



## APPENDIX V

### CONTINGENCY AND RESPONSE PLAN





**RAINY RIVER PROJECT  
CONTINGENCY AND RESPONSE PLAN**

**Submitted by:**

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**LIST OF APPENDICES**

- A Rainy River Gold Project Assembly Points
- B Emergency Response Debriefing Forms



**1.0 QUICK REFERENCE PHONE LIST**

<b>EMERGENCY RESPONSE CONTACT INFORMATION</b>				
Project Name	Rainy River Project			
Project Telephone Numbers	TBD			
Project Radio Frequency	TBD			
<b>AMBULANCE / PARAMEDIC / FIRE</b>				
Emergency Services	911			
Ontario Provincial Police	(807) 482-2071 or (888) 310-1122 or (888) 310-1133			
<b>HEALTH CARE / HOSPITALS</b>				
Emo Health Services	Hospital: (807) 482-2881 or (807) 274-3261 ext 5500 Medical Clinic: (807) 482-2323			
La Verendyre Hospital, Fort Frances	(807) 274-3261			
Emo Fire Department	(807) 482-3005			
Disaster Emergency Response Association	(970) 532-3362			
Poison Control	1 (800) 268-9017			
MOE Spill Reporting Centre	1 (800) 268-6060			
Fire Marshal Head Office (Toronto)	(416) 325-3100 (Toronto) 1 (800) 565-1842 (Northwestern Ontario)			
Ministry of Natural Resources (Fort Frances)	(807) 274-5337			
Ministry of Northern Development and Mines	(807) 475-1648 – Thunder Bay (807) 468-2937 – Kenora			
Ministry of Labour (Thunder Bay)	1 (800) 465-5016 or (807) 475-1691			
Occupational Health and Safety Inquiries	1 (877) 202-0008			
Ministry of the Environment	1 (800) 565-4923 or (416) 325-4000 (Public Information Centre) 1 (800) 268-6060 (24 hour Spills Action Centre) 1 (877) 952-7277 (Conservation Officer Services)			
Technical Standards and Safety Authority (reporting fuel fires or explosions)	1 (877) 682-8772			
<b>RAINY RIVER RESOURCES</b>				
Project Office (Emo)	(807) 482-2501 (Ph) (807) 482-2834 (Fax)			
Regional Office (Thunder Bay)	(807) 623-1540 (Ph) (807) 623-0974 (Fax)			
Rainy River Resources (Corporate – Toronto)	(416) 645-7280 (Ph) (416) 324-9494 (Fax)			
Security / Emergency Services	(807) 487-1695 or (807) 276-7114			
<b>PRIMARY CONTACTS</b>				
Name	Position	Work	Cell	
TBD	Rainy River Project Office	(807) 487-1140		
TBD	Construction Manager			
TBD	Safety Superintendent			
Amy Shute	Project Manager	(807) 487-1140		
Chris Glueheisen	Health and Safety Coordinator	(807) 487-1696	(807) 276 7664	
Mark Vancook	Environmental Manager	(807) 482-2501	(807) 276-8528	
Andrea Curtis	Emo Office Manager	(807) 482 2501		
<b>ADDITIONAL CONTACT (if unable to reach anyone from the primary contacts)</b>				
Name	Position	Work	Cell	Home
Kyle Stanfield	Director, Environment and Sustainability	(807) 623-1540	(807) 621-6152	

## 2.0 INTRODUCTION

This Contingency and Response Plan (Plan) has been developed and compiled by AMEC Environment & Infrastructure, a Division of AMEC Americas Limited (AMEC) for the Rainy River Project (RRP) on behalf of Rainy River Resources (RRR) in support of the Federal and Provincial Environmental Assessment process. It contains practical rules, procedures and allocation of responsibilities for a better planning of emergency response and control. It is understood that this should be considered a working document, that will be revised and updated as design of the project continues, and through construction and into operation. There are certain elements of this plan which have not been finalized as yet or provide a high level of detail not appropriate for a version will be widely viewed (such as phone numbers).

This Plan is to be provided to all internal areas of management and contractors. Compliance with the relevant provisions of the Plan during an emergency will facilitate information flow and provide support and assistance to all personnel involved. The Plan will be reviewed following any incident when it was necessary to implement the Plan, to determine if the planned response procedures were adequate or require revision.

To familiarize all employees with the contents of this Plan, it is essential for the supervisors to review the Plan together with their employees:

- When they are new;
- When they have been transferred to a new area;
- When their duties and the responsibilities assigned to them within the Department have been changed or modified; and
- When they are assigned to a specific duty within this Plan.

For the purposes of this Contingency and Response Plan the following list identifies the various roles to be filled in the case of an emergency and a brief description of the associated responsibilities.

**Incident Commander** – Typically refers to the most senior employee at the scene of the emergency. This person is responsible for providing direction to all others present in order to secure the area.

**Area Supervisor** – As identified by RRP responsibilities/job titles, the Area Supervisor will under most circumstances be the Incident Commander.

**Designate** – Assumes the role and responsibilities assigned to them in the case that a supervisor/manager is not available.

**Incident Response Team (IRT) Captain** – Refers to the leader(s) of the Emergency Response Team(s). This person will lead the IRT personnel and follow the directions of the Health and

Safety Coordinator or Designate while maintaining the right to refuse any task(s) considered to be an unacceptable risk to the team.

**Health and Safety (H&S) Coordinator** – The H&S Coordinator for the RRP should be informed of all emergencies that arise.

**Security** – Refers to the on-duty RRP Security personnel. This is the first person to be contacted in the case of an emergency.

**Site Manager** – As identified by RRP responsibilities/job titles, the Site Manager will under most circumstances assume command at the pre-designated Assembly Point or Incident Command Post where the Site Response Team will convene if the emergency requires it.

**Site Response Team (SRT)** – Refers to a pre-determined group of RRP personnel that are trained for immediate and effective response to emergency situations. Lead by the Incident Commander the SRT is responsible for the overall management of the emergency situation, with operational support from the IRT.

**Warden** – Refers to site personnel previously assigned the role of Warden or assigned the role of Warden by an Area Supervisor or Site Manager at the time of an emergency. The Warden will be the last person to vacate the emergency area to verify that all others are out of harms way and that shutdown procedures are adhered to.

### **3.0 NATURE OF EMERGENCIES**

An emergency is an undesired event that generates real or potential danger / risks at RRR operations (on site or off site), that directly affect:

- People (RRR employees and/or members of the general public);
- The environment;
- Property;
- Process; and/or
- The reputation of RRR.

An event need not be directly related to RRR operations to adversely affect the reputation of RRR. Public, media and/or government perceptions about our industry and its products can have a long-term impact. All major occurrences of the types listed above, regardless of cause, therefore constitute an emergency.

### **3.1 Top Risks at the Project Site**

Those emergency scenarios with the greatest potential to arise at the RRP have been identified from a variety of sources, including: experience with other similar mining projects (directly and through the literature), internal risk assessment discussions, workshops, and comments received from stakeholders and Aboriginal groups. The scenarios identified are as follows:

- Missing person (search and rescue);
- Fire;
- Spill of fuel, hazardous materials and chemicals;
- Injury or medical emergency;
- Fatalities (typically arising as a result of, and compounded by, another emergency scenario);
- Unscheduled explosion;
- Surface vehicle incidents;
- Ground instability;
- Severe weather conditions;
- Wildlife incident;
- Bomb threat; and
- Labour / civil unrest.

These scenarios may be encountered at a variety of locations or operations around the project site, including:

- Process plant;
- Open pit;
- Haul road operations;
- Arterial road operations;
- Highway access to the RRP;
- Fuel storage sites; and
- Remote work sites.

Additional factors may contribute to the relative severity of the emergency scenario, such as the availability, capacity or training of local emergency support, the number of personnel involved, the time of day, or a combination of scenarios (such as a hazardous spill occurring during a period of severe weather).

### 3.2 General Levels of Emergency (LOE)

Rainy River Project incident reporting policy requires that all levels of emergencies be reported to the Area Supervisor, Site Manager, and H&S Coordinator; the urgency shall depend on the severity of the situation.

<b>Level 1: Low (Status Green)</b>
An on-site or off-site emergency that can be controlled by area personnel from the affected area.
<b>Level 2: Moderate (Status Yellow)</b>
An on-site or off-site emergency that cannot be handled by the personnel of the affected area. The IRT is required. It does not exceed the resources of the site.
<b>Level 3: High (Status Red)</b>
An on-site or off-site emergency that exceeds the resources available at the scene of the emergency and requires outside help, such as corporate, industry, or government agencies.

The highest severity rating for any individual risk factor determines the overall severity rating of the emergency.

#### 4.0 EMERGENCY COMMUNICATION / INCIDENT NOTIFICATION

Emergency situations may be communicated in one of two ways:

1. By Radio Channel 1
  - o The caller should report “MAYDAY – MAYDAY – MAYDAY – I have an Emergency.”
2. By Phone
  - o Call Security at (807) 487-1140, ext. 31 or (807) 276-7114.

The following information should be provided to the emergency contact:

- Your name, area and company;
- Location of the emergency;
- Description of the emergency;
- Number of injured persons (if any) and the nature of the injuries;
- The best route to be used to approach the incident location (if the normal route is blocked); and
- Telephone number or radio channel you are calling from.

Once the emergency has been reported to Security and the appropriate authorities, the Area Supervisor, Site Manager, and H&S Coordinator must also be notified.

#### Radio Communications

Channel 1 is reserved for Emergency Incident Reporting, Management and High Priority Communications. All employees are to monitor Channel 1 to stay apprised of any incidents and listen for updates and instructions.

When a MAYDAY is called:

- **Cease High Risk Activities** in the initial stages of any reported emergency until a status can be determined by Management;
- **Wait for Instructions**, communications can be done with briefness on regular assigned channels (as listed below) to ask or receive instructions from your immediate supervisor and/or Management;
- **Prolonged Work Interruptions** will be at the discretion of the immediate Supervisor;
- In the case that **Evacuation is Ordered**, proceed to the designated Assembly Points as per the evacuation procedures outlined in Section 0.

**NOTE:** Primary and secondary Assembly Points for all main areas of the RRP site will be determined prior to construction and a figure is to be included in this Plan as Appendix A. In

general, all camps will have signs posted “Assembly Point” or “Muster Point” and all office personnel will convene in the parking lot areas.

#### **4.1 First Responder Communication Responsibilities**

- Notify Security to inform the Area Supervisor, Site Manager and H&S Coordinator, and dispatch any necessary IRT(s); and
- Notify the IRT of anyone in need of rescue.

#### **4.2 Incident Commander / Area Supervisor Communication Responsibilities**

- Confirm/determine the LOE (as identified in Section 3.2) and inform Security of the LOE and resources needed at the scene, if the First Responder has not already done so;
- Direct the on-scene activities; and
- Notify the Site Manager and H&S Coordinator of the incident and report the LOE and the response needs.

#### **4.3 Security Communication Responsibilities**

- Activates and dispatches IRT(s) and appropriate resources:
  - Ontario Provincial Police (OPP), Rainy River District Emergency Medical Services, Forestry Fire Service, etc.;
  - Medical: Medical Response Technicians (MRTs);
  - Fire/Rescue/Hazardous Materials (Hazmat): Fire Rescue Hazmat Technicians; and/or
  - Area Health and Safety Manager or on-call H&S Coordinator.
- Initiates Incident Reporting and a Communications Log to immediately document all pertinent communications and events.

#### **4.4 Site Manager Communication Responsibilities**

- Confirm/determine the LOE and assume command at pre-designated Assembly Point or Incident Command Post;
- Provide overall management of the emergency;
- Evaluate the emergency and determine whether the SRT is to be activated or whether Standard Operating Procedures (SOP) will suffice; and
- Report the emergency to the following parties (where appropriate, as per corporate procedure):
  - Local media;
  - Family and/or friends of the person(s) involved in the incident; and
  - The necessary government agencies.

**4.5 Health & Safety Coordinator Communication Responsibilities**

- Liaise with the SRT, ERTs and relevant personnel to coordinate assistance from outside organizations if required and disseminate warnings and information as required.



## 5.0 GENERAL RESPONSIBILITIES OF PERSONNEL

Regardless of who assumes the role of Incident Commander, every supervisor / manager is responsible for the safety of their personnel during the emergency.

### 5.1 First Responder Responsibilities

- Quickly assess the situation determining the number of injured persons, the severity of injuries and what resources may be required to deal with the emergency situation;
- Notify Security of the incident and request they contact the Area Supervisor, Site Manager and H&S Coordinator, and dispatch any necessary IRT(s);
- Provide Security with the following information:
  - Your name, area and company;
  - The location of the emergency;
  - A description of the emergency;
  - The number of injured persons (if any) and the nature of the injuries;
  - The best route to be used to approach the incident location (if the normal route is blocked); and
  - The telephone number or radio channel you are calling from.
- Stop all operations in the area until it is safe to resume;
- If necessary and you are qualified to do so, provide first aid care – if you are unable to, find someone who can;
  - Do not move the victims except to prevent further injury but be sure to assess the state of the injured person(s):
  - Ask injured person, “Are you OK”?
  - Evaluate mental status using alertness to voice and response to a tap on the shoulder; and
  - Obtain a chief complaint, if possible.
- Ensure the safety of all personnel at the scene, until a supervisor or the SRT/IRT arrives to take control of the situation; and
- Notify the supervisor of the SRT/IRT of anyone in need of rescue.

### 5.2 Incident Commander Responsibilities

The most senior supervisor, manager or employee available at the emergency scene will assume the role of Incident Commander. The responsibilities of the Incident Commander are as follows:

- Stop all work immediately and shut down equipment;
- Stay calm, assess the situation, and take control;
- Ensure that Security has been provided with details of the emergency and any necessary ERTs have been dispatched and Management has been notified;
- Designate a person to go to a highly visible area and guide emergency vehicles to the emergency area;
- Make the area safe to eliminate further losses, injury, and damages by sectioning off the area and/or evacuating any unnecessary personnel;
- Make sure that shutdown procedures for the entire area are completed;
- If there is anyone injured, follow the procedures outlined in Section 8.4 Injury or Medical Emergency;
- Control the employees at the Assembly Point until notice is given by Management to return to the work area; and
- In the event that an evacuation is necessary (as indicated by an alarm sounding or verbal communications):
  - Provide first aid and direct workers to the pre-arranged Assembly Point to perform a headcount and sign in on the Control Sheet, or the equivalent;
  - Personnel to be accounted for include employees, contractors, delivery personnel, temporary workers, and visitors under their supervision;
  - A “Warden” system may be implemented, in which an individual is assigned to be the last person out of an area, verifying that all people are out, and that shutdown procedures are adhered to;
  - The senior employee(s) at each Assembly Point must communicate with one another to determine the location of any missing personnel; and
  - If missing personnel are believed to be inside the evacuated facility/area, the most senior employee at the Assembly Point should contact the IRT Captain, or Incident Commander, immediately. The IRT will conduct a search and rescue operation.

### 5.3 Security Responsibilities

Under most circumstances, Security will be the first point of contact in case of emergency. Security will be responsible for:

- Contacting the necessary ERTs and providing basic information on the state of the emergency and the resources needed at the scene;
- Provide crowd control at the scene of the emergency, and secure and guard the scene of the incident as directed by Management; and

- Restrict access to the emergency scene or the mine site and make additional calls to outside agencies as directed by Management.

#### 5.4 Personnel Responsibilities

An individual's specific roles and responsibilities may differ depending on the type of emergency. The general responsibilities for all employees to follow in the event of an emergency are as follows:

- Stop all work immediately and shut down equipment;
- Stay calm and follow the directions of the Incident Commander;
- Ensure that Security has been provided with details of the emergency and any necessary ERTs have been dispatched;
- Notify the Area Supervisor, Site Manager, and H&S Coordinator of the emergency situation;
- Provide help until the appropriate ERTs arrive;
- Ensure that all employees are kept away from danger, especially during fires or chemical emergencies;
- If you are responsible to perform shutdown procedures, know your responsibilities and perform them accordingly;
- If responders are already at the scene of an emergency, do not go to the scene to watch or offer assistance unless you are called to the scene by the Incident Commander or IRT Captain;
- In the event that an evacuation is necessary (as indicated by an alarm sounding or verbal communications):
  - Calmly go to the designated Assembly Point and remain there until a supervisor/manager informs everyone it is safe to return to the area;
  - Ensure that you, and any visitors you are responsible for, report to the Warden and/or supervisor to be accounted for; and
  - Refer to Section 7.1 for a more detailed list of responsibilities in the case of an evacuation.

#### 5.5 Area Supervisor Responsibilities

The Area Supervisor along with Senior Management are responsible for accounting for and, in the case that an evacuation is necessary, assisting with the safe evacuation of all personnel in their area of responsibility. If the emergency has arisen in their area or will affect their area, they will remain there and report to the Site Manager and assist with the coordination of emergency response efforts.

When the Area Supervisor is not on site the Foreman, Senior Personnel or the Supervisor Designate will assume responsibility for their department, manage the area and provide support to the rescue efforts.

- Supervisors will report to their immediate Manager and convey new information regarding personnel, including any missing personnel and/or any individuals that normally work elsewhere.

#### **5.6 Site Manager Responsibilities**

The Site Manager shall be responsible for the overall management of an emergency and shall assume the role of Incident Commander upon arriving at the scene. In his / her absence, a Manager Designate must assume this role at the pre-designated Assembly Point or Incident Command Post.

The Site Manager shall evaluate the incident and determine whether the entire SRT is to be activated or what roles are required.

#### **5.7 Health & Safety Coordinator Responsibilities**

The H&S Coordinator or his / her Designate must be contactable during and outside of office hours. During office hours, the Health & Safety Coordinator must be in close proximity to a radio, page phone or telephone. As a result, they may not be available to direct the operation of the ERTs. The IRT Captain has the right to refuse any task(s) he / she considers an unacceptable risk to the team.

The H&S Coordinator will liaise with the SRT, ERTs and relevant personnel to coordinate assistance from outside organizations if required and disseminate warnings and information as required.

## **6.0 EMERGENCY INCIDENT MANAGEMENT**

### **6.1 Introduction**

RRR Emergency Incident Response is designed to be implemented the instant an emergency incident occurs and continues until the requirement for response management and operations no longer exists. The structure of the SRT can be established and expanded depending upon the changing conditions of the incident.

RRR has a management system which consists of a SRT at each level of the organization. Management is given training and a structured process to provide guidance in the event of an incident which may have the potential to seriously damage the Company.

In many situations, activation of the SRT and IRT will be determined by the Site Manager. However, in Medium and High Level emergency situations it is expected that the First Responder will notify Security and have the appropriate IRT(s) dispatched.

### **6.2 Site Response Team Organization and Responsibilities**

The SRT is responsible for the overall management of an emergency that has reached a state in which an SRT is deemed necessary. Management of the emergency includes all the human resources, equipment, material and supplies, communications, production and decisions at the site. The SRT, should it be necessary, will have external support divisions and will be supported operationally by the IRT.

#### **SRT Chair or Incident Commander**

- Identifies actions which need to be taken on a broader scale that are typically not envisioned by those involved in overcoming the immediate hazard(s);
- Effectively minimizes the impact on the Company by considering environmental, strategic, legal, financial and public image aspects of the incident;
- Oversees the overall operational response and well being of people involved in, or affected by, any incident or issue; and
- Liaises with the Divisional Team and Corporate Teams to develop plans to get operations back to normal as quickly as possible while ensuring communications are being carried out in accordance with legal and ethical requirements.

#### **SRT Leader**

- SRT Leader acts as the Incident Commander if the SRT Chair is not present;
- The SRT is placed on alert in case of a Medium Level (Yellow) Emergency; and
- During a High Level (Red) Emergency all activities will be led by the SRT Leader.

### **SRT Coordinator**

- Acts as the local administrator of the SRT to coordinate members and activities as directed by the SRT Leader;
- Ensures the SRT follows the intent of the roles and process as defined (to assist a smooth and effective response);
- Monitors and reports on completion of SRT members' pre-incident responsibilities;
- Coordinates location-specific input to contact Management; and
- Maintains and updates the SRT response pack supplies.

### **Additional SRT Personnel**

The SRT will be made up of other personnel, with varying roles and responsibilities, as required by the incident. SRT Personnel roles and responsibilities may consist of tasks including but not limited to:

- Treatment of the injured (if personnel have appropriate First Aid training);
- Internal/external communications;
- Record keeping;
- Media relations (only at Management's direction, and as per corporate procedure);
- Coordination of emergency services;
- Environmental coordination and liaison;
- Site operations coordination; and
- Human resources coordination.

### **6.3 Incident Command Post**

In the event of an incident that requires the SRT to assemble, there will be a designated primary Command Post, with a secondary Command Post available in the event that primary one is not safe for use during the incident. Once rallied, the SRT Chair / Incident Commander will take charge and briefly assign/reaffirm roles and responsibilities to ensure the incident is handled efficiently and effectively.

### **6.4 Emergency Response Team Organization and Responsibilities**

ERTs are responsible for operational aspects of an emergency situation, and will coordinate with and take direction from the SRT. The SRT will liaise with external emergency teams (e.g. Police).

**IRT Captain**

- Reports directly to the H&S Coordinator or Designate in an emergency;
- Directs appropriate action to minimize the effects of injury at the incident scene;
- Provides care for those injured and has the right to refuse any tasks considered to be an unacceptable risk to the team; and
- Is responsible for coordinating all efforts with the Incident Commander.

**Additional IRT Personnel**

- All IRT Personnel will report immediately to the IRT Captain.
- Responsible for carrying out appropriate activities to manage an emergency situation.

## **7.0 GENERAL EVACUATION**

### **7.1 Basic Responsibilities**

Below are the basic responsibilities of all employees with regard to an emergency evacuation:

- Know the location of all the emergency exits in your work area, particularly the nearest one to you;
- ALL alarms and instructions **MUST** be obeyed;
- When the alarm for the evacuation of your area is sounded and/or the notification is given by your Area Supervisor or Site Manager, immediately stop what you are doing and go, in an orderly manner, to the designated Assembly Point. Under no circumstance will employees attempt to go to a more distant area by circulating through a building / area that is being evacuated;
- If you are the most senior manager or employee, assume you are designated as the Incident Commander and, among other responsibilities, are in charge of the headcount and/or Control Sheet, or the equivalent sign-in of personnel present. You must identify which absent personnel may be working in other areas, find out their location, and notify the Area Supervisor and Security about the evacuation status;
- When you leave your work site, **CLOSE ALL DOORS AND WINDOWS**;
- If your office door automatically locks, **TAKE YOUR KEY WITH YOU**;
- If you are the last person to leave the area, check that all work areas are emptied of personnel, provided that circumstances and time allow you to do so;
- The personnel that work in critical areas of the process, such as the process plant, must perform the emergency shutdown procedures established for these areas;
- Use your good judgment to determine whether there is enough time to disconnect equipment without endangering yourself and others. In case of doubt, choose your own safety first;
- **WALK, DON'T RUN**. In an emergency, move quickly but do not run. Remain in control, do not panic;
- Avoid smoke-filled environments. If a space that is full of smoke is the only exit route, crawl or escape through a window;
- Do not talk, unless it is absolutely necessary, so that you may hear any warnings or audible dangers;
- Go to the Assembly Point assigned to you, being careful of possible traffic and other dangers. Make sure that you establish contact with your supervisor (or the On Site Commander) as soon as possible. After you reach the Assembly Point, stay there until you are given further instructions;



- If you are not in your customary work area, report to the Area Supervisor where you are, giving him/her your name and the name of your supervisor. Do not try to return to your customary work area if you are not asked to do so;
- Those people who know of lost personnel should immediately inform their supervisor;
- The work groups whose supervisor is not present at the Assembly Point must report to the most senior employee available; and
- Do not re-enter the evacuated area or return to the scene of emergency to look for or offer aid, unless the Incident Commander specifically requests your presence.

## 7.2 Assembly Points

The Assembly Points are designed to be used by personnel during an evacuation due to an emergency. Primary and secondary Assembly Points will be established for areas where personnel are concentrated, such as the process plant, administrative offices, or open pit (Appendix A). Each Assembly Point will have a Control Sheet, or the equivalent, for all personnel to sign-in. The Incident Commander will submit the sign-in sheet to the Site Manager and assist in determining if any personnel are unaccounted for.

Personnel who are working in a remote area (e.g., tailings management area, exploration) and have radio contact should establish communication on the appropriate channel (reserving Channel 1 for Emergency Incident Reporting, Management and High Priority Communications) to account for their whereabouts. To ensure a second emergency incident does not occur, these personnel are to remain at their location and stop all unnecessary work until the emergency has ended and the “all clear” has been reported. This is to ensure they do not become injured while working or travelling to an Assembly Point while emergency resources are preoccupied and possibly unable to assist.

## 7.3 Accounting for Personnel

The Area Supervisor or most senior employee is responsible for counting the personnel under their charge. This task is to be completed as detailed below along with the following critical activities:

- Ensure that all personnel leave their work area during the evacuation;
- When all personnel have reached the designated Assembly Point, a headcount of the employees and of all those people who were within the work area at the time of the emergency (for example, employees, contractors, visitors, etc.) as well as knowing the physical location of the personnel who work in the area but are absent;
- Once the headcount has been completed, the Area Supervisor should report to the Site Manager and convey any discrepancies in personnel, including any missing personnel and/or any individuals that normally work elsewhere. The use of a daily headcount form should greatly assist with the accounting of personnel during emergency situations;

- In turn, each supervisor will report to their immediate supervisor until personnel information reaches Senior Management for each department at the Assembly Point. The Area Supervisor and Senior Management for each department will account for all departmental personnel. This accounting should include all employees, contractors, delivery personnel, temporaries, and visitors under their supervision; and
- Departmental Management at each Assembly Point should communicate with each other to determine the location of any missing personnel. If personnel are suspected to be inside an evacuated facility, the Incident Commander and IRT Captain should be contacted immediately. All supervisors shall keep their groups together at their respective Assembly Points until the Incident Commander gives further instructions.

#### **7.4 Search and Rescue**

If a building has been evacuated, personnel should not reenter the building to perform search and rescue or to perform additional shutdown procedures until the “all clear” signal is given, unless directed to do so by the Incident Commander.

Members of the IRT are allowed to reenter an area that has been evacuated to perform search and rescue before the “all clear” signal is given. Search and rescue is the responsibility of the IRT and will be conducted in accordance with their standard operating guidelines; however, the teams may request help from the Area Supervisor or their designate because of their knowledge of the area.

**NOTE:** There will be no search and rescue undertaken unless an adequate backup team(s) is ready and standing by.

#### **7.5 Open Pit Evacuation**

Notification to evacuate the open pit will be made by radio and may only be authorized by the Area Supervisor. Instructions will be given for the operations personnel in charge of vehicles to move to the Assembly Points that have been determined to pose no danger.

Any personnel who do not have access to a vehicle (such as operators of drills, blasting equipment, etc.) will be picked up by light vehicles. It is very important that these workers wait at the designated Assembly Point safely outside the emergency area.

#### **7.6 Protection on Site**

Some situations may require retaining the personnel within the mine (e.g., a severe weather outage, earthquake, or damages on the roadway). These situations require additional considerations:

- Adequate protection, lodging, food and water for the personnel who stay at the work site;

- Regular re-supplying of consumables;
- Coordination for an emergency evacuation of ill and injured people;
- Communication with employee's personal contacts; and
- A person in charge as designated by the Incident Commander.

## 7.7 Closure of Operations

Should the circumstances require, the Site Manager will order Area Supervisors to facilitate the closure of the site operations.

For this purpose, the people in charge of the closure will take special care to prevent the following from occurring during or after the closure:

- Fires;
- Spills of material and/or hazardous chemical; and
- Explosions.

To this end, they must take special care in deactivating the general and specific switches and valves, among other necessary measures.

## 7.8 End of the Emergency and Return to Work

The evacuated area must be left free of dangers. The IRT members will conduct a thorough investigation of the evacuated facilities. If there was a fire or if damage structural damage, the area must be inspected by both maintenance personnel and health and safety personnel to determine whether it is safe to occupy the area.

Once the area has been declared to be safe, the Incident Commander will notify the Site Manger. Using each radio channel, the Incident Commander will then transmit the order to discontinue the emergency signal. Transmission will include a description of the evacuated areas with the phrase: **"ALL CLEAR"**. This message must be repeated three consecutive times. Employees may return to their work once the transmission indicating the end of the emergency has concluded.

A debriefing involving all key Emergency Response personnel (Security, IRT, H&S Coordinator, etc.) will be completed at the end of all emergencies. The debriefing session will be documented on the attached form (Appendix B). Debriefings need to address what was completed correctly and what improvements are needed. The Contingency and Response Plan will be reviewed and, if necessary, updated with the revision details provided in Section 12.0 of this Plan.

**8.0 EMERGENCY SCENARIOS**

**8.1 Missing Person (Search and Rescue)**

In the case of an emergency incident, having reached the Assembly Point, it is the responsibility of all employees to immediately report any persons who cannot be accounted for. Even outside of emergency situations, if a person is suspected to be missing the following criteria should be assessed and the appropriate action taken.

**8.1.1 Authority**

All search and rescue incidents are potentially law enforcement incidents and therefore may require immediate law enforcement intervention.

**8.1.2 General Levels of Emergency for a Missing Person**

<p><b>Level 1: Low (Status Green)</b> First Notice Potential Missing Person(s)</p>
<p><b>Criteria</b></p> <ul style="list-style-type: none"> <li>• Individual(s) missed pre-assigned radio / satellite phone or check-in with supervisor or designate;</li> <li>• Communication has been lost with the individual(s) and they cannot be raised via radio or satellite phone by supervisor or designate; and/or</li> <li>• Personnel cannot be located readily.</li> </ul> <p><b>Action to be Taken</b></p> <ul style="list-style-type: none"> <li>• Supervisor will continue to try to raise personnel on the radio or satellite phone;</li> <li>• Security / Management will conduct investigations, in the immediate offices, shops and probable areas, to determine the whereabouts of the potential missing person(s);</li> <li>• Notification will be sent to all departments to check their immediate areas for the potential missing person(s); and</li> <li>• Supervisor will try to establish the personnel's last known position(s).</li> </ul>
<p><b>Level 2: Moderate (Status Yellow)</b> Second Notice Potential Missing Person(s)</p>
<p><b>Criteria</b></p> <ul style="list-style-type: none"> <li>• All First Notice actions have been unsuccessful in establishing communications with suspected missing person(s); and</li> <li>• All First Notice Actions in attempts of locating the suspected missing person(s) in their routine areas have been unsuccessful.</li> </ul> <p><b>Action to be Taken</b></p> <ul style="list-style-type: none"> <li>• Security, Management and Supervisor Continue to investigate and attempt to locate the potential missing person(s); and</li> <li>• Emergency Services / Search and Rescue personnel are assembled and begin preparation for potential search and determine the level of "Urgency/Emergency".</li> </ul>

Level 3: High (Status Red) Missing Person(s) Declared
<p><b>Criteria</b></p> <ul style="list-style-type: none"> <li>• All First and Second Notice actions have been unsuccessful in establishing communications with suspected missing person(s);</li> <li>• All First and Second Notice Actions in attempts of locating suspected missing person(s) in their routine areas have been unsuccessful; and</li> <li>• Personnel are confirmed to be missing or unaccounted for.</li> </ul> <p><b>Action to be Taken</b></p> <ul style="list-style-type: none"> <li>• Manager assesses the situation and activates the SRT if warranted; and</li> <li>• Emergency Services / Search and Rescue personnel determine the level of urgency/emergency.</li> </ul>

## 8.2 Fire

Fires may result from a number of factors. The type of response is determined by a number of elements including but not limited to the following:

- Known/perceived cause of the fire;
- Location of the fire (nearby fuel sources);
- Size of the fire; and
- Availability of equipment to deal with the fire (fire hose, fire extinguisher, etc.).

**NOTE:** A detailed Fire Response Plan, or the equivalent, is expected to be produced prior to construction. The details and directions provided below are intended for information and guidance purposes only. Primary and secondary Assembly Points for all main areas of the RRP site will be determined prior to construction. In general, all camps will have signs posted “Assembly Point” or “Muster Point” and all office personnel will convene in the parking lot areas.

### 8.2.1 General Levels of Emergency

Level Low (Status Green)
The emergency level is deemed Low (Status Green) when the fire is small and restricted to an area, with no damage or disruption of operations. There are no personal injuries, e.g., a fire involving a single minor injury or isolated situation; a piece of equipment or small structure on fire, with no hazard of spreading and no people trapped.
Level Medium (Status Yellow)
The emergency level is deemed Medium (Status Yellow) when the fire is fire a moderate size with minimal damage and/or disruption of operations. There are only minor injuries, e.g., a fire involving an injured person or a person potentially trapped needing rescue; a vehicle or structure fire impinging on another significant exposure or a vehicle/equipment fire inside of a building.

### Level High (Status Red)

The emergency level is deemed High (Status Red) when the fire is significant in terms of personal injuries, damage, or disruption of operations and/or disturbance to the environment. This constitutes the most serious event / disaster involving two or more injured people, e.g., large scale fire, (structure fully involved), spreading to other buildings or a catastrophic event; underground explosion / fire, an aircraft crash or any fire situation where routine emergency operations would be extremely dangerous.

#### 8.2.2 Types of Fires

The IRT will be trained to respond to various types of fires which may occur on the project site, such as:

- Equipment fires;
- Wild fires;
- Fuel source fires;
- Explosives fires; and
- Building fires.

Site personnel will be trained in the prevention of fires and the use of fire suppression equipment related to their area of responsibility (e.g., mobile equipment fire suppression systems).

#### 8.2.3 Tips on Extinguishing a Fire

**NOTE:** Personnel should only attempt to extinguish small fires when they feel it is safe to do so and only in environments where they cannot become trapped.

- Locate an escape route before attempting to extinguish fire;
- Always approach a fire from the upwind direction (with the wind at your back);
- Stay as low as you can when approaching the fire;
- Stand 2 to 3 metres from the fire when attempting to extinguish it (3 to 4 metres if dealing with flammable liquids);
- Keep your back to your escape route;
- Hold extinguisher in an upright position;
- Remove pin; Squeeze lever together with carrying handle;
- Direct discharge at the base of flames;
- Sweep flames off burning surface, moving discharge nozzle from side to side and from the leading edge of the flames to the rear;

- Stop applying the powder when the flames go out. You'll need the residual powder to extinguish the fire again if the fuel re-ignites off of a hot surface; and
- Slowly back away. Never turn your back on an extinguished fire, it may re-ignite.

#### **8.2.4 Reporting and Extinguishing a Small Fire**

The site is equipped with hand-held fire extinguishers for occupant first-response use on small fires. The initial response should be as follows:

- Warn occupants in the immediate fire area;
- Activate a fire alarm if one is nearby;
- Attempt to extinguish the fire if safe to do so; and
- Notify the IRT Leader via the appropriate radio channel.

#### **Other Actions**

- The Area Supervisor is responsible for making sure that their area is evacuated;
- In office or camp, affected people should assemble immediately at the designated Assembly Point for their area (Appendix A) and stay there until further instructed; and
- The first person to arrive at the Assembly Point is to enter their name on the Control Sheet, or the equivalent, and ensure that as people arrive, they enter their names as well. This list is to be submitted to the Site Manager for cross-checking as soon as possible.

#### **8.2.5 Security Responsibilities**

- Activates and dispatches IRT(s) and appropriate resources;
- If necessary, direct the removal of vehicles from access routes;
- Request additional emergency personnel, equipment, and/or vehicles as directed by the Incident Commander;
- Control access to the affected area; and
- Record all events communicated regarding the emergency situation.

#### **8.2.6 Incident Commander Responsibilities**

- Make initial assessment of severity of fire;
- Inform Security if additional ERTs are necessary;

- If medical assistance is required, refer to the Section 8.4 Injury or Medical Emergency; and
- Advise the Health & Safety Coordinator and Site Manager.

### 8.2.7 Emergency Response Team Responsibilities

- Respond to the emergency with the relevant equipment following all RRP protocols, procedures and practices;
- Evaluate the scene for fire properties and respond accordingly;
- Coordinate with the Incident Commander so that he / she knows the firefighting tactics being used and can provide needed assistance to the IRT Captain;
- The IRT Captain will isolate the area and evacuate as many people as possible and direct them to the appropriate Assembly Point; and
- Respond to the Incident Commander's directions as necessary; without relinquishing the responsibility to technically combat the fire in a proper manner.

### 8.3 Spill of Fuel, Hazardous Materials and/or Chemicals

Under Ontario's *Environmental Protection Act*, the Ministry of the Environment is given the power to deal with the discharge of contaminants which cause negative effects. The act specifically:

- Prohibits the discharge of any contaminants into the environment which cause or are likely to cause negative effects - and in the case of some approved contaminants requires that they must not exceed approved and regulated limits; and
- Requires that any spills of pollutants be reported and cleaned up in a timely fashion.

In the case of any spills, on-site or off-site, regardless of the emergency level, employees are not to make comments to the media. A general spill response plan is outlined in Section 8.3.2 to provide basic information and the general protocol to follow in the event of a spill. The details and directions provided below are intended for information and guidance purposes only.

**NOTE:** A detailed Environmental Spill Response Plan, or the equivalent, is expected to be produced prior to construction.

Any leak, spill, or release outside of the containment areas, regardless of the Emergency Level, must be reported to the Environmental Manager immediately. All external notification and reporting shall be conducted by the Environmental Manager including:

- Activation and dispatch of any necessary IRT(s);
- Enforcement of IRT procedures in the case of emergencies involving the suspected presence of Biological Hazards.



- Reporting the spill to the H&S Coordinator; and
- Completion of a spill report.

Containment and cleanup activities shall only be performed as directed by the H&S Coordinator and/or Environmental personnel. Prior to handling chemicals, the Material Safety Data Sheets (MSDS) for that product should be referenced.

### 8.3.1 General Levels of Emergency

Level Low (Status Green)	
<ul style="list-style-type: none"> <li>• Minor spill of a small amount of hazardous chemicals and materials;</li> <li>• No personal injuries, danger, or threat to the environment; and</li> <li>• Not released to a water body.</li> </ul> <p>Example: Spills which are less than 40 L involving hazardous chemical or material components and do not contain hazardous chemicals. Local response teams and equipment/materials can contain the spill.</p>	
Level Medium (Status Yellow)	
<p>Spill of any kind of hazardous material or chemical, which:</p> <ul style="list-style-type: none"> <li>• Produces minor or moderate personal injury;</li> <li>• Causes property damage or harm to the environment; and/or</li> <li>• Is released into a body of water.</li> </ul> <p>Example: A spill greater than 40 L. The spill can be contained and controlled solely by site resources. A medium level response may need to be up-graded to a high if conditions change.</p>	
Level High (Status Red)	
<p>A spill of any kind, which:</p> <ul style="list-style-type: none"> <li>• Produces serious injury;</li> <li>• Causes property damage or harm to the environment;</li> <li>• Is released into a stream or water course;</li> <li>• Cannot be contained and controlled with site resources; and/or</li> <li>• Occurs during transportation or storage.</li> </ul>	

### 8.3.2 General Spill Response Plan

The spill response guidelines below outline the steps to be taken in case of a spill of fuel, hazardous material(s) or chemical(s). This guideline is non-exhaustive and non-specific. A detailed Hazardous Spill Response Plan, or the equivalent, is expected to be produced and available in high risk areas of the RRP prior to construction.

GENERAL SPILL RESPONSE		
1	Safety and Detection	<ul style="list-style-type: none"> <li>• Assess the safety of yourself and others.</li> <li>• If you cannot identify the substance, evacuate immediately and follow Step 4.</li> <li>• If there is a risk of fire or explosion, evacuate immediately and follow Step 4.</li> <li>• Shut off ignition source(s) if it is safe to do so.</li> </ul>

2	Trace Source	<ul style="list-style-type: none"> <li>Put on appropriate PPE.</li> <li>Trace the source of the spill.</li> <li>Determine if spill is continuing.</li> </ul>
3	Stop or Control	<ul style="list-style-type: none"> <li>If it is safe to do so, stop or control the leakage by shutting valves, plugging holes, and/or moving mobile equipment.</li> </ul>
4	Emergency Notification	<ul style="list-style-type: none"> <li>Notify Security and have Security perform the following tasks:                             <ul style="list-style-type: none"> <li>Notify the Area Supervisor and on-call Environmental Department Representative or Environmental Manager;</li> <li>Activate the SRT, if necessary; and</li> <li>Dispatch ERTs, if necessary.</li> </ul> </li> </ul>
5	Secure Area	<ul style="list-style-type: none"> <li>Divert traffic and people away from the immediate area.</li> <li>Evacuate if necessary.</li> </ul>
6	Contain	<ul style="list-style-type: none"> <li>Contain the leakage using temporary berms, booms etc.</li> </ul>
7	Recover Product	<ul style="list-style-type: none"> <li>Recover any free liquid into purpose built containers if possible.</li> <li>Recover absorbent booms etc.</li> </ul>
8	Clean Up	<ul style="list-style-type: none"> <li>Clean-up the spill by pumping, absorbing, or chemically treating.</li> <li>DO NOT spread or dilute spills with degreasers, detergents or water.</li> </ul>
9	Dispose	<ul style="list-style-type: none"> <li>Dispose of the spilled product as directed by the Environmental Department Representative.</li> <li>Contaminated soil should be removed to an appropriate area (e.g., hydrocarbon contaminated soil can be remediated).</li> </ul>
10	Confirm Cleanup	<ul style="list-style-type: none"> <li>Clean-up all obvious contamination as directed by the Environmental Department Representative; if contaminated area is indistinct (due to moisture, rain, etc) collect samples for analysis.</li> <li>All contaminated soil must be excavated or treated in place.</li> <li>Complete a Material Release Clean-Up Report, or the equivalent, and submit it to the Environmental Department within 24 hours of the incident cleanup.</li> </ul>
11	Replace Used Equipment	<ul style="list-style-type: none"> <li>Any equipment or materials consumed in the cleanup operation should be replaced as soon as possible.</li> </ul>
12	Monitor	<ul style="list-style-type: none"> <li>Monitor the spill site to validate cleanup and assess any impacts on the immediate and surrounding environment.</li> </ul>

### 8.3.3 Incident Commander Responsibilities

- Immediately notify the Area Supervisor, RRP Environmental Manager and Security;
- Manage overall response with the Environmental Department Representative;
- Notify the SRT of the situation;
- Security shall be assigned to control access to the affected area.
- If a plume of gas is involved, ensure that measures have been taken to:
  - Eliminate the source
  - Determine the volume of material discharged
  - Notify personnel in the immediate area and those in areas which could be impacted
  - Evacuate the area in a manner perpendicular to the wind direction.

#### 8.3.4 Area Supervisor Responsibilities

- Immediately notify the RRP Environmental Manager and Security;
- If safe to do so, try to identify what the chemical is;
- If people are in imminent danger, evacuate the area immediately;
- If a plume of gas is involved:
  - Eliminate the source, if safe to do so;
  - Determine the type and volume of material discharged;
  - Notify personnel in the immediate area and those in areas which could be impacted; and
  - Evacuate the area in a manner perpendicular to the wind direction, or up-wind.
- If a fire, explosion or environmental danger exists, verify that the ERTs have been notified;
- If safe to do so, isolate the source of the spill if possible, e.g., shut off valves, contain the spill, etc.;
- Contact the other supervisors on shift and make them aware of the situation and hazards.
- Assist in the evacuation of the site, barricading, traffic control and site security;
- Notify the IRT Leader of situation; and
- Assist with any necessary investigations and/or report preparation.

#### 8.3.5 Health & Safety Coordinator / Environmental Manager

- Proceed to spill area and assess situation. If possible, identify material and coordinate response efforts;
- Take reasonable measures to prevent fires, explosion and release from becoming a major incident;
- Instruct responders as to the proper personal protection equipment to wear for the specific hazards associated with the spill;
- Protect personnel and stabilize or control the situation:
  - attend to injuries;
  - extinguish fires; and
  - co-ordinate IRT efforts and conduct an evacuation if necessary;
- Contain or mitigate the hazards: stop the spill discharge, clean up the spill area;

- Handle, contain and dispose of all contaminated material in a proper manner, according to instructions per the Provincial and Federal environmental regulations; and
- If the spill is reportable, contact the relevant authorities;

**8.3.6 Emergency Response Teams Responsibilities**

- In response to a spill, the IRT Captain will direct the IRT so that this provides initial response and spill (land) containment efforts. Due to the nature of the Hazardous Chemical Spills and Releases, the Environmental Manager or an Environmental Department Representative will assume command of the emergency response for spills, and the IRT and Team Captain will function under the direct supervision of Environmental personnel, for all actions other than the initial containment efforts;
- The Senior Environmental Personnel at the scene will act as technical advisor for minor spills, however they will assume direct responsibility for guiding the response team efforts in any “non-minor” spills or releases;
- The IRT supports the Environmental personnel and takes their guidance when responding to chemical spills or releases;
- Following spill response, the IRT personnel will follow decontamination procedures given by the Environmental personnel;
- For Biological Hazard Emergencies the IRT will assume responsibility reporting directly to the Incident Commander. The response will be in accordance with the Hazardous Spill Response Plan once it has been developed or the interim General Spill Response Plan provided below.

**8.4 Injury or Medical Emergency**

Injuries and medical emergencies may arise from a variety of situations, many of which are covered in this Plan. In these situations, it is important that on-site first aid kits are well stocked and personnel with first aid and CPR training are available to provide care for victims until response teams arrive.

**8.4.1 General Levels of Emergency**

<b>Level 1: Low (Status Green)</b>
Minor injury (first aid level) during routine operations with safety policies and practices fully implemented.
<b>Level 2: Moderate (Status Yellow)</b>
Single seriously injured person or multiple minors occurring outside of routine operations with safety policies and practices fully implemented.

**Level 3: High (Status Red)**

Multiple seriously injured people or at least one fatality (as determined by qualified medical personnel).

**8.4.2 First Responder Responsibilities**

- Quickly assess the situation determining the number of injured persons, the severity of injuries and what resources may be required to deal with the emergency situation;
- Notify Security of the incident and request they contact the Area Supervisor, Site Manager and H&S Coordinator, and dispatch any necessary IRT(s) – provide them with the following information;
  - Your name;
  - The location of the incident;
  - The number of injured persons and Status Green / Yellow / Red;
  - The nature of the injuries; and
  - The best route to be used to approach the incident location (if the normal route is blocked).
- Do not move any injured person(s) unless they are in imminent danger; and
- Stop passing vehicles / people and request assistance where required.

**8.4.3 Incident Commander's Responsibilities**

- Assess the incident scene;
- Contact the SRT to apprise them of the situation, notify them of what additional resources may be required, and update the information whenever the situation changes or additional information becomes available;
- Have someone present assist you with the communications and recording of information and times (assign a Log Keeper);
- Preserve evidence; and
- Get the names of eyewitnesses and others who may have relevant information.

**8.4.4 Area Supervisor's Responsibilities**

- Ensure that the Site Manager and H&S Coordinator have been notified;
- If safe to do so, go to scene of emergency and assist with casualty management until Health & Safety Coordinator and/or IRT arrives.
- Supervise the safety of medical professionals at the scene;
- Control and access the area to and preserve the emergency scene;

- Ensure that all details of the incident are being recorded as soon as possible; and
- Once the situation is resolved, conduct a debriefing meeting (using the form provided in Appendix B) with other key Emergency Response personnel, and prepare a report of the incident.

#### **8.4.5 Emergency Response Team Responsibilities**

- Respond to the scene as directed by the Incident Commander or Security;
- Provide appropriate care following Standard Operating Procedures;
- The IRT Captain will keep the Incident Commander informed of needs; and
- Provide medical assistance and/or evacuate the patient(s) safely and quickly.

### **8.5 Fatalities**

Personal injuries that result in fatalities require special action due to local law and conditions. If the injured party is determined to be deceased by qualified medical personnel, the remains are not to be moved until authorization is received from the OPP (this is a crime scene), or the Medical Examiner. RRP Site Manager or RRP Legal Department or Designate is responsible for notifying the Medical Examiner.

Due to the nature of fatalities, special emphasis shall be placed on investigating the incident, determining the causes and taking the necessary steps to prevent any reoccurrence. All fatalities will be investigated by a Special Investigation Team.

#### **8.5.1 Security Responsibilities**

- Prevent bystanders from approaching the incident scene;
- Secure the incident scene and keep a log of persons entering and leaving;
- Maintain the security of the incident scene until told to release it back to operations; and
- After receiving permission from the local authority, and in the presence of a witness, impound and catalogue the personal effects of the deceased and forward them to the Site Manager for delivery to the deceased's family;

#### **8.5.2 Area Supervisor Responsibilities**

- Order the barricading of the area surrounding the incident scene to guarantee evidence is preserved;
- Ensure that the Health & Safety personnel and the victim's immediate supervisor are notified immediately;

- Confine the information to the facts of the incident, having made positive identification of the deceased. Radio discussions of the incident will be minimized and names will not be broadcast;
- Preserve the incident scene and all physical information until relieved of this responsibility by the Health & Safety Coordinator or Designate;
- Limit incident site visits to necessary Emergency Response personnel, Security and Managers, as required; and
- Complete a preliminary report of the incident to assist the Special Investigation Team with the completion and distribution, as appropriate, of a final report.

### **8.5.3 Site Manager Responsibilities**

- Notify the family of the deceased, as appropriate, as promptly as circumstances allow; and
- Visit the incident scene to assist in the Special Investigation Team.

### **8.5.4 Health & Safety Coordinator Responsibilities**

- Ensure that the scene is properly preserved, documented and evidence is collected;
- Initiate legal reporting, to all agencies that have authorization in the case;
- Follow up with key Emergency Response personnel to ensure that appropriate notifications have taken place;
- With the assistance of other necessary Management personnel, conduct a debriefing session, if possible, with representatives from the local authorities prior to their inspection of the incident scene;
- Serve as a member of the Special Investigation Team;
- Contact the Local Police to ensure they visit the scene and release the victim's body;
- Arrange for transportation of the victim's body off site;
- After all investigations have been completed, prepare a final report of the incident in writing and (with approval from RRP Vice President) provide a copy to the Site Manager, Area Manager(s), any other RRP key person(s) of authority; and to the local authorities; and
- Return the incident site to its operational condition as soon as possible, being consistent with the requirements of the law.

## **8.6 Uncontrolled Explosion**

Unscheduled explosions can be exceptionally disastrous in terms of damage done to personnel, property and/or processes. Additionally, news of unscheduled explosions can reach the media

quickly. For this reason, it is essential that personnel respond to the emergency in an appropriate manner for the safety of all those involved including personnel and RRP's reputation.

### 8.6.1 General Levels of Emergency

<b>Level 1: Low (Status Green)</b>
Explosion causing no personal injuries or property damage.
<b>Level 2: Moderate (Status Yellow)</b>
Explosion which causes enough damage to temporarily disrupt operations. No serious injuries or property damage.
<b>Level 3: High (Status Red)</b>
A serious explosion, in terms of injuries, damage, or disruption of operations.

### 8.6.2 First Person on Scene Responsibilities

- Notify Security to inform the relevant Area Supervisor, Site Manager and H&S Coordinator, and dispatch any necessary ERTs – provide them with the necessary information (as detailed in Section 5.1);
- Stop all operations in the area until it is safe to resume;
- Evacuate the affected area to the pre-determined Assembly Point and assess the situation;
- Ensure the safety of all personnel at the scene until the IRT arrives to take control of the situation;
- If there is anyone injured, follow the procedures outlined in Section 8.4 Injury or Medical Emergency;
- Notify the IRT of anyone in need of rescue;
- Remain at the Assembly Point until authorized to leave by the Area Supervisor; and
- Ensure that the Site Manager is informed of the emergency.

### 8.6.3 Incident Commander Responsibilities

- Proceed to the scene of the emergency, if it is safe to do so, for an initial assessment;
- Consider secondary explosions, toxic gases, and structural collapses;
- Co-ordinate the response of various on-site specialists such as medical, fire, environmental, rescue teams, etc;
- Advise the SRT with details of the emergency, the immediate response taken, and if any risks remain; and



- When the situation has stabilized, assist the Area Supervisor and Site Manager with an investigation of the causes, effects and response to the explosion. Conduct a debriefing (see forms in Appendix B) and prepare a written report.

#### **8.6.4 Security Responsibilities**

- Contact the necessary IRT(s) and provide basic information on the state of the emergency and the resources needed at the scene;
- Control access to the affected area;
- Ensure the area is secure; and
- Record all events communicated regarding the emergency situation.

#### **8.6.5 Area Supervisor Responsibilities**

- In the event of an unplanned detonation, ensure that the immediate area is evacuated and secured.
- If there is any chance of continuing risk, consider giving the order for a partial or full evacuation of the site;
- DO NOT ENTER the area except to rescue an injured person and then only if it is safe to do so. If possible, efforts should be made to get the IRT to the scene
- From the Assembly Point, confirm the assessment of the situation with the First Responder and coordinate the immediate emergency response;
- Together with the Site Manager, decide on the LOE warranted by the situation. Be prepared to change this if the situation escalates or diminishes in severity;
- Prepare access to the scene for emergency services vehicles when it is safe for them to enter the area, and assign personnel to direct the IRT to the scene;
- Ensure that all the necessary personnel have been notified of the situation, including: Operations Manager, Drill and Blast Superintendent, Production Superintendent, H&S Coordinator, Drill and Blast General Foreman, the Production General Foreman and other supervisors on duty;
- See that the IRT is supported in their immediate response requirements;
- With the Incident Commander, decide if additional off-site emergency services are required and, if necessary, notify Security of other specialists required at the scene;
- When the situation is stabilized, ensure the area is secured; and
- Assist the Site Manager and Incident Commander with the investigation, debriefing and reporting of the emergency.

### 8.6.6 Emergency Response Team Responsibilities

- Contact the Incident Commander to identify the type and scope of the problem and identify his / her needs; and
- Carry out search and rescue/recover as needed under the direction of the Incident Commander.

### 8.7 Surface Vehicle Incident (Light and Heavy Equipment)

Vehicles at RRP often carry extremely heavy load or hazardous materials. It is essential for all Carriers and drivers to maintain certification relating to their specific responsibilities.

#### 8.7.1 General Levels of Emergency

<b>Level 1: Low (Status Green)</b>
Vehicle incident with no injured parties.
<b>Level 2: Moderate (Status Yellow)</b>
Single injured person or significant property damage.
<b>Level 3: High (Status Red)</b>
Multiple injured people or at least one fatality.

**NOTE:** If there are injuries, refer to Section 8.4 Injury or Medical Emergency.

#### 8.7.2 First Responder Responsibilities

- Determine if there are any hazards to yourself first. If so, do not approach until hazard can safely be mitigated;
- Quickly assess the situation determining the number of injured persons, the severity of injuries and what resources may be required to deal with the emergency situation;
- Notify Security of the incident and request they contact the Area Supervisor, Site Manager and H&S Coordinator, and dispatch any necessary IRT(s) – provide them with the necessary information (as detailed in Section 5.1);
- If necessary and you are qualified to do so, provide first aid care – if you are unable to, find someone who can;
- Do not move the victims except to prevent further injury – instead assess the state of the injured personnel (as detailed in Section 5.1);
- Ensure the safety of all personnel at the scene, until a supervisor or the SRT/IRT arrives to take control of the situation;
- Notify the supervisor of the SRT/IRT of anyone in need of rescue; and

- Unless absolutely necessary, do not move the vehicle until preliminary facts of the investigation have been established.

### **8.7.3 Incident Commander Responsibilities**

- Assess the situation and co-ordinate overall response;
- Ensure vehicles are rendered safe and stabilized prior to attending to victims;
- Do not move the injured except to prevent further injury;
- Unless absolutely necessary, do not move the vehicle until preliminary facts of the investigation have been established; and
- If there is a possibility of a spill (oil / fuel / chemicals), report it immediately to the Environmental Manager.

### **8.7.4 Security Responsibilities**

- Contact OPP and the necessary IRT(s) and provide basic information on the state of the emergency and the resources needed at the scene;
- Activate the SRT at the Site Manager's request;
- Control access to the affected area;
- Ensure the area is secure; and
- Record all events communicated regarding the emergency situation.

### **8.7.5 Emergency Response Team Responsibilities**

- Respond to the scene as directed by the Incident Commander or Security;
- Apply appropriate care following Standard Task Procedures and Medical Protocols;
- The IRT Captain will keep the Incident Commander informed of needs; and
- Provide medical assistance and/or evacuate personnel safely and quickly.

**NOTE:** If fatalities are involved, refer to Section 8.5 Fatalities.

## **8.8 Ground Instability Incident**

The RRP is located in an area of low seismic potential and generally low relief terrain. As a result, the overall risks related to ground instability event such as an earthquake is very low. However, ground instability events may arise as a result of various structural failures related to the tailings management area, rock bursts, mine rock stockpiles, open pit walls, underground stopes, or pond dams. For this reason, it is important that design and operation safeguards be in place to minimize the hazards associated with these structures.

In the event of a ground instability incident, the Area Supervisor, Site Manager, or Designate shall be contacted. All events that can be felt by humans should be considered serious and reported.

The Area Supervisor, Site Manager, or Designate will coordinate their resources to inspect critical structures as quickly as possible without endangering human lives. They will also monitor the inspection results and advise the Incident Commander of existing conditions and advise actions to be taken, if required.

**8.8.1 General Levels of Emergency**

<b>Level 1: Low (Status Green)</b>
Small or moderate event which causes no damage
<b>Level 2: Moderate (Status Yellow)</b>
Moderate or large event that causes minor damage, but no injury.
<b>Level 3: High (Status Red)</b>
Moderate or large event which causes serious injury or damage.

**8.8.2 Personnel Responsibilities**

- Remain calm. Immediately “Duck, Cover and Hold”. Get under a sturdy desk, table or doorway. Hold on to something so you can stay under cover while things are shaking. Move away from windows and avoid falling debris, such as light fixtures, heavy objects on office shelves, computers, etc;
- If in a building, do not attempt to leave the floor. Do not use elevators or stairways;
- After the event, personnel will wait for instructions from the Incident Commander or Area Supervisor. Due to the risk of falling debris, do not evacuate the area unless there is fire or smoke;
- Move to an area of relative security on the same floor and be prepared for aftershocks;
- If qualified, provide care to injured people with first aid / CPR, as appropriate until trained medical professionals can attend them or transport them to a hospital for treatment. Do not move any injured person(s) unless they are in danger remaining where they are;
- If necessary and safe to do so, extinguish any small fires;
- If you smell gas, open windows and turn off gas valves (being careful not to cause any sparks). Do not use matches, cigarette lighters, candles, or electrical switches. If it is safe to do so, turn off electrical power at the source and unplug phones. Do not use flashlights, battery-operated radios, or anything electrical, unless the item is safe to use in hazardous situations;

- If you do not smell gas, hang up all phones, and do not use them except to report emergencies. Rely on flashlights, if necessary. Turn on a battery-operated AM/FM radio;
- Avoid areas where the building may be damaged. Wait in a safe place for instructions and expect fire alarms and other protection systems to activate; and
- If the event was serious, response teams may be delayed for long periods of time because of blocked roads, communications failures, and/or an overload of requests for their services. Administer first aid to any injured.

### 8.8.3 Area Supervisor, Site Manager and Incident Commander Responsibilities

- Contact Security to dispatch the necessary SRT and/or IRT;
- If appropriate, direct the area/building occupants to congregate in a safe location near the emergency exits for a possible evacuation;
- Try to account for all employees, visitors, etc. who are thought to have been in the area/building at the time of the incident;
- Assist with alternate transportation for personnel to get home, if necessary;
- Determine the impact of the event on personnel and residences;
- Assess general hazards along roads, power lines, piping etc. Once the damage is assessed, report back to the H&S Coordinator or Designate.
- Assist with SRT/IRT needs as appropriate.

### 8.9 Severe Weather Conditions and Natural Disasters

In severe weather, seismic, or other natural disaster situations, the Area Supervisor / Site Manager will keep personnel away from high risk areas created by the condition.

Examples include:

- **High winds or earth movement / permafrost subsidence** – stay away from power lines, high walls, and embankments that may be affected;
- **Extreme precipitation (heavy snow or rain fall)** – keep personnel and equipment out of possible voids and high drift zones or flood areas in the case of heavy rain;
- **Heavy snow** – maintain accessibility for personnel and emergency equipment; and
- **Lightning** – keep personnel out of non-protected elevated areas and other high-risk situations.

The most predominant risk exposure is extreme cold / cold exposure and limited visibility due to various weather conditions. Frequently and most dangerously is when the two conditions combine. Extreme cold with limited or no visibility can make foot, vehicle or aircraft travel

impossible, potentially leaving personnel stranded or captive to their work site for long periods of time.

### 8.9.1 General Levels of Emergency

<b>Level 1: Low (Status Green)</b>
A weather event causing no injuries or damage, little or no disruption of operations.
<b>Level 2: Moderate (Status Yellow)</b>
A weather event or natural disaster that causes property damage or temporarily disrupts operations. No serious injuries or property damage.
<b>Level 3: High (Status Red)</b>
A serious weather event or natural disaster, in terms of injuries, damage, or disruption of operations.

### 8.9.2 Northwestern Ontario Weather Conditions

#### Whiteout

Whiteouts are not the same as blizzards that obscure visibility. Whiteouts occur mostly during the spring, when snow is still deep on the ground and there is lots of daylight and surprisingly calm weather and excellent visibility. Polar whiteouts occur when rays of sunlight are bounced in all directions between bright white clouds, especially a thin layer of overcast and bright snow or ice. Clean snow and ice reflects nearly 85% of incoming light. Falling snowflakes, suspended fog droplets or ice particles in the air may compound low visibility issues.

In a true whiteout, not even shadows, nearby objects, landmarks, or clouds can be distinguished. All sense of direction, depth perception and even balance may be lost. Land and sky seem to blend, and the horizon disappears. Whiteouts are extremely hazardous as they can trick pilots into believing that down is up, while travelers can be tricked into believing that far is near.

#### Blizzard

Blizzard is a weather condition characterized by low temperatures and strong winds bearing large amounts of dry snow particles, which can reduce visibility to only a few metres. Storm systems powerful enough to cause blizzards usually form when the jet stream dips far to the south, allowing cold air from the north to clash with warm air from the south. In a severe blizzard the temperature can fall near or below minus 30°C with winds exceeding 40 km an hour and visibility reduced to less than 1 km.

#### Freezing Rain

Freezing rain occurs when rain droplets fall into an above freezing layer of atmosphere and then into a shallow layer of cold air near the earth's surface. Upon striking a cold object, these super cooled droplets form a thin layer of ice. Lower elevations are more vulnerable to damaging

accumulation of ice since cold air naturally settles into them. Freezing rain has the potential to cause hazardous weather conditions for travelers. Rain can freeze on any object it contacts, that is below freezing, i.e., rocks, aircraft, walkways, etc.

## **Fog**

Fog is simply a cloud that touches the ground. A cloud is composed of millions of tiny, liquid water droplets. In order for fog to form, there has to be the presence of a moist air mass, a cooling process, and light winds. Fog is usually associated with fair and calm weather, but the reduced visibility may result in the closing of airports and other similar travel issues. Meteorologists report thick fog when the visibility is less than 1 km.

## **Weather Outage**

This includes but is not limited to: severe snow storms white outs, fog, heavy rain, high winds or any weather related condition where travel is suspended thus making medical evacuation or emergency response to a remote work site impossible. Therefore, during weather outages all high-risk activity must stop and only low-risk essential site services may continue.

In the event that a weather outage extends beyond 24 hours or radio communication is lost, where remote crews are taking refuge, the Site Manager will coordinate a means to retrieve the remote crews using qualified rescuers and equipment to do so safely.

### **8.9.3 Area Supervisor Responsibilities**

- If there are injuries to personnel, notify Security to dispatch the necessary SRT/IRT;
- Contact the Site Manager for instructions;
- Maintain the safety and welfare of his / her crew;
- Take steps to notify off-shift personnel of changes in schedules, duration of closure, and other pertinent information, as instructed by the Site Manager; and
- Evaluate process components (lakes, leach pads and ponds, power lines, etc.) and take appropriate action.

**NOTE:** Prior to construction, specific procedures which define the policy and response in case of severe weather will be made available. Area personnel should become familiar with these specific procedures and response plans as they complement the actions outlined here.

### **8.10 Wildlife Incident**

The RRP is located in an area which provides habitat to a variety of large and potentially dangerous wildlife species including but not limited to bears, moose, wolves, coyotes, and foxes.

In the following text the term “encounter” is defined as the unexpected meeting or sighting with any potentially dangerous wildlife species.

### 8.10.1 General Levels of Emergency

Level 1: Low (Status Green)
Wildlife of concern in close proximity to human activity, property or processes which may have the potential to interfere or cause concern to people, the animal(s), property or process if the wildlife continues its course.
Level 2: Moderate (Status Yellow)
Wildlife of concern in close proximity to human activity, property or processes where an encounter, near miss, incident or injury to person or animal(s) may be possible and where preventative actions must be taken if the animal(s) demonstrate(s) abnormal/aggressive behaviour or the animal's trajectory is destined for human activity, property or processes.
<ul style="list-style-type: none"> <li>• <b>Normal Behaviour</b> – Natural feeding grazing and behaviour which demonstrates no interest towards personnel, property or process.</li> <li>• <b>Abnormal/Aggressive Behaviour</b> – Behaviour where the animal displays interest or fixation on personnel, property, or process</li> </ul>
Level 3: High (Status Red)
Wildlife of concern in close proximity to human activity, property or process, where the animal(s) demonstrate(s) abnormal/aggressive behaviour, an encounter, near miss, incident or injury to person or the animal(s) may be imminent if the animal maintains its trajectory.

### 8.10.2 Identification of Animals

Utilizing cameras with telephoto lenses to identify an animal’s marking and appearances is a highly desirable and non-invasive means to track resident or problematic animals. All sightings of potentially dangerous wildlife are to be recorded and reported to the RRP Environmental Manger.

### 8.10.3 Animal Harassment

Personnel are strictly forbidden from purposely seeking out wildlife to disturb, annoy, or interfere/interact with them. Any intentional action/behaviour towards an animal, which has the potential to or causes injury to the animal, is considered harassment. Any employee found to be responsible for harassment of an animal is subject to disciplinary actions up to and including dismissal.

### 8.10.4 Wildlife Notification and Communications

All wildlife announcements and updates will be broadcast on the emergency channel, Channel 1. All Wildlife broadcasts should identify the animal(s) and include:



- Location, including nearest personnel, property or process to the sighted animal(s);
- Behaviour;
- Trajectory:
  - Positive Trajectory – wildlife walking away from personnel, property or processes;
  - Negative Trajectory – wildlife walking towards personnel, property or processes.

Prior to construction, a detailed Wildlife Alert System, or the equivalent, is expected to be available to all personnel. The Wildlife Alert System will identify meaningful communication, via air horn sounds, of imminent threats or incidents involving wildlife. However, all air horn sounds should be followed up with radio communication as above. Following a wildlife emergency incident, an investigation will be conducted and report submitted to the RRP Environmental Manager.

#### **8.10.5 Wildlife Response Measures**

- Personnel encountering wildlife should raise an air horn alarm as detailed by the Wildlife Alert System, or the equivalent. It is every employee's responsibility to ensure a clear alert is issued if danger is imminent to themselves or their co-workers;
- Following the alarm a general notice will be broadcast on Channel 1, as per the Section 8.10.4 Wildlife Notification and Communications guidelines detailed above;
- Workers on the ground near the encounter are to monitor the animal's trajectory non-invasively;
- Follow-up notifications are to be issued if the sighting changes to an Alert status;
- Access to the affected area should be restricted for yellow and red alerts by communicating with all parties likely to be in transit to the location. Radio channels (other than 1) may be used to confirm the alert has been conveyed and received;
- The Site Manager or Area Supervisor of the affected area may give instructions to stop work and proceed to safety at a nearby Assembly Point, or prepare for field evacuation;
- In the case of a Yellow or Red Alert Status the first actions are avoidance and distancing measures by moving personnel, property or process away from the animal and/or its predicated trajectory;
  - Avoidance may be achieved by planning work to avoid known wildlife inhabitanicies, populations and areas when possible. (e.g. RRP may plan not to sample or work in fish habitat areas where bears are known to feed; or in areas where moose are known to gather to calve , RRP may plan to avoid drilling operations during calving season.)
  - Distancing may be achieved by separating or actively evacuating personnel, processes or property from wildlife to reduce the risk of incident or injury to

personnel or the animal(s). Further, to leave an animal that is displaying “normal behaviour” sufficient space to not habituate the animal to human presence, or RRP processes or property by unnecessarily initiating discouraging or deterrent measures. This includes vehicle movement in proximity to bears or wildlife by maintaining proper distance that does not affect the animals.

- If avoidance or distancing measure cannot be taken then preparation for Wildlife Deterrence measures must be taken. In this situation, the Ministry of Natural Resources must be contacted and RRP personnel and trained wildlife responders will follow their directions;
- Once a situation has been downgraded or resolved, Management personnel will issue a radio communication to allow workers in the affected area to resume unrestricted activity; and
- The appropriate wildlife sighting/incident documentation must be completed and forwarded to the RRP Environmental Manager.

#### **8.10.6 Wildlife Sighting and Incident Reporting**

Proper recordkeeping is critical to effectively managing wildlife issues before they arise. Wildlife Sighting Cards will be made available at the Security gate and an incident investigation and reports are to be completed by the appropriate supervisor if warranted. The RRP Environmental Manager will maintain a record of all sightings, alerts and actions taken for regulatory reporting purposes.

#### **8.11 Containment Structure Failure**

There are a number of containment structures at various locations on the RRP site, including dams around the tailings management area, containment dams at various water management ponds, a flood protection berm along the southern edge of the open pit and west mine rock stockpile, and watercourse diversions (including West Creek, Clark Creek), and various ditches around the tailings management area, stockpiles and general site.

These structures are designed to handle extreme flow conditions and it is highly unlikely they will experience a failure condition. Regular inspections and monitoring will be carried out to alert personnel to any developing situations or identify any maintenance requirements which will be addressed as soon as practicable in order to maintain the integrity of the structure.

In the event of a structural concern or failure, the Area Supervisor, Site Manager, or Designate shall be contacted. The Area Supervisor, Site Manager, or Designate will coordinate their resources to inspect critical structures as quickly as possible without endangering human lives. They will also monitor the inspection results and advise the Incident Commander of existing conditions and advise actions to be taken, if required.

In the event of a failure of any structure, the primary response is protection of worker health and safety and to cease pumping to the affected area if applicable. Note that any water discharged from the process plant will have undergone cyanide destruction and aging in the TMA pond.

In the case of any failure, regardless of the emergency level, employees are not to make comments to the media.

**8.11.1 General Levels of Emergency**

<b>Level 1: Low (Status Green)</b>
Localized areas of erosion at a small number of areas along the perimeter of the containment structure, or a rise in water levels above preferred operating conditions (but no immediate risk of overtopping). Conditions are relatively stable and not rapidly changing. Minimal or no risk to personnel health and safety.
<b>Level 2: Moderate (Status Yellow)</b>
Large-scale erosion or piping at one or more locations along the perimeter of the containment structure, or a significant rise in water levels which may threaten to overtop the containment structure. Conditions may be changing steadily or rapidly. Possibility of imminent risk to personnel health and safety.
<b>Level 3: High (Status Red)</b>
Catastrophic failure of a containment structure is imminent or occurring, resulting in the release of contained solids and/or untreated effluent to the environment, or the failure of a diversion channel during an extreme storm event, resulting in areas of uncontrolled erosion and sedimentation. Conditions are rapidly changing. Health and safety of personnel in local area and downstream is at high risk.

**8.11.2 Personnel Responsibilities**

- If a Level 1 or 2 condition is observed, the Area Supervisor is to be notified so that a thorough investigation can be carried out and remedial action taken. Monitoring / inspection frequency will be increased.
- In the event of a Level 3 condition, notify Security to inform the relevant Area Supervisor, Site Manager and H&S Coordinator, and dispatch any necessary ERTs – provide them with the necessary information (as detailed in Section 5.1);
- Evacuate the affected area to the pre-determined Assembly Point and assess the situation;
- Ensure the safety of all personnel at the scene until the IRT arrives to take control of the situation;
- If there is anyone injured, follow the procedures outlined in Section 8.4 Injury or Medical Emergency;
- Notify the IRT of anyone in need of rescue; and
- Remain at the Assembly Point until authorized to leave by the Area Supervisor.

### **8.11.3 Area Supervisor, Site Manager and Incident Commander Responsibilities**

- Immediately notify the RRP Environmental Manager and Security;
- If people are in imminent danger, evacuate the area immediately;
- If environmental danger exists, verify that the ERTs have been notified;
- Contact the other supervisors on shift and make them aware of the situation and hazards.
- Assist in the evacuation of the site, barricading, traffic control and site security;
- Notify the IRT Leader of situation;
- Assist with any necessary investigations and/or report preparation; and
- If necessary, coordinate communications with local residents located downstream.

### **8.11.4 Health & Safety Coordinator / Environmental Manager**

- Proceed to incident area and assess situation. Coordinate response efforts;
- Take reasonable measures to prevent release from becoming a major incident;
- Instruct responders as to the proper personal protection equipment as appropriate;
- Protect personnel and stabilize or control the situation:
  - attend to injuries; and
  - co-ordinate IRT efforts and conduct an evacuation if necessary;
- Contain or mitigate the hazards: stop the spill discharge, clean up the spill area;
- Handle, contain and dispose of all material in a proper manner, according to instructions per the Provincial and Federal environmental regulations; and
- Contact the relevant authorities as applicable.

### **8.11.5 Emergency Response Teams Responsibilities**

- In response to a spill, the IRT Captain will direct the IRT so that it provides initial response and spill (land) containment efforts to the extent possible using temporary earthen or snow dams, silt fences, turbidity curtains, sandbags and other available equipment;
- The Senior Environmental Personnel at the scene will act as technical advisor for minor incidents, however they will assume direct responsibility for guiding the response team efforts in any major or catastrophic incidents; and
- The IRT supports the Environmental personnel and takes their guidance when responding to failure of containment structures.

**8.12 Bomb Threat**

Call or have someone else call Security and notify the Site Manager immediately. This is a criminal matter and should be handled by the appropriate Authorities.

**8.13 Labour / Civil Disturbances and Distraught Persons**

**\*\*Call or have someone else call Security and notify the Site Manager immediately\*\***

**8.13.1 General Levels of Emergency**

<b>Level 1: Low (Status Green)</b>
<ul style="list-style-type: none"> <li>• A distraught RRP employee, contract worker, or community member is causing a non-violent disturbance, with no threats against persons or property;</li> <li>• Individuals are beginning to congregate or credible reports indicate that a demonstration may take place;</li> <li>• There are no disruptions of operations other than nuisance level.</li> <li>• Minor criminal acts such as entry / trespassing, verbal assaults, threats etc. exist;</li> <li>• There are no national or international implications;</li> <li>• No publicity involved nor likely; and/or</li> <li>• The situation is able to be resolved at the local level.</li> </ul>
<b>Level 2: Moderate (Status Yellow)</b>
<ul style="list-style-type: none"> <li>• A distraught person causing trouble cannot be persuaded to leave an area; threats against property or persons have been made;</li> <li>• Serious criminal acts have taken place (such as actual violence against people or damage to property) or disruption to processes beyond nuisance levels are taking place or are imminent, etc;</li> <li>• Distraught individual(s) refuse to leave RRP property after reasonable negotiations with the Incident Commander have taken place;</li> <li>• Medium sized demonstrations, i.e., less than approximately 25 persons;</li> <li>• Publicity involved or likely will be;</li> <li>• Implications at national level;</li> <li>• Potential for violence likely; and/or</li> <li>• Can be handled at local level (may require OPP intervention).</li> </ul>
<b>Level 3: High (Status Red)</b>
<ul style="list-style-type: none"> <li>• Distraught individual(s) becomes violent with associated life threatening or significant damage to property and actions against the processes;</li> <li>• Large-scale violent demonstrations (e.g., more than approximately 25 people) jeopardizing the security of RRP personnel and property;</li> <li>• Requires, or will likely require, security assistance by outside authorities;</li> <li>• Sustained disruption of operations;</li> <li>• Publicity involved or likely will be; and/or</li> <li>• National and international implications.</li> </ul>

### **8.13.2 Responsibilities of Person(s) Receiving Pre-event Information**

- People receiving information regarding a potential civil disturbance shall pass this information directly and immediately (same working shift or sooner), to the Area Supervisor of the area potentially affected by the disturbance and to Security and the Site Manger; and
- Upon receiving information relating to Labour / Civil Disturbances and/or Distraught Persons, Security shall prepare contingency plans in direct consultation with the Area Supervisor potentially affected as well as the Site Manager and with External Affairs in the case that community members are involved.

### **8.13.3 First Responder Responsibilities**

- Stay away from any commotion and notify Security of the disturbance and request they contact the Area Supervisor and Site Manager – provide them with the necessary information (as detailed in Section 5.1);
- Do not try to physically resist;
- Talk calmly to the individual(s) and avoid conflict. Do not act aggressively;
- Do not try to remove the individual(s) from the premises; and
- If the individual(s) leaves the area, take note of their movements and try to keep them in sight at all times.

### **8.13.4 Incident Commander Responsibilities**

- Observe the facts, assess the situation, and get employees away from any immediate danger;
- Take whatever steps can safely be taken to reduce or eliminate the risks to people, property or processes; and
- If there is a confrontation, try to defuse the situation or disengage from the confrontation.

### **8.13.5 Security Responsibilities**

- In Low (Green) Level Emergencies involving community members, contact External Affairs to take on the role of Incident Commander;
- In Low (Green) Level Emergencies involving RRP personnel only, contact Human Resources or the Site Manager to take on the role of Incident Commander;
- In Moderate (Yellow) and High (Red) Level Emergencies (regardless of community member involvement), Security will be the Incident Commander (unless otherwise indicated by SRT Leader). However, only Senior Security Personnel or OPP will fulfill this responsibility;

- Immediately notify External Affairs if the event involves community members;
- If not already done, removes RRP personnel, equipment, and protects processes that are at risk due to the disturbance;
- Keeps the SRT Leader and other people apprised of the situation and events and provides them with enough facts to enable them to determine the alert level and respond appropriately;
- Deploys personnel to seal off access to the location of the disturbance;
- Decides if additional on-site emergency services are required and coordinates ERTs if necessary;
- Secure the area while discussions take place;
- Uses force only when strictly necessary and to an extent proportional to the threat without violating the rights of individuals to freely associate and peacefully assemble;
- If the emergency status elevates from Low (Green) Level, Security will notify the highest level Security personnel / OPP that they are the Incident Commander while site Security provides support; and
- Record all events communicated through Security regarding the situation.

#### **8.13.6 External Affairs Responsibilities**

- Guides those involved to a location where the issues can be dealt with calmly and logically;
- Keep Security apprised of possible needs;
- Illegal activity must cease before RRP will discuss issues. If distraught individual(s) refuse, the emergency moves to a moderate level and a senior Manager / Security or OPP takes over as Incident Commander; and
- If the event takes place off-site, contact the Site Manager for directions.

#### **8.13.7 Emergency Response Team Responsibilities**

- If on scene prior to RRP Security, ensure that RRP Security have been notified and provide necessary details of the emergency: the location, if the individual(s) is/are armed, how many people are involved in the situation, and if anyone is injured;
- Isolate the site and evacuate as many people as possible; and
- Relocate personnel to a staging area where the IRT will be safe, while being able to respond promptly.

## **9.0 POST-INCIDENT OPERATIONS**

Procedures for activities after incidents are designed to assess and document actions, restore capabilities, address problems, and improve future results.

### **9.1 Post-Incident Analysis**

The post-incident analysis provides a method to identify lessons learned and potential corrective actions following response to an emergency incident. The analysis shall include the following:

- Incidents to be reviewed;
- Participants and roles;
- The preferred format for gathering information;
- The preferred format for conducting analyses;
- Review of any applicable Standardized Action Plans; and
- Development of mechanism for reporting results, if they do not already exist.

### **9.2 Post-Incident Recovery**

The post-incident recovery process includes activities designed to restore each department's response capability after an incident. This includes consideration of:

- Staffing assignments;
- Equipment replacement; and
- Cost recovery.

### **9.3 Incident Record Keeping and Reporting**

Incident record keeping and reporting includes:

- Completion of standard incident documentation such as incident, injury, exposure, and death reports;
- Maintenance of the Health Database System, or the equivalent;
- Preparation and submission of special incident reports;
- An incident review process identifying trends and problems; and
- Incident follow-up procedures including:
  - Liaison with the community's health care system;
  - Member notification and testing;



- Ensuring confidentiality of personal health records; and
- Exposure/injury follow-up.

#### **9.4 Critical Incident Stress Debriefing/Management**

The continued health and well-being of an RRP response force is vital. It may take months or years before the impact of an emergency shows its full impact on our first responders. Experience has shown that *everyone* involved in the response effort should participate in emergency incident stress debriefing.

Senior members of each department must personally set the tone for their agency and lead by example by attending debriefing meetings themselves and firmly insisting that their subordinates do likewise. This is often a true test of leadership.

Some sources of help in setting up the programs include:

- The Canadian Red Cross (contact your local chapter);
- Critical Incident Stress Debriefing Association or Foundation; and
- If you are unable to find local help, please contact the Disaster Emergency Response Association at 970-532-3362.

#### **Stress Management**

Some people will encounter minimal amounts of stress when responding to disasters while others will find it extremely stressful. Emergency workers often work for long hours without adequate rest. In the event of a major disaster, it will be necessary for a SRT to arrange a debriefing. The debriefing will allow for open discussion of the feelings, frustrations and anxieties experienced by response personnel. An RRP Stress Debriefing Form has been included in Appendix B.

## **10.0 TRAINING AND DRILLS - EXTENT OF SUPPORT OF THOSE RESPONDING TO EMERGENCIES**

This Plan can only be useful if a Training Program is instituted which involves the following participants. Initially, training will be focused based on and around RRR Equipment and Personnel capabilities.

### **10.1 Rainy River Project Personnel**

RRP personnel are responsible for the initial, technical and specialized response, as well as for the process for the evaluation of damages and needs and the IRT.

### **10.2 Contractors**

Contractors will be required to review this RRP Contingency and Response Plans and provide any supplemental Emergency Response Plans that they feel are necessary. All contractors will be responsible for any necessary training programs that are not provided by RRP. All Plans and training must be approved by RRR. Finally, the Contractor will be required to conduct drills with RRP crews.

### **10.3 Carriers**

All Carriers must develop and present their own Emergency Response Plan(s) and Training Program(s). All Plans and training must be approved by Rainy Rive Resources. All transportation contractors must provide their own vehicles and drivers, who must be trained to be able to offer initial support with respect to Hazardous Materials.

### **10.4 Suppliers**

In the event of an incident involving their goods, suppliers have the obligation to offer support and assistance to the IRT. As such, suppliers must be familiar with this Contingency and Response Plan.

### **10.5 Public Sector**

Police services, fire department, and Department of National Defense responders have the responsibility to respond to incidents involving Hazardous Materials. As such, all IRT personnel will be expected to have current training on this subject from their industries' Training Program.

### **10.6 Annual Training Program**

The primary goal of annual training programs is to prepare personnel and the members of the IRT of RRP to be able to act efficiently, effectively and safely during an incident.

### **10.6.1 Training for Managers and Officers**

Training provided specifically for Managers and Officers will focus on conducting timely, efficient and effective response to an emergency and the associated rehabilitation process.

Training will include international methods currently used to deal with resource management, cost definition, risk identification and incident command management (i.e. organization of an SRT/IRT).

### **10.6.2 Training Courses for Carriers**

All Carriers and drivers of vehicles carrying Hazardous Materials are required to comply with all applicable Federal and Provincial regulatory licensing, training and certification requirements. Additional training and/or certification may be required by RRR to meet industry best practices.

### **10.7 Definition of the Courses of the Annual Training Program**

Training programs will be developed as required under applicable legislation and associated regulations and as deemed necessary. A list of approved courses and instructors/providers will be developed to ensure that the SRT/IRT and RRP personnel are appropriately trained to respond to emergencies on site. Various personnel will be trained on topics such as:

- Mine rescue;
- First aid;
- Medical response;
- Fire response;
- Spill response;
- Hazardous materials / dangerous goods;
- Security;

### **10.8 Monthly/Weekly Training**

The H&S Coordinator or Designate will organize one major training session per month, i.e., Water Rescue, Rope Rescue, Entry Level Firefighting.

Fire Captains will be responsible for one hour fire, rescue or Hazmat training session per week.

Medical Response Technicians will be responsible for one hour medical training sessions per week.

### **10.9 Drill / Scenario Program**

For the Training Program to be successful and in order to ensure an adequate response and an adequate revision of this Plan, it is necessary to establish a Drill Program. Health and Safety

and Environmental and any other operational areas involved will take part in the drills.

#### **10.10 Unannounced Drills**

An unannounced drill must be conducted each year, with the actual mobilization of equipment and resources, according to the planning of a real time simulation, and a convoy traveling on any part of the route.

- LEVEL A Once every year / Involving the IRT; and
- LEVEL B Once every two years / Involving the IRT and Activating the SRT.

#### **10.11 Requirements for Hazardous Materials Transportation**

- Regular verification of operational conditions, including the vehicle's freight, transport route and unloading at the RRP site, as well as an inspection of the vehicles and their respective safety equipment (in six annual visits);
- Thorough inspections covering the local route to the RRP in order to observe the conditions of the road, signs, public safety and other related factors. These activities will result in a report supported by photographs;
- Carry out of simulations of incidents on route involving Hazardous Materials consisting of different substances (to be done three times per year);
- All personnel working with hazardous materials will have current training certification and familiarity with the materials they work with and their associated hazards.

## 11.0 POST INCIDENT / EMERGENCY WASTE MANAGEMENT

After controlling the emergency and ensuring that there are no risks at the emergency scene, the emergency wastes will be managed and properly disposed of as follows:

- The Area Supervisor where the emergency occurred is responsible for organizing the proper management and disposal of the waste generated in the emergency scene;
- Waste must be controlled and disposed of as soon as possible to avoid other emergencies or environmental impacts (due to rain or wind action);
- In general, after an emergency, non-hazardous materials will produce non-hazardous waste (common trash), while hazardous materials will produce hazardous waste. After coordinating with the environmental specialist, non-hazardous waste must be disposed of in the waste bins on site or transported to the industrial landfill (if volumes are significant); and
- Hazardous waste must be taken to the central waste station for its proper off-site disposal.

Should there be any doubt about the disposal of waste, please contact the RRP Environmental Manager.

**12.0 EMERGENCY RESPONSE PLAN MANAGEMENT**

In order to evaluate and keep this Contingency and Response Plan current, regular audits will be established to be conducted with the assistance of consultants. A new or revised Plan will be developed each year, reflecting updates of all information gathered on the field as well as the results of the simulations.

**Emergency Response Program Revision History**

Date	Rev. #	Revision(s)	Originator

**APPENDIX A**

**RAINY RIVER PROJECT ASSEMBLY POINTS**

**Site Map with Assembly Points to be included prior to construction**

(map should identify primary and secondary Assembly Points for each area and state that the secondary point should only be used if it unsafe to use the primary point)





**APPENDIX B  
EMERGENCY RESPONSE DEBRIEFING FORMS**



**EMERGENCY RESPONSE DEBRIEFING**

**Date of Emergency:** \_\_\_\_\_

**Area of Emergency:** \_\_\_\_\_

**Type of Emergency:** \_\_\_\_\_

Provide a brief (point form) description of the emergency, how it was handled and the outcome of Emergency Response efforts:

Were Emergency Response Teams called to the scene of the emergency? Yes No

If Yes, state which Emergency Response Teams assisted.

Were all/most steps of the Contingency and Response Plan followed? Yes No Unsure

List details of the Plan that were well executed and effective (if any), or state why the Plan was not used (if applicable):

List any suggested improvements to the Plan, or to the action that was taken:

If applicable, who has been assigned the responsibility of revising the Plan with the improvements listed above? \_\_\_\_\_  
 Name (First and Last) Title / Emergency Response Role

Additional notes and comments:

**Debriefing Facilitator:**

Name (First and Last)	Signature	Job Title / Emergency Response Role
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**Personnel Present for Debriefing**

Name (First and Last)	Signature	Job Title / Emergency Response Role
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Are there additional pages associated with this debriefing?  Yes (Number of pages: \_\_\_\_ )  No

**STRESS DEBRIEFING FORM**

Date	Time	Emergency Type	Emergency Location
Incident Description			

Facilitator	Venue	Start Time	End Time
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Attendee's Name	ID #	Department	Signature

All required people involved in debriefing?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Were detailed minutes kept?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Were the positive aspects discussed?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Were the negative aspects discussed?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Was the necessary paperwork completed?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Is an additional debriefing session required?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, when:

Comments (use reverse if needed)
----------------------------------

Please attach all records of the debriefing meeting to this sheet and file the document with the accident report.

