Date:
<b>Roles &amp; Responsibilities</b>		
The responsibility of the <b>HSSER Representative</b> is to ensure that all operations and activities are executed in a safe manner with due consideration to risk factors associated with a particular incident as well as simultaneous operations around the immediate vicinity. The HSSER Representative will provide direct input into emergency events, mitigating actions and operations having HSSER implications.		
<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<b>Convey the following information to the Project HSS&amp;ER Manager in the Torbay Road EOC:</b>		
<input type="checkbox"/>	<b>Time and location</b> of the incident	
<input type="checkbox"/>	<b>Name and affiliation</b> of the injured party and severity of injuries (as applicable)	
<input type="checkbox"/>	<b>Planned response actions</b>	
<input type="checkbox"/>	<b>Identified risks/mitigation measures</b> planned or underway.	
<input type="checkbox"/>	Ensure, along with the Security and Emergency Response Coordinator, that the contractor has initiated appropriate security arrangements, as required.	
<input type="checkbox"/>	Review options/considerations with the Incident Commander and Deputy Incident Commander. As required, advise the Incident Commander on all matters relating to Safety and Health.	
<b>As required and in conjunction with the Security and Emergency Response Coordinator, confirm that the following have been notified and / or mobilized, as and when warranted:</b>		
	<b>RCMP</b> (Tel: 896-3383, 772-5400 or 911)	
	<b>RNC</b> (Tel: 925-3524, 729-8000 or 911)	
	<b>OH&amp;S</b> (Tel: 729-4444 or 1 (800) 563-5471)	
	<b>Fire and Emergency Services</b> (Tel: 896-7957) for Dam related emergencies.	
	<b>Canadian Coast Guard</b> (Offshore operations). (toll free within region 1-800-563-2444/1-902-427-8200)	

<input checked="" type="checkbox"/>	Checklist	Information Gathered
<input type="checkbox"/>	In the event of a confirmed fatality within the Project Delivery Team, make arrangements for the RCMP, along with a Site Human Resources Representative to notify the family/next of kin. Any information related to this contact and status must be communicated to the Torbay Road Emergency Operations Centre immediately.	
<input type="checkbox"/>	Ensure Contractor Incident Commander or designate /On-Site Contractor Safety and Health Advisor have notified the WHSCC with regard to events affecting contractor personnel. The MF HSS&ER Manager or designate will be responsible for notification of the WHSCC as required.	
<input type="checkbox"/>	Ensure ambulance/hospitals have been alerted by the Contractor and/or Security and Emergency Response Coordinator.	
<input type="checkbox"/>	As appropriate for the particular incident, ensure the Security and Emergency Response Coordinator organizes the deployment of: Muskrat Falls Medical Support (liaise with Medic and Logistics) and the RCMP. The Site HSS&ER Representative will help coordinate support for on-scene safety support, as required.	
<input type="checkbox"/>	Liaise with Site Human Resources Representative to evaluate the need to contract, and as required coordinate, grief counselling services, as and when warranted. Advise the Torbay Road EOC Human Resources Representative in relation to the status of personnel who may be involved in the emergency.	
<input type="checkbox"/>	Maintain notes of all actions taken, events, timings, etc. during the course of the incident, collect action sheets from the rest of the Emergency Operations Centre Team to assist with the development of a final incident report.	
<input type="checkbox"/>	Monitor the development and implementation of a written Interim Action/Mitigation Plan for the first 24 hours inclusive of its anticipated costs (Engineering (Torbay Road), HSS&ER Project Manager (Project and Site), Security and Emergency Response Coordinator, Camp Operations and Logistics/Procurement to jointly compile).	

**10.1.4 Security and Emergency Response Representative (MF-Placemat)**

<b>(MF) Security and Emergency Response Representative</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><b>Name:</b></td> <td></td> </tr> <tr> <td><b>Date:</b></td> <td></td> </tr> </table>	<b>Name:</b>		<b>Date:</b>	
<b>Name:</b>					
<b>Date:</b>					
<b>Roles &amp; Responsibilities</b>					
<p>The responsibility of the <b>Security and Emergency Response Representative</b> is to consult with the Muskrat Falls Site Manager/Incident Commander (or designate) to decide if a Site Alert or Emergency should be declared. If an Alarm or an Emergency is declared, the Security and Emergency Response Representative must continually update the Site and Construction Managers (until mobilization), make appropriate provisions for overall Security, obtain briefings from Logistics and Procurement Representative, provide support to LCP-EOC, establish contact with law enforcement and safety agencies, as well as manage incident documentation.</p>					
<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>			
<input type="checkbox"/>	Ensure, along with the HSSER Representative, that the contractor has initiated appropriate security arrangements, as required.				
<input type="checkbox"/>	Review options/considerations with the Incident Commander and Deputy Incident Commander. As required, advise the Deputy Incident Commander on all matters relating to Security and Emergency Response.				
As required and in conjunction with the HSSER Representative, confirm that the following have been notified and / or mobilized, as and when warranted:					
RCMP (Tel: 896-3383, 772-5400 or 911)					
RNC (Tel: 925-3524, 729-8000 or 911)					
OH&S (Tel: 729-4444 or 1 (800) 563-5471)					
Fire and Emergency Services (Tel: 896-7957) for Dam related emergencies.					
Canadian Coast Guard (Offshore operations). (toll free within region 1-800-563-2444/1-902-427-8200)					
<input type="checkbox"/>	In the event of a confirmed fatality involving a member of the Project Delivery Team, make arrangements for the RCMP, along with a Site Human Resources Representative to notify the family/next of kin. Any information related to this contact and status must be communicated to the Torbay Road Emergency Operations Centre immediately.				

<input checked="" type="checkbox"/>	Checklist	Information Gathered
<input type="checkbox"/>	Ensure Contractor Incident Commander or designate /On-Site Contractor Safety and Health Advisor have notified the WHSCC with regard to events affecting contractor personnel. The MF HSSER Manager or designate will be responsible to notification of the WHSCC as required.	
<input type="checkbox"/>	Ensure ambulance/hospitals have been alerted by the Contractor and/or Security and Emergency Response Coordinator.	
<input type="checkbox"/>	Respond to Site Location, as required to ensure security and emergency response measures are in place and confirmed. Communicate status to HSS&ER Representative as required.	
<input type="checkbox"/>	Maintain notes of all actions taken, events, timings, etc. during the course of the incident, collect action sheets from the rest of the Emergency Operations Centre Team to assist with the development of a final incident report.	



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10.1.5 Environmental Representative (MF-Placemat)

<b>(MF) Environmental Representative</b>		<b>Name:</b>
		<b>Date:</b>
<b>Roles &amp; Responsibilities</b>		
<p>The <b>Environmental Coordinator</b> is responsible for ensuring that all environmental activities taken during the course of an emergency are fully compliant with Provincial and Federal Law. During the course of an emergency on-site, the Environmental Representative will directly input into all activities and incidents involving environmental spills and other potentially adverse impacts.</p>		
<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<b>Upon receipt of a call from the Muskrat Falls Site Manager</b>		
<input type="checkbox"/>	<b>Time and Location</b> of any environmental incident	
<input type="checkbox"/>	<b>Specific Details</b> of the Environmental Incident (when available)	
<input type="checkbox"/>	Determine where <b>Assistance</b> is required	
<input type="checkbox"/>	Determine <b>Conditions &amp; Status</b> of incident	
<input type="checkbox"/>	Determine what External Agencies have been contacted. (Coast Guard, Newfoundland/Labrador Environmental Agencies)	
<input type="checkbox"/>	Obtain current weather and long-term forecast information for the incident scene and Happy Valley - Goose Bay and communicate to the Muskrat Falls Site Manager and LCP Deputy Incident Commander (Torbay Rd).	
<input type="checkbox"/>	In the event of an oil spill, confirm notification has been made to Coast Guard. For land and marine spills in federal or provincial jurisdiction. (Tel: 772-2083)	
<input type="checkbox"/>	Provide appropriate support for pollution events, as well as any other Environmental Emergency.	
<input type="checkbox"/>	Assist the Deputy Incident Commander/Site Manager/Incident Commander with acquiring resources, manpower and supplies available in the region, as requested. Consider and coordinate the deployment of Environmental Specialists, as conditions warrant.	

<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<input type="checkbox"/>	Assist the HSSER Representative in the preparation of Project HSSER Checklist.	
<input type="checkbox"/>	As required, advise the Incident Commander on all matters related to the Environment.	
<input type="checkbox"/>	If contracting emergency services, or making emergency purchases, ensure costs are tracked (liaise with the Logistical Support).	
<input type="checkbox"/>	Maintain notes of all actions taken, timings, etc. during the course of the incident and provide those to the HSSER Representative for the development of the final Incident Report.	



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**10.1.6 Camp Operations Representative (MF-Placemat)**

<b>(MF) Camp Operations Representative</b>		<b>Name:</b>
		<b>Date:</b>
<b>Roles &amp; Responsibilities</b>		
<p>The <b>Camp Operations Representative</b> is responsible for maintaining communications with the Incident Commander, Deputy Incident Commander and HSSER Representative address Camp Related Incidents/Response/Emergencies to ensure adequate response and appropriate actions are taken to address the situation at hand. Additionally, The Camp Operations Representative with assist the Emergency Response Team and Contractor Incident Commander for ensuring adequate housing is made available to those contractors affected by the emergency/incident, as well as food and supplies as and when necessary during the course of an emergency.</p>		
<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<input type="checkbox"/>	Communicate with Camp Boss on any Camp related issues, incidents or emergencies. Note: The Camp Boss may also be contacted by the Incident Commander, Deputy Incident Commander, Logistical Support and/or HSSER Representative as the situation dictates.	
<input type="checkbox"/>	Assess situation with the Deputy Incident Commander and HSSER Representative and consider the most appropriate solution (or combination of solutions) and method of response, actions to be taken and identification of associated risks.	
<input type="checkbox"/>	Communicate with local suppliers to support the site location affected by the incident/emergency as and when appropriate.	
<input type="checkbox"/>	As required, request logistical support as it relates to the movement and / or subsistence of personnel (internal and external) in the field or other remote locations (food, water, shelter, transportation, etc.)	
<input type="checkbox"/>	Brief the Incident Commander on the incident status to aid in overall incident compilation within the Torbay Road EOC.	
<input type="checkbox"/>	For contracting emergency services, or making emergency purchases, ensure costs are tracked (liaise with the Logistical Support). Record/document actions taken and key communications during the course of the emergency and provide these to the HSSER Representative for the development of the final Incident Report.	

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10.1.7 Logistical Support Representative (MF-Placemat)

<b>(MF) Logistical Support Representative</b>		Name:
		Date:
<b>Roles &amp; Responsibilities</b>		
The <b>Logistics and Procurement Representative</b> is responsible for maintaining communications with the incident commander and site personnel to establish adequate logistical support during the course of an emergency. The Logistics Support Representative must endeavour to locate and deploy assets as required and track expenditures.		
<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<b>Upon receipt of a call from the Muskrat Falls Site Manager assess medical evacuation options (prior to an actual emergency) considering:</b>		
<input type="checkbox"/>	Injured person(s) <b>Condition/Stability</b>	
<input type="checkbox"/>	Reasonable response times for <b>Land and Air Options</b>	
<input type="checkbox"/>	<b>Site Access</b> available resources on location	
<input type="checkbox"/>	Nearest <b>Available Medical Treatment</b> facilities/hospitals/clinics	
<input type="checkbox"/>	Patient condition and associated <b>Weather Conditions</b> and <b>Transportation Risks</b>	
<input type="checkbox"/>	The <b>Medical Evacuation Options</b> must be weighed based on the specific case and the professional medical opinion of a consulting physician.	
<input type="checkbox"/>	Request on-scene weather conditions at the site and en-route to the site. (Environmental Representative will provide this information.)	
Maintain and update logistics, include the following information: Medical Service Providers including Medevac's. List of Available Helicopter Support available, including their capabilities such as:		
<input type="checkbox"/>	Seating /stretcher capacity	
<input type="checkbox"/>	Winching capability	
<input type="checkbox"/>	Number of passengers	
<input type="checkbox"/>	VFR and IFR capability	
<input type="checkbox"/>	If Helicopter is available	
<input type="checkbox"/>	Closest Hospital for Medevac's	
<input type="checkbox"/>	Determine fuel on board/need for refuelling (closest fuel cache)	
<input type="checkbox"/>	Available flying time	
<input type="checkbox"/>	Project the closest five helicopters on a project board in the EOC	
<input type="checkbox"/>	Up-to-date weather on scene	
<input type="checkbox"/>	Fuel Availability	

<input type="checkbox"/>	Checklist	Information Gathered
<input type="checkbox"/>	With approval of Incident Commander, task helicopter to appropriate site location, as required.	
<input type="checkbox"/>	Provide advice solutions in relation to the movement of rented, purchased or LCP owned equipment.	
<input type="checkbox"/>	Record/document actions taken and key communications during the course of the emergency. Maintain notes of all actions taken, timings, etc. during the course of the incident and provide those to the HSS&ER Representative for the development of the final Incident Report.	
<input type="checkbox"/>	Communicate with Incident Commander to ensure appropriate solutions and methods are implemented.	
<input type="checkbox"/>	Ensure movement of supplies including the following for the field response team/back-up.	

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**10.1.8 Contracts Support Representative (MF-Placemat)**

<b>(MF) Contracts Support Representative</b>		<b>Name:</b>
		<b>Date:</b>
<b>Roles &amp; Responsibilities</b>		
<p>The <b>Contracts Support Representative</b> is responsible for maintaining communications with the Incident Commander, Deputy Incident Commander and Logistical Support Representative to ensure appropriate contracts are in place and effective and accurate cost control measures are in place and functioning well during the course of the emergency and close-out.</p>		
<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<input type="checkbox"/>	Ensure appropriate cost control measures are in place and a Cost Control Centre is activated for the Emergency and Standard Purchasing Agreement and Emergency Contracts are in place and tracked effectively.	
<input type="checkbox"/>	Advise Deputy Incident Commander of any cost overruns that may be of concern during the course of the Emergency.	
<input type="checkbox"/>	Track and document expenditures and advise the Torbay Road Emergency Operations Centre of status, as and when known.	
<input type="checkbox"/>	Communicate with Torbay Road Emergency Operations Centre to negotiate contracts, agreements with service providers outside Labrador that may be required to provide support for an Emergency/Incident, as required.	
<input type="checkbox"/>	Advise the Deputy Incident Commander and Incident Commander of status of contracts originating access of equipment or services outside Labrador.	
<input type="checkbox"/>	Communicate with other members of the Emergency Response Team to discuss various needs requiring services, personnel or equipment to be provided in support of an emergency/incident that have not been previously contracted.	
<input type="checkbox"/>	Record/document actions taken and key communications during the course of the emergency. Maintain notes of all actions taken, timings, etc. during the course of the incident and provide those to the HSS&ER Representative for the development of the final Incident Report.	

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**10.1.9 Data Recorder (MF-Placemat)**

<b>(MF) Data Recorder</b>		<b>Name:</b>
		<b>Date:</b>
<b>Roles &amp; Responsibilities</b>		
The <b>Data Recorder</b> is responsible for recording pertinent information/details during the course of an emergency for reference in the Emergency Operations Centre and documentation.		
<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<input type="checkbox"/>	Assess known events of the emergency situation prior to assuming role. Determine what has been done to that point using Emergency Response Team Boards in the Site ERT Room. Ask for clarification if information provided is unclear or confusing.	
<input type="checkbox"/>	Record all pertinent events chronologically on the tracking board. When the Track Board is full, copy information to the Incident Commander, Deputy Incident Commander and HSSER Representative.	
<input type="checkbox"/>	Track all actions that will require follow-up actions.	
<input type="checkbox"/>	Record all incoming resources, status and conditions information on the appropriate EOC Boards	
<input type="checkbox"/>	Listen to hands-free communications between the Incident Commander, Deputy Incident Commander and the EOC Torbay Road EOC.	
<input type="checkbox"/>	Record/document actions taken and key communications during the course of an emergency.	
<input type="checkbox"/>	Ensure the Site ERT Room is free of notes, documents, forms, etc. pertaining to the incident at the conclusion of the emergency.	
<input type="checkbox"/>	Submit all event logs, telephone sheets and other pertinent information to the HSSER Representative at the conclusion of the incident.	

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**10.1.10 Information Technology (MF-Placemat)**

<b>(MF) Information Technology (IT) Representative</b>		Name:
		Date:
<b>Roles &amp; Responsibilities</b>		
IT is responsible for maintaining real time data and recording the events of the incident, as well as ensuring that all communications are fully functional at the Site ERT Room.		
<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<input type="checkbox"/>	Upon arrival at the ERT Room, ensures all communication equipment is in working order including: network hook-ups, telephone lines, printers/faxes and any data links.	
<input type="checkbox"/>	Contact external vendors, agencies for support as and when required.	
<input type="checkbox"/>	Provide remote technical support to site Incident Commander as required.	
<input type="checkbox"/>	Record and document actions taken and key communications during the course of an emergency.	
<input type="checkbox"/>	Submit all event logs, telephone sheets and other pertinent information to the HSSER Representative at the conclusion of the incident.	

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## **11 FIELD EMERGENCY RESPONSE**

### **11.1 FIRE**

The following checklists are not used independently, but in combination with the checklist of the Incident Commander. Accordingly, the Incident Commander must utilize his or her own checklist and, in addition, select the most appropriate “Post Mobilization” checklist for the type of emergency occurring.

#### **11.1.1 Employees**

Employees are responsible for adhering to all site precautionary fire prevention measures (i.e. use of approved disposal bins, spark containment, fire watch, etc.). Employees shall report all fires via the site emergency communication numbers and radio channels.

#### **11.1.2 Fire at Site**

Should an onsite fire be reported, emergency notification shall be made via the project radio system. The Project Site Manager will directly inform the respective contractor construction managers that an onsite fire has been reported. All workers are to muster at their designated muster stations (Refer to Part F – Reference Information for designated site muster stations) for headcount and possible further muster to assigned lunchrooms for potential evacuation from the site.

If egress from the site is restricted due to fire on the south side access road, personnel will be required to muster at one of two possible site muster areas for headcount:

- Company Lay down for Bulk Excavation Personnel
- Permanent and Temporary Camps for all other Personnel

The Project Site Manager or designate, based on location of fire, will direct activities as appropriate. Otherwise, Contractors will await further direction from the Project Site Manager (i.e. All Clear or Evacuation).

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Project heavy equipment as outlined in above section of this plan will be made available to assist DNR in fire suppression with preparing barriers or fire breaks to facilitate safe egress from the site.

### **11.1.3 Fire Reporting**

Company Project Delivery Team Management upon discovering and being informed of a fire will immediately contact the Department of Natural Resources (DNR). The Toll Free Number is 1-866-709-3473.

When reporting a fire, the following information must be provided:

- 1) Name
- 2) Telephone or mobile number
- 3) Location, in as much detail as possible
- 4) Size of fire
- 5) Fuel type (i.e., timber, slash grass, etc.)
- 6) Observed weather details
- 7) Wind direction and speed
- 8) Time of discovery
- 9) Distance to water supply
- 10) Potential danger to personnel and equipment
- 11) Action being taken
- 12) Additional resources required

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#### 11.1.4 Fire Proximity / Location

Direct communication with DNR should be established in order to be informed of any fires located in the immediate vicinity of the Muskrat Falls Project Site or other construction site location. Daily monitoring of the published Fire Index will be communicated to site construction management. The fire index sign located at the main gate entrance will be updated in accordance with the DNR published index. Direct communication with the Department of Natural Resources (DNR) will be managed to maintain forest fire location and associated risk to the project. Frequency of communication with DNR will be determined by proximity of adjacent fires and the level of risk to the project, personnel, equipment and facilities.

#### 11.2 SMOKE PARTICULATES / CARBON MONOXIDE

Smoke particulates and carbon monoxide are the two (2) primary constituents from fire that can negatively impact a worker's health. Smoke particulates will be monitored and reported by the Project HSSER Group utilizing a calibrated particulate monitor. Threshold Limit Values for particulate and carbon monoxide, as adopted by the Provincial Occupational Health & Safety Division will be utilized to determine worker exposure to smoke particulate.

Air quality measurements are to be collected by the Project HSSER Group and reported to the Project Site Manager. Air Quality results are to be communicated to the respective Contractor's Construction Manager as well.

#### Roles & Responsibilities:

##### Incident Commander (Project Site Manager) or designate

- Responsible for ensuring periodic communications with DNR (as required) to maintain status of surrounding fires or to report an onsite fire.
- Responsible for coordinating with contractor construction managers to initiate site evacuation and communicate updates as reported by DNR and site remobilization
- Responsible for liaising with Torbay Road Emergency Operations Centre.
- Responsible for coordinating temporary accommodations for displaced camp occupants



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Site HSSER Manager or Designate

- Responsible for collection and distribution of air quality measurements
- Responsible for implementation of preventative measures as outlined in this plan and to communicate these measures with the Contractor’s Health & Safety Personnel.

Contractor Construction Managers

- In consultation with Incident Commander, responsible for coordinating the mustering of the Project Delivery Team Personnel and/or site evacuation of all personnel.
- Responsible for ensuring mitigative and preventative measures as outlined in this plan are adhered to by its employees.

Employees

- Employees are responsible to ensure all site proactive fire prevention measures are adhered to (i.e. use of approved disposal bins, spark containment, fire watch, etc.). Employees shall report all fires via the site emergency communication numbers and radio channels.

Site Security Personnel

- Responsible for communicating any site reports of fires to the Incident Commander.
- Responsible for providing support to the Incident Commander in the event of a site evacuation

Site Medics

- Site medics shall ensure that any suspect treatment of smoke inhalation is reported to the Project HSSER Manager, who will then provide advise (when necessary) on medical related issues pertaining to smoke exposure.

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**Remobilization to the Site:**

Remobilization to site will be determined by the Incident Commander in conjunction with the Emergency Operation Centre in Torbay, and advice/guidance provided by the Department of Natural Resources (DNR). Critical factors to be evaluated in this process include, but not limited to:

- Proximity to fire and expert advice from representatives from the DNR on the risk to the project site(s).
- Ambient air quality results (smoke particulate & carbon monoxide) are determined to be safe and below the published Threshold Limit Values (TLVs).

Once above parameters have been met, the Incident Commander will initiate communication to the contractor Project Managers and develop specific remobilization plans. The Incident Commander shall coordinate with camp management and the respective contractors who occupy the camp to ensure all camp preparatory work for camp re-occupation has been completed.

**11.3 SITE EVACUATION/MUSTER**

Project evacuation or project muster requirements will be based on the following criteria:

- Fire Proximity – adjacent to the project or onsite
- Smoke Particulate/Carbon Monoxide Exposure

The decision to evacuate the site will be made by the Incident Commander in conjunction with the Emergency Operation Centre (EOC) at Torbay Road and the Department of Natural Resources (DNR). It is recognized that the DNR will be the authoritative body who at any point can dictate the evacuation of the project site or other outlining project work sites.

Should the decision be made to evacuate the Muskrat Falls Site, the Incident Commander will communicate with the respective contractor construction managers. Contractor construction managers will notify their personnel and proceed to demobilize their personnel from the site. Where project provided buses are required, the buses will be mobilized to transport workers off the site to a

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designated location as specified below.

The designated off site muster point has been identified to be the MESS HALL located at 5 Wing Goose Bay. Once personnel arrive at this location, final headcount is to be collected by the contractor and reported to the Incident Commander. All personnel are required to muster at an offsite location for collection of final headcount. All Contractor Construction Managers are to communicate headcount status to the Incident Commander.

#### **11.4 WILDLIFE EMERGENCIES**

As with any safety issue, any area having a potential bear threat should be avoided where possible. If the entry into the area cannot be avoided, carrying bear deterrent is recommended in areas of confirmed bear sightings.

1. Do not approach the bear to get a better look.
2. Slowly back away while watching the bear and wait for it to leave.
3. If you are near a building or car, or aircraft get inside it as a precaution.
4. If the bear was attracted to food or garbage, make sure it is removed after the bear leaves to discourage the bear from returning.
5. If a bear is in a tree, leave it alone.
6. Remove people and dogs from the area.
7. Use bear deterrents.
8. Employ a method of noise creation such as bells, whistles, bear bangers, helicopters and/or conversation.
9. Use bear/pepper spray and/or bear bangers.
10. Request helicopter support to scare the bears away.

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**11.** Notify Helicopter Contractor (24 hours) and advise them of the situation.

- **Location of bear(s)**
- **Season / weather**
- **Time of day / daylight remaining**

**12.** Determine event level and make notifications in accordance with section 3.0 Alert and Emergency Response Levels.

**13.** For further information regarding bears and bear awareness, refer to the Nalcor LCP Health and Safety Management Plan.

## **11.5 WILDFIRE PREVENTION**

### **11.5.1 Prevention Objectives**

- 1.** To develop and maintain policies and procedures designed to reduce the risk of fires starting as a result of Company operations.
- 2.** To support the Department of Natural Resources (DNR) in efforts to educate all staff employed at the Muskrat Falls Site in fire prevention measures to reduce the risk of man-caused fires resulting from company activities.
- 3.** To maintain a public awareness program that will support the DNR fire prevention program by providing fire prevention information to the Project Delivery Team and contractors.

### **11.5.2 Reporting Wildfires**

- 1.** Contact the appropriate Forestry Division Wildfire Management Area fire centre directly, if possible. Also, contact company personnel as soon as possible.

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2. If the DNR office is unknown, call 1-866-709-FIRE (3473) (This is a Central Fire Centre, which operates 24 hours per day, 7 days a week during the fire season.) or (709) 497-8484, (709) 497-8479.
  
3. If it is considered safe to do so, take immediate suppression action. Use as many of the resources reasonably and lawfully available to the company in the vicinity of the fire as required to contain the fire. Personnel shall remain at fire suppression activities until such time as they are released.

## **11.6 INDUSTRIAL WILDFIRE PREVENTION AND EVACUATION PLAN AND EXECUTION**

This fire control plan has been prepared by Nalcor LCP in accordance with this Project-Wide Emergency Response Plan. The plan describes the company’s roles and responsibilities for the construction phase of the Muskrat Falls Project as it pertains to fire prevention measures and site evacuation should that be deemed necessary. It will be presented to all contractors employed by the company for work on the Muskrat Falls Project during fire season(s). The company’s role in fire control will remain primarily preventative. From an evacuation perspective, the Project Delivery Team will coordinate with on site contractors and allocate the necessary resources to safely evacuate the site if necessary. Site evacuation shall be based on advice and consultation with the Department of Natural Resources (DNR) and the Torbay Road Emergency Operations Centre, with the following primary factors used in the decision making process:

1. Fire Proximity
  
2. Resultant Smoke Particulate / Carbon Monoxide
  
3. Should an evacuation of the site be imminent, the Torbay Road Emergency Operations Centre must be contacted to provide them with the following information:
  
4. Site conditions and critical risks/concerns
  
5. Site support needs and priorities

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6. Status of personnel at the site (including contractors on site) – including site activities (if applicable), headcount, any anticipated site forecasts for next 24 hours.

The Torbay Road EOC can contact FES-NL (Fire and Emergency Services) for evacuation support, as well as arranging provisions for personnel evacuating from the site (beds, blankets, food, etc.) FES-NL can assist with contacting the Happy Valley-Goose Bay Fire Department to support any firefighting efforts at the site, only if it is feasible and if they are not otherwise engaged elsewhere. The Barracks at the Military Air Base may also be utilized if so approved by the Military personnel on site.

The Torbay Road EOC can also contact the RCMP to provide support for traffic management out of the site during an evacuation, as well as periodic checks of the site to ensure that site security is not breached.

#### **11.7 PRE-SUPPRESSION OBJECTIVE**

The pre-suppression objective is to have any member of the Project Delivery Team, or contractor that may encounter a fire, be prepared to take appropriate action to minimize fire loss and injury to personnel, as well as report the fire to DNR as soon as possible.

#### **11.8 SUPPRESSION OBJECTIVE**

The objective in fire suppression is to report and take initial action on all fires discovered by company employees and contractors. Site personnel must be trained on using suppression equipment, and must never place themselves at significant personal risk to extinguish a fire, which is beyond incipient stages.

#### **11.9 COMPANY / CONTRACTOR EQUIPMENT VEHICLES**

All LCP personnel and contractor vehicles will carry the following equipment during fire season:

- Fire extinguisher (20 lbs. ABC).
- Cellular telephone and/or company radio.

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To prevent wildfires starting from heated vehicles, all vehicles will be parked on bare mineral soil only. All vehicles being used on site will be inspected daily and maintained as required. Vehicle idling must be kept to a bare minimum so as to reduce any potential fire ignition risk.

**11.9.1 Fire Equipment Cache**

During the fire season the mandatory requirements for fire suppression equipment will be maintained at strategic locations throughout the Project footprint.

**11.10 RESTRICTIONS TO WORK (FIRE HAZARD LEVEL)**

Restrictions may be invoked when the fire hazard level reaches high / extreme smoke particulates above acceptable limits and/or at the discretion of the Site Manager. Work hours may be restricted depending on the fire hazard, risk and fire activity.

**11.11 ENVIRONMENTAL EMERGENCIES**

The Master Spill Response Plan (MSRP) is a component of the Lower Churchill Project’s overall Emergency Response Plan (ERP) and compliments the Project-Wide Environmental Protection Plan (P-WEPP).

The MSRP identifies responsibilities and procedures to follow in the event of a spill and provides guidance to contractors who are required to develop a Spill Response Plan (SRP) as a component of their Contract-Specific Environmental Protection Plans (C-SEPP).

Spill Management Structure

The contractor will be required to lead and coordinate any field response to environmental incidents related to their activities. Most incidents will be managed by the contractor with their own resources (i.e. trained personnel and spill response equipment).

Contractors and/or Project Delivery Team Management Personnel will promptly alert the On-Site Environmental Monitor in the event of an environmental incident. Where an incident requires additional support, or where the situation presents an elevated risk, the Muskrat Falls Emergency

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Operations Centre will be engaged as per the Project-Wide Emergency Response Plan. The responsibility to engage the FEOC rests with the Project’s On-Site Environmental Monitor.

Further support from the Project and/or Corporate Emergency Operations Centres will be available as required. The procedure and requirements to notify or engage higher level support are described in the ERP for various emergency situations.

The general organization of the complete spill management structure for the Project is illustrated below. Project personnel assigned to the various Muskrat Falls EOC supporting roles will evolve as Project activity levels increase. During early works, the Muskrat Falls EOC will be based in Happy Valley Goose Bay. However, the base will move to the Muskrat Falls Site when initial and full phase construction activity commences.

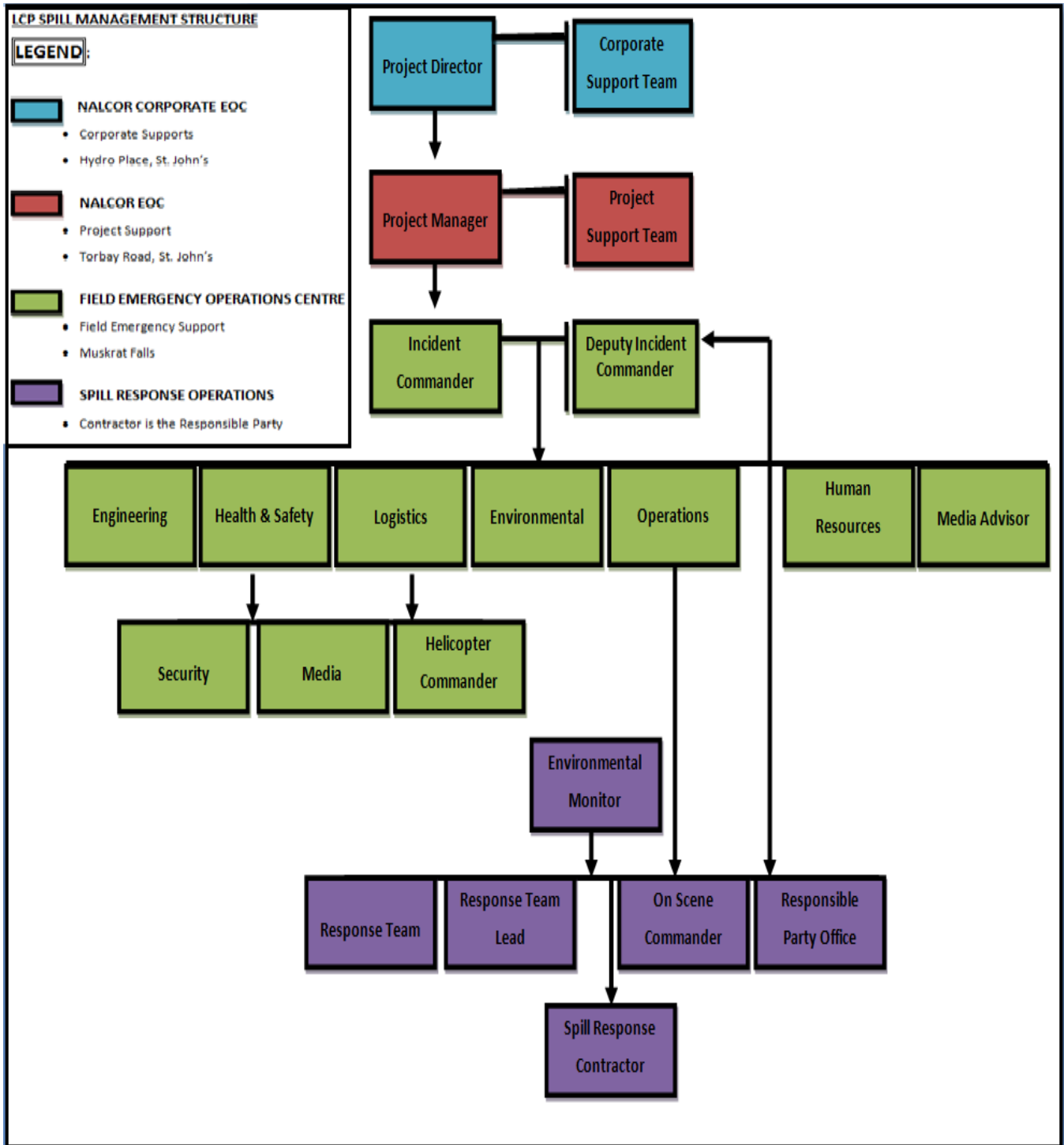
The following chart illustrates the LCP Spill Management Structure to be employed for both Early Works and full phase construction activity.



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**Figure 5 - LCP SPILL MANAGEMENT STRUCTURE**



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## 11.12 CIVIL DISTURBANCE

Approaching a criminal event that has been created by an act of civil disturbance presents unique challenges to the responder. Any civil disturbance incident must be dealt with by the appropriate authorities (RCMP, etc.), who are trained and experienced in dealing with these types of events.

To effectively implement scene control and ensure public safety, emergency responders must quickly and accurately evaluate the incident area and determine the potential severity of danger. All efforts should be made to legally remove protestors from the site that present a danger or threat to personnel, resources and/or equipment. Should protestors get out of control, the RCMP should be summoned to bring the situation under control. LCP Project Delivery Team Personnel or subcontractors must not participate in any altercation with protestors at any time. A “hands-off” approach is critical so as not to escalate the situation.

- 1) Evaluate the incident area and determine the severity of danger or threat to site personnel.
  - Do not argue with participant(s).
  - Have all personnel leave the immediate area of disturbance.
  - Lock all doors.
  - Stay away from windows and exterior doors.
  - Remain inside, unless instructed otherwise by RCMP officials.
  
- 2) Make notifications in accordance with the Alert and Emergency Response Levels (refer to Part B of this ERP). Provide the following information:
  - Type of civil disturbance.
  - Number of participants.

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- Weapons used and / or involved.
  - Threats of physical harm to persons or damage to facilities or property made.
  - Has secured area been breached? If so, what is the current location (if known)?
  - Is there any blocking of access to offices, buildings, etc.?
  - Have operations/activities been affected.
- 3) Comply with all instructions until RCMP has arrived.
  - 4) Remember that participants in the Civil Disturbance may still be lurking nearby waiting for responders to arrive.
  - 5) Do not attempt to re-enter areas under siege.

### **11.13 DAM RELATED EMERGENCIES**

Report all Dam Alerts and Emergencies to FES-NL at (709) 896-7957 or the 24/7 line (709) 729-3703, as well as the Department of Environment and Conservation, Water Resources Division.

#### **11.13.1 Level 1 - Developing Failure or Unusual Situation**

- 1) If there is a slowly developing failure or unusual situation, where failure is not imminent, but could occur if no action is taken, the LCP-EOC should:
  - 2) Notify FES-NL (709) 729-3703 of the potential problem and keep them advised of the situation.
  - 3) Review the Dam Emergency Response Plan.
  - 4) Assess the situation and mobilize the following personnel to investigate the situation.
  - 5) Prepare to initiate the evacuation plan for LCP personnel downstream of the dam as and when warranted.

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6) If situation deteriorates, proceed to level 2 and 3.

### **11.13.2 Emergency Levels 2 & 3 - Potential Dam Failure or Failure in Progress**

If there is a potential dam failure (Emergency Level 2) or a dam failure is imminent or in progress (Emergency Level 3) there will be approximately one (1) hour of warning time available between the initiation of the breach and the flood wave reaching the populated areas of the downstream reach (Happy Valley – Goose Bay, Mud Lake). In such circumstances:

- 1) Notify FES-NL (709) 729-3703 of the potential problem and keep them advised of the situation.
- 2) Evacuate all personnel downstream of the floodplain.
- 3) Take preventive actions.

### **11.13.3 Failure of Appurtenant Structures such as Outlets or Spillways**

If gates or other appurtenant structures fail, the following actions should be taken.

- 1) Implement temporary measures to protect the damaged structure, such as closing an outlet or providing temporary protection for a damaged spillway.
- 2) Employ experienced professional divers if necessary to assess the problem.

### **11.13.4 Movement of the Dam on its Foundation**

Movement of the dam would be indicated by relative deflections between the surface monuments adjacent to the joints on the crest of the dam. A sliding failure should be dealt with through the following actions:

- 1) Immediately lower the water level until the movement stops.
- 2) Continue to lower the water until a safe level is reached.
- 3) Continue operating at a reduced level until repairs can be made.

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### **11.13.5 Excessive Seepage**

If excessive seepage is encountered:

- 1) Lower the water to a safe level.**
- 2) Determine source of seepage.**
- 3) Continue frequent monitoring for signs of cracking or concentrated seepage.**
- 4) Continue operation at a reduced level until repairs can be made.**

### **11.14 EVACUATION BY HELICOPTER**

Any decision to initiate a helicopter evacuation is made through the Incident Commander in Consultation with the Logistics Coordinator and Helicopter Company or Pilot On-Scene. To assist with that decision, all appropriate and accurate information must be provided

In all circumstances:

- 1) Determine the location of the accident / incident.**
- 2) Assess with the logistics coordinator to determine any access issues / blockages that would impede a ground or air response.**
- 3) Identify the name(s) of the person(s) to be evacuated.**
- 4) Note any of the following conditions that would indicate the need for rapid transport:**
  - Altered / decreased level of consciousness
  - Difficulty in breathing
  - Cardiac (heart) condition
  - Serious head injury
  - Suspected spinal injury

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- Upper leg (femur) fracture(s)
- Severe bleeding (unable or difficult to control)
- Suspected internal bleeding (abdominal bruising, swelling and tenderness)
- Severe burns (2nd or 3rd degree, or burns to face, throat or neck)
- Severe shock, trauma, hypothermia
- Anaphylactic shock – an allergic reaction as a result of an exposure (i.e. bee sting, food, chemicals, etc.)
- Poisoning

**5) Notify Pilot On-Scene or Helicopter Contractor (24 hrs.).**

**6) Consider and document the following issues:**

- Pilots not being certified for instrument flying (i.e. flying at night or during limited visibility).
- What is the time required to respond to incident location (would land based transportation be faster? Consider response times, accessibility, day light, visibility, etc.)
- There is less available flying time during the winter months.
- Weather conditions.
- Will the helicopter be required to transport personnel on stretchers or seated?
- What is the capacity of the Helicopter (persons seated and / or on stretchers).
- Will a medical team need to be transported to the incident scene to provide specialised treatment prior to moving the patient.

**7) Determine where evacuees will be transported to.**

- Captain William Jackman Memorial Hospital, Labrador City (709) 944-2632.
- Labrador Health Centre, Goose Bay (709) 896-2417.

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- Charles S. Curtis Memorial Hospital, St. Anthony (709)-454-3333.
- Labrador Health Centre, Goose Bay (709) 897-2000.
- Labrador South Health Centre, Forteau (709) 931-2450.
- Strait of Belle Isle Health Centre, Flowers Cove (709) 456-2401.
- White Bay Central Health Centre, Roddickton (709) 457-2215.

*(Note: The above locations may be interim holdover locations for patient stabilization and further action may be required to air ambulance the injured party to St. Johns, Halifax, etc.)*

#### **11.15 BOMB THREATS / BOMB DETONATION**

A bomb threat is an effective tool used by terrorists to disrupt business. The problems are intensified when the incident involves an actual explosive or incendiary device. Although there is no foolproof means of securing a premise against a bomb threat (or bomb attack), the LCP Security Management Plan (refer to document number LCP-PT-MD-0000-HS-PL-0005-01), when correctly executed, will enable the LCP to effectively deal with a bomb threat incident properly. Bombs and the threat of their use has become the primary weapon of the terrorist. They are also used as a means of retaliation by employees with real or fancied grievances, as well as by criminal extortionists. Bomb threats can be of several varieties and usually classified as specific and non-specific in nature. Threats can be specific as to location, detonation time, etc. and non-specific usually consisting of a simple statement with very little detail. **Refer to site specific Emergency Plans or call 1 (709) 896-3383 in the event that a bomb threat is received.**

#### **11.16 TERRORISM AND HOSTAGE TAKING**

This section includes:

- (a) Hostage taking
- (b) Barricaded person(s)
- (c) Ongoing emergency involving deranged person

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(d) Vandalism

(e) Assault by outside group or agency (terrorists)

These situations involve an imminent threat to the LCP and its personnel and thus the purpose of the response will be to preserve life and to neutralize the perpetrator(s) / deranged person using only as much force as is necessary in the circumstances. The RCMP will respond with an appropriate contingent of personnel to address the specific situation and may request transportation to remote locations. This could involve up to 12 (twelve) personnel and associated equipment.

#### 11.17 LOST OR OVERDUE PERSONNEL

Field workers often find themselves in remote, isolated or distant “bush” locations. These work site locations are often influenced further by environmental factors like the season, weather, and short periods of daylight, terrain, and potentially aggressive wildlife. Consequently, a combination of job pre-planning, effective communications, the use of a “buddy” system, and a “check-in” system are critical control elements for working remotely.

Although fairly remote for the majority of LCP project activities, a response to individuals being “overdue” or “lost” may be necessary when a pre-arranged check in or “ETA” has been reasonably exceeded, or they have been reported to be missing.

**1) Review with Logistics Coordinator all information regarding helicopter locations and availability to conduct SAR operations.**

**2) Evaluate the Hazard**

- Time of day / daylight remaining
- Season / weather
- Access to area
- Availability of resources for search / rescue
- Potential for hypothermia



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- The missing individual(s) skill level and level of preparedness

### **3) Take Control**

- Determine if it is safe to commence a search operation.
- Notify Pilot On-Scene or Helicopter Contractor (24 hrs.), as appropriate.
- Identify a “Search Coordinator”.
- Determine expected or last known location from the “buddy” or “Sign-out / Check-in” system.
- Identify workers available for search.
- Ensure maps are available.
- Ensure communications equipment is available.
- Determine if search will be conducted by ground (foot, skidoo) or via air.
- First aid equipment.
- Fish and Wildlife assistance may be required where aggressive wildlife (bears) are known or considered to be a contributing factor.

### **4) Determine event level and make notifications in accordance with Part B, “Alert and Emergency Response Levels” of this Project-Wide Emergency Response Plan.**

### **5) Take Action (if safe to do so)**

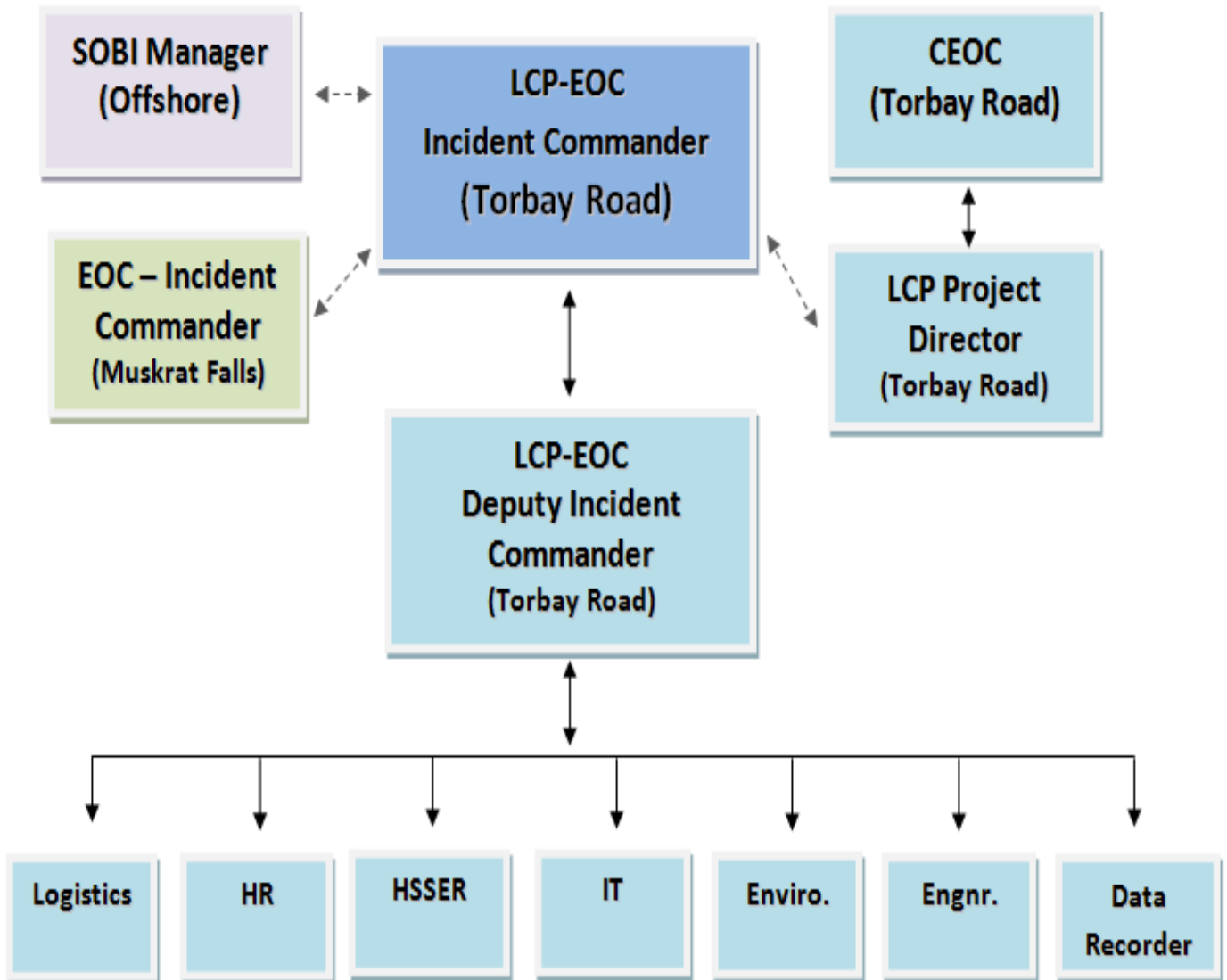
- Initiate / coordinate initial search based on immediate information until outside resources arrive.
- When the missing person(s) is located, determine the need to initiate any further response for personal.
- Turn search operations over to higher resources (RCMP / G-SAR) upon arrival and assist as required.

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**PART E – LCP EOC ACTIVATION**

**12 LCP EOC ROLES & RESPONSIBILITIES**

**Figure 6 - LCP EOC ACTIVATION FLOW CHART**



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## **12.1 PARTIAL / FULL ACTIVATION AND MOBILIZATION OF THE LCP-EOC**

The decision to activate the LCP-EOC Torbay Road and mobilize the Emergency Operations Centre team in full, or in part, will follow a discussion between the Incident Commander, Deputy Incident Commander, HSSER and Environmental Representative. If, due to the severity of the emergency, a full mobilization is ordered, all members of the LCP-EOC are to be mobilized without delay and shall, from that time, have one (1) hour to be present in the LCP-EOC. Any member of the Emergency Response Team who is unable to respond to the LCP-EOC within the one hour response time must make provisions for a competent alternate to cover their role with the team during their absence, as well as notifying the Incident Commander of the situation and anticipated ETA.

Where the Incident Commander determines that only a partial mobilization is necessary, LCP-Emergency Operations Centre members may be mobilized subject to the type of emergency and the requests for support that are being received. At the very minimum, the smallest possible LCP-EOC team will be formed by the following personnel:

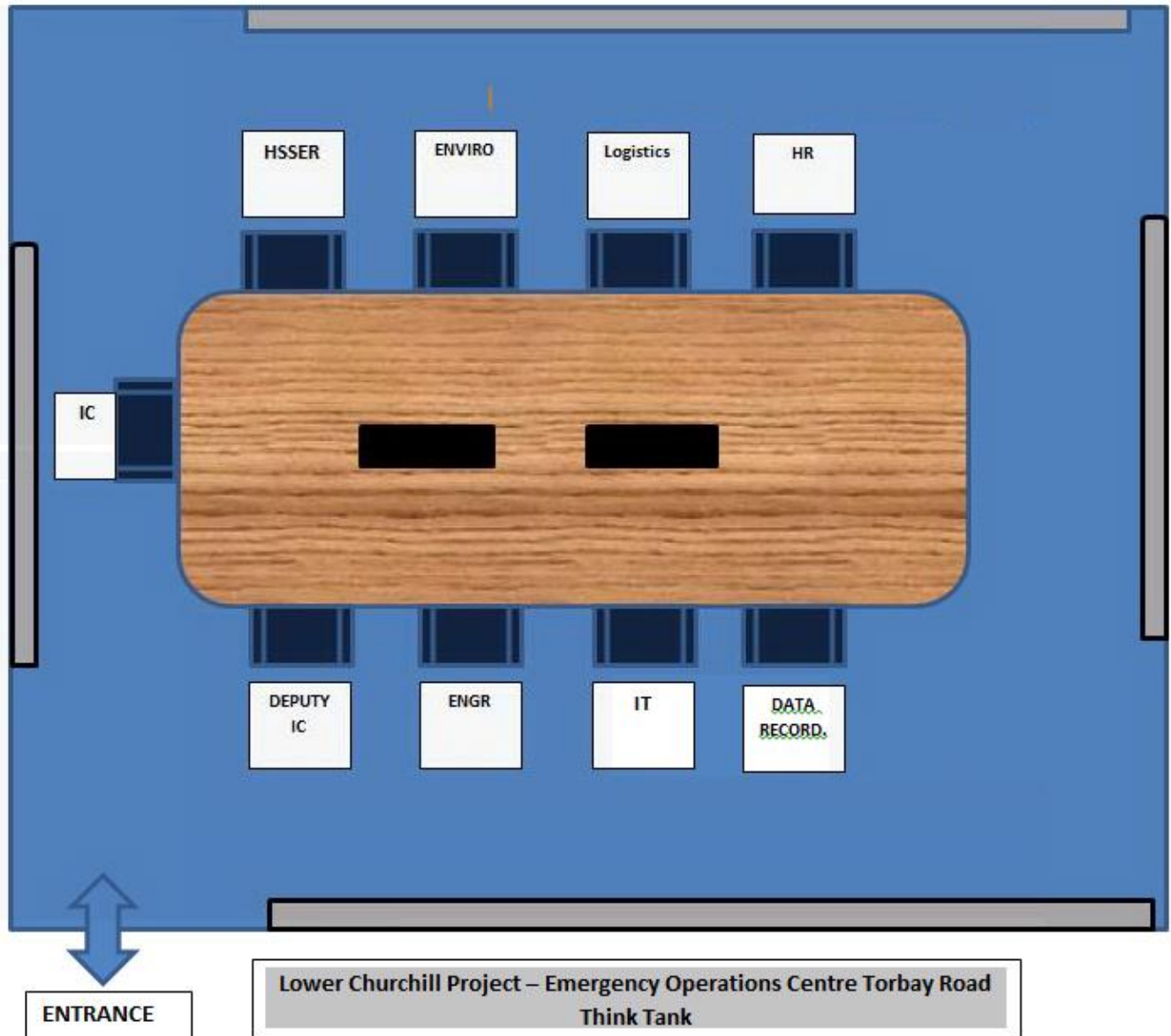
- **Incident Commander**
- **Deputy Incident Commander**
- **HSSER Representative**
- **Logistics & Procurement Representative**

Once mobilized, the Incident Commander will assume command of all support operations. At the discretion of the Incident Commander, additional personnel may be mobilized as the support requirements of the emergency change.

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## 12.2 LCP-EOC SEATING PLAN



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12.2.1 Incident Commander (LCP-Placemat)

<b>Incident Commander (LCP-Torbay Rd.)</b>		<b>Name:</b>
		<b>Date:</b>
<b>Roles &amp; Responsibilities</b>		
<p><b>The Incident Commander</b> (or designate) is responsible for communications with LCP Deputy Incident Commander, the Contractor Incident Commander, as well as providing technical and logistical support on site and determining the need for assembly of the ERT during the course of an emergency.</p>		
<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<b>Upon the receipt of call from Contractor Incident Commander or the Deputy Incident Commander:</b>		
<input type="checkbox"/>	<p><b>Communicate</b> with the Site HSSER Manager, Security and Emergency Response Manager and Deputy Incident Commander to determine whether the Site Emergency Response Team should be assembled or not.</p>	
<input type="checkbox"/>	<p>Incident Commander to make final determination as to whether the Site Emergency Response Team should be assembled or a partial team assembled.</p>	
<b>The following information is conveyed from the Contractor Incident Commander or Construction Manager regarding the incident:</b>		
<input type="checkbox"/>	<b>Time &amp; Location</b> of Incident	
<input type="checkbox"/>	<b>Name/Affiliation</b> of the injured party and severity of the injury as applicable	
<input type="checkbox"/>	<b>Planned Response Actions:</b>	
<input type="checkbox"/>	*Logistical issues / challenges	
<input type="checkbox"/>	*Identified risks / mitigating measures	
<input type="checkbox"/>	*Incident Priorities / supplier Needs	
<input type="checkbox"/>	Jointly establish the focus of the Emergency Operations Response Centre (EOC) (the magnitude of the incident, and current site operations, conditions and activities) based on support needs of the LCP Deputy Incident Commander, Site Manager, and the Contractor Incident Commander.	

<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<input checked="" type="checkbox"/>	<b>Monitor response operations through scheduled telephone calls from the Contractor Incident Commander. Areas for concern include:</b>	
<input type="checkbox"/>	Safety of all personnel affected by the incident	
<input type="checkbox"/>	Search and Rescue Operations that may be required.	
<input type="checkbox"/>	Record/document Actions Taken and key communications during the course of the incident/emergency.	
<input type="checkbox"/>	Any Additional Medical Services that may be required	
<input type="checkbox"/>	Site conditions posing Significant Risk or exacerbating the emergency	
<input type="checkbox"/>	Liaise with the Emergency Response Team Members. Record actions / telephone calls during the course of an emergency. The details are to be represented to the HSSER Representative.	
<input type="checkbox"/>	Confirm that appropriate liaison with key Federal and Provincial officials are being carried out.	
<input type="checkbox"/>	Assist the Deputy Incident Manager and the Contractor Incident Commander with acquiring resources, manpower and supplies available in the region, as and when requested.	
<input type="checkbox"/>	Communicate status of the incident periodical with the Project Director.	

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12.2.2 Deputy Incident Commander (LCP-Placemat)

<b>Deputy Incident Commander (LCP-Torbay Rd.)</b>		Name:
		Date:
Roles & Responsibilities		
The <b>Deputy Incident Commander</b> is responsible for maintaining communications with Site Personnel to provide technical and Logistical support on site and determining the need for assembly of the Emergency Response Centre (Torbay Rd) during the course of an emergency.		
<input checked="" type="checkbox"/>	Checklist	Information Gathered
<b>Upon receipt of a call from the Contractor Incident Commander respond to the EOC-Torbay Road as warranted:</b>		
<input type="checkbox"/>	Communicate with the Incident Commander and the HSSER Representative to determine whether the EOC should be assembled or only a partial group assembled.	
<input type="checkbox"/>	Upon agreement to assemble, contact IT to assist with the set-up of the EOC.	
<b>Ensure the following information from the Contractor Incident Commander is conveyed to the LCP Incident Commander regarding the incident:</b>		
<input type="checkbox"/>	Name, Date, Time & Site Location of Incident	
<input type="checkbox"/>	Nature of Emergency (determine identified risks, planned mitigating measures)	
<input type="checkbox"/>	What Type of Assistance/Support is required by the Contractor (IC) and identify priorities	
<input type="checkbox"/>	Current Status and Planned Response Actions	
<input type="checkbox"/>	Determine Number of Casualties / Missing Personnel (name and affiliation of injured person(s))(as appropriate)	
<input type="checkbox"/>	From the information provided from the Contractor Incident Commander and the LCP Site EOC, determine what External Agencies have been contacted. (RCMP, RNC, OHS, etc.)	
<input type="checkbox"/>	Act as principle contact with the Incident Commander and LCP Site Manager. Be available for consultation with the LCP Health and Safety Manager and Incident Commander, as required	

<input checked="" type="checkbox"/>	Checklist	Information Gathered
<input type="checkbox"/>	Receive verbal assessments from the Logistics/Procurement Representative and the Engineering Representative (As Required)	
<input type="checkbox"/>	Record actions/telephone calls during the course of an emergency. Maintain notes of actions taken and forward these to the HSSER Representative at the conclusion of the incident response.	
<input type="checkbox"/>	Confirm and communicate the need for medium and long term response planning at the site beyond the emergency phase of the incident to address business recovery issues, as warranted.	
<input type="checkbox"/>	Confirm that appropriate liaison with key Federal and Provincial Officials has been carried out (When necessary). Ensure communication protocols are established and understood with respect to where these contacts should be generated. Regardless, these contacts must be forwarded to the Incident Commander, who will advise the EOC-Torbay Rd.	
<input type="checkbox"/>	Assist the LCP-Site Incident Commander (with the assistance of Logistical Support) with acquiring resources, manpower, housing, food and supplies available, as requested.	
<input type="checkbox"/>	Monitor the development and implementation of a written Interim Action/Mitigation Plan for the first 24 hours inclusive of its anticipated costs (Engineering (Torbay Road), Project HSSER Manager (Project and Site), Security and Emergency Response Coordinator, Camp Operations and Logistics/Procurement to jointly compile).	
<input type="checkbox"/>	Monitor response operations through scheduled phone calls from the Contractor Incident Commander. Areas of concern include: Safety of personnel affected by the incident, Medical Services or Search and Rescue Operations that may be required, Technical Solutions to Site Conditions posing risk or exacerbating the emergency. This information must be communicated to the LCP Incident Commander.	
<input type="checkbox"/>	As required, consult with: Logistical Support, HSSER, Environmental, and Security/Emergency Response.	
<input type="checkbox"/>	Once satisfied that the Interim Action/Mitigation Plan provides the most appropriate initial response, sign as agreed to and have the following LCP-EOC team members initial the plan: Logistical Support, Site HSS&ER Manager, Security and Emergency Response Coordinator and Incident Commander. The Incident Commander will communicate the Interim Action Plan to the Project Director.	
<input type="checkbox"/>	If contracting additional emergency services or making emergency purchases, track all costs/liase with Logistical Support.	
<input type="checkbox"/>	Review and ensure accuracy and timeliness of all public statements in conjunction with Corporate Communications and the LCP Incident Commander.	
<input type="checkbox"/>	Coordinate due diligence with respect to Nalcor's position on all issues which result from the damages created by the incident, as applicable.	

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12.2.3 HSSER Representative (LCP-Placemat)

<b>HSSER Representative</b> (LCP-EOC-Torbay Rd.)		Name:
		Date:
<b>Roles &amp; Responsibilities</b>		
The responsibility of the <b>HSSER Representative</b> is to ensure that all operations and activities are executed in a safe manner with due consideration to risk factors associated with a particular incident, as well as simultaneous operations around the immediate vicinity. The HSSER Representative will provide direct input into emergency events, mitigating actions and operations having HSSER implications.		
<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<b>Upon receipt of a call from the LCP-EOC Incident Commander, respond to the LCP-EOC (Torbay Road) obtain the following information:</b>		
<input type="checkbox"/>	<b>Time and location</b> of the incident	
<input type="checkbox"/>	<b>Name, number of individuals involved, and the affiliation</b> of the injured party, and severity of injuries (as applicable)	
<input type="checkbox"/>	<b>Planned response actions</b>	
<input type="checkbox"/>	<b>Identified risks/mitigation measures</b> planned or underway.	
<input type="checkbox"/>	Review options/considerations with the Contract Incident Commander and Deputy Incident Commander. As required, advise the Incident Commander on all matters relating to Safety and Health.	
<input type="checkbox"/>	Coordinate periodic weather briefings for LCP-EOC Deputy Incident Commander & LCP Site Incident Commander (as warranted).	

<input checked="" type="checkbox"/>	Checklist	Information Gathered
<b>As required and in conjunction with the Security and Emergency Response Coordinator, confirm that the following have been notified and / or mobilized, as and when warranted:</b>		
<input type="checkbox"/>	<b>RCMP</b> (Tel: 896-3383, 772-5400 or 911)	
<input type="checkbox"/>	<b>RNC</b> (Tel: 925-3524, 729-8000 or 911)	
<input type="checkbox"/>	<b>OH&amp;S Branch of Service NL.</b> (Tel: 729-4444 or 1 (800) 563-5471)	
<input type="checkbox"/>	<b>Fire and Emergency Services</b> (Tel: 896-7957) <b>for Dam related emergencies.</b>	
<input type="checkbox"/>	<b>Canadian Coast Guard (Offshore operations).</b> (toll free within region 1-800-563-2444/1-902-427-8200)	
<input type="checkbox"/>	Liaise with LCP Site H&S on personnel status of those sent to medical centres.	
<input type="checkbox"/>	Ensure Contractor Incident Commander or designate /On-Site Contractor Safety and Health Advisor have notified the WHSCC with regard to events affecting contractor personnel. The MF HSS&ER Manager or designate will be responsible for notification of the WHSCC as required.	
<input type="checkbox"/>	Ensure ambulance/hospitals have been alerted by the Contractor and/or Security and Emergency Response Coordinator.	
<input type="checkbox"/>	Liaise with Site Human Resources Representative to evaluate the need to contract, and as required coordinate, grief counselling services, as and when warranted.	
<input type="checkbox"/>	Maintain notes of all actions taken, events, timings, etc. during the course of the incident, collect action sheets from the rest of the Emergency Operations Centre Team to assist with the development of a final incident report.	

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12.2.4 Environmental Representative (LCP-Placemat)

<b>Environmental Representative</b> (LCP-Torbay Rd.)		Name:
		Date:
<b>Roles &amp; Responsibilities</b>		
The <b>Environmental Coordinator</b> is responsible for ensuring that all environmental activities taken during the course of an emergency are fully compliant with Provincial and Federal Law during the course of an emergency.		
<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<b>Upon receipt of a call from Deputy Incident Commander, respond to the Torbay Road EOC, as warranted:</b>		
<input type="checkbox"/>	<b>Time and Location</b> of any environmental incident	
<input type="checkbox"/>	<b>Specific Details</b> of the Environmental Incident (when available)	
<input type="checkbox"/>	Determine where <b>Assistance</b> is required	
<input type="checkbox"/>	Determine <b>Conditions &amp; Status</b> of incident	
<input type="checkbox"/>	Ensure that contractor has notified Coast Guard Marine Communications and Traffic Services in the event of a reportable pollution event.	
<input type="checkbox"/>	Review options/environmental considerations with the Deputy Incident Commander and Muskrat Falls Site Manager	
<input type="checkbox"/>	Assist the Deputy Incident Commander/Site Incident Commander Manager/Incident Commander with acquiring resources, manpower and supplies available in the region, as requested. Consider and coordinate the deployment of Environmental Specialists, as conditions warrant.	
<input type="checkbox"/>	Assist the HSSER Representative in the preparation of Project HSSER Checklist.	
<input type="checkbox"/>	As required, advise the Incident Commander on all matters related to the Environment.	

<input type="checkbox"/>	Checklist	Information Gathered
<input type="checkbox"/>	If contracting emergency services, or making emergency purchases, ensure costs are tracked (liaise with the Logistical Support).	
<input type="checkbox"/>	Maintain notes of all actions taken, timings, etc. during the course of the incident and provide those to the HSSER Representative for the development of the final Incident Report.	
<b>Emergency Numbers:</b>		
<b>Department of Environment and Conservation, NL</b> Water Resources Management Division Tel: (709) 729-2563		
<b>Service NL</b> Provincial Office Telephone: 1-709-729-4834		
<b>Environment Canada</b> - Canadian Coast Guard – Reporting an environmental emergency in NL: Telephone: 709-772-2083 or 1-800-563-9089		



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12.2.6 Logistical Support Representative (LCP-Placemat)

<b>Logistical Support Representative (LCP-Torbay Rd.)</b>		<b>Name:</b>
		<b>Date:</b>
<b>Roles &amp; Responsibilities</b>		
The <b>Logistics and Support Representative</b> is responsible for maintaining communications with the incident commander and site personnel to establish adequate logistical support during the course of an emergency. The Logistics and Procurement Representative must endeavour to locate and deploy assets as required and track expenditures.		
<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<b>Upon receipt of a call from LCP-EOC (Torbay Rd.) respond to the EOC-Torbay Road (as warranted) and assess medical evacuation options (prior to an actual emergency) considering:</b>		
<input type="checkbox"/>	Injured person(s) <b>Condition/Stability</b>	
<input type="checkbox"/>	Reasonable response times for <b>Land and Air Options</b>	
<input type="checkbox"/>	<b>Site Access</b> available resources on location	
<input type="checkbox"/>	Nearest <b>Available Medical Treatment</b> facilities/hospitals/clinics	
<input type="checkbox"/>	Patient condition and associated <b>Weather Conditions</b> and <b>Transportation Risks</b>	
<input type="checkbox"/>	The <b>Medical Evacuation Options</b> must be weighed based on the specific case and the professional medical opinion of a consulting physician.	
<input type="checkbox"/>	Maintain updated equipment availability for support plans.	
Maintain and update logistics, include the following information: Medical Service Providers including Medevac's. List of Available Helicopter Support available, including their capabilities such as:		
<input type="checkbox"/>	Seating /stretcher capacity	
<input type="checkbox"/>	Winching capability	
<input type="checkbox"/>	Number of passengers	
<input type="checkbox"/>	VFR and IFR capability	
<input type="checkbox"/>	If Helicopter is available	
<input type="checkbox"/>	Closest Hospital for Medevac's	
<input type="checkbox"/>	Determine fuel on board/need for refuelling (closest fuel cache)	
<input type="checkbox"/>	Available flying time / range	
<input type="checkbox"/>	Project the closest five helicopters on a project board in the EOC	
<input type="checkbox"/>	Up-to-date weather on scene	
<input type="checkbox"/>	Fuel Availability	

<input type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<input type="checkbox"/>	With approval of Incident Commander, task helicopter to appropriate site location, as required.	
<input type="checkbox"/>	Provide/advise solutions in relation to the movement of rented, purchased or LCP owned equipment.	
<input type="checkbox"/>	Record/document actions taken and key communications during the course of the emergency. Maintain notes of all actions taken, timings, etc. during the course of the incident and provide those to the HSSER Representative for the development of the final Incident Report.	
<input type="checkbox"/>	Communicate with Incident Commander to ensure appropriate solutions and methods are implemented.	
<input type="checkbox"/>	Ensure movement of supplies including the following for the field response team/back-up.	
<input type="checkbox"/>	Ensure cost control centre is activated.	
<input type="checkbox"/>	Ensure purchasing agreements with emergency contracts are effectively tracked.	
<input type="checkbox"/>	Assist the Contractor Incident Commander with acquiring resources, manpower and supplies available in the region, as requested	

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**12.2.7 Engineering Representative (LCP-Placemat)**

<b>Engineering Representative</b> (LCP-Torbay Rd.)		<b>Name:</b>
		<b>Date:</b>
<b>Roles &amp; Responsibilities</b>		
The <b>Engineering Representative</b> is Responsible for maintaining communications with the Incident Commander and site personnel to establish adequate logistical support during an emergency.		
<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<input type="checkbox"/>	Upon receipt of call proceed to EOC Torbay Rd and obtain briefing from LCP Incident Commander.	
<input type="checkbox"/>	Source internal and external specialists as required.	
<input type="checkbox"/>	Liaise with and coordinate with field crew's response team as it relates to technical / engineering matters.	
<input type="checkbox"/>	Assess the situations with the incident commander and the Deputy Incident Commander and recommend the most effective solutions and methods of implementation.	
<input type="checkbox"/>	Record/document actions taken and key communications during the course of the emergency.	
<input type="checkbox"/>	If contracting emergency services, or making emergency purchases, ensure costs are tracked (liaise with the Logistical Support).	
<input type="checkbox"/>	Communicate with the incident commander to ensure appropriate solutions and methods are implemented.	
<input type="checkbox"/>	Submit notes, actions taken to the Health and Safety Representative to assist with preparation of the final report.	

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**12.2.8 Human Resources Representative (LCP-Placemat)**

<b>Human Resources Representative (LCP-Torbay Rd.)</b>		<b>Name:</b>
		<b>Date:</b>
<b>Roles &amp; Responsibilities</b>		
The Human Resources Representative is responsible for maintaining communications with the incident commander to ensure personnel data is available and update in an emergency situation.		
<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<input type="checkbox"/>	Upon receipt of call proceed to EOC Torbay Rd and obtain briefing from EOC Incident Commander.	
<input type="checkbox"/>	Maintain number of people on-site and the number involved in the emergency, including number of unaccounted personnel.	
<input type="checkbox"/>	Update personnel board as required.	
<input type="checkbox"/>	Liaise with H&S on personnel status of those sent to medical centres.	
<input type="checkbox"/>	Liaise with contractors regarding any personnel involved in the incident.	
<input type="checkbox"/>	Ensure family notifications for LCP staff, as and when required.	
<input type="checkbox"/>	Determine if there is a need for a family resource centre set up at a location near site or in Muskrat Falls offices.	
<input type="checkbox"/>	Ensure there are refreshments set up for LCP-EOC Torbay Road.	
<input type="checkbox"/>	Record/document actions taken and key communications during the course of the emergency.	
<input type="checkbox"/>	Communicate with the LCP incident commander to ensure appropriate solutions and methods are implemented.	
<input type="checkbox"/>	Ensure purchasing agreements with emergency contracts are effectively executed and costs are tracked.	
<input type="checkbox"/>	Consider who will replace current members of the LCP-Torbay Road EOC Team (shift rotation).	
<input type="checkbox"/>	Supervise Data Recorder	

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**12.2.9 Data Recorder (LCP-Placemat)**

<b>Data Recorder (LCP-Torbay Rd.)</b>		<b>Name:</b>
		<b>Date:</b>
<b>Roles &amp; Responsibilities</b>		
The <b>Data Recorder</b> is responsible for reporting to the EOC (Torbay Rd.) as warranted and recording pertinent information/details during the course of an emergency for reference in the Emergency Operations Centre and documentation.		
<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<input type="checkbox"/>	Assess known events of the emergency situation prior to assuming role. Determine what has been done to that point using Emergency Response Team Boards in the Site ERT Room. Ask for clarification if information provided is unclear or confusing.	
<input type="checkbox"/>	Record all pertinent events chronologically on the tracking board. When the Track Board is full, copy information to the Incident Commander, Deputy Incident Commander and HSSER Representative.	
<input type="checkbox"/>	Track all actions that will require follow-up actions.	
<input type="checkbox"/>	Record all incoming resources, status and conditions/information on the appropriate EOC Boards	
<input type="checkbox"/>	Listen to hands-free communications between the Incident Commander, Deputy Incident Commander and the EOC-Torbay Road.	
<input type="checkbox"/>	Record/document actions taken and key communications during the course of an emergency.	
<input type="checkbox"/>	Ensure the Site ERT Room is free of notes, documents, forms, etc. pertaining to the incident at the conclusion of the emergency.	
<input type="checkbox"/>	Submit all event logs, telephone sheets and other pertinent information to the HSSER Representative at the conclusion of the incident.	

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**12.2.10 Information Technology (LCP-Placemat)**

<b>Information Technology (IT) Representative (LCP-Torbay Rd.)</b>		<b>Name:</b>
		<b>Date:</b>
<b>Roles &amp; Responsibilities</b>		
<p><b>IT Representative</b> is responsible for maintaining real time data and recording the events of the incident</p>		
<input checked="" type="checkbox"/>	<b>Checklist</b>	<b>Information Gathered</b>
<input type="checkbox"/>	Upon arrival at the EOC, ensure all communication equipment is in working order including: <ul style="list-style-type: none"> <li><input type="checkbox"/> network hook-ups</li> <li><input type="checkbox"/> telephone lines</li> <li><input type="checkbox"/> printers/faxes</li> <li><input type="checkbox"/> any data links</li> </ul>	
<input type="checkbox"/>	Contact external vendors, agencies for support as and when required.	
<input type="checkbox"/>	Provide remote technical support to site Incident Commander as required.	
<input type="checkbox"/>	Record and document actions taken and key communications during the course of an emergency.	
<input type="checkbox"/>	Submit all event logs, telephone sheets and other pertinent information to the HSSER Representative at the conclusion of the incident.	

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**13 LCP-EOC EMERGENCY RESPONSES FORMS**

**13.1.1 LCP-EOC Interim Action Plan (First 24 Hours of the Response)**

WRITE CLEARLY

DAILY ACTION PLAN					
<b>INCIDENT LOCATION:</b>		<b>THIS REPORT COVERS A 24 HOUR PERIOD.</b>			<b>TO BE COMPLETED IN THE LCP-EOC BY OPERATIONS LIAISON (ENGINEERING DESK TO ASSIST.)</b>
<input type="checkbox"/> <b>Site:</b>	<b>From:</b>	<b>Hrs NT</b>	<b>Date:</b>		
<input type="checkbox"/> <b>Other:</b>	<b>To:</b>	<b>Hrs NT</b>	<b>Date:</b>		
Brief Outline of the Response during the previous 24 hours (Use terminology that is easily understood):					
Brief Outline of the proposed response for the next 24 hours (Use terminology that is easily understood).					
<b>THIS SECTION TO BE COMPLETED IN THE LCP-EOC BY THE LOGISTICS</b>					
<b>ESTIMATED COST TO DATE:</b>	<b>\$</b>	<b>PROJECT COST FOR NEXT 24 HRS.</b>	<b>\$</b>	<b>PROJECTED TOTAL:</b>	<b>\$</b>
<b>Note:</b> This form is internal to the LCP-EOC process and is not intended to be a method of accounting, nor a summary of all costs incurred. More appropriately, it is intended to provide a general overview of what has been done, what will be done and the approximate costs. The Incident Commander will then be able to assess and report on progress while at the same time monitoring cost should there be a need to request additional funds. Use of this form does not eliminate the need to have a dedicated cost control centre for the duration of the emergency.		<b>DISTRIBUTION:</b>			<b>REC'D</b>
		Incident Commander			
		Deputy Incident Commander			
		Logistics and Procurement Representative			
		Engineering Representative			
		HSSER Representative			
Environmental Representative					
		<b>REMARKS:</b>			

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### 13.1.2 LCP-EOC Time-Out Report

WRITE CLEARLY

TIME-OUT REPORT – LCP LCP-EOC									
TO BE COMPLETED BY THE SAFETY AND HEALTH REPRESENTATIVE IN THE LCP-EOC AND SENT TO THE INCIDENT COMMANDER AFTER EACH SECOND TIME-OUT									
LOCATION & LEVEL:		EXERCISE OR REAL EVENT (✓)		INCIDENT DATE:			TIME: (NT 24 HR)		
		<input type="checkbox"/> Exercise <input type="checkbox"/> Real Event							
INCIDENT DESCRIPTION/STATUS: (E.G. FIRE, PERSONNEL INJURY, WELL CONTROL, LOSS OF GENERATION & NATURE OF INCIDENT, IE WHAT HAPPENED)									
WEATHER ON-SCENE:		WEATHER ST. JOHN'S:		SITE FOCUS <i>N/C = No Change to previous report</i>			LCP-EOC FOCUS <i>N/C = No Change to previous report</i>		
Wind From:		Wind From:							
Wind Speed (Kts):		Wind Speed (Kts):							
Visibility (km):		Visibility (km):							
Ceiling (ft):		Ceiling (ft):							
Temperature °C:		Temperature °C:							
Precipitation:		Precipitation:							
SITE / ON SCENE STATUS							TRANSPORT STATUS		
PERSONNEL ON-SCENE (POS) EMPLOYEES AND CONTRACTORS INVOLVED IN THE EMERGENCY AT THE SITE OR INCIDENT SCENE			MEASURES UNDERWAY OR BEING CONSIDERED (ALL RESPONSES)		IN PROGRESS (✓)	PLANNED (✓)	VEHICLE /VESSEL /AIRCRAFT: LOCATION		
1	Original POS (LCP):		Site Cleanup				<input type="checkbox"/> ..... <input type="checkbox"/> ..... <input type="checkbox"/> ..... <input type="checkbox"/> ..... <input type="checkbox"/> ..... <input type="checkbox"/> ..... <input type="checkbox"/> ..... <input type="checkbox"/> .....		
2	Original POS (Contractor):		SAR						
3	Total POS (Add 1 and 2):		Medevac						
4	Total Evacuated (LCP):								
5	Total Evacuated (Contractor):								
6	Total Evacuated (Add 4 and 5):								
7	Expected POS (Subtract 6 from 3):								
8	Actual POS:								
<b>PERSONNEL / INJURY STATUS</b> <span style="float: right;"><i>N/C = No Change to previous report</i></span>									
Time (24 Hr. NT)	Name	Parent Company	Location	Condition	HR Advisor Informed	Official Notification Received	NOK Notified	Public Release	

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**TIME-OUT REPORT – LCP LCP-EOC**

--	--	--	--	--	--	--	--	--

**ESSENTIAL NOTIFICATIONS COMPLETED (✓):** *N/C = No Change to previous report*

1. RCMP 2. RNC 3. EMO 4. DoGS <input type="checkbox"/> Other	<b>Notes:</b>  
--	-----------------------

**TELEPHONE RESPONDERS MOBILIZED** *N/C = No Change to previous report*

**FAMILY (✓):** **MEDIA (✓):**

1. Not Activated 2. Activated	1. Not Activated 2. Activated
----------------------------------	----------------------------------

**DOCUMENTS ATTACHED (✓):**

1. Full Weather Report Attached.
2. Site Diagram (General Layout) Attached.
3. Map Attached (1:25,000 Topographic of Site / Incident location).

**COMPLETED BY (✓):**

1. HSSER Representative Name: \_\_\_\_\_
2. Date:
3. Time:

**DISTRIBUTION (✓):**

1. Incident Commander.
2. Copy to be filed in LCP-EOC by Data Recorder.



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### 13.2 LCP-EOC INFORMATION BOARD

The LCP-EOC will have a single informational board covering the east wall of the Emergency Operations Centre. The wall will be appropriately demarked into sections as shown in the figure shown at the end of this Section (LCP-EOC Information Board Section). These demarked sections assist the LCP-EOC by providing a real time snap shot of what has transpired during the course of an incident, as well as current status. These sections ensure that the Incident Commander and other LCP-EOC members are aware of all pertinent information and actions taken by the other team members in order to provide an optimum level of response and support. The board is maintained by the Data Recorder; however, all emergency co-ordination team members are responsible to pass on pertinent information to the data recorder, while still maintaining their own notes during the course of the emergency. The board sections include the following information:

- **Site Weather Conditions:** This section will indicate site temperatures, visibility conditions and adverse weather conditions that could have an impact on the site. This section may need to be updated as and when site conditions change.
- **Current Site Activities:** This section will identify any work related activity or operations in the immediate vicinity of the emergency in order to access the site if the state of the incident is such that the work and/or personnel could be adversely impacted or be required to be shut down.
- **Site Focus/Priorities:** Identifies priority issues of the Emergency Response Team and the Emergency Response Centre (Muskrat Falls). Focus should be established as a result of conducting a risk assessment during the initial stages of the emergency in order to identify the higher level of risks, as well as to further define focus areas.
- **LCP EOC Focus/Priorities:** After determining emergency details, as well as site focus and priorities, the LCP EOC must determine its focus and priorities in terms of providing the maximum level of support. Should conditions or priorities change, these must be

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communicated to the entire EOC On-Call Team and noted in this section of the information board.

- **Contacts Made: (Time/Status)** This section provides a list of contacts that may be required to notify/support during the course of an emergency. Any contacts made must be checked, as well as the time and status of the contact (i.e. indicating and follow-up required or actions on the part of the contacted group).
- **Logistics:** This section must be utilized to identify equipment, aircraft, materials and personnel support that the LCP EOC has coordinated and tracked in support of the Site ERT and ERC. Periodic changes to ETD/ETA and location must be indicated in this section. The Logistics Representative is responsible for communicating this information to the Data Recorder and ensuring the information noted on the board is accurate.
- **Personnel Status:** This section identifies the number of personnel on the site during the course of an emergency. This information can be attained from the site security. This section also contains the number of injured personnel with identification of their status and any changes that occur during the course of an incident and thereafter. Furthermore, this section also contains a list of missing personnel and their status, which are identified as either missing and/or recovered. Provisions of the ERP regarding search and rescue will be instituted and noted within this section.
- **Significant Events: (Time/Status):** The Data Recorder will be responsible for recording any “significant events” that occur during the course of an emergency. The Data Recorder must be careful to document the “significant events” rather than normal EOC Activities, as the issues in this section must be the prime areas of concern and for appropriate support.
- **Actions Taken: (Responsibility/Time of Completion)** Critical actions taken by the LCP EOC Team will be documented in this section, along with the individual responsible for executing the action and the time it was completed. This list must be updated as and when condition, action and completion times are more clearly defined.

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Although the above arrangement differs from the original Emergency Response Plan, the size and arrangement of the EOC preclude having a number of charts posted around the EOC and all Team Members having a clear view of it. The single information board allows each team member to get the complete picture of what has transpired during any phase of the incident and current status rather than looking at a number of boards to derive this same level of information.

The following figure shows the arrangement of the LCP Emergency Response Status Board at the LCP-EOC:

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LCP EMERGENCY RESPONSE STATUS BOARD

**SITE WEATHER**  
(Temp, Wind, Visibility, Adverse Weather)

**SITE FOCUS/PRIORITIES:**

**LOGISTICS**  
Equipment Support- ETD/ETA- Location  
Aircraft Support- ETD/ETA – Location  
Materials Support- ETD/ETA- Location

**SIGNIFICANT EVENTS (TIME/STATUS)**

- A
- B
- C
- D
- E
- F
- G
- H
- I
- J
- K

**CURRENT SITE ACTIVITIES**

**LCP EOC FOCUS/PRIORITIES:**

**PERSONNEL STATUS**

- Personnel On Site (Number)
- Injured Personnel (Status)
- Missing Personnel (Status)

**ACTIONS TAKEN (RESPONSIBILITY/TIME OF COMPLETION)**

- A
- B
- C
- D
- E
- F
- G
- H
- I
- J
- K
- 

**CONTACTS MADE: (Time/Status)**

- RCMP
- RNC
- OH&S
- RNC
- FES
- DEC
- Coast Guard
- Ambulance
- HVGB Fire Department
- CEOC
- JRCC
- Other
- Other

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**PART F – CEOC ACTIVATION**

**14 MOBILIZATION OF CEOC**

All Emergency Events (Levels 1-3) will be reported to the Project Director via the Incident Commander of the EOC (Torbay Road) and/or the LCP Project General Manager. Subsequently, the Project Director will contact the CEOC On-Call person to advise them of the incident. For a Level 1 Event, the communications with the CEOC would be an alert to the CEOC. However, in most cases, the CEOC will not mobilize to the Operations Centre at Hydro Place until the Event is elevated to a Level 2 or 3.

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## **PART G – ADDITIONAL INFORMATION**

### **15 FAST FACTS ABOUT THE PROJECT**

1. The development of Muskrat Falls will power homes and businesses across Newfoundland and Labrador with clean, renewable energy for generations to come.
2. Muskrat Falls will help meet our province’s growing energy demands with stable electricity rates well into the future, and will be a valuable power-producing asset for more than 100 years.
3. Nalcor Energy is leading the world-class Muskrat Falls hydroelectric development on the lower Churchill River in Labrador.
4. The Project includes construction of an 824 megawatt (MW) hydroelectric dam on the lower Churchill River in Labrador, and more than 1,500km of associated transmission lines that will deliver electricity to homes and businesses in Newfoundland and Labrador.
5. The Project was sanctioned by the Government of Newfoundland and Labrador in December 2012. Construction is currently underway and will take approximately five years to complete.
6. When the generating facility is operational, approximately 40% of the power generated at Muskrat Falls will be used to meet the island’s electricity needs. For 20% of the project cost, Emera Inc. will purchase 20% of the power from Muskrat Falls for use in Nova Scotia. The remaining 40% of the power may be exported into Atlantic Canadian and New England markets or retained for our own use as needed. The province is projected to need 80% of Muskrat Falls’ power by 2036, or earlier as additional industrial growth occurs.
7. Project Benefits: From jobs and business contracts during construction, to generations of stable electricity rates and additional provincial revenue, the benefits of Muskrat Falls will be felt in every corner of the province.

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8. The construction of Muskrat Falls will generate significant employment and economic benefits, including:

- ✓ \$1.9 billion in income to Newfoundland and Labrador labour and business
- ✓ 1,500 direct jobs per year on average across more than 70 occupations
- ✓ An average of 3,100 direct jobs at peak employment in 2015
- ✓ 9,100 person-years of direct employment, including 5,800 in Labrador

**16      MAPS**



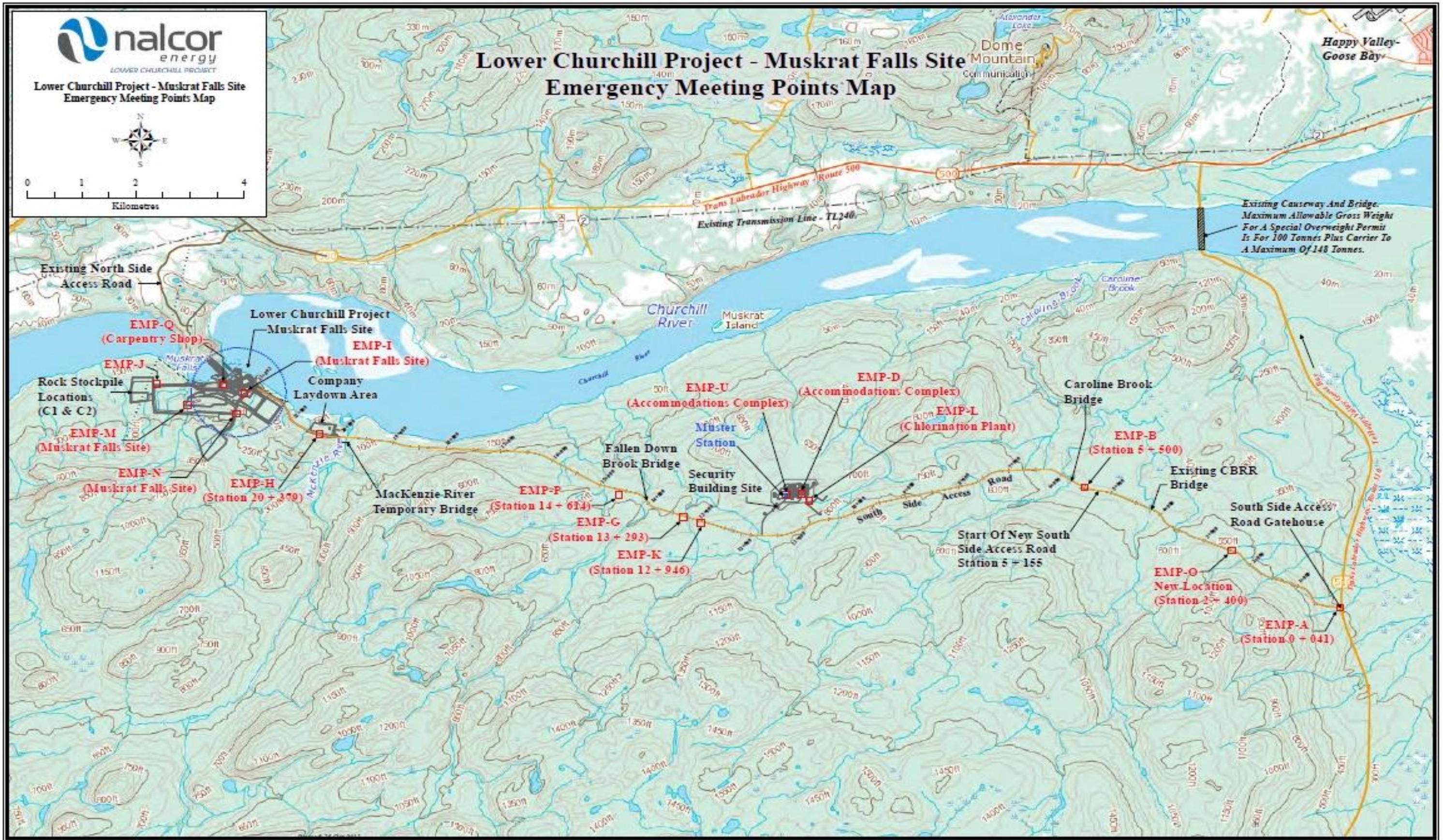


Figure 7 - MUSKRAT FALLS SITE MAP – EMERGENCY MEETING POINTS



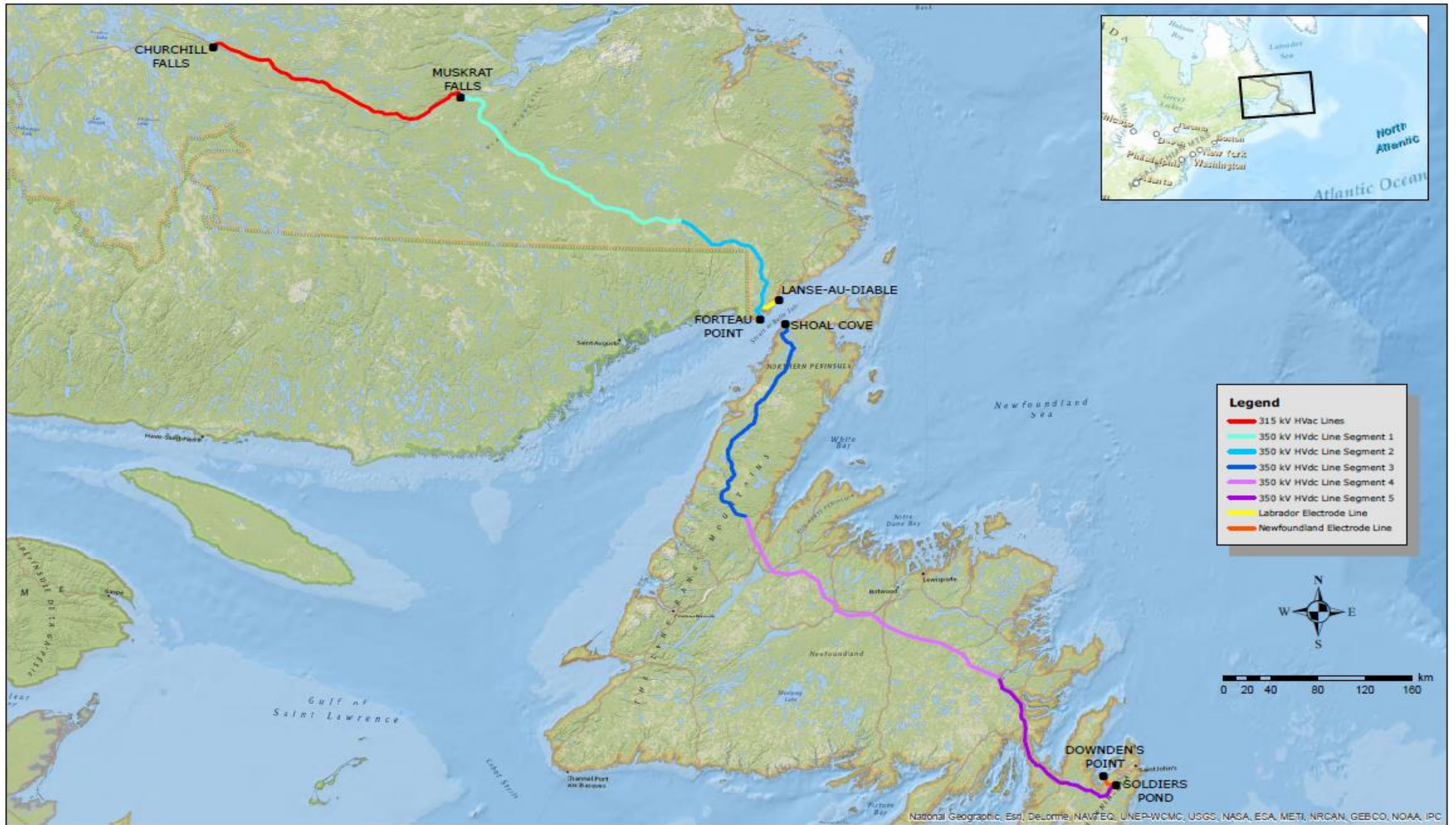


Figure 8 - NEWFOUNDLAND AND LABRADOR TRANSMISSION LINES (Overall) MAP



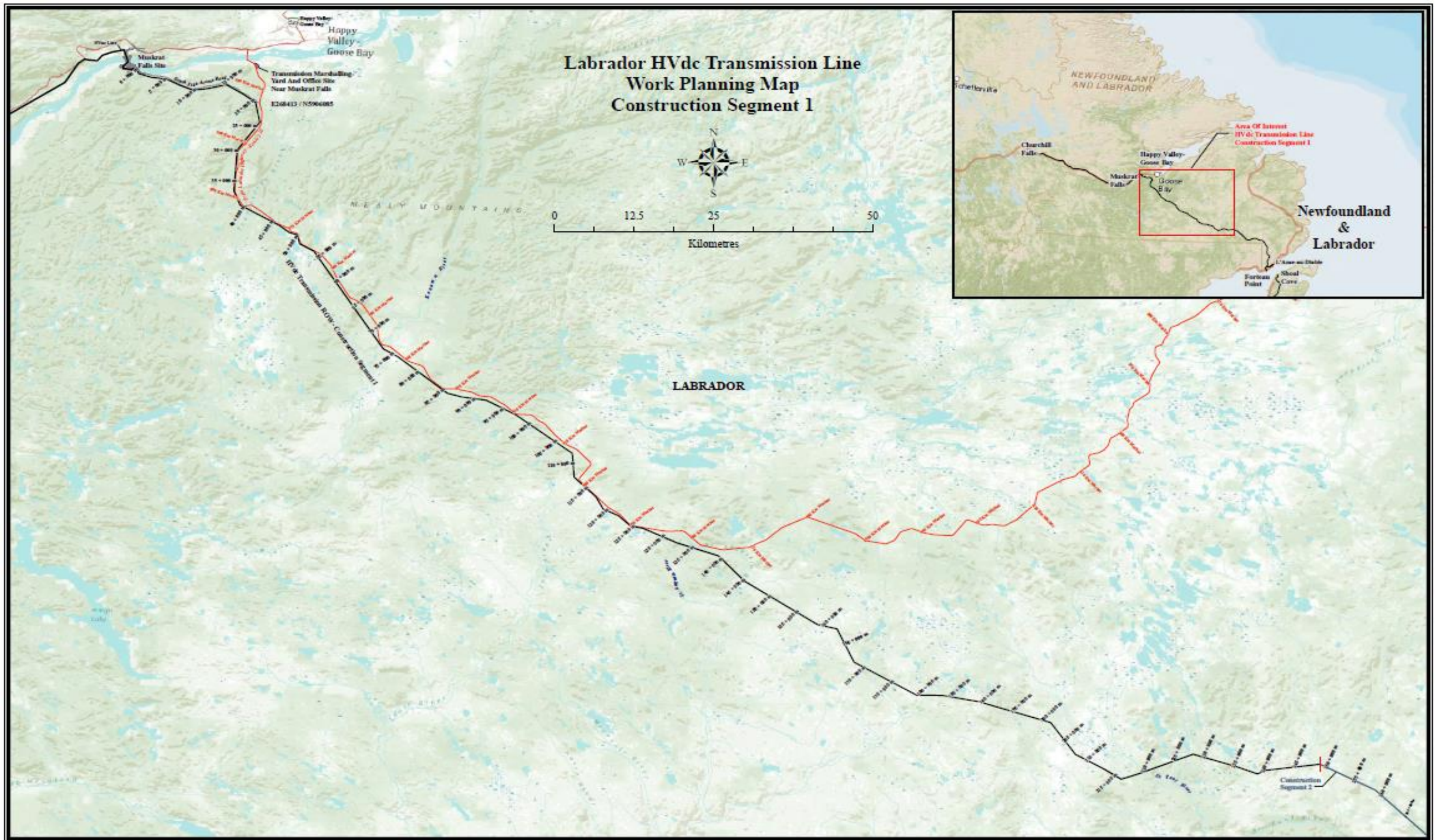


Figure 9 - LABRADOR HVdc TRANSMISSION LINE (Segment 1) – General Area Map



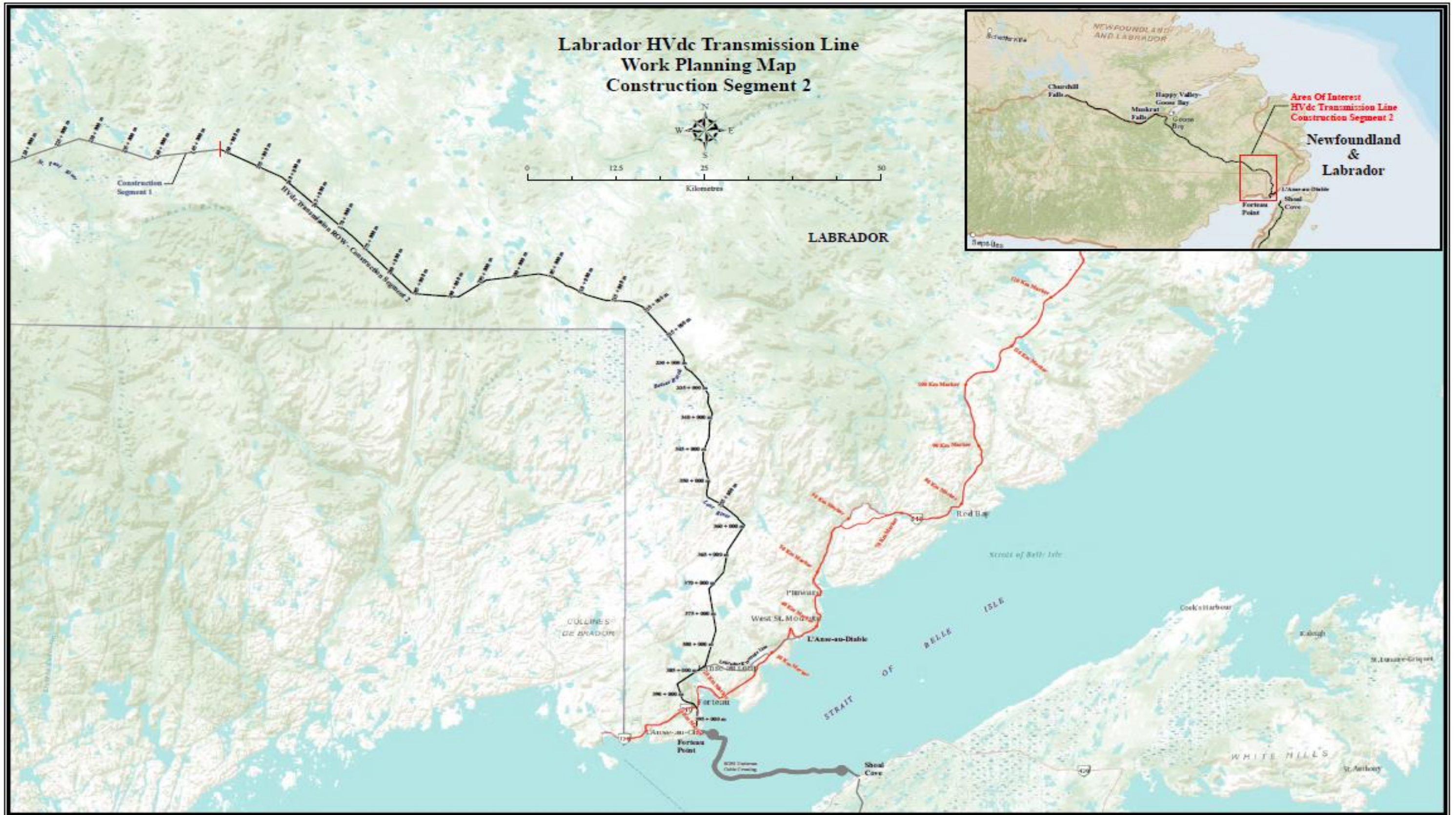


Figure 10 - LABRADOR HVdc TRANSMISSION LINE (Segment 2) – General Area Map



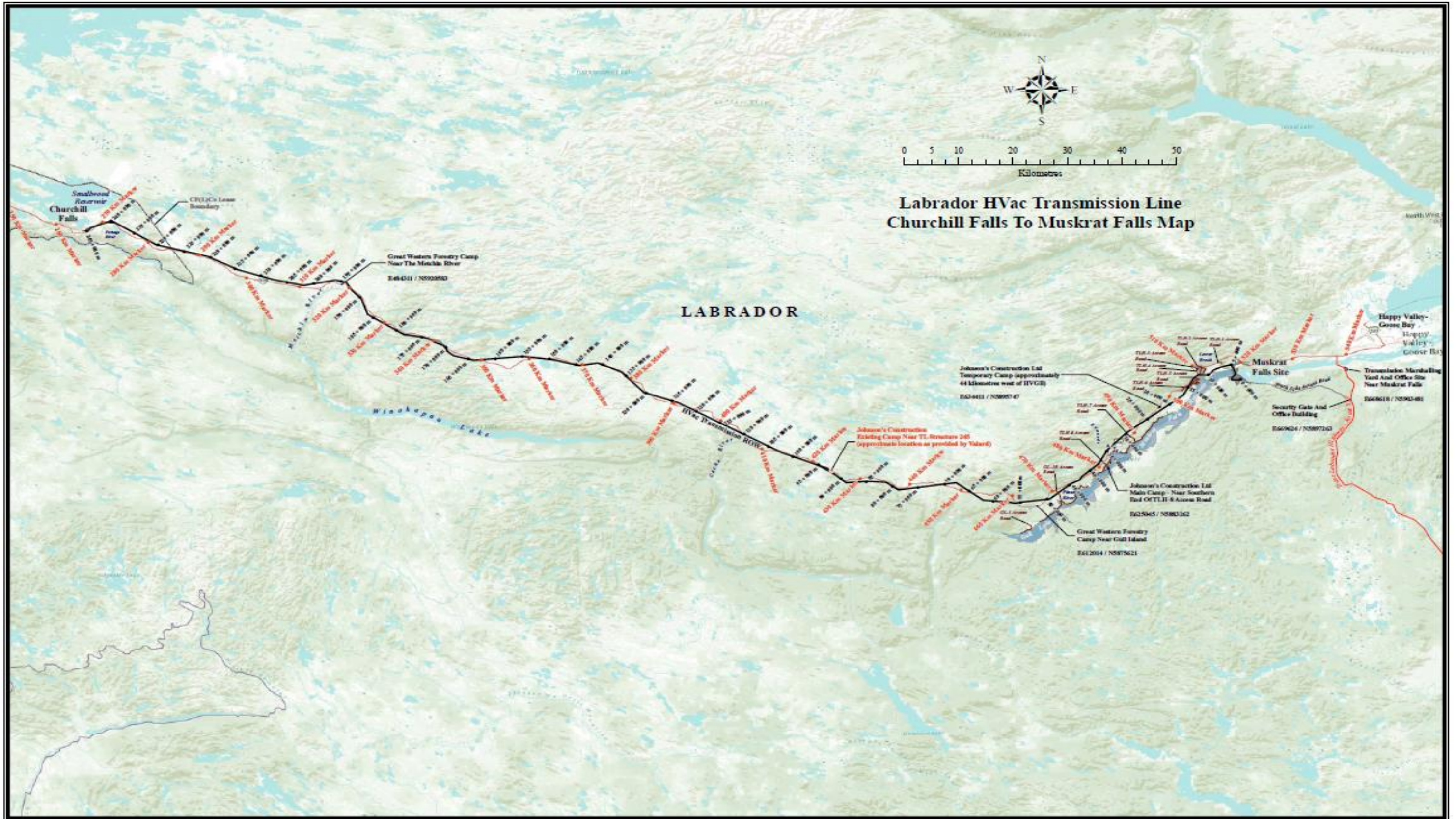


Figure 11 - LABRADOR HVac TRANSMISSION LINE – CHURCHILL FALLS TO MUSKRAT FALLS – General Area Map



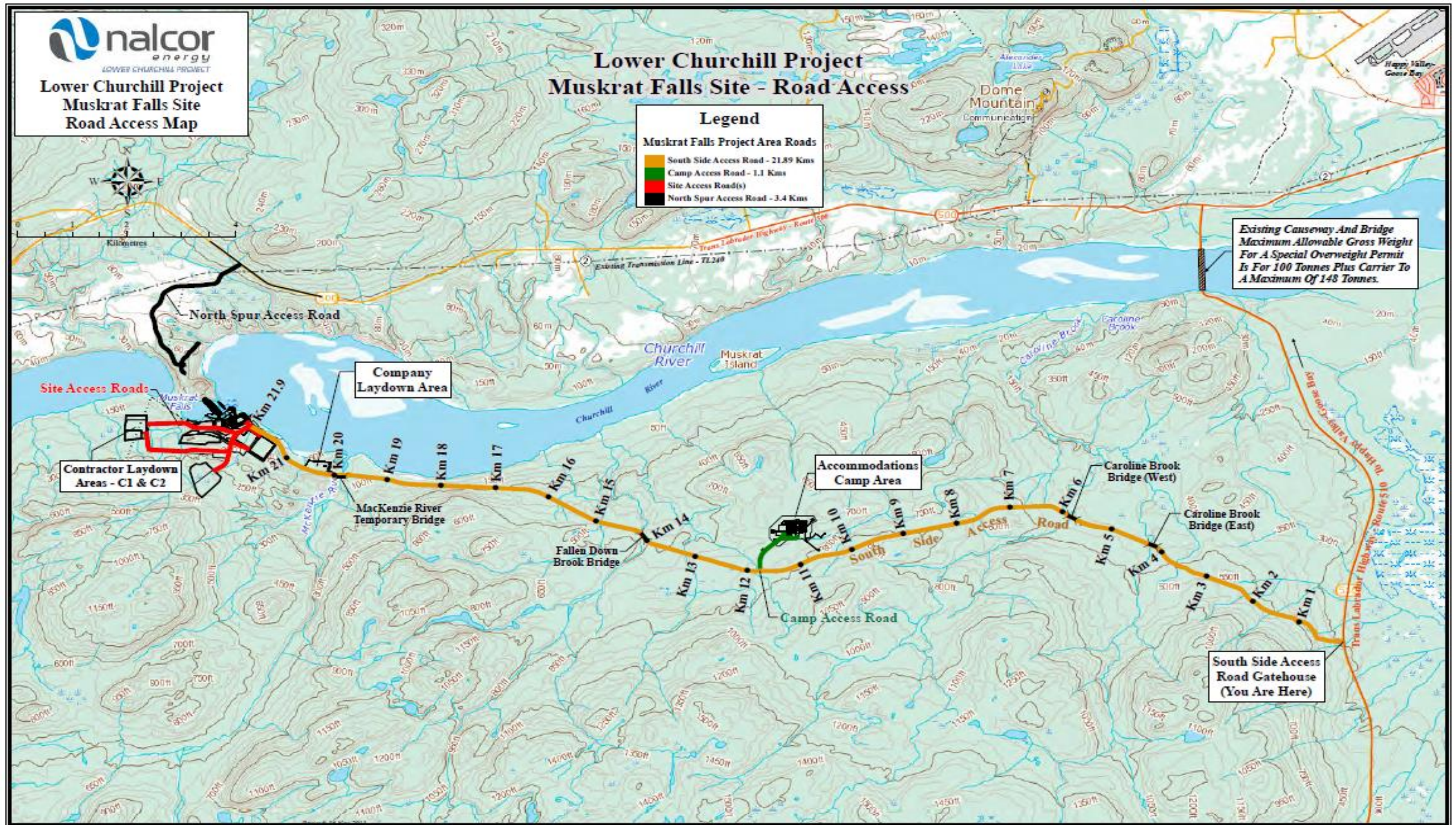


Figure 12 - LCP – MUSKRAT FALLS SITE – ROAD ACCESS



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## **PART H – EMERGENCY, NOTIFICATION AND CONTACT INFORMATION**

### **17 NEXT OF KIN (NOK)**

#### **17.1 FAMILY AND NEXT OF KIN (NOK) NOTIFICATION (RCMP / RNC)**

While Police (RCMP /RNC) may assist in notifications of serious injuries and death, The LCP remains responsible for the notification of the NOK for LCP employees. Contractors with personnel working at LCP facilities will be responsible for making family notifications to their own employees. Contractor HR representatives will be notified by the LCP-Emergency Operations Centre- Torbay Road if their personnel are involved in the incident.

It therefore follows that close liaison between the RCMP/RNC and the LCP is necessary during the critical phase of notifying families and NOK.

#### **17.2 GUIDELINES FOR NOTIFYING NEXT OF KIN**

- **General**

These guidelines can be used where appropriate and applicable. It is recognized, however, that each situation will be unique and actions will vary according to the situation, people involved and resources available. The objective is to ensure accurate and timely information to the family as quickly and as compassionately as possible, in order to provide support and resources (both over the short and long term) for the family.

- **Response to a Confirmed Fatality**

An immediate response is critical, as the family must be notified prior to being informed by news media or neighbours. Where possible, notification should always be coordinated and handled by the most senior manager where the death has occurred, preferably in person by an individual who knows the next of kin.

In all circumstances where support is requested, a site or other manager is required to provide support. The Human Resources Coordinator will:

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1. Work in close coordination with the most senior manager on-scene, the Safety and Health Coordinator in relation to accessing counselling services and the Manager, Human Resources to ensure a coordinated response is implemented in the field.
2. Work in conjunction with the HSSER Representative in the CEOC to ensure a coordinated response is implemented.
3. Co-ordinate the notification with appropriate local authorities (for example, RNC or RCMP) and Clergy, if appropriate. These authorities will have training that could assist LCP's personnel involved. Immediacy, however, is the critical factor.
4. Assist with immediate needs, e.g., transportation to hospital, child care, etc., coordinate all activates related in in-home care and/or transportation of NOK to the hospital with the HSSER Representative and logistics for transportation and accommodation needs.
5. The CEOC must be notified as soon as the next of kin have been informed of the death (Incident Commander to complete).

- **In Response to Injury**

Follow the above guidelines where appropriate.

- a) When an injury has occurred the next of kin will probably want to join the injured party as soon as possible. If a phone call is faster than a visit this may be the method to inform the family. Good judgement must be used.
- b) Assist with immediate needs, e.g., transportation to hospital, child care, etc. Coordinate all activates related in in-home care and / or transportation of NOK to hospital with the HSSER Representative and the logistics for transportation and accommodation needs.
- c) The CEOC must be notified as soon as the next of kin have been informed of the injury (Incident Commander to complete).
- d) Follow-up (Confirmed Death or Injury)

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- **Arrangements are to be made to ensure that the following contact numbers are provided to the NOK.**

1. Media Telephone Centre, if opened (to reference for media inquiries).
2. Family Telephone Centre, if opened (to request further assistance).
3. Compensation and benefits representative, if applicable.
4. On-Scene contact.

- **Ensure that:**

- a) On-scene counsellors remain in contact with the HSSER Representative within the LCP-EOC.
- b) On-scene counsellors do not provide the NOK with the LCP-EOC telephone numbers.

- **Infield Notification Protocol (Confirmed Fatality)**

Protocol to be followed for the notification of the Next Of Kin (NOK) in the event of an employee fatality.

The Senior Manager responsible for the area in which the employee is normally employed shall select a team of two (2) or three (3) people, considering:

1. Appropriate representation (Senior Level Managers or Executive).
2. Knowledge of the family.
3. Ability to carry out the notification (training, etc.).
4. Whether or not the individual(s) can be spared from the emergency response duties.



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- **In all circumstances, the Notification Team should:**

Be prepared to remain with the NOK until other support (family, friends, counsellors, etc.) arrives.

1. Decide what brief honest facts will be communicated prior to visiting the family. Speculation as to cause of accident, personal opinion, blaming must be avoided.
  2. Be prepared to answer questions about what was done to rescue or ease the suffering of the victim.
  3. If appropriate, request that they be invited inside the home.
- **Try to be seated and introduce them prior to making any statement related to the victim.**  
**Always sincerely display:**
    - a) Compassion
    - b) Calmness
    - c) Openness
    - d) Competency
  - **Be aware that they may have to briefly take charge of the person.**
  - **Provide facts in a brief and honest manner, without:**
    1. Speculation
    2. Personal opinion/bias
    3. Focusing Blame
  - **Do not make empty promises, such as 'Don't worry; I'm sure everything will turn out ok'.**
  - **Assure the family that, 'we will do everything we can to help you through this'.**
  - **Listen carefully and allow the person(s) to express emotions.**

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- Ask “What are your concerns, wishes, or needs right now?” So that you can be clear about what you can offer.

Be aware that people can react very differently. Be prepared for an emotional response (e.g., anger, denial, tears, and withdrawal). The chance of a serious reaction, e.g., heart attack to bad news is rare; however, follow-up with the individual's personal physician should be encouraged.

**(Note:** any suggestion of suicidal thinking requires immediate medical assessment).

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**17.3 Potential Family Support Centre Locations**

**Family Support Centre Locations - St. John's**

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

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**Family Support Centre Locations – Happy Valley – Goose Bay**

[REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED]	

**Family Support Centre Locations – L’Anse Aux Clair**

[REDACTED]  
[REDACTED]  
[REDACTED]

**Family Support Centre Locations – St. Barb**

[REDACTED]  
[REDACTED]  
[REDACTED]

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#### **17.4 SUPPORT FROM / NOTIFICATION TO EXTERNAL AGENCIES**

For onshore incidents, the RNC or RCMP must be notified of all accidents or emergencies resulting in fatalities or serious injuries within their jurisdiction. The following table may assist in determining if notifying the **RCMP** and / or **RNC** is required. If in doubt, call **1 (709) 896-3383** (Emergency number for Community Constable and RCMP).

##### **17.4.1 Fire and Emergency Services Newfoundland and Labrador (FES-NL)**

FES-NL are an Agency of the Government of Newfoundland and Labrador. In the event of an emergency which poses a threat to public safety FES-NL can be mobilized via a formal declaration of a state of emergency by a provincial authority or informally via a request for assistance. Once involved, FES-NL has the capability to provide material and logistic support including trained response personnel, emergency equipment and supplies, and inter-agency co-ordination.

##### **17.4.2 Police Support (RNC)**

The Royal Newfoundland Constabulary (RNC) is a provincial police force responsible for providing policing service to four areas of Newfoundland and Labrador. These are: St. John's, Mount Pearl and the surrounding communities which comprise the North East Avalon; Corner Brook; Churchill Falls, and Labrador West.

Within their jurisdiction, the RNC's Tactical Rescue Unit (TRU) can respond to any serious calls such as hostage takings, barricaded persons, suicidal persons, armed robberies, and any other task that is given to them within the RNC's jurisdiction, including Corner Brook and Labrador. The RNC can also assist with crowd control at key facilities.

##### **17.4.3 Police Support (RCMP)**

The Royal Canadian Mounted Police (RCMP) has jurisdiction in Federal waters and all of Newfoundland and Labrador except in the surrounding communities which comprise the North East Avalon, Corner Brook, Churchill Falls, and Labrador West.

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Within their jurisdiction, the RCMP can respond to any serious calls such as hostage taking, barricaded persons, suicidal persons, armed robberies, and any other task that is given to them within their jurisdiction. **Refer to site specific Emergency Plans or call 1 (709) 896-3383 as appropriate.**

#### **17.4.4 Canadian Coast Guard (Offshore Operations)**

The Canadian Coast Guard is the lead federal agency for all ship-source spills of oil or other noxious substance into the marine environment in waters under Canadian jurisdiction.

By law, all pollution or threats of pollution must be reported by vessels and OHF operators. Pursuant to the Pollutant Discharge Reporting Regulations, 1995, a report shall include the following information:

- The identity of any ship and oil-handling facility
- The time and location of the discharge or estimated time and location of the probable discharge
- The nature of the discharge or probable discharge, including the type and quantity of pollutant involved
- In the case of a discharge, a description of the assistance and salvage measures employed
- Any other relevant information

Below is the regional contact number serving Newfoundland and Labrador for reporting a marine pollution incident. In all regions, marine pollution incidents may also be reported by contacting a MCTS centre on VHF channel 16.

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**17.4.5 JRCC (Joint Rescue Command Centre)**

For Search and Rescue Operations in Labrador and Newfoundland, the JRCC (Joint Rescue Command Centre) will provide support for marine and air incidents and in some cases, undertake the incident command role depending on the incident. **The Search and Rescue-Emergency Numbers (24 hour) for Newfoundland and Labrador are as follows:**

- **Toll free (within region) 1-800-563-2444**
- **Phone 1-902-427-8200**

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**18 CONTACT INFORMATION FOR NOTIFICATION OF ACCIDENTS AND EMERGENCIES**

**18.1 GENERAL**

<b>Notification Contacts for Accidents &amp; Emergencies</b>		
<b>Royal Canadian Mounted Police (RCMP)</b>	<b>Royal Newfoundland and Constabulary (RNC)</b>	<b>Service NL</b>
Federal Waters and in all of Newfoundland and Labrador, except in the surrounding communities of the North East Avalon, Corner Brook, Churchill Falls, and Labrador West.	St. John’s, Mount Pearl and surrounding communities, which comprise of North Avalon, Corner Brook, Churchill Falls, and Labrador West.	
<b>Serious Accident / Injury</b>  <b>Death</b>  <b>Terrorism or Bomb Threat</b>  <b>Barricaded Person</b>  <b>Suicidal Person</b>  <b>Armed Robberies</b>  <b>Other Crimes</b>	<b>Serious Accident / Injury</b>  <b>Death</b>  <b>Terrorism or Bomb Threat</b>  <b>Barricaded Person</b>  <b>Suicidal Person</b>  <b>Armed Robberies</b>  <b>Other Crimes</b>	<b>Serious Accident / Injury</b>  <b>Death</b>

Provincial legislation also requires that any "serious" accident be reported as soon as reasonably possible to the OH&S Branch of the Service NL.

**Offshore incidents** (e.g. Marine Crossings Incidents), the Canadian Coast Guard and Transport Canada must be contacted.

**NOTE:** Provincial legislation also requires that any “serious” accident be reported as soon as reasonably possible to the OH&S Branch of the Service NL.

For offshore incidents (e.g. Marine Crossings Incidents), the Canadian Coast Guard and Transport Canada must be contacted.



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## 18.2 Project Management Team – Contact Information

Project Management Team contact list as of May 2014.

PROJECT MANAGEMENT TEAM			
CONTACT	TITLE	OFFICE PHONE	CELL PHONE
██████████	RFO Manager	709-737-1266	██████████
██████████	Corporate Interface Manager	709-737-1499	██████████
██████████ ██████████	Project Manager – HVdc Specialties	709-570-5970	██████████
██████████	HSSER Manager	709-730-5258	██████████
██████████	Quality Manager	709-737-4219	██████████
██████████	Project Controller	709-737-1467	██████████
██████████	VP - LCP	709-737-1835	██████████
██████████	Project Manager – Marine Crossings	709-737-4214	██████████
██████████	Deputy General Project Manager	709-737-1321	██████████
██████████	General Manager - Finance	709-737-4860	██████████
██████████	Senior Communications Advisor	709-737-1427	██████████
██████████	LILCO Manager	709-737-1449	██████████
██████████	Business Services Manager	709-737-1245	██████████
██████████	Environmental & Regulatory Manager	709-737-1255	██████████
██████████	Supply Chain Manager	709-737-1493	██████████
██████████	Project Director	709-737-1907	██████████
██████████	Project Manager- TL Construction Execution	709-737-5212	██████████
██████████	General Project Manager	709-737-4245	██████████
██████████	Project Manager – MF Generation	709-570-5987	██████████

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**18.3 MUSKRAT FALLS EMERGENCIES – FIRE & MEDICAL**

<b>ONSITE – FIRE &amp; MEDICAL</b>		
<b>PROJECT PERSONNEL</b>	<b>NAME</b>	<b>NUMBER</b>
Onsite Medical Clinic		
On Site Security		
MF Site Manager		
MF HSSER Manager (Designate)		
Emergency Response Coordinator		
LCP Project HSSER Manager		
<b>EXTERNAL AGENCIES</b>		
HVGB Ambulance	NA	1-709-896-2100
RCMP (Project-Wide)	NA	1-709-722-5400 or Toll Free 1-800-709-RCMP (7267)

**NOTE:**

All keys to rooms, electrical panels and fire panels for the temporary and permanent camps are to be maintained by the Camp Manager.

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**18.4 CHURCHILL FALLS EMERGENCIES – FIRE & MEDICAL**

<b>ONSITE – FIRE &amp; MEDICAL</b>		
PROJECT PERSONNEL	NAME	NUMBER
Onsite Medical Clinic (Labrador Health)		
On Site Security		
CF Site Manager		
CF HSSER Manager (Designate)		
Emergency Response Coordinator		
LCP Project HSSER Manager		
EXTERNAL AGENCIES		
CF Ambulance	NA	1-709-925-3333
RNC - Royal Newfoundland Constabulary	NA	1-709-925-3524
RCMP (Project-Wide)	NA	1-709-722-5400 or Toll Free 1-800-709-RCMP (7267)
CF Fire & Emergency Services	NA	1-709-925-3333
NL Fire and Emergency Services	NA	1-709-729-1608

**NOTE:**

All keys to rooms, electrical panels and fire panels for the temporary and permanent camps are to be maintained by the Camp Manager.

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**18.5 LCP EXTERNAL EMERGENCY**

<b>LCP EXTERNAL EMERGENCY CONTACT NUMBERS</b>			
<b>CONTACT</b>	<b>LOCATION</b>	<b>TELEPHONE</b>	<b>EMERGENCY NUMBER</b>
Medical Emergency Labrador Grenfell Health	HVGB Ambulance	(709) 897-2267	(709)-897-2000 (Hospital)  (709)-896-2100 (Emergency)
Medical Emergency St. John's	Health Sciences Centre St. Clare's Mercy Hospital Ambulance	(709) 777-6335  (709) 777-5568  <b>911</b>	(709) 777-6300  (709) 777-5000  <b>911</b>
<b>RCMP</b> (Royal Canadian Mounted Police)	HVGB St. John's	(709) 772-5400	<b>1-(800) 709-RCMP (7267)</b>
<ul style="list-style-type: none"> <li>• <b>Serious Accident / Injury</b></li> <li>• <b>Death</b></li> <li>• <b>Terrorism / Bomb Threats</b></li> <li>• <b>Barricaded Person</b></li> </ul>		<ul style="list-style-type: none"> <li>• <b>Suicidal Person</b></li> <li>• <b>Armed Robberies</b></li> <li>• <b>Other Crimes</b></li> </ul>	
Federal waters and in all of Newfoundland and Labrador, <b>except</b> in the surrounding communities of the North East Avalon, Corner Brook, Churchill Falls, and Labrador.			
<b>Royal Newfoundland Constabulary</b>	<b>Churchill Falls</b>	<b>(709) 925 3524</b>	<b>(709) 925-3524</b>
<ul style="list-style-type: none"> <li>• <b>Serious Accident / Injury</b></li> <li>• <b>Death</b></li> <li>• <b>Terrorism / Bomb Threats</b></li> <li>• <b>Barricaded Person</b></li> </ul>		<ul style="list-style-type: none"> <li>• <b>Suicidal Person</b></li> <li>• <b>Armed Robberies</b></li> <li>• <b>Other Crimes</b></li> </ul>	
St. John's, Mount Pearl and the surrounding communities, which comprise the North East Avalon, Corner Brook, Bay of Islands, Churchill Falls, and Labrador West.			

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<b>LCP EXTERNAL EMERGENCY CONTACT NUMBERS</b>			
<b>CONTACT</b>	<b>LOCATION</b>	<b>TELEPHONE</b>	<b>EMERGENCY NUMBER</b>
Department of Natural Resources "Forestry"	NWR Goose Bay Standby	(709) 497-8479 (709) 896-2581 (709) 897-7116	(709) 497-8481
Coast Guard	St. John's	(709) 772-2083	1-800-563-2444
Fire and Emergency Services NL (FES-NL)	St. John's Happy Valley – Goose Bay	(709) 896-7957	(709) 729-3703 (24/7)
OHS Branch, Service NL	St. John's	(709) 729-4444	(1-800) 563-5471
Canadian Helicopters	HVGB Bishops Falls	(709) 896-5259 (709) 258-5681	N/A
Universal Helicopters	HVGB	(709) 896-2444	N/A
Environment Canada		(709) 722-5488	
CANUTEC Canadian Transport Emergency Centre (chemical spill)		(613) 996-6666 (24 hour)	

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**18.6 NALCOR EXECUTIVE**

<b>NALCOR EXECUTIVE CONTACT NUMBERS</b>				
<b>NALCOR EXECUTIVE</b>	<b>WORK PHONE</b>	<b>HOME PHONE</b>	<b>CELL PHONE</b>	<b>PAGER</b>
<b>President and CEO (Incident Commander)</b>	737-1291	████████	████████	████████
<b>VP, Finance and CFO</b>	737-1920	████████	████████	████████
<b>VP, Lower Churchill Project</b>	737-1920	████████	████████	████████
<b>VP, Oil and Gas</b>	727-1920	████████	████████	████████
<b>VP, Strategic Planning and Business Development</b>	737-1920	████████	████████	████████
<b>Manager, Corporate Communications and Shareholder Relations</b>	737-1303	████████	████████	████████
<b>General Counsel and Corporate Secretary</b>	737-1920	████████	████████	████████
<b>Fax:</b>	737-1782	-	-	-

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**18.7 Nalcor CEOC**

<b>NALCOR CEOC CONTACT NUMBERS</b>					
<b>NALCOR CEOC</b>	<b>CEOC</b>	<b>WORK</b>	<b>HOME</b>	<b>CELL</b>	<b>PAGER</b>
<b>VP, Regulated Operations (Deputy Incident Commander)</b>	████████	737-1993	████████	████████	████████
<b>Manager, System Operations and Customer Service</b>	████████	737-1752	████████	████████	████████
<b>Manager, Safety and Health</b>	████████	737-1415	████████	████████	████████
<b>Manager, Environment</b>	████████	737-1708	████████	████████	████████
<b>VP, Project Execution &amp; Technical Service</b>	████████	737-1263	████████	████████	████████
<b>Manager, Supply Chain</b>	████████	737-1428	████████	████████	████████
<b>VP, Human Resources and Organizational Effectiveness</b>	████████	737-1796	████████	████████	████████
<b>Senior Communications Advisor</b>	████████	737.1427	████████	████████	████████

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**18.8 Nalcor Corporate Aviation / Consultant**

<b>AVIATION / CONSULTANT CONTACT NUMBERS</b>	
<b>AVIATION</b>	<b>CONTACT NUMER</b>
<b>HELICOPTERS</b>	<p style="text-align: center;"><b><u>Bishop Falls</u></b></p> <p style="text-align: center;">Phone: 1 (709) 258-5681</p> <p style="text-align: center;">Fax: 1 (709) 258-5809</p> <p style="text-align: center;"><b><u>Goose Bay</u></b></p> <p style="text-align: center;">Phone: 1 (709) 896-5259</p> <p style="text-align: center;">Fax: 1 (709) 896-9281</p> <p style="text-align: center;"><b><u>Pasadena</u></b></p> <p style="text-align: center;">Phone: 1 (709) 686-2095</p> <p style="text-align: center;">Fax: 1 (709) 686-2800</p> <p style="text-align: center;"><b><u>Conne River</u></b></p> <p style="text-align: center;">Phone: 1 (709) 882-2858</p> <p style="text-align: center;">Fax: 1 (709) 882-2879</p> <p style="text-align: center;">Phone : 1(709)-896-2444</p>
<b>OTHER (Consultant)</b>	
<b>[REDACTED]</b>	<b><u>St. John's</u></b> <b>[REDACTED]</b>



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**18.9 LCP EOC – TORBAY ROAD OFFICES**

<b>LOWER CHURCHILL PROJECT EMERGENCY OPERATIONS CENTRE – TORBAY ROAD OFFICES</b>		
<b>TITLE</b>	<b>ON-CALL CELL PHONE</b>	<b>EOC LANDLINE PHONE *</b>
<b>Incident Commander</b>	██████████	██████████
<b>Deputy Incident Commander</b>	██████████	██████████
<b>Health and Safety Representative</b>	██████████	██████████
<b>Environmental Representative</b>	██████████	██████████
<b>Engineering Representative</b>	██████████	██████████
<b>Logistics and Procurement</b>	██████████	██████████
<b>Human Resources</b>	██████████	██████████
<b>Information Technology (IT)</b>	██████████	██████████
<b>Data Recorder</b>	██████████	██████████
<b>Communications</b>	██████████	██████████

**Note:**

(\*) Land line phone numbers will only be in place and fully functional when the Torbay Road LCP-EOC has been assembled. Prior to that, the on-call cell phone is the principal mode for making contact and for communication purposes.