

October 27, 2025

VIA ELECTRONIC MAIL:

Dear _____ :

Re: Request for Access to Records – Response
Freedom of Information and Protection of Privacy Act (FOIPPA)

I am writing further regarding your request received by the BC Energy Regulator (BCER) for access to records relating to the Woodfibre LNG project including:

- Gas inlet composition
- Gas inlet isolation capability
- WLNG's level of training and procedures to manage wildfires, including staff evacuation procedures; and,
- A copy of the most recent emergency management exercise evaluation.

Please see the attached records located in response to your request. Some information has been withheld pursuant to section(s): 15(1)(l) (Disclosure harmful to the security of any property or system, including a building, a vehicle, a computer system or a communications system), 21 (Disclosure harmful to business interests of a third party), and 22 (Disclosure harmful to personal privacy) of FOIPPA. A complete copy of FOIPPA is available online at: [Freedom of Information and Protection of Privacy Act \(gov.bc.ca\)](https://www.gov.bc.ca/foip). Please note, a copy of these records will be published on the BCER's website within five business days after release. To find out more about proactive disclosure of requests, please visit the BCER website: [Proactive-Disclosure-of-FOI-Requests-Guide.pdf](#). Your file is now closed.

Pursuant to section 52 of the FOIPPA, you may ask the Office of the Information and Privacy Commissioner (OIPC) to review any decision, act, or failure to act with regard to your request under FOIPPA within 30 business days by writing to:

Information and Privacy Commissioner
PO Box 9038 Stn Prov Govt
4th Floor, 947 Fort Street
Victoria BC V8W 9A4
Phone: 250.387.5629 Fax: 250.387.1696
Email: info@oipc.bc.ca


If you request a review, please provide the OIPC with a copy of your original request, a copy of the BCER's response, and the reasons or grounds upon which you are requesting the review. Further information on the complaint and review process can be found on the OIPC website: <https://www.oipc.bc.ca>. Please write FOIIntake@bc-er.ca, if you have any questions regarding your request or require any further clarification.

Sincerely,

D. Keough

BC Energy Regulator

From: Warthe, Alex
Sent: Tuesday, January 14, 2025 12:02 PM
To: Remenda, Alicia
Cc: Mathews, Suzanne; Ariyawansa, Sarangi
Subject: RE: Woodfibre LNG - Firewater Truck

As discussed during our meeting, please see link below to WLNG's Wildfire Hazard Assessment:
 [WLNG-F0009-EV-ASS-0001.pdf](#)

Best Regards,



Alex Warthe P.Eng.
Engineer, LNG Facilities
Alex.Warthe@bc-er.ca

Kelowna
[Office Address Directory](#)
[BCER Web Site](#)

T. 250-980-6073
F. 250 980-6053
s22

We acknowledge and respect the many First Nations, each with unique cultures, languages, legal traditions and relationships to the land and water.

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-----Original Appointment-----

From: Warthe, Alex
Sent: Tuesday, January 7, 2025 1:58 PM
To: Warthe, Alex; Remenda, Alicia
Cc: Mathews, Suzanne; Ariyawansa, Sarangi
Subject: Woodfibre LNG - Firewater Truck
When: Tuesday, January 14, 2025 10:00 AM-10:45 AM (UTC-08:00) Pacific Time (US & Canada).
Where: Microsoft Teams Meeting

Meeting to discuss WLNG's request for information regarding a Firewater Truck and our proposed clarifications / response. See attached RFI.

Additional context for reference from CSA Z276:22:

12.5.2

If provided, automotive and trailer-mounted fire apparatus shall not be used for any other purpose. Fire trucks shall conform to the applicable requirements of [NFPA 1901](#).

12.1.2 Evaluation

Fire protection shall be provided in all LNG facilities. The extent of such protection shall be determined by an evaluation based on sound fire-protection engineering principles, analysis of local conditions, hazards within the facility, and exposure to or from other property. The evaluation shall determine the following, at a minimum:

- a) the type, quantity, and location of equipment necessary for the detection and control of fires, leaks, and spills of LNG and other hazardous fluids;
- b) the type, quantity, and location of equipment necessary for the detection and control of potential non-process and electrical fires;
- c) the methods necessary for protection of the equipment and structures from the effects of fire exposure;
- d) fire-protection water systems;
- e) fire-extinguishing and other fire control equipment;

Note: Normally, gas fires should not be extinguished until the fuel source has been shut off (see Clause [13.3.3.3](#)).

Thanks,
Alex

Microsoft Teams [Need help?](#)

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For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

From: Warthe, Alex
Sent: Tuesday, January 7, 2025 12:33 PM
To: Remenda, Alicia
Cc: Mathews, Suzanne
Subject: WLNG - Firewater Truck
Attachments: RFI2024008 - Interpretation of CSA Z276 Process Firewater Truck Requirement.docx

Hi Alicia,

Happy New Year!

We recently received this RFI from WLNG, before responding I'd like to touch base with you on the details.

Please let me know if there is a time that works well for you this week or next.

Thanks,



Alex Warthe P.Eng.
Engineer, LNG Facilities
Alex.Warthe@bc-er.ca

Kelowna
[Office Address Directory](#)
[BCER Web Site](#)

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WLNG-BCER Request for Information (RFI)

ID Number: RFI2024008	Submitted By: Marnie Yohemas
Date: 14 November 2024	Contact Information: marnie_yohemas@wlng.ca
Related Permit: Woodfibre LNG Limited Facility Permit, Application Determination Number 100105360 (Facility ID 00026917)	

RFI Description

Woodfibre LNG (WLNG) is seeking guidance regarding interpretation of CSA Z276-22 Clause 12.5.2 and the applicable requirements of NFPA 1901.

Woodfibre has designed the LNG Facility such that the active fire protection strategy for the facility is primarily reliant on an integrated fire water system. This system encompasses a fire water storage tank, fire water pumps, a fire water ring main, and a deluge system, along with strategically placed fire water monitors. Notably, the fire protection measures within the process area are designed without reliance on a fire truck for process fire suppression.

A fire truck has been included as a precautionary asset in the facility, largely to respond to the occurrence of wildfire events around the site. However, once the Woodfibre LNG facility is fully operational, the area immediately surrounding the facility's fence line will undergo proactive vegetation management, which will include the removal of trees and ongoing control of any vegetation growth within this cleared perimeter. This measure will significantly reduce the risk of wildfire spread toward the facility. Woodfibre LNG will also have 24/7 cameras monitoring fenceline around the facility.

Given the above considerations, a dedicated fire water truck for the LNG facility is not deemed essential for the effective management of process fire risks.

Does this rationale align with BCER's view on the need for a dedicated LNG facility firewater truck and particularly that an Industrial rated firewater truck is not required to respond to process fire risks.

References:

350106-SC-PC-005-SD-000010 QRA Stage 2 Report.pdf

WOODFIBRE LNG PROJECT

HOWE SOUND, BC

CORE

Construction Emergency Response Plan

WOODFIBRE LNG 24 HOUR EMERGENCY NUMBER	1-888-804-0722
BCER 24 HOUR INCIDENT REPORTING	1-800-663-3456

2.0	2024-11-29	Version 1	T. Kowbel	K. Wong	Lim Kwee Keong, Project Director
1.0	2023-08-24	Final Version 1	J. Petrini	K. Wong	J. Smollen, Project Director
0.3	2023-07-20	Third draft	J. Petrini	K. Wong	n/a
0.2	2023-03-29	Second draft	J. Petrini	K. Wong	n/a
0.1	2023-01-13	First draft	J. Petrini	K. Wong	n/a
REV	DATE	ISSUE	ORIG.	CHECKED	APPR.

DOCUMENT NUMBER:

W0001-HSE-PLN-0002 PUBLIC

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Preface

CONFIRMATION OF HARD COPY MANUAL UPDATES

Please complete the table below every time you receive ERP updates. Be sure to include the date that the revisions were inserted into the ERP and the signature of person that updated this hard copy ERP manual binder.

TABLE OF REVISIONS TO THIS HARD COPY ERP BINDER				
<i>Enter information from the front cover of the ERP binder</i>		Annual Update Y or N	Date Revisions were Inserted into the ERP Binder YYYY-MM-DD	SIGNATURE confirming that the revisions have been inserted in ERP
Revision Date	Revision #			
2024-11-29	Rev 02	Y	2024-11-29	

EXECUTIVE SUMMARY

Woodfibre LNG Limited is constructing a liquified natural gas (LNG) Facility and Marine Terminal (Woodfibre LNG or the Project) on the site of the former Woodfibre LNG Pulp and Paper Mill on the west side of Nexwnéwu7ts Átlk'a7tsem (Howe Sound), approximately seven kilometres (km) south of Skwxwú7mesh (Squamish), British Columbia (BC; the Site). The Project involves construction activities as defined under Schedule B of the BC Environmental Assessment Certificate.

Woodfibre LNG received environmental assessment approval from both the federal and provincial environmental assessment agencies and is governed by the conditions of those approvals:

- BC Environmental Assessment Certificate E15-02 (EAC)
- Federal Decision Statement (FDS) issued on March 17, 2016, under Section 54 of the *Canadian Environmental Assessment Act, 2012*

Woodfibre LNG understands that it is operating within the traditional, ancestral, and unceded territory of the Skwxwú7mesh (Squamish) Nation and the traditional, ancestral, and unceded territory of the səilwətał (Tseil-Waututh) Nation. The area and surrounding waters are of critical importance to the Skwxwú7mesh Stélmexw (Squamish People), the səilwətał (Tseil-Waututh) Nation and other Coast Salish Nations.

The purpose of this Construction Emergency Response Plan (Construction ERP) is to provide a comprehensive management program to prepare for emergencies and outline the procedures to be followed to effectively respond to -construction-related emergencies. Woodfibre LNG has four emergency response priorities that in order of priority are: (1) save lives; (2) protect the environment; (3) minimize damage to property; (4) reduce economic, cultural, and social loss.

The ERP is structured in component pieces to make it a more useable tool. During an emergency, different users can quickly reference the different pieces according to their need.

There are three parts and eight supporting appendices. The following is a summary of the content of each of the component pieces:

Part 1—Emergency Program Management—contains the procedures for managing the overall emergency response program. This includes identifying the potential hazards and incidents and setting the principles and priorities that govern Woodfibre LNG's response in an emergency. Part 1 also describes the structure of the Incident Command System and provides an overview of roles and responsibilities. Finally, Part 1 outlines the procedures for managing the emergency response program, including: training, record keeping, and document management.

Part 2—Emergency Activation—describes how the -Construction ERP is activated and includes a process to classify the emergency level and determine whether the Construction -ERP should be activated. It also includes an initial seven step process that guides a user through the emergency response activation process.

Part 3—Internal and External Notification—provides instructions for notifying Woodfibre LNG personnel and includes detailed incident reporting instructions for notifying Regulatory Agencies in accordance with regulatory requirements.

Appendix A – contains a comprehensive list of contact information that may be required during an incident, including internal contacts, emergency agencies, Indigenous Groups, regulatory agencies, and different support service providers that may be engaged to support response activities.

Appendix B – provides guidelines for responding to the different types of incidents that have a potential to occur during construction.

Appendix C – contains the role checklists for all site Incident Management Team (IMT) responders to follow during an incident. Checklists are included for each ICS response role.

Appendix D – contains the role checklists for all Woodfibre LNG Management Support Team (MST) personnel to follow during an incident. Checklists are included for each MST support role.

Appendix E - contains media guidelines for site personnel.

Appendix F – contains guidance on post-incident activities.

Appendix G – clarifies the interface, responsibilities and mutual aid on-site & supporting.

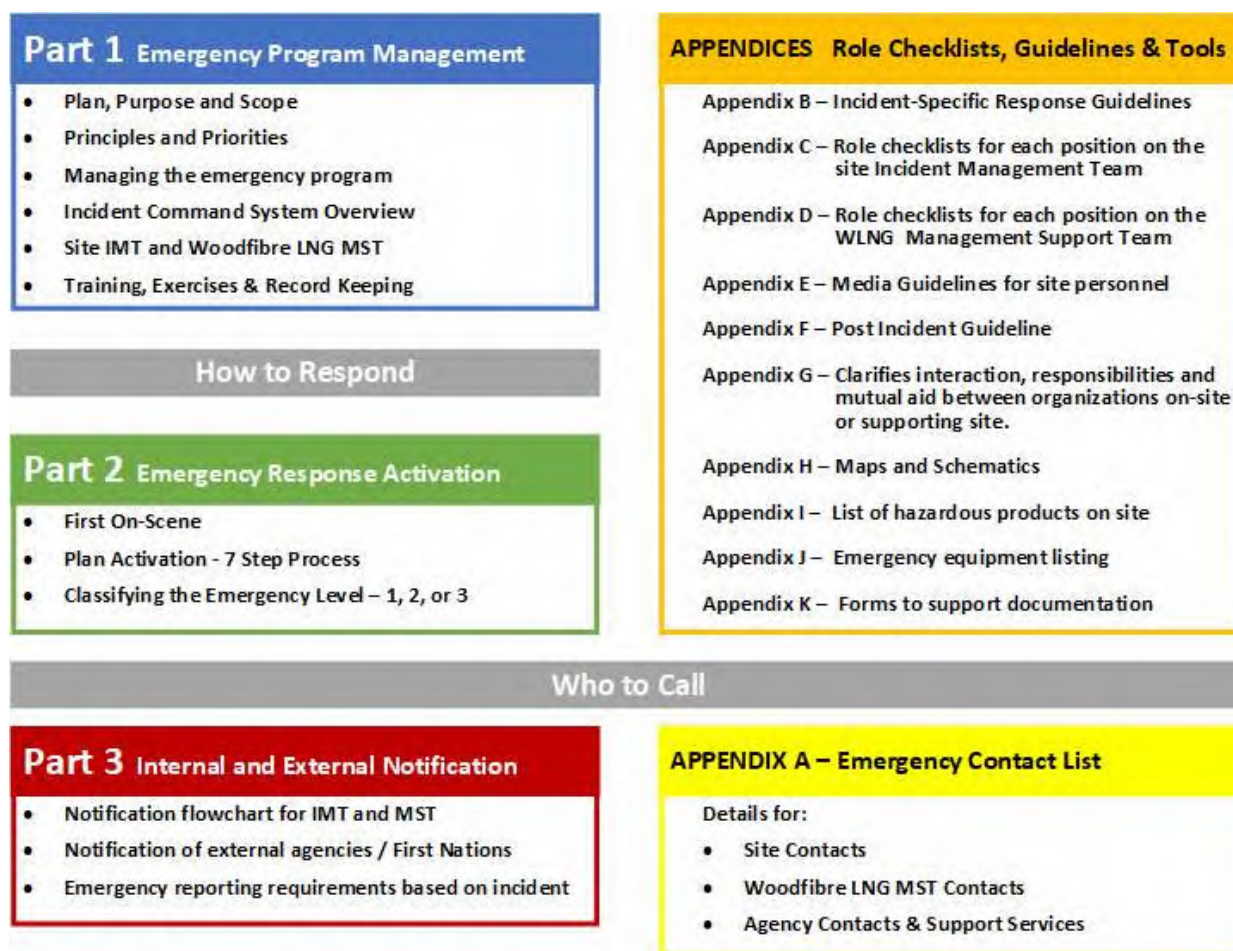
Appendix H – contains area and site maps / schematics.

Appendix I– listing of Hazardous Products on site.

Appendix J – listing of safety and emergency response equipment.

Appendix K – the Forms that are used to document events and decisions. Includes ICS Forms.

Figure 1: Construction ERP Document Overview



RECORD OF REVISIONS

Date	Issue	Type	OVERVIEW OF REVISION
2024-11-29	Final Version 2	Annual Update	<ul style="list-style-type: none"> Updated Contact and document distribution lists
2023-08-24	Final Version 1	New Document – ERP Creation	<ul style="list-style-type: none"> Addressed outstanding comments provided by Canadian Coast Guard to Appendix A and Appendix B as well as providing additional guidance for Liaison Officer. Addressed BCER feedback change requests and recommendations, including: <ul style="list-style-type: none"> Modification of record of revisions Inclusion of clarification and hyperlink to the BCER matrix, within Part 2 and in the Liaison Officer position checklist for reference when communicating with the BCER throughout an incident Modification of Figure 10 External Notification Matrix to clarify that the BCER requires notification of security incidents that impact BCER permitted activities. Very slight modification of the Incident Classification Matrix in the plan to include the wording "A security breach that impacts construction activities permitted by BCER" under consequence rank 1. Removed personal or confidential information in the Core Plan that may be made publicly available by the BCER
2023-07-20	Draft 3	Draft	<ul style="list-style-type: none"> Improved alignment with the Greater Vancouver Integrated Response Plan Clarification of marine incident, accident, and occurrence. Revise section on Unified Command to further clarify and align with GVIRP and further improve wording regarding WLNG approach to UC. Add VCH as an authority having jurisdiction and in external agency notifications. Include information regarding Coordination Call (P1-13.1.3) Improve content and clarity of external reporting requirements for any emergency and for specific events, include a new External Notification Matrix and details in Sections P3-3, P3- and P3-5 and within IMT and MST position checklists. Improved wording of agency roles and responsibilities based on feedback provided and added TSB and Transport Canada roles. Modified Figure 3 to be consistent with ICS organization chart layout with only initial response positions shown. Revised Appendix A External Contact based in feedback and to align with flow of Sections P3-3, P3- and P3-5.

Date	Issue	Type	OVERVIEW OF REVISION
			<ul style="list-style-type: none"> Modified Appendix B Incident Specific Guidelines to remove conflicting notification wording and only refer reader to Section 3 for external reporting requirements. Modified guideline content based on feedback provided. Removed Search procedures in Bomb Threat as suggested by the RCMP. Revised Liaison Officer and other supporting MST position checklists to align with Sections P3-3, P3- and P3-5. Revised Environmental Unit Leader checklist to include wording and better align with the Greater Vancouver Integrated Response Plan Integrated site / contract for specific information from draft McDermott document number 350106-HS-PL-000007 Included key personnel and contacts. Added reference to the TWN OSRP Addressed multiple suggestions and change requests made by First nations and Agencies. Added additional Appendices G H I and J Modified IMT and MST organization structure slightly to align with Contractor and subcontractor inclusion of ERT in the Operations section and other subtle changes in structure to include security staff and muster point coordinator. Formatting and improvements in document structure.
2023-03-29	Draft 2	Draft	<ul style="list-style-type: none"> Added clarification of government agency roles during an emergency in (new) Section P3-3 Government Agency Role and Responsibilities Changed Oil and Gas Commission and OGC to BC Energy Regulator and BCER throughout Changed Emergency Management BC to Ministry of Emergency Management and Climate Risk (EMCR) throughout. Added a heading prior to the Executive Summary called Plan Holder Confirmation of Hard Copy Manual Updates which contains a table prescribed by BCER to be completed by ERP Holder upon insertion of revisions into their assigned ERP. Added names into ERP Distribution List (internal and external) as draft for consideration. Improved the clarification of wording re: Unified Command in Sec P1-11.1.5 and 11.1.6. Improved Section P2-4 adding clarification regarding the declaration and communications of explanation Incident Classification / Emergency Level. Also added additional guidance for the Liaison Officer (after LO checklist in Appendix C) to aid communication of emergency level to the BCER.

Date	Issue	Type	OVERVIEW OF REVISION
			<ul style="list-style-type: none"> Added MS Word version ICS Forms and EOC forms to Appendix E Forms. Simplified Appendix H introductory wording Added the word “Core” to the front cover of the ERP as per BCER requirements. Moved Forms to end of document and included ICS and EOC forms. Added the room location of the Woodfibre LNG EOC in Appendix A. Changed Risk Matrix to better align with BCER risk classifications. Updated Figure 9 to make reporting requirements clearer
2023-01-13	Draft 1	Draft	<ul style="list-style-type: none"> Initial draft

MANUAL DISTRIBUTION LIST

PROJECT / INTERNAL

PLAN #	PLAN Type	NAME	TITLE	COMPANY
1-6	Hard Copy	John Kinsella	<i>Site Incident Command Post</i>	McDermott
7-12	Hard Copy	Kyle Wong	Woodfibre LNG Vancouver Emergency Operations Centre	WLNG
13	e-copy	John Kinsella	<i>Project HSES Manager</i>	McDermott
14	e-copy	Mike Taylor	<i>Security Manager</i>	McDermott
15	e-copy	Donald MacKay	<i>Project Manager</i>	McDermott
16	e-copy	Andrew Jenkins	<i>Construction Director</i>	McDermott
17	e-copy	Gareth McLaughlin	<i>Construction Manager</i>	McDermott
18	e-copy	Mack Kallio	<i>Enviro. Manager</i>	McDermott
19	e-copy	Kim Lawrence	<i>Area QHSES Manager</i>	McDermott
20	e-copy	Dan Commons	<i>Project Director</i>	LBLNG
21	e-copy	Stephen Noel	<i>Deputy Project Director</i>	LBLNG
22	e-copy	Amber Johnsen	<i>H&S Manager</i>	LBLNG
23	e-copy	Sherissa Cartier	<i>H&S Manager</i>	LBLNG
24	e-copy	Lim Kwee Keong	<i>Project Director</i>	WLNG
25	e-copy	Chesley Russo	<i>Project Construction Director</i>	WLNG
26	e-copy	Steven McKay	<i>Site Construction Lead</i>	WLNG
27	e-copy	Vic Locke	<i>Site Construction Lead</i>	WLNG
28	e-copy	Vince Gagner	<i>Site HSSE Manager</i>	WLNG
29	e-copy	TJ Hatten/Cory Hennessey/Gordon Fulton/Kevin Robinson	<i>HSSE site team</i>	WLNG
30	e-copy	Mike Champion	<i>Environmental Manager</i>	WLNG
31	e-copy	Kyle Wong	<i>HSSE Director</i>	WLNG
32	e-copy	Tim Kowbel	<i>HSSE Technical Manager</i>	WLNG
33	e-copy	Daria Hasselmann	<i>Senior Manager, Community Affairs</i>	WLNG
34	e-copy	Selena Basi	<i>Vice President, Government and External Relations</i>	WLNG
35	e-copy	Amar Athwal	<i>Senior Manager, Indigenous Relations</i>	WLNG
36	e-copy	Mike Sheehan	<i>President</i>	BCML
37	e-copy	Jonathan Adams	<i>Pipeline Construction Manager</i>	WLNG
38	e-copy	Richard Judson	<i>Pipeline Construction Manager</i>	WLNG
39	e-copy	Tim Ackah-Sanzah	<i>Project HSE Manager</i>	FortisBC
40	e-copy	Adam Battrick	<i>FKM HSE Lead</i>	FKM
41	e-copy	Lane Cummins	<i>Facilities (SMJV) HSE Lead</i>	FortisBC

EXTERNAL AGENCIES

PLAN #	PLAN Type	NAME	TITLE	AGENCY
X1	e-copy	Alicia Remenda	<i>Sr Emergency Management Analyst</i>	BC Energy Regulator
X2	e-copy	Heidi Freeland	<i>Senior Program Officer</i>	Canadian Coast Guard
X3	e-copy	David Harrison	<i>Manager, Emergency Planning & Response</i>	Squamish Nation
X4	e-copy	Megan Latimer	<i>General Manager of Public Safety</i>	District of Squamish
X5	e-copy	Paul Earle	<i>TWN Project Manager, Woodfibre LNG – Eagle Mountain Pipeline</i>	Tsleil-Waututh Nation
X6	e-copy	Devon Vickery	<i>Manager, Acute Care Services</i>	Vancouver Coastal Health
X6	e-copy	Dan Glover	<i>Senior Environmental Health Officer</i>	Vancouver Coastal Health
X8	e-copy	Gareth Bradley	<i>Staff Sergeant</i>	RCMP

ERP REVISION REQUEST FORM

Please use this form to submit any updates or corrections that you would like to have made to the Woodfibre LNG Construction Emergency Response Plan

Submitted by Name: (please print):

Title and Organization:

Contract: (phone or email)

Date:

EXPLAIN YOUR CHANGE REQUEST BELOW

Please include the Section, Page Numbers, and the exact text and/or graphic that you believe should be changed. As required, copy, mark up and attach the pages from the ERP.

ERP REVISION REQUEST		
Section	Page(s)	Explanation of Requested Changes

Submit to: Woodfibre LNG Emergency Preparedness Coordinator

Kyle Wong

HSSE Director

Woodfibre LNG Limited

900 1185 W. Georgia St, Vancouver, BC, V6E 4E6

GLOSSARY AND ABBREVIATIONS

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by an, assisting, or cooperating government agency or private organization that has been delegated authority to make decisions affecting that agency's participation in incident management activities following appropriate consultation with the leadership of that agency. Agency Representatives connect in through the Liaison Officer.

Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident (Incident name or other designator will be added to the term Base). The Incident Command Post may be co-located with the Base.

Canadian Coast Guard National Marine Spills Contingency Plan: A consolidation of the National and Regional Chapters which detail the Canadian Coast Guard's roles and responsibilities when responding to a pollution incident.

Canadian Waters: Pursuant to the *Interpretation Act*, Canadian water is defined as the territorial sea of Canada and the internal waters of Canada.

Captain – See Master

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Chief: The Incident Command System title for individuals responsible for management of functional Sections Operations, Planning, Logistics, and Finance/Administration.

Command Staff: Consists of Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander.

Contractor: McDermott (CB&I Canada Ltd, a McDermott Company)

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Crisis Communications Team Lead is part of the Management Support Team (MST) and is responsible for managing all communication with the media and the public. The Communications Team Lead is responsible for providing communication expertise to support the EOC Director and the Incident Commander.

Demobilization: The orderly, safe, and efficient return of a resource to its original location and status.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief.

Emergency Management: The management of emergencies concerning all-hazards, including all activities and risk management measures related to prevention and mitigation, preparedness, response, and recovery.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management activities normally takes place. An EOC may be established virtually or located in a more central or permanently established facility.

Environmental Response Duty Officer: A staff member of the Canadian Coast Guard Environmental Response program responsible for responding to reports of marine pollution on a 24/7 basis.

Greater Vancouver Integrated Response Plan (GVIRP) for response to a marine pollution incident to ensure a safe, effective, coordinated response and minimize adverse effects to the health of the people, cultures, communities, and ecological and socio-economic resources within the area covered by the Plan. It is for anyone involved in or affected by a marine pollution incident that falls under the authority of the Canadian Coast Guard, as provided for by legislation. The GVIRP area extends north into Howe Sound and Squamish Harbour to the base of the Squamish River, moving southward follows the western boundaries of the Squamish-Lillooet Regional District, and follows the western Metro Vancouver Regional District boundaries to the Canada-USA border.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division.

Incident Action Plan (IAP): An oral or written plan that contains objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments.

Incident Command: Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

Incident Command Post (ICP): The field location where the primary IMT functions are performed. The ICP may be co-located with the incident base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management system specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure and is designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the safety of all personnel, the development of incident objectives, strategies and tactics and the ordering and the release of resources. The Incident Commander (IC/UC) has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Management Team (IMT): the group of trained personnel that respond to an emergency using the Incident Command System and are led by an Incident Commander or Unified Command. Although the incident management team concept was originally developed for wildfire response, it has been expanded into what is now known as an all-hazards Incident Management Team that uses ICS to respond to a wide range of natural or human-caused incidents.

Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Information Officer: A member of the IMT Command Staff responsible for interfacing with internal clients, the public and media and/or with other agencies with incident related information requirements.

Initial Actions: The actions taken by those responders first to arrive at an incident site.

Interface Management: is the activities of defining, controlling, and communicating the information needed at the common boundary where direct contact between two different cultures, devices, entities, environments, systems, etc., when working with multiple contractors, subcontractors, and clients. Interface Management is a systematic implementation work process on the project including streamlining communications, identifying critical interfaces, and monitoring ongoing work progress while mitigating risks.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction over an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political, geographical, or functional (e.g., law enforcement and public health).

Liaison Officer: A member of the Command Staff responsible for external notifications and communications with Agency Representatives from cooperating and assisting agencies or organizations. The IMT Liaison Officer may need and requests support from Woodfibre LNG MST.

Logistics Section: The ICS section responsible for providing facilities, services, and material support for the incident.

Management Support Team (MST): the group of trained Woodfibre LNG management personnel that provide support to the IMT. Led by EOC Director, the MST focus is to provide advice and support to the Incident Commander, mobilize needed or requested resources to support the response effort, oversee and evaluate IMT management of the incident, manage incident related issues, and provide timely, accurate, and ongoing communications with Regulators, Indigenous Groups, Project Partners, Government Agencies, Stakeholders, Media, and Senior Management.

Marine Accident: Canadian Coast Guard definition of a reportable marine accident is where a person suffers a serious injury or is killed because of being on board the vessel, falls overboard coming into contact with any part of the vessel or its contents; or the vessel sinks, founders, or capsizes, or is involved in a collision or sustains a fire or an explosion or goes aground or sustains damage that affects its seaworthiness or renders it unfit for purpose is missing or abandoned.

Marine Incident: Canadian Coast Guard definition of a 'marine incident' is where:

- a person falls overboard without serious injury.
- vessel of 100 gross tonnage or more unintentionally contacts the bottom without going aground.
- vessel fouls a utility cable, pipe, or underwater commodity pipeline.
- a risk of collision occurs (close call)
- total failure of any machinery occurs.
- a shifting of cargo or a loss of cargo overboard
- intentional grounding or beaching occurs.
- a crew member responsible for safe operation of the vessel is unable to perform his/her duties, posing a threat to the safety of any person, property, or the environment any dangerous goods are released.

Marine Occurrence: Transportation Safety Board of Canada (TSB) definition of a reportable marine occurrence is one that results directly from the operation of a ship, other than a pleasure craft, where a person is killed or sustains a serious injury as a result of boarding, being on board or falling overboard from the ship, or coming into direct contact with any part of the ship or its contents; a person falls overboard from the ship; a crew member whose duties are directly related to the safe operation of the ship is unable to perform their duties as a result of a physical incapacitation which poses a threat to the safety of persons, property or the environment; the ship sinks, founders or capsizes, is involved in a collision or a risk of a collision, sustains a fire or an explosion, goes aground, makes unforeseen contact with the bottom without going aground, sustains damage that affects its seaworthiness or renders it unfit for its purpose, is anchored, grounded or beached to avoid an occurrence, is missing or abandoned, fouls a utility cable or pipe, or an underwater pipeline, sustains a total failure of the navigation equipment if the failure poses a threat to the safety of any person, property or the environment, the main or auxiliary machinery, or the propulsion, steering, or deck machinery if the failure poses a threat to the safety of any person, property or the environment; all or part of the ship's cargo shifts or falls overboard; or there is an accidental release on board or from the ship which results in any of the events listed in subsection 8.4(2) of the Transportation of Dangerous Goods Regulations.

Marine Spills Contingency Plan - National Chapter': provides the details regarding the scope within which Canadian Coast Guard (CCG) will operate to ensure an appropriate response to a marine pollution incident. It outlines the operational precepts under which CCG responds to an incident at the tactical, regional, and national levels. This Plan outlines the framework CCG will implement during the response to a marine pollution incident. It also establishes procedures when acting as an assisting agency for pollution incidents.

Master- a ship's Master (also known as captain) oversees a nautical vessel, its crew and any passengers or cargo it carries on the water or port of call. The Master, as commander of his vessel, crew and cargo is also duty-bound to protect the marine environment, assist in Search and Rescue and is in overall charge of ship security and maritime safety. Master is also responsible for compliance with all relevant requirements of maritime administrations and other regulatory organizations.

Muster Area: A safe location set up at an incident where on-site personnel can meet for a head count and be assigned responsibilities.

Mutual Aid - mutual aid is an agreement among organizations to lend emergency response assistance across organizational or jurisdictional boundaries. Mutual aid may be ad hoc, requested only when such an emergency occurs. It may also be a formal standing agreement for cooperative emergency management on a continuing basis, such as ensuring that resources are dispatched, regardless of which side of the jurisdictional boundary the incident is on. Agreements that send closest resources are regularly referred to as "automatic aid agreements".

Objective: The overarching purposes or aims of an incident response is expressed as an objective. Objectives are priority based, specific, measurable to a standard and a timeframe and are both reasonable and attainable.

Officer: The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

Oil: Petroleum in any form including crude oil, fuel oil, sludge, oil refuse and refined products. (Canada Shipping Act, 2001, Part 8).

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 hours.

Operations Section: The ICS section responsible for all tactical incident operations and implementation of the Incident Action Plan.

Personal Responsibility: All responders are expected to use good judgment and be accountable for their actions.

Planning Section: The ICS section is responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Pollutant: Any substance that, if added to any waters, would degrade the quality of those waters to an extent that is detrimental to their use by humans or by any animal, fish or plant that is useful to humans. (Canada Shipping Act, 2001, Part 8)

Pollution Response Officer: A person designated by the Minister as a Pollution Response Officer pursuant to section 174.1(1) of the Canada Shipping Act, 2001.

Regional Chapter: The plan established in each Canadian Coast Guard Region that details roles and procedures that the Region implements to ensure an appropriate response to a marine pollution incident.

Regional Coordination Centre (ROC): Provides operational support to all Canadian Coast Guard programs and operational units and acts as the main incident notification and coordination point for the Canadian Coast Guard Environmental Response program.

Resources: Equipment, personnel, and other assets, either contracted or owned, utilized in a response.

Response: Immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of plans and actions to support short-term recovery.

Responsible Person: A responsible person has possession, charge or control of a substance or thing when a spill of the substance or thing occurs or is at imminent risk of occurring.

Responsible Party: The owner of a vessel or oil handling facility that is the source of a discharge of a pollutant into Canadian Waters. The term “polluter” is interchangeable with the term “Responsible Party” and may be used by other agencies.

Safety Officer: A member of the IMT Command Staff responsible for monitoring incident operations and advising Incident Command (IC/UC) on all matters relating to operational safety, including the health and safety of emergency responder personnel.

Ship (Vessel): Means any vessel or craft designed, used or capable of being used solely or partly for navigation, without regard to its method of propulsion or lack of propulsion, and includes:

- a. a ship in the process of construction from the time that it is capable of floating; and
- b. a ship that has been stranded, wrecked, or sunk and any part of a ship that has broken up.
(Marine Liability Act, Part 6 Section 75)

Shipboard Oil Pollution Emergency Plan: The plan which a vessel is required to have in accordance with Part 9 of the Canada Shipping Act, 2001

Ship-source pollution incident: Refers to a discharge or threat of a discharge of a pollutant from a ship into the marine environment.

Single Resource: Individual personnel, supplies, equipment items, and operators associated with them.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. An appropriate span of control is between 1:3 and 1:7, with optimal 1:5.

Staging Area: A location set up near an incident, in a safe area, where resources can be staged while awaiting a tactical assignment. Staging areas are managed by a Staging Area Manager under the Operations Section. Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Subcontractor: In this plan, the term subcontractor means any subcontractor or contractor contracted to contractor or contracted to a third party but directed in their work by contractor. A subcontractor is further defined as any entity contracting directly to contractor or customer and is working under contractor’s direction, to provide services or goods and services at a specified price, especially for construction work.

Supervisor: The Incident Command System title for an individual responsible for a Division or Group within the Operations Section.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC to establish a common set of objectives and strategies and a single Incident Action Plan.

Unity of Command: Principle of management stating that everyone involved in incident operations will be assigned to only one supervisor. Not to be confused with Unified Command.

Vessel of Opportunity: A vessel outside of an organization's fleet that is available and may be contracted or directed to conduct specific services for that organization.

Abbreviations	Meaning
BC	British Columbia
BCER	BC Energy Regulator (formerly known as the Oil & Gas Commission)
BCEMS	BC Emergency Management System
BCWS	BC Wildfire Service
CANUTEC	Canadian Transport Emergency Centre
CCG	Canadian Coast Guard
CEAA	Canadian Environmental Assessment Act, 2012 (now the Impact Assessment Act)
CEPA	Canadian Environmental Protection Act
MST	Woodfibre LNG Management Support Team
CSA	Canadian Standards Association
DFO	Fisheries and Oceans Canada (formally Department of Fisheries and Oceans)
EAA	BC Environmental Assessment Act
EAC	Environmental Assessment Certificate
EAO	BC Environmental Assessment Office
ECC	Emergency Coordination Centre
ECCC	Environment and Climate Change Canada
EEP	BC Environmental Emergency Program
EMA	BC Environmental Management Act
EMCR	Ministry of Emergency Management and Climate Readiness
EMPR	Environmental Protection and Management Regulation
EMR	Oil and Gas Activities Act - Emergency Management Regulation
EOC	Emergency Operations Centre
ETA	Estimated Time of Arrival
FDS	Federal Decision Statement
FOIPPA	BC Freedom of Information and Protection of Privacy Act
GPS	Global Positioning System
HCA	BC Heritage Conservation Act
HRVA	Hazard, Risk, and Vulnerability Analysis
IAA	Canada Impact Assessment Act
IAAC	Impact Assessment Agency of Canada
IAP	Incident Action Plan
IC	Incident Command

Abbreviations	Meaning
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
LNG	Liquefied Natural Gas
MCTS	Marine Communications and Traffic Centre
MFLNRO	Ministry of Forests, Lands, and Natural Resource Operations
MOE	BC Ministry of Environment and Climate Change Strategy
MOTI	BC Ministry of Transportation and Infrastructure
MTPC	Woodfibre LNG Marine Transportation Plan Construction
NOTAM	Notice to Air Missions
OGAA	BC Oil and Gas Activities Act, SBC 2008, c 36
OGC	Former Name for the BC Energy Regulator (BC Oil and Gas Commission)
OHS	Occupational Health and Safety
OHSReg	Occupational Health and Safety Regulation
OSCAR	Oil Spill Containment and Recovery
PIPA	BC Personal Information Protection Act
PPA	Pacific Pilotage Authority Canada
PPE	Personal Protective Equipment
PREOC	Provincial Regional Emergency Operation Centre
QEP	Qualified Environmental Professional
REOC	Regional Emergency Operations Centre
RCMP	Royal Canadian Mounted Police
ROC	CCG Regional Coordination Centre
SCAT	Shoreline Cleanup and Assessment Technique (SCAT)
SDS	Safety Data Sheet
SNEAA	Squamish Nation Environmental Assessment Agreement
SRR	Spill Reporting Regulation
TDG	Transportation of Dangerous Goods
TSB	Transportation Safety Board of Canada
UC	Unified Command
WorkSafeBC	Formerly Workers' Compensation Board of BC
WCMRC	Western Canada Marine Response Corporation
WHMIS	Workplace Hazardous Materials Information System

Part 1 Emergency Management Program

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P1-1 INTRODUCTION AND PLAN CONTEXT

Woodfibre LNG Limited (Woodfibre LNG or the Company) is constructing a liquefied natural gas (LNG) Facility and Marine Terminal (the Project) on the site of the former Woodfibre Pulp and Paper Mill on the west side of Nexwnéwu7ts Átlk'a7tsem (Howe Sound), approximately seven kilometres (km) south of Skwxwú7mesh (Squamish), British Columbia (BC; the Site).

The Site consists of privately owned, previously developed industrial lands, along with adjacent existing water lots. The entire private property has a history of more than a century of industrial land-use as part of the former pulp and paper mill operations.

The Project received environmental approval from both federal and provincial environmental assessment agencies in 2016. The BC Energy Regulator (BCER) issued the LNG Facility Permit (Application Determination Number 100105360) to construct, maintain and operate the Project on July 2, 2019. The LNG Facility Permit approval is subject to stage gate reviews and approvals by the BCER as the Project moves into construction, commissioning, and operation.

Construction of the Project is expected to commence in late 2023 the Project is expected to begin operation in 2027.

P1-1.1.1 INDIGENOUS GROUPS

Woodfibre LNG acknowledges and respects the rights and interests of Indigenous groups and is committed to building and sustaining effective relationships throughout the Project lifecycle.

This Site is at the historical location of a Skwxwú7mesh Úxwumixw (Squamish Nation) village known as Swiy'át. Swiy'át and Nexwnéwu7ts Átlk'a7tsem and the Skwxwú7mesh Úxwumixw reserve is located, approximately 7.5 km from the Site in Squamish, BC.

The lands and waters surrounding the Site are integral to the cultural wellbeing of Skwxwú7mesh Úxwumixw (Squamish Nation) members, their ancestors, and their descendants. The Site is also within the asserted traditional territory of the Tsleil-Waututh Nation, whose community is located along Burrard Inlet in North Vancouver, about 50 km from the Project site. The marine transport aspects of the Project have the potential to affect the interests of Indigenous Groups, including the Musqueam First Nation, the Cowichan Tribes, the Halalt First Nation, the Lake Cowichan First Nation, the Lyackson First Nation, the Penelakut Tribe, the Stzuminus First Nation, and the Metis Nation of British Columbia.

Woodfibre LNG Limited recognizes the importance of these areas to the Skwxwú7mesh Stélmexw (Squamish People), to other Coast Salish Nations, including the Tsleil Waututh Nation, and to the wider public.

P1-1.1.2 PROJECT LOCATION AND NEARBY COMMUNITIES

The Project Site is along the northwestern shore of Howe Sound within the municipal boundaries of the District of Squamish, and within the Squamish-Lillooet Regional District.

Access to the Site is by water from Darrell Bay, located about 6.1 km east of the Site across Howe Sound. Britannia Beach, a small unincorporated community, is also across Howe Sound, approximately 5.5 km to the southeast. The town centre of Squamish is about 7 km northwest of the Site, and the City of Vancouver about 40 km south.

Port Mellon a small settlement and the site of the Port Mellon Pulp mill, located about 22 km southwest of the Site, also along the western shore of Howe Sound.

P1-1.1.3 ENVIRONMENT

Woodfibre LNG recognizes the ecological sensitivity and importance of the land and surrounding waters in which the Project will operate and is committed to protecting the environment and preventing pollution.

The Project site has undergone more than a century of industrial land use and was part of the Woodfibre Pulp and Paper Mill, which operated from 1912 to 2006. The area was cleared of native, mature forest and riparian vegetation in the early twentieth century as industrial use grew. The land surrounding the Project has been designated by the BC government as an All-Resource Use Permitted Management Zone (Ministry of Forests, Lands, and Natural Resource Operations [MFLNRO] 2008). The Site and the surrounding area, however, is accessible only by water and, as a result, the land surrounding the Site remains relatively natural except for the Project footprint.

Howe Sound and the waters surrounding the shipping lanes extending out to international waters is of critical importance ecologically and to Indigenous Groups and the wider public. Marine activities associated with the Project, consisting of operation of the marine terminal, shipment of LNG, and transportation of Workers and materials to the Site, will all take place within that environment. Marine areas surrounding the Project are already vulnerable to cumulative effects of increasing shipping and industrial and urban development.

P1-2 EMERGENCY RESPONSE THROUGH PROJECT EVOLUTION

Woodfibre LNG has been undertaking pre-construction activities at the Site, focused on continuing the ongoing remediation, reconfiguration, and closure of existing infrastructure on the Site.

The Woodfibre LNG Pre-Construction Emergency Response Plan (Pre-Construction ERP), dated 2021, was established and will be in effect to cover potential emergency incidents until Project construction commences in late 2023. Woodfibre LNG has developed this comprehensive Construction Emergency Response Plan (Construction ERP) using input from the Pre-Construction ERP.

An updated emergency response plan will be developed that will cover potential accidents and malfunctions that could arise during operation of the Project (Operations ERP). While we anticipate that much of the content of the Construction ERP will transfer over to the Operations ERP, there will be differences. Most notably, there will be no marine transportation of LNG during construction.

In accordance with Woodfibre LNG Limited's commitments, these plans have been, and will continue to be, developed with full involvement of Indigenous Groups. Well before commencing commissioning of Project, Woodfibre LNG will develop and engage with Indigenous Groups, the local community, and regulatory agencies on developing the Operations ERP.

P1-3 PURPOSE

The purpose of this Construction ERP is to:

- Be a comprehensive management program for emergency preparedness, response, and recovery during Project Construction.
- Set out the procedures to be followed in effectively responding to construction-related emergencies.

This ERP provides information and guidelines for anyone who may be involved in Woodfibre LNG response to emergency situations, and includes:

- Description of the Incident Command System (ICS)
- Notification and activation procedures
- Emergency classification and corresponding responses
- Duties and checklists for each ICS position
- Information to effectively facilitate response implementation.

Woodfibre LNG Senior Management is accountable for the development and successful implementation of the emergency preparedness and response program, including the development of this Construction ERP. All Employees and Contractors of Woodfibre LNG are to be prepared in their respective roles and capacities to respond to emergencies that may threaten safety or the environment, and those roles include a day-to-day obligation to assess and report on any potential or actual emergencies. Those roles also require monitoring of conditions and analyzing and reporting information that could signal the onset of an emergency event.

Any Woodfibre LNG Employee or Contractor may be called upon to support the Company during an emergency in a role commensurate with experience and abilities.

P1-4 SCOPE

This Construction ERP is designed to address emergencies during the Project construction phase, and covers all activities at the Project Site, worker accommodation, and marine transportation of personnel and materials to and from the Site.

Emergency response procedures for potential incidents at the Henriette Dam are covered in a separate but integrated plan, the "Woodfibre LNG Henriette Dam, Dam Emergency Plan" developed in accordance with the Canadian Dam Association Guidelines and the BC Dam Safety Regulation, under Part 3, Div. 2.9.1.

This Construction ERP has been developed using the Incident Command System (ICS), a modular system with the flexibility and scalability to effectively manage incidents of any type or magnitude. This plan includes more detail, however, regarding response to emergencies that have the potential to occur during construction.

P1-5 PRINCIPALS AND PRIORITIES

P1-5.1.1 WOODFIBRE LNG PRINCIPLES

The following principles will govern Woodfibre LNG's response to emergencies:

- Woodfibre LNG will place the highest response priority on protection of human life, including the public, employees, responders, and contractors.
- Woodfibre LNG will consider protection of the surrounding environment is second only to protection of human life.
- Woodfibre LNG response efforts will be timely and appropriate for preventing and minimizing harm to people, the environment, cultural heritage, and property.
- Woodfibre LNG will comply with all laws and regulations, and respect the interests, laws, and customs of Indigenous Groups.
- Woodfibre LNG will provide prompt and appropriate notification ¹ of an emergency condition to employees, regulators, governments Indigenous Groups, stakeholders, the public and the media.
- Woodfibre LNG will uphold commitments to ethical behaviour by communicating in an honest and forthright manner.

P1-5.1.2 RESPONSE PRIORITIES

Safety of the responders and of the public is the first and overriding priority for Woodfibre LNG. Response to all emergencies will be carried out in accordance with the following response priorities:

Response Priorities		
P	1. People	<ul style="list-style-type: none">• Save lives.• Safety of responders and the public
E	2. Environment	<ul style="list-style-type: none">• Incident stabilization and control of the scene.• Prevent and minimize harm to the environment
A	3. Assets	<ul style="list-style-type: none">• Minimize damage to property.• Make operations and systems safe
R	4. Restoration	<ul style="list-style-type: none">• Reduce economic, cultural, and social loss.• Restoration of the environment, to mutually agreed upon conditions.

¹Prompt and appropriate notification is defined in the ERP Activation Process and Internal Notification and Notification of External Agencies.

P1-6 HAZARD ASSESSMENT–IDENTIFYING POTENTIAL EMERGENCIES

The scope of emergencies covered in this Construction ERP is based on assessment of risks and vulnerabilities identified through a Hazard, Risk, and Vulnerability Analysis (HRVA) conducted by the Company and the MDR (EPC Contractor). HRVA is the basis for emergency planning, equipment selecting, response resourcing, training, implementing, and external support and communication strategies. In BC, the HRVA process is used by local-government authorities and Indigenous Groups to prepare for emergencies in their jurisdictions.

Because the Ministry of Emergency Management and Climate Readiness (EMCR) HRVA methodology is geared to local government, the EMCRC approach used for the HRVA conducted by the Company and the MDR (EPC Contractor) built on hazard analysis used to develop the Pre-Construction ERP and as adapted accordingly to better align with Project Construction.

HRVA results were used to identify potential incidents during construction and led to development of the incident specific response guidelines. Project leadership will keep in communication with emergency services and maintain an awareness of other external hazards (e.g., fires, floods) that may affect safety of the construction project.

P1-7 REGULATORY CONTEXT

P1-7.1.1 ENVIRONMENTAL ASSESSMENT APPROVALS

The Project received environmental assessment approval from both the federal and provincial environmental assessment agencies and is governed by the conditions of those approvals:

- BC Environmental Assessment Certificate E15-02 (EAC)
- Federal Decision Statement (FDS) issued on March 17, 2016, to Woodfibre LNG under Section 54 of the *Canadian Environmental Assessment Act, 2012*

Under Clause 11 of the FDS, the Proponent is required to develop an ERP to address accidents and malfunctions with potential adverse environmental effects. Clause 11 of the FDS also establishes notification and reporting requirements in the event of accidents and malfunctions and requires consultation with Indigenous Groups in development of the ERP. Those requirements have been built into the Construction ERP. Other requirements under Clause 11 related to accidents and malfunctions are addressed through other plans and procedures.

P1-7.1.2 LNG FACILITY PERMIT

LNG facilities are “oil and gas activities” under the BC *Oil and Gas Activities Act*, SBC 2008, c 36 (OGAA). The BC Energy Regulator (BCER) administers OGAA and associated regulations and is the main provincial regulator for the Project.

The Project received an LNG Facility Permit (Application Determination Number 100105360) from the BCER under section 25 (1) of OGAA on July 2, 2019, to construct, maintain, and operate the Project. The LNG Facility Permit approval is subject to stage-gate reviews and approvals by the BCER as the Project moves into construction, commissioning, and operation.

Under the Emergency Management Regulation, BC Reg 217/2017 under the OGAA, all permit holders for oil and gas facilities must prepare and maintain an emergency response program in

accordance with Canadian Standards Association (CSA) CSA Z246.2. "Emergency preparedness and response for petroleum and natural gas industry systems." Content of this plan has been developed in a way that complies with requirements specified in the Environmental Management Regulation, the BCER (OGC) Emergency Management Manual, Version 2.3: November 2021, and CSA Z246.2. Table 1 lists the applicable regulatory requirements and guidelines that were considered in development of this Construction ERP.

Table 1: Applicable Laws, Regulations, and Guidelines & Plans

Federal
<i>Canadian Environmental Protection Act</i> , S.C. 1999, c.33
<ul style="list-style-type: none"> Environmental Response Regulations (SOR/2019-252)
<i>Canada Wildlife Act</i> , R.S.C. 1985, c. W-9
<i>Emergency Management Act</i> , S.C., 2007, c. 15
<i>Hazardous Products Act</i> , R.S.C., 1985, c. H-3
<ul style="list-style-type: none"> Hazardous Products Regulations (SOR/2015-17)
<i>Species at Risk Act</i> , S.C. 2002, c. 29
<i>Transportation of Dangerous Goods Act</i> , 1992, S.C. 1992, c. 34
<ul style="list-style-type: none"> Transportation of Dangerous Goods Regulations, SOR/2001-286
<i>Canada Shipping Act</i> , 2001, S.C. 2001, c. 26
<ul style="list-style-type: none"> Safety Management Regulations (SOR/98-348) Vessel Pollution and Dangerous Chemicals Regulations (SOR/2012-69)
BC Provincial
<i>Environmental Management Act</i> , [SBC 2003] c. 53
<ul style="list-style-type: none"> Spill Reporting Regulation (B.C. Reg. 187/2017) Hazardous Waste Regulation (B.C. Reg. 63/88) Contaminated Sites Regulation (B.C. Reg. 375/96)
<i>Public Health Act</i>
<i>Drinking Water Protection Act</i>
<i>Transport of Dangerous Goods Act</i> [RSBC 1996] c. 458
<i>Oil and Gas Activities Act</i> , SBC 2008, c. 36
<ul style="list-style-type: none"> Liquefied Natural Gas Facility Regulation, BC Reg 146/2014 Emergency Management Regulation, BC Reg 217/2017
<i>Workers Compensation Act</i> [RSBC 2019] c. 1
<ul style="list-style-type: none"> Occupational Health and Safety Regulation, B.C. Reg. 296/97, Part 5 – Chemical Agents and Biological Agents
Guidelines & Plans
BC Guidelines for Industry Emergency Response Plans, Ministry of Environment (MOE). 2002 (Now Ministry of Environment and Climate Change Strategy)
BC Energy Regulator (BCER), Emergency Management Manual, Version 2.3: November 2021
Workplace Hazardous Materials Information System Guidelines, WorkSafeBC
CSA Z246.2 – Emergency Preparedness and Response for Petroleum and Natural Gas Industry Systems, 2018
CSA Z1600 – Emergency Management and Business Continuity Program 2017
TWN OSRP. https://twnation.ca/wp-content/uploads/2023/01/2021-Oil-Spill-Response-Plan-and-Preparedness-Assessment.pdf .
GVIPR – Greater Vancouver Integrated Response Plan

P1-8 ROLE OF PRIME CONTRACTOR IN EMERGENCY RESPONSE

Construction work scopes will be executed almost entirely by specialized construction firms (with the requisite skills and resources). Construction of the Project will be managed by the MDR (EPC Contractor), CB&I Canada Ltd, a McDermott Company (McDermott) who will take on responsibility for all construction activities and hire and oversee subcontractors to aid them in completing the work. As part of their contracted responsibilities, McDermott and all sub-contractors must have procedures in place to protect workers, the public, and the natural environment in carrying out the work scopes. Procedures must be specific to the Site, align with this Construction ERP, be commensurate with their scope of work and risks associated with the scope of work, and meet minimum requirements identified by Woodfibre LNG, and WorkSafeBC and other regulatory bodies.

The MDR (EPC Contractor) Site Supervisor is responsible for compliance with all on-site safety and environmental requirements – including requirements to assess hazards and risks and develop and maintain as current on-site emergency procedures that align with this Construction ERP. As Owner of the Site, Woodfibre LNG has responsibility for preventing incidents and responding effectively in an emergency, and the MDR (EPC Contractor) and sub-contractors share that responsibility. However, the MDR (EPC Contractor) has knowledge of all work that needs to be conducted, the hazards associated with the work and the means to control those hazards. As such they are best positioned to effectively coordinate health and safety and emergency response on Site. Regardless of the origin of the emergency event, Woodfibre LNG will expect all parties on Site to mobilize their personnel and resources to respond to that emergency under direction of the designated Incident Commander.

In addition to contractual responsibilities to Woodfibre LNG to construct the Project in a manner that is aligned with this ERP and all Woodfibre LNG health, safety and environmental procedures, the MDR (EPC Contractor) has legal responsibilities under the BC Workers Compensation Act RSBC 2019 c.1. Woodfibre LNG will review the MDR (EPC Contractor) procedures prior to commencement of their work on the Site. Woodfibre LNG will assess: (1) alignment with the Construction ERP and other Woodfibre LNG procedures; (2) conformance with regulatory and Woodfibre LNG requirements; and (3) adequacy of the Contractor's plans to meet risks associated with its work activities.

As MDR (EPC Contractor), McDermott must ensure their employees, as well as any sub-contractors hired, are aware of their health and safety responsibilities, safe work procedures and any hazards associated with the job they are hired to do. In an emergency event, Woodfibre LNG will expect McDermott to mobilize their personnel and subcontractor resources to respond to and manage the emergency as outlined in this ERP together with Woodfibre LNG's support. that emergency. In the event of a spill or incident involving safety of workers or the public, or security of the Site, no matter how apparently minor, the MDR (EPC Contractor) will take immediate action to control the incident and then immediately notify Woodfibre LNG who will notify external agencies, governments and Indigenous groups as directed in this plan.

P1-9 INTERFACE WITH ASSOCIATED CONSTRUCTION ACTIVITIES

The Project will be supported by new gas pipeline between Coquitlam and Squamish that will be built and operated by Fortis BC. The Project will also be powered by electricity provided by BC Hydro, which will minimize effects to air quality and reduce greenhouse gas (GHG) emissions.

Construction and operation of the supporting pipeline and electrical infrastructure is independent of the Project and Woodfibre LNG. Both BC Hydro and Fortis have robust emergency response plans and health and safety procedures that govern their work activities.

Woodfibre LNG recognizes the importance of coordinating resources and communication to coordinate emergency response for work activities that may occur near the Project Site. Therefore, Woodfibre LNG will develop and implement interface procedures with Fortis BC and BC Hydro. Those procedures will cover any activities in proximity to the Project Site to ensure that resources are effectively coordinated and mobilized in the event of an emergency. See Appendix G Interface Management for more details.

P1-10 INCIDENT COMMAND SYSTEM

Woodfibre LNG uses the **Incident Command System (ICS)** for emergency-response planning and incident management. ICS is designed for managing effective coordination of agencies and resources as they safely respond, control, and mitigate any incident, regardless of the type, size, or complexity.

ICS is the foundation for the BC Emergency Management System (BCEMS) and used by the Ministry of Environment and Climate Change Strategy, the Canadian Coast Guard, other government agencies, and industries in BC.

A key feature of ICS is its modular and scalable organization. The size and complexity of every incident is different, and the level of required response will vary with scale of the incident. This modular approach enables the structure of the response to be organized in a way commensurate with the size and complexity of the incident.

The ICS organization structure always begins with establishing the Command function. Using ICS, Incident Command and Unified Command (IC/UC) can rapidly establish command and control, integrate resources, and plan coordinated response actions to achieve objectives.

P1-10.1.1 ICS FUNCTIONAL SECTIONS

Command – responsible for overall management and has authority for the incident, including safety of all personnel. Command typically starts with a single Incident Commander, who establishes an Incident Command Post wherever it is best located to manage the overall incident. Unified Command may be established, whereby two or more individuals share Command.

Operations – responsible for all tactical response operations to achieve incident objectives, mitigate the emergency, and protect human life, health, property, and the environment (e.g., extinguishing a fire, containing a spill, or rendering medical aid).

Planning – responsible for maintaining resource status and situation status, addressing environmental issues, and assisting in development of the Incident Action Plan (IAP), the Planning Section collects and evaluates incident information, including the current and forecast situation and status of assigned resources.

Logistics – provides resources, services, and support to response operations, and processes requests for additional resources (personnel and equipment) and obtain other supplies as needed.

Finance/Admin – responsible for managing all financial aspects, including procurement, tracking incident costs, and managing claims related to an incident.

P1-11 CONSTRUCTION EMERGENCY RESPONSE ORGANIZATION

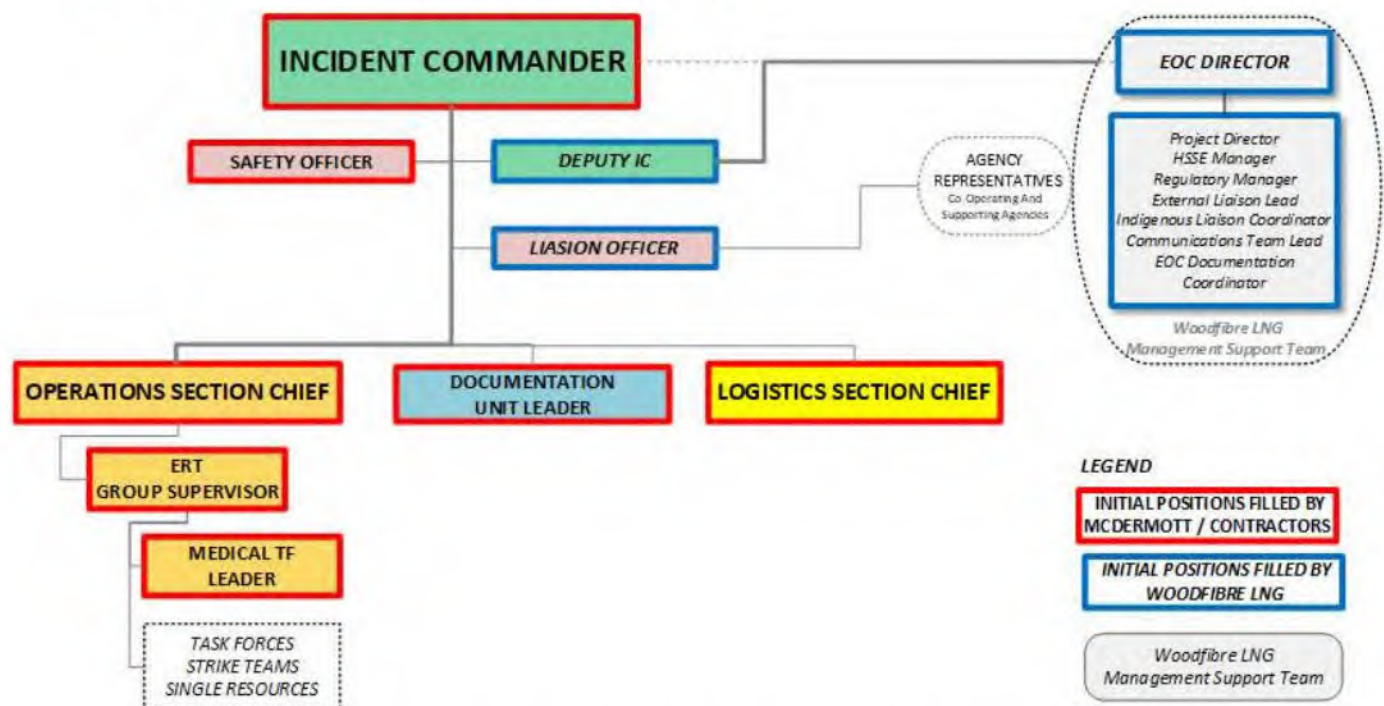
P1-11.1.1 INITIAL SITE INCIDENT MANAGEMENT TEAM (IMT)

The site based emergency response organization is called the Incident Management Team (IMT).

The IMT is the group of trained personnel that respond to an emergency during construction operations using the Incident Command System (ICS). The IMT initial response philosophy is to “prudently over-respond” using the precautionary approach to activate the following initial response functions as required, to make certain that the incident can be controlled and to prevent escalation of the incident. The IMT organization is evaluated continually and is scaled to meet incident-response objectives and maintain appropriate span-of-control limits.

The majority of construction project incidents can be managed effectively with the simplified Initial Response Organization structure as shown in Figure 2: Initial Site Incident Management Team.

Figure 2: Initial Site Incident Management Team (IMT)



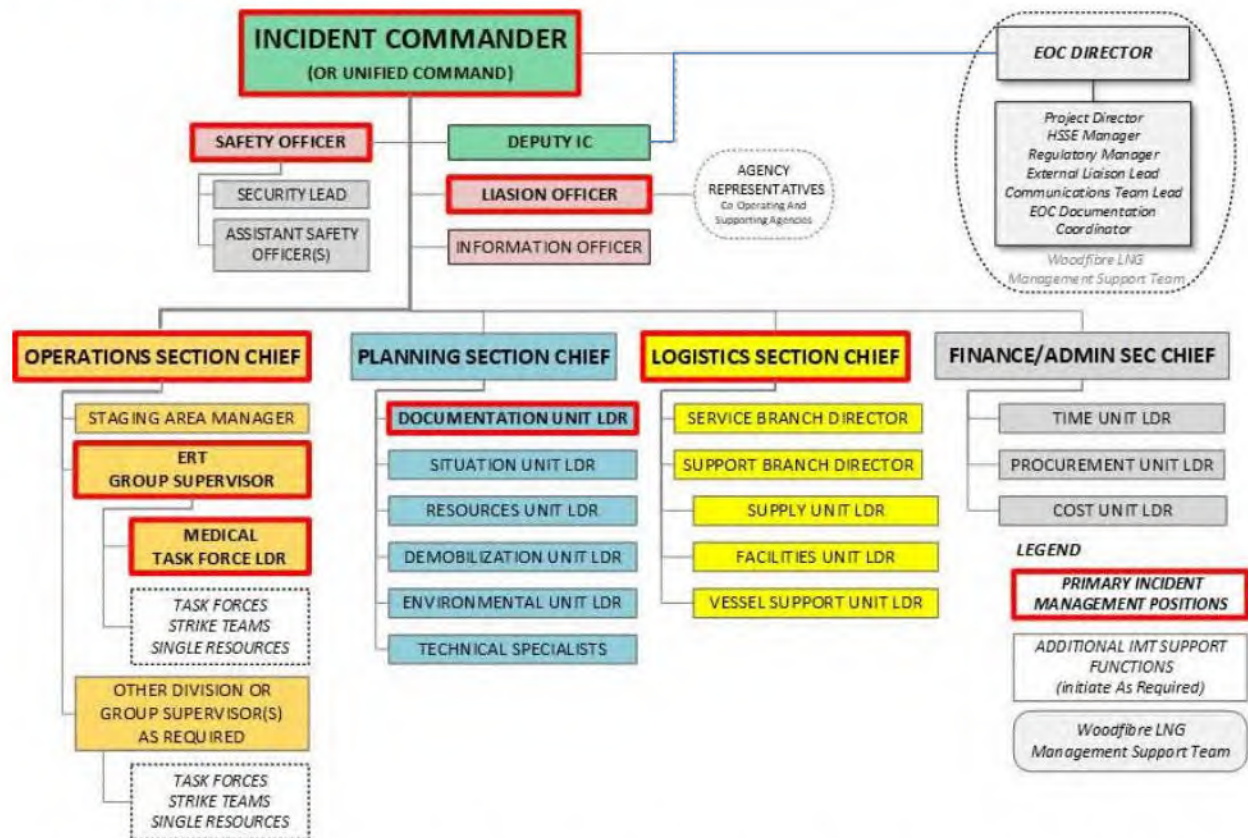
- One individual can fill more than one response position. However, the Incident Commander and the Operations Section Chief will always be filled by separate individuals.
- The tasks of any non-activated organizational element are completed by the individual filling the next highest level.
- Incident Management Team position checklists are provided in Appendix C.
- **The Woodfibre LNG EOC Director must be notified of ANY declared emergency during the construction project.**
- Additional positions are activated as appropriate, based on incident scale and incident response objectives.
- Deputy IC (W LNG representative) and the Liaison Officer (W LNG representative) are to be activated upon activation of the Incident Management Team

P1-11.1.2 EXPANDED IMT ORGANIZATION

Only rarely would the expanded IMT organization be required, and then typically for major environmental spills and/or very complex incidents. ICS enables the IMT organization to expand as the complexity of the incident increases, and as functional responsibilities are delegated throughout the organization by Command. Using ICS, the IMT organization structure may expand and contract throughout the incident life cycle according to the needs of the response.

The expanded IMT structure is shown in Figure 3: Expanded IMT Organization

Figure 3: Expanded IMT Organization



- Under the Incident Commander's leadership, the organization structure is developed to match the function or task to be performed and to maintain the recommended span-of-control (each Supervisor with only 3 to 7 direct reports)
- The tasks of any non-activated organizational element are competed by the individual filling the next highest level. Organizational elements no longer required are deactivated.
- All Incident Management Team position checklists are provided in Appendix C.

P1-11.1.3 ESTABLISHING UNIFIED COMMAND ²

Command typically starts with a single Incident Commander (IC), who will initially assign personnel to fill key Incident Management Team roles and determine the size and composition of the ICS organization both initially and throughout the 'lifecycle' of the incident.

Unified Command (UC) is an Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions and no agency or jurisdiction abrogates its legal responsibility. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Representatives in UC should have all the following:

1. Authority or functional responsibility under a law or regulation for the incident or aboriginal title, rights, or interests in the affected area
2. Resources to support an ongoing response.
3. Delegated authority from their respective institutions to:
 - decide on response objectives and strategies,
 - deploy resources, assign personnel, spend funds, and
 - signoff on Incident Action Plans in real-time, without impeding the response.

Woodfibre LNG encourages establishment of Unified Command in all situations where emergency incidents have the potential for impact beyond the construction project site and where there are multiple agencies and interests.

For marine pollution response, or the significant threat of pollution in the marine environment, Unified Command is established between the responsible party (Polluter- i.e., Vessel Master) and any jurisdictions that has legal authority or functional responsibility for the incident or indigenous title, rights, or interests in the affected area.

The makeup of Unified Command can change over time to meet the needs of the incident. As the impacted area changes or expands, functional and jurisdictional responsibilities can change. This means that the representatives in Unified Command will also need to change.

When established, the Unified Commanders:

- Have both jurisdiction and legal authority.
- Have delegated authority to make decisions on the spot.
- Bring personnel that are needed as part of the Operations Section.
- Agree to a common planning framework and one set of objectives.
- Create a single, coordinated Incident Action Plan per operational period.
- Jointly nominate or agree on an Operations Section Chief.
- Share one Incident Command Post and speak with one voice.

² Source: Greater Vancouver Integrated Response Plan (GVIRP) Page 16.

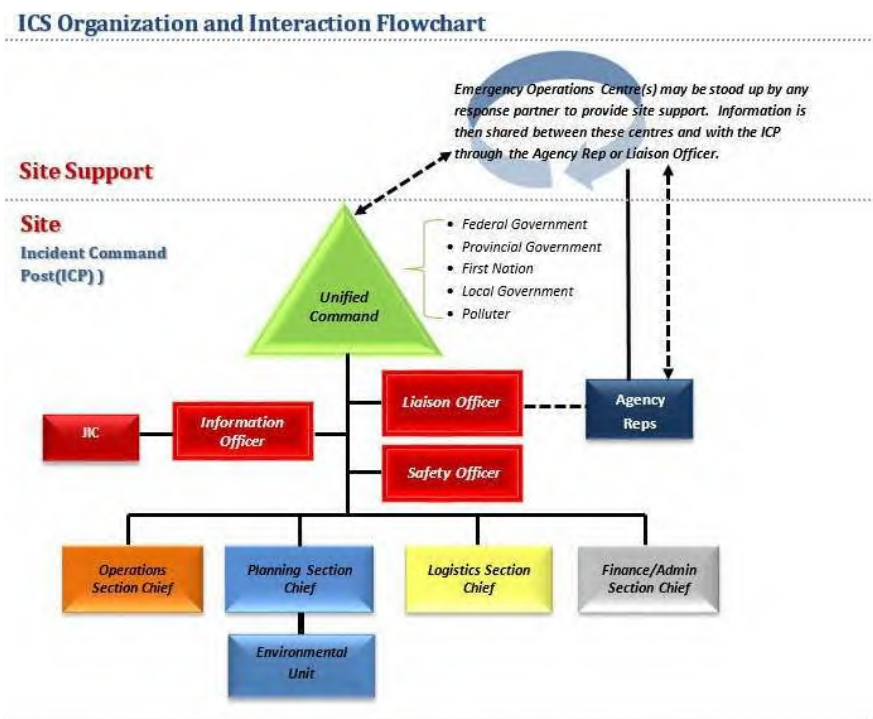
Incident management can evolve through command structures, depending on the size and scale of the incident (e.g., single command; unified command; and return to single command before termination).

When any First Nation interests, waters, lands, and resources are threatened by an incident, the First Nation needs to be involved and have equal Unified Command representation. For marine pollution response, or the significant threat of pollution in the marine environment, Unified Command is established between the responsible party (Polluter) and any jurisdictions that have legal authority or functional responsibility for the incident or indigenous title, rights, or interests in the affected area.

Unified Command must be kept to a manageable size to make decisions and move response operations forward efficiently. The Greater Vancouver Integrated Response Plan (GVIRP) states that to be a member of the UC, a participating organization must have underlain legislative authority or legal obligation to carry out proposed response action and have jurisdiction within the area affected by the incident (CCG Incident Management Handbook, 2016). The diagram below is from the GVIRP³ that depicts Unified Command and the hierarchical relationships between positions in the ICS Organization chart as well as the information flow lines with external agencies represented by Agency Representatives / EOCs.

CCG's GVIRP should be activated when there is a threat of pollution entering the marine environment.

Figure 4: GVIRP ICS Organization and Interaction Flowchart



³ Source: Greater Vancouver Integrated Response Plan (GVIRP) Page 17

The Lead Agency designation and composition of Unified Command have been defined in the Greater Vancouver Integrated Response Plan (GVIRP) for the following events.

Table 2: Marine Spill Response – Lead Agency Designation

POLLUTANT SOURCE	UNIFIED COMMAND	COMMENT
If source is a Vessel in Canadian waters	Federal IC– CCG (lead) Polluter IC – i.e., Vessel Master Provincial IC – BC MOE First Nation ICs – SN / TWN Municipal IC - DoS	This includes any vessel in Canadian marine waters, regardless of the vessel's origin.
If coming from a Land Based source (i.e., from Project site)	Provincial IC – BC MOE (lead) Polluter IC – i.e., WLNG /McDermott Provincial IC – BC MOE First Nation IC – SN / TWN Municipal IC - DoS Federal IC – ECCC *	Marine Spill if no vessel is involved.
Unknown source in Canadian waters (mystery spill)	Federal IC– CCG (lead) Provincial IC – BC MOE First Nation IC Municipal IC	Mystery spill refers to pollution for which no source has been identified

Source: Greater Vancouver Integrated Response Plan (GVIRP) Appendix 6 (with slightly modified wording)

* ECCC would be the Federal Incident Commander only for land based spills pursuant to applicable ECCC legislation.

P1-11.1.4 WOODFIBRE LNG APPROACH TO UNIFIED COMMAND

To be successful, the Woodfibre LNG approach to Unified Command is to:

- Establish single incident command early.
- Provide immediate agency notifications.
- Communicate incident summaries and clear objectives.
- Know and effectively use the Liaison Officer (and supporting MST staff) to communicate among parties as an effective alternative to sharing command.
- Extend requests to authorities having jurisdiction and resources to support participation in Unified Command and discuss UC composition at multiple times throughout the response.
- Encourage establishment of Unified Command in all situations where emergency incidents have the potential for impact beyond the construction project site and where there are multiple agencies and interests.
- Support First Nations involvement and equal representation in Unified Command when their interests, waters, lands, and resources are threatened by an incident.
- Strive to keep Unified Command to a manageable size to make decisions and move response operations forward efficiently.

P1-11.1.5 AUTHORITIES HAVING JURISDICTION FOR EMERGENCY MANAGEMENT

For the Woodfibre LNG Site, organizations and authorities having jurisdiction are:

- **Woodfibre LNG / McDermott** – by regulation Woodfibre LNG and its MDR (EPC Contractor) have overall responsibility for emergency management for incidents taking place at the Construction site.
- **Marine Vessel Master** – by regulation every marine vessel Master (captain) is responsible for emergency procedures and incidents on or involving the vessel. If a spill originates from a vessel, the Vessel Master is known by CCG as the Polluter
- **Squamish Nation** – Woodfibre LNG understands that it is operating within the traditional, ancestral, and unceded territory of the Sk̓wx̓ wú7mesh (Squamish) Nation.
- **District of Squamish** – under the BC *Emergency Management Act*, and Local Authority Emergency Management Regulation, the Local Authority has responsibility for emergency management in areas within its jurisdiction.
- **Tsleil-Waututh Nation** -Woodfibre LNG understands that it is operating within the traditional, ancestral, and unceded territory of the səliłwətaʔ (Tsleil-Waututh) Nation.
- **Canadian Coast Guard**– the Responsible Party will work with the Canadian Coast Guard and other representatives from federal and provincial agencies, Indigenous Groups, and municipalities, in an IC/UC setting to resolve the incident. In addition to activating a command team, the Canadian Coast Guard will undertake necessary counter-pollution measures should the Responsible Party be incapable of responding.
- **Vancouver Coastal Health** - in the event of certain contamination events as part of the Public Health Act and Drinking Water Protection Act.

P1-12 WOODFIBRE LNG MANAGEMENT SUPPORT TEAM (MST)

The purpose of the Woodfibre LNG Management Support Team is to provide incident support to the Incident Management Team. Led by EOC Director, the Management Support Team (MST) focus is to:

- provide advice and support to the Incident Commander,
- mobilize needed or requested resources to support the response effort,
- oversee and evaluate site IMT management of the incident,
- manage short and longer-term incident related issues, and
- provide timely, accurate, and ongoing internal and external communications.

In extremely rare circumstances, where there is a compelling case to mitigate further risk, the Woodfibre LNG EOC Director may see a need to intervene and “take control” of the emergency response management from the designated Incident Commander.

With agreement of the Project Lead, the EOC Director may take one or both of the following actions:

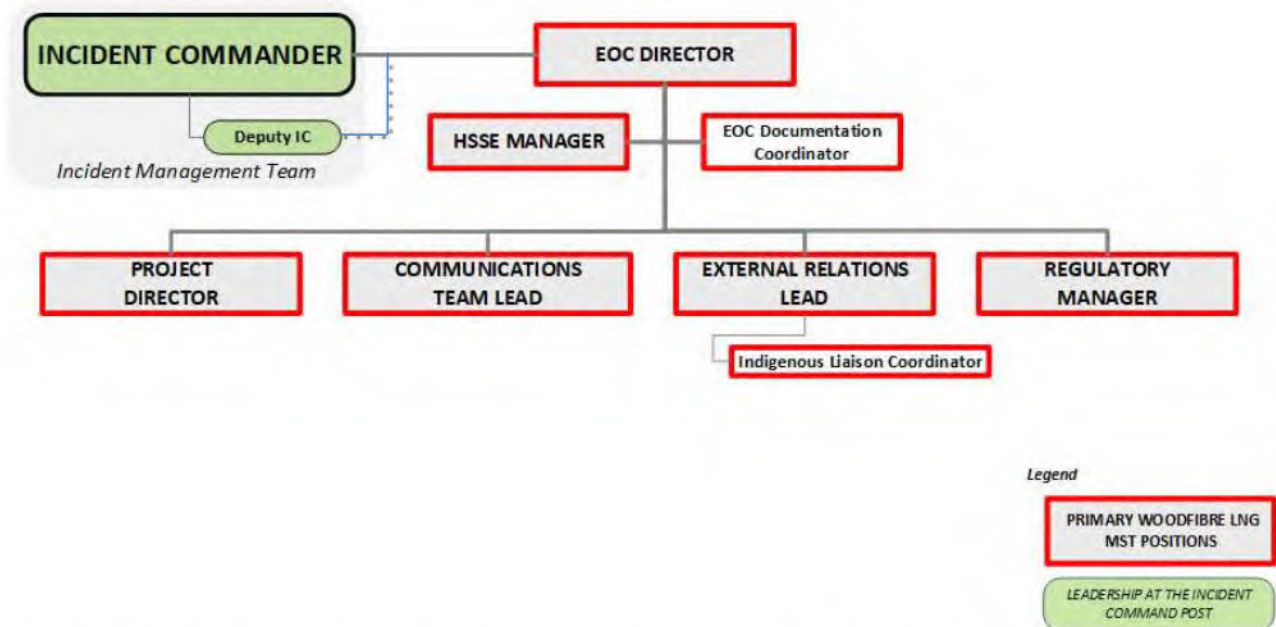
- Remove the Incident Commander and appoint another person to fill that function,
- Override the Incident Commander's decision and, as such, be both responsible and accountable for that overriding decision.

P1-12.1.1 PRIMARY WOODFIBRE LNG MANAGEMENT SUPPORT TEAM (MST)

Woodfibre LNG philosophy is to “prudently over-respond,” to make certain that the Incident Commander has support required, information is effectively communicated and Woodfibre LNG is providing oversight of any Contractor incident response effort.

For majority of construction project incidents, the support to the on-scene Incident Commander can be effectively provided by contacting the EOC Director who will engage the primary Woodfibre LNG Management Support Team as required (in person and /or virtually) as shown in Figure 5: Primary Woodfibre LNG Management Support Team.

Figure 5: Primary Woodfibre LNG Management Support Team (MST)



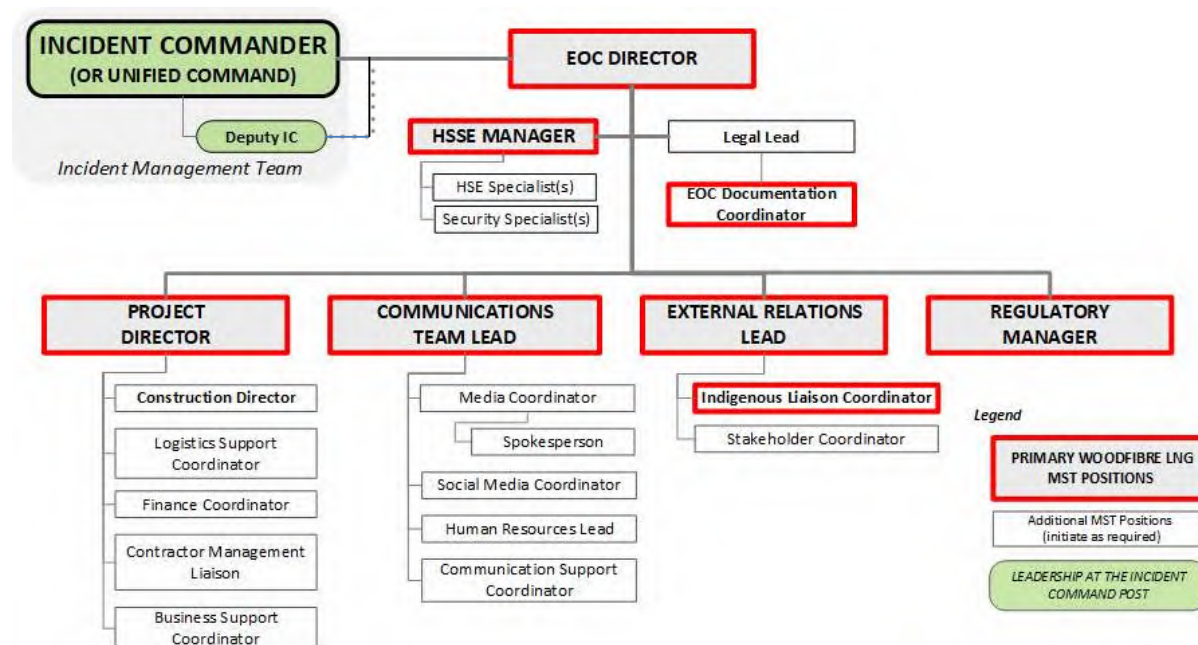
- One individual can fill more than one management support position. However, the EOC Director and the HSSE Manager will always be filled by separate individuals.
- Woodfibre LNG MST position checklists are provided in Appendix D.
- Additional positions are activated as appropriate, based on incident level, IMT support needs and short and longer term management issues. See Figure 6: Full Woodfibre LNG Management

P1-12.1.2 FULL MANAGEMENT SUPPORT TEAM ORGANIZATION

Only rarely is the full MST structure would be required to support the IMT, and then typically for major and complex incidents. Like ICS, the MST organization can expand as the complexity of the incident increases, and as functional responsibilities are delegated throughout the MST organization by the EOC Director.

The Woodfibre LNG MST structure may expand and contract throughout the incident life cycle according to the needs of the IMT and to management short and longer term corporate issues.

Figure 6: Full Woodfibre LNG Management Support Team



- One individual can fill more than one management support team position.
- Under the EOC Director's leadership, the MST organization structure is developed to match the function or task to be performed.
- The tasks of any non-activated MST organizational element are completed by the individual filling the next highest level. MST Organizational elements no longer required are deactivated.
- All MST position checklists are provided in Appendix D.

P1-12.1.3 LEADERSHIP

Leadership is a critical component in successful management and resolution of any incident. This Construction ERP and its applications of ICS maintains overall authority of the Incident Commander, while clarifying the single-point leadership needed at three specific locations:

1. Tactical response leadership, right at the accident scene, by the Operations Section Chief
2. Overall incident leadership from the Incident Command Post, by the Incident Commander
3. Leadership of supporting management personnel, by the Woodfibre LNG EOC Director

The Operations Section Chief reports directly to IC/UC which obtains necessary advice and support from the Woodfibre LNG Management Support Team, led by the EOC Director.

Overall leadership and the single point leadership at each key location is shown in Figure 4.

Figure 7: Response Leadership Locations



P1-13 EMERGENCY COMMUNICATIONS

Woodfibre LNG will communicate in a timely, consistent, and accurate manner at the onset and during the emergency.

P1-13.1.1 INITIAL NOTIFICATION AND COMMUNICATION WITH REGULATORY AGENCIES

Initial communication of an emergency with employees, the Squamish Nation the Tsleil Waututh Nation and other Indigenous Groups, regulators and governments is to be primarily by telephone.

Internal notification is covered in P3-1 Internal Notification.

The Liaison Officer is responsible for initial notification to regulators, the Squamish Nation, the Tsleil Waututh Nation and other required government agencies and other Indigenous Groups. The Liaison Officer and is the point of contact for ongoing communications with representatives from any co-operating and assisting agencies. The Woodfibre LNG Management Support Team (MST) supports the designated Liaison Officer, assisting with notification, ongoing communication, and follow-up reporting to Indigenous Groups and federal, provincial, and local agencies.

Woodfibre LNG will report all incidents to regulatory agencies in accordance with applicable regulatory requirements. Instructions for reporting to regulatory agencies by incident type are provided in P3-2, Notification of and Reporting to External Agencies.

P1-13.1.2 COMMUNICATION WITH INDIGENOUS GROUPS

Woodfibre LNG understands that it is operating within the traditional, ancestral, and unceded territory of the Squamish (Skwx̱wú7mesh) Nation, Tsleil Waututh (səlilwətaɬ) Nation, and to other Coast Salish Indigenous groups.

Highest priority will be given to notifying the **Squamish Nation (SN)** and the **Tsleil Waututh Nation (TWN)** who both expect to be notified as early as possible of any emergency that may affect their waters, lands, and resources. Once notified, the level of SN and/or TWN involvement will be based on the location, severity, and consequences. The additional Coast Salish Indigenous Groups will be notified of any lands and waters:

- Cowichan Tribes First Nation
- Halalt First Nation
- Lake Cowichan First Nation
- Lyackson First Nation
- Musqueam First Nation
- Penelakut Tribe
- Stzuminus First Nation
- Metis Nation of British Columbia

Woodfibre LNG will work with the Squamish Nation, Tsleil Waututh Nation, and the Indigenous Groups listed above to develop a communication protocol that will guide communications during incidents.

P1-13.1.3 COORDINATION CALL ⁴

When the initial marine spill assessment indicates that there is a potential for it to be a large-scale, complex incident or potential for the incident to have significant environmental, economic, cultural, and public health or safety concerns, a coordinated response will be activated.

Initial Coordination Call

The CCG ROC will create a calendar invitation for a coordination call and distribute it using the same email distribution list as the pollution reports. These distribution lists notify Emergency Management and Climate Readiness (EMCR) federal, Indigenous Groups, local governments, response organization and private sector participants.

Like the pollution report, EMCR will forward the invitation to Indigenous Groups and provincial and local governments. The CCG ROC will facilitate the coordination call using the template found in Greater Vancouver Integrated Response Plan (GVIRP) Appendix 5: Coordination Conference Call Agenda and send follow up information or invitations using the same distribution list.

Coordination Calls

Coordination calls are used as a mechanism for collaboration and information-sharing among participants during the initial response phase of a marine spill. At a minimum, these coordination calls should include representatives of each potentially affected departments and agencies that are mandated to act in these circumstances and Indigenous Group(s), along with the response organization and other key participants.

These coordination calls are conducted before or during the establishment of Unified Command and an Incident Command Post. Key discussions include:

- What emergency measures are required? (e.g., deployment of an emergency rescue tug or nearshore protection measures).
- Where and when to establish an Incident Command Post to best manage the marine pollution incident?
- Key public messaging and incident briefing.

Multiple coordination calls may be required to maintain this awareness and inclusion until the ICP is fully operational and other mechanisms have been developed to disseminate and share information.

Ongoing Updates

The initial notification distribution list, with any requested modifications, will be used as a platform for continuing dissemination of situation reports and updates. If telephone notifications are made instead of emails, notified individuals should be updated regularly until UC is established or the incident resolves.

⁴ Source: Greater Vancouver Integrated Response Plan (GVIRP) 3140 Page 15

P1-13.1.4 COMMUNICATION WITH THE MEDIA AND THE PUBLIC

The Woodfibre LNG Management Support Team (MST) is responsible for managing all communication with the media and the public. The Communications Team Lead is responsible for providing communication expertise to support the EOC Director and the Incident Commander.

The Woodfibre LNG Communications Team Lead:

- advises team on messaging and assists in Spokesperson preparation.
- helps draft statements.
- Works to ensure accurate and timely information.
- coordinates approval of external communications
- coordinates distribution of messages and information updates

Information for local stakeholders, the public, and the media may be communicated through written news releases, news conferences, social media, and any other effective means. Woodfibre LNG will communicate in an honest and forthright manner. Communications will be appropriate to the scale of the incident and may include any of those outlined below.

At the onset of the incident

- Type and nature of the incident
- Location of the incident
- Actions being taken to respond to the situation, including the anticipated timeframe.
- Contacts for additional information

During the incident

- Effects the incident may have on people and the natural environment.
- Description of any hazardous products involved and their effects.
- Areas affected by the incident.
- Actions being taken to respond to the situation, including the anticipated timeframe.
- Contacts for additional information

P1-13.1.5 MEDIA RELEASES

Media releases will be developed by the MST communications team and approved by IC/UC, Legal Lead and the EOC Director in accordance with the Communications Plan.

The Communications Team Lead will coordinate media releases with the relevant government agencies (i.e., District of Squamish, Canadian Coast Guard etc.) and Indigenous Groups to provide consistent and accurate information.

Only authorized Spokespersons will provide comments to the media.

P1-14 FACILITIES

TEMPORARY CONSTRUCTION FACILITIES

The MDR (EPC Contractor), Subcontractors and Woodfibre LNG will mobilize construction resources and equipment in order to begin the Site Construction. The location of facilities and resources will be modified as the project progresses throughout the different phases. The MDR (EPC Contractor), Subcontractor will mobilize facilities such as:

- Main Office Complex
- Satellite Trailers
- Lunchroom(s)
- Washroom(s)
- Storage Sea Cans
- Fuel Lock
- Warehouse(s)

In addition, the Project will provide a Floatel lodging facility in 2024 for construction project personnel.

INCIDENT FACILITIES

Incident Command Post (ICP).

There will only be one ICP for each incident, regardless of whether it is a multi-agency incident or under a single or unified command. The ICP is established by the Incident Commander in the best location to manage the Incident. The ICP is the location where primary command functions are performed and is always kept on a ready state with easy access to pertinent information and resources, including:

- ICS 201 Incident Briefing Form
- Emergency Classification Matrix
- Emergency Response Plans – Role Checklists and Forms
- Full Site and Area Map
- Multiple phone lines
- Radios with access to site frequencies and channels
- Vests identifying ICS response functions.

Staging areas, Temporary Camps and/or Helispot may be established depending on the type and scale of the incident.

Woodfibre LNG Emergency Operations Center (EOC) is the location of the Woodfibre LNG Management Support Team.

Additional Emergency Operations Centers may also be set up by the authorities that have jurisdiction for responding to emergencies in the local area. If other EOCs are set up, the Woodfibre LNG EOC may send representatives to the external EOCs that may include:

- Squamish Nation EOC—established at the discretion of the Squamish Nation to coordinate their involvement in emergency response and protect the interests of the Squamish people.
- District of Squamish EOC—established at the discretion of the District of Squamish to coordinate their involvement in emergency response and protect local interests.
- Tsleil-Waututh Nation EOC—established at the discretion of the Tsleil-Waututh Nation to coordinate their involvement in emergency response and protect the interests of the Tsleil-Waututh people.
- A Regional EOC (PREOC) may be activated by Emergency Management and Climate Readiness (EMCR) Southwest Region in support of Indigenous and local governments.

- If more than one PREOC is opened or it is deemed operationally necessary, the Provincial Emergency Coordination Centre (PECC) at EMCR headquarters in Victoria can also be opened to provide support.

P1-15 TRAINING AND EXERCISES

P1-15.1.1 TRAINING

Training is an essential element of emergency preparedness and response. Training will be conducted at all levels of the organization. All workers will be given adequate instruction in the emergency procedures applicable to their roles and responsibilities.

Workers designated to fill emergency response roles will be trained and physically capable of performing their assigned duties in a safe and effective manner before being permitted to undertake the role. Workers designated to fill emergency response roles will be trained by an instructor qualified in the emergency procedures, organization and chain of command, response safety, and communications applicable to their responsibilities.

General instruction on emergency response requirements will be included in the MDR (EPC Contractor) Training Plan and will be given to all persons on the site as part of their site orientation process. Visitors, who will be on site for 5 days or less and do not carry out any physical work will be given the ERP briefing during the visitor induction. If they are to carry out any physical work, they will be required to attend the full site orientation.

This training will include, as minimum:

- Firefighting/identification of types of Fire Extinguishers
- Injury / Incident Reporting
- Spill Response
- Emergency Muster and Evacuation

Hazard specific and response training will be managed through the HSSE Training Management Plan and Risk Assessment process, such training includes, but is not limited to:

First Aid

In addition to the ERT Team members and the dedicated medical personnel (i.e., nurse practitioner / paramedics) a proportion of the construction workforce will be trained in First Aid treatment and CPR, following mobilization, with all trained First Aiders identifiable with Hard Hat Stickers.

H2S Alive

Workers that may be exposed to concentrations of Hydrogen Sulfide – H₂S (e.g., underground water and sewer, leachate operation/maintenance) must be trained to identify the substance properties, hazard assessment and controls, personal protective equipment, detection of the substance and initial response procedures.

Fire Watch

Workers with fire watch responsibilities must be trained so they are able to direct account for personnel in an emergency, safely handle portable fire extinguishers, hose reels and fire blankets to

extinguish small fires, if safe to do so. Fire watcher's competency must be verified by a qualified assessor following the HSSE Training Management Plan requirements.

Atmospheric Testing

Workers performing atmosphere testing must undergo the appropriate level of education and training to enable them to understand monitoring equipment and potential sources with the use of electronic test equipment. Trainees must demonstrate their knowledge base and skills through the competency verification process.

Initial Spill Response

In addition to the general training that all construction workers receive during the site orientation process, workers that routinely handle hazardous materials/wastes (e.g., refueling personnel, pump operators, mechanics) will receive additional training emphasizing the use of resources available to address spills or leaks that may occur at their respective work activity. Additional emergency instructions relative to the contents and instruction provided in the manufacturers SDS shall be given to those employees that will be working with specific materials/ substances.

Emergency Response Team (ERT)

The Contractor will schedule regular skills enhancement training for all ERT and any other designated first responders throughout the course of the project. The designated ERT members complete competency-based training in the following:

- Breathing Apparatus Open Circuit,
- Medical (Advanced First Aid with AED, transportation, and oxygen equipment),
- Vertical Rope Rescue,
- Confined Space Rescue,
- Fire Fighting and fire management,
- Fire Pump operation,
- Spill Response,
- Hazardous Material Awareness,
- Vehicle Accident and Industrial Rescue,
- Fire Warden,
- Gas Testing,
- Incident Management (Control Emergencies and Critical Situations),
- Marine vessel access/egress training delivered by Marine Team.

Designated ERT members and any other designated first responders working in the marine environment complete modified units of competency where identified and additional modules as necessary for marine construction work, such as:

- Marine Vessel Accident and Rescue from Water,
- Search and Rescue,
- Patient transfer vessel to vessel,
- Deployment of marine spill response equipment such as floating booms.

Incident Management Team

The Incident Management Team members will undergo regular training & exercises during their assignment. Base training includes ICS training for those with active roles on the Incident Management Team.

The training will be administered by the Health, Safety, Security, and Environment (HSSE) Manager who will monitor progress with the training plan and ensure that training is completed. Personnel who do not complete the appropriate training will not be assigned to emergency response roles.

Emergency response training will be conducted through coaching, discussions, presentations, and lectures. ICS training is a formalized process with certified instructors and course materials.

P1-15.1.2 DRILLS AND EXERCISES

Woodfibre LNG will conduct drills and exercises to test the adequacy and effectiveness of the Construction ERP. Drills and exercises can vary in size and complexity from mock drills involving only single resource support groups, such as medical and/or fire brigade to the conduct of tabletop exercises and up to full-scale deployment involving multiple agencies and support services.

Drills and exercises provide an opportunity to:

- test and improve operational readiness,
- identify planning execution weaknesses,
- improve inter-agency coordination and communications,
- improve communication and coordination with Support Services,
- clarify roles and responsibilities,
- evaluate plans, policies, and procedures,
- test equipment,
- demonstrate response capability,
- develop and assess the knowledge and skills of participants for emergencies.

P1-15.1.3 FREQUENCY

Annually, Woodfibre LNG will develop a plan and schedule for conducting drills and exercises to test the adequacy and effectiveness of the Construction ERP. Woodfibre LNG will ensure that:

- Tests of the emergency communications system (radio and telephone) are conducted regularly, with at least an annual test. Floatel Emergency Response exercises and muster drills must comply with Transport Canada Regulations and be conducted, as a minimum, quarterly while the vessel is moored on site.
- Communications systems tests take place as part of drills and/or exercises.
- A minimum of one (1) tabletop exercise is conducted annually except in years when a full scale (major) exercise is conducted. The tabletop exercise will involve a significant emergency scenario and participants will discuss how the ICP and EOC would be activated, emergency notification process, emergency management and how issues that may arise from the scenario would be resolved.
- Squamish Nation, the BCER and other agencies will be invited to attend all annual exercises regardless of type, with the invitation going out a minimum of 30 days prior to exercise conduct.
- Invited agency representatives who confirm that they will be attending will be provided with a copy of the high level exercise scenario and exercise objectives not less than 14 days prior to the exercise date.

- At least every three (3) years, a full scale (major) emergency exercise is conducted, providing an opportunity for ICP and EOC personnel conduct the actions as if the significant emergency were occurring.
- An After-Action Report with a corrective action plan will be submitted to the BCER within 60 days of the annual exercise and all participants be provided with a copy.

Responder confidence and capability is developed and improved with regular practice and over time by increasing the complexity of exercises. Exercise complexity can be increased by:

- challenging staff to consider response options when primary control methods are unable to fully contain an incident.
- testing resiliency and depth, including a mid-exercise transfer of responsibilities and / or by simulating a long-term incident response.
- examination of significant incidents at similar operations and building the exercise from lessons learned.

Following any drill or exercise, a debriefing session will be held with participants to evaluate both the adequacy and effectiveness of the Construction ERP and the exercise itself. As appropriate, lessons learned from these activities will be incorporated into updates to the Construction ERP and design of future exercises and drills.

P1-16 PLAN MAINTENANCE

P1-16.1.1 PLAN OWNER

Woodfibre LNG will designate a Plan Owner who will be responsible to ensure that the Construction ERP:

- is current, accurate, appropriately distributed, and available to all who require access to the plan.
- is appropriate to the hazards and potential emergency scenarios that are probable during construction.

P1-16.1.2 PLAN REVIEW

The Plan Owner will ensure key contacts (especially external) remain up to date by verifying and updating Appendix A Emergency Contacts. The Construction ERP will be reviewed and updated at least semi-annually, or in response to any of the following triggers:

- changes to proposed construction activities that have the potential to result in new hazards and incidents.
- changes to applicable laws and regulations or to industry standards
- any incident that resulted in activation of the Construction ERP or that had the potential to escalate to activation of the Construction ERP
- any exercise or drill of the Construction ERP that resulted in learnings that were not originally addressed in the Construction ERP
- input from employees or contractors as part of Woodfibre LNG's Safety Observation Program
- input from Indigenous Groups, regulators and/or other agencies

Anyone who detects an error in the plan after its revision publication date or becomes aware of any changes to any information has the responsibility to notify the Plan Owner. Changes to the plan can be initiated by forwarding a completed Construction ERP Revision Request Form

P1-16.1.3 PLAN CONSULTATION AND UPDATES

Should a review be conducted under Section P1-16.1.2 identify the need for revision of the Construction ERP, the following process will be followed:

- Editorial revisions to the Construction ERP will be made directly by the Plan Owner and signed off by the HSSE Manager. Editorial revisions include correcting grammatical errors, contact information, typographical errors, and factual errors that do not change the meaning or intent of an instruction or direction.
- Substantive updates that add or change response instructions or affect management of the Construction ERP will be circulated internally for review and approval. Substantive updates of the ERP will be sent to Indigenous Groups and applicable regulatory agencies for a 30-day review period prior to finalization.
- A record of all amendments will be maintained in the Change Log at the front of the Construction ERP. Substantive updates will result in a new version of the Construction ERP. Editorial revisions will result in updating of the current revision number.
- The Plan Owner will distribute updated copies of the Construction ERP to all recipients on the distribution list and verify their receipt. The Construction ERP will be available in both digital and hard copy. Given logistics of distribution and document control, hard copies of Construction ERP will be limited to those areas where it is critical that back up hardcopies be available to emergency response personnel.
- The Plan Owner uses Woodfibre LNG document control processes to ensure that changes are made and recorded in all copies of the ERP, including the copy held by the BCER.

P1-16.1.4 PLAN SUBMISSION TO THE BCER

The BCER must be provided with updated contents of any ERP:

- After any significant changes to site-specific hazards or risks.
- After an emergency response, when it is determined that changes in the plan must be made.
- At least once per year (time between reviews not to exceed 12 months)

The ERP must be submitted to the BCER in both paper and electronic formats. When contents of a plan are changed, the revised pages are mailed to the BCER, and the electronic version of the plan resubmitted with the changes included and noted on the revisions page.

Woodfibre LNG will ensure that an BCER ERP checklist is completed and provided to the BCER along with every ERP update or new ERP submission. The contents of the ERP should be searchable by key word to assist the BCER in quick location of critical information during any incident response.

NOTE: Unless an extension has been requested by Woodfibre LNG in advance of expiry, and granted in writing by the BCER, this plan ceases to be valid one year after the date on which it was compiled or updated.

P1-17 DOCUMENTATION & EVIDENCE DURING / AFTER INCIDENT

Procedures for recording and reporting information during and after an emergency are embedded as part of each responder's checklist found in Appendix C and Appendix D.

All incident-related documents generated by the Incident Management Team are to be given to IC/UC at the conclusion of the incident. All incident-related documents generated by the Management Support Team are to be given to the EOC Director at the conclusion of the incident. Woodfibre LNG will compile and secure records and conduct incident response debriefings in accordance with Investigation procedures.

With every emergency involving a fatality, serious injury, or significant damage to public property, particular care must be exercised to ensure that all evidence is preserved in its original state and the custody transfer is completed appropriately. Evidence will not be distributed until permission is granted and custody transfer specifics have been clarified by Insurance and Legal representatives as well as any other government or regulatory agencies involved.

The Incident Commander will notify the EOC Director to obtain instructions on confidentiality. The EOC Director will consult with the MST Legal Lead regarding potential use of solicitor-client privilege and collection and preservation of evidence throughout the incident and incident investigations.

P1-18 INCIDENT DEBRIEFING

An incident debriefing is to be conducted by the Incident Commander, members of the IMT, and appropriate Woodfibre LNG MST personnel to determine the causal factors and preventative measures required to avoid reoccurrence of the same type of incident. The debrief will also include a review of the activated emergency response plan(s) and identify updates to the plans as required.

The expected outcomes of the examination may include:

- comparing and validating the plan against the actual response
- identifying areas for improving the overall emergency response (e.g., training or procedures)
- Developing a corrective action plan to implement those improvements.

Woodfibre LNG will participate in external incident debriefing sessions and share lessons learned, as appropriate.

P1-19 INCIDENT INVESTIGATION

All incidents are reported to regulators and appropriate external agencies and will be thoroughly investigated to ensure the root causes are identified and corrected.

Woodfibre LNG will designate a lead investigator to conduct incident investigations and may utilize external subject matter experts as needed.

The Incident Reporting and Investigation Form will be distributed at the discretion of the Safety Officer and/or HSSE Manager. An Incident Report and Investigation Form for the appropriate regulatory agencies must also be completed and submitted in a timely manner.

P1-20 RECORD KEEPING

Woodfibre LNG will maintain the following emergency response records:

- Incident records
- Post-Incident Investigations
- Follow-up corrective and preventative actions in response to incidents
- Communication to regulators, Indigenous Groups, emergency response agencies, the public, and the media
- Training plans
- Training records
- Drills and exercise plans
- Drill and exercise documentation
- Drill and exercise debriefing sessions
- Revision and updates of the Construction ERP
- Distribution records of the Construction ERP

Records will be retained in accordance with the Woodfibre Recordkeeping Procedure. All incident-related documentation will be retained for a period of no less than the period mandated by regulators.

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Part 2 – Emergency Response Activation

P2-1 Overview **2**

P2-2 First On Scene **3**

P2-3 Plan Activation **4**

P2-4 Incident Classification **5**

P2-1 OVERVIEW

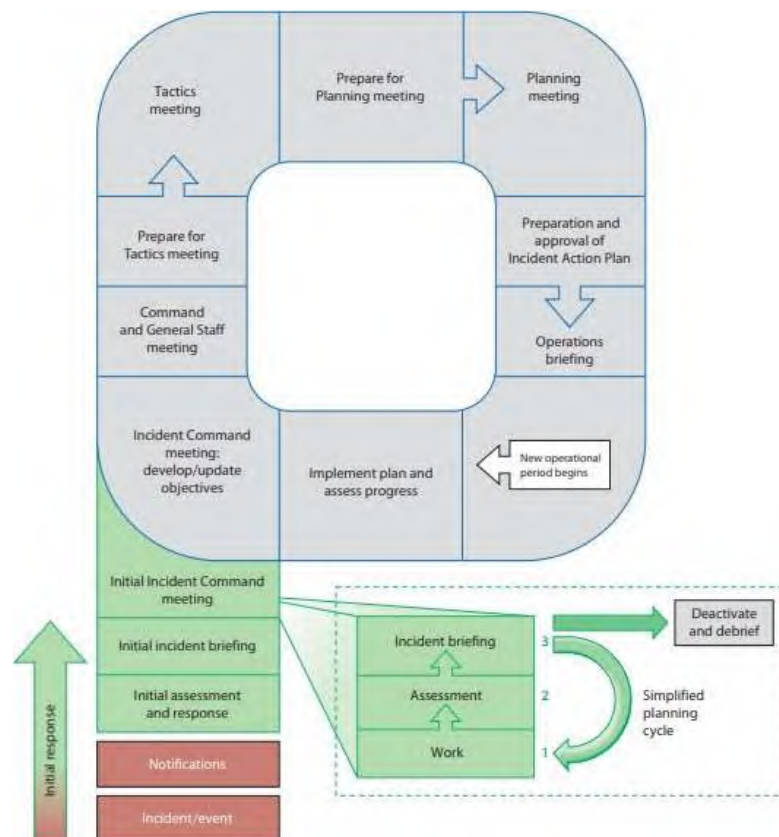
In ICS, the organization and planning process are scaled appropriately to match the size and complexity of the incident response.

Small incidents are managed and directed using a simple iterative process; this involves performing response activities and assessing progress towards achieving the objectives until the response is completed and the incident command is deactivated. The simplified planning process consists of iterative cycles of work, assess and brief that can be thought of as repeating the foundational steps of the leg of the ICS 'Planning P,' known as the Simplified Planning Cycle, depicted in Figure 7: Simplified Planning Cycle.

The start of any incident response begins with those already on-scene or sent to a potential incident scene. For those first on the scene, focus on personal safety isolation of the area to protect others and emergency notification over the radio and to the designated Incident Commander.

The response begins with the Construction ERP Activation Process (Table 3).

Figure 8: Simplified Planning Cycle⁵



⁵ Source: IPIECA: Incident Management System for the oil and gas industry, August 2014

Following the seven steps in the Construction ERP Activation Process listed in Table 3, initial actions are completed. These are followed by internal and external notifications (see P3-1 Internal Notification and P3-2 Notification of and Reporting to External Agencies. The Incident Commander determines the Emergency Level (see P2-4 Incident Classification.

The Incident Commander and those assigned response roles follow IMT Position Checklists (Appendix C) and refer to Incident Specific Guidelines (Appendix F). The Incident Commander develops / updates Incident Objectives and manages the response by those objectives. The Incident Briefing Form (ICS-201) is completed and functions as the initial Incident Action Plan. The ICS-201 is updated and supplemented with additional information, as required.

Many incidents can be managed to completion within this iterative ‘Stem of the P’ process. The Incident Commander can continue to manage the incident using the ICS-201 and take the necessary steps to prepare to move into the ICS Operations Planning Cycle later, if necessary.

Moving into the ICS Operations Planning Cycle too early can result in a poorly written Incident Action Plan (IAP) and may hinder safe and efficient operations. This Incident Command (IC/UC) meeting is a critical pause between the stem and the circle part of the “P.” Any move out of the Simplified Planning Cycle is a conscious decision that must be made by Command. To aid in making this decision, the Command needs to answer a few questions:

- Is the duration longer or is it too complex to be managed within the Simplified Planning Cycle?
- Is the incident stable enough to move into the ICS Operations Planning Cycle process?
- As an IMT, are we ready to move into the ICS Operations Planning Cycle process?
- Do we have a handle on our resource status and situation status?
- Is the IMT adequately staffed and equipped to go into ICS Operations Planning Cycle process?

Once command answers these questions and the team is ready, they can move forward into the ICS Operations Planning Cycle process. But if Command determines they do not need to (or are not ready to) the Incident Commander will continue to manage the response in the Simplified Planning Cycle.

P2-2 FIRST ON SCENE

The role of personnel who are “first on scene” at an incident is:

Safety	Protect yourself and warn others
Isolate	Secure the hazardous area
Notify	Your supervisor and the designated Incident Commander

Follow the Construction ERP Activation Process in Table 3.

P2-3 PLAN ACTIVATION

This Construction ERP may be activated by the designated Incident Commander or delegated representative who has direct responsibility of the Site. The Incident Commander will mobilize other emergency support personnel as appropriate, who will investigate further to determine required actions. Follow Steps 3 and 4 of the Construction ERP Activation Process and Incident Command role checklist (Table 3).

Table 3: Construction ERP Activation Process

1 SAFETY	<ul style="list-style-type: none"> Protect yourself. Warn others. All should stop work. Go to safe Muster Area immediately and conduct head count
2 ISOLATE	<ul style="list-style-type: none"> Secure the hazardous area – Isolate and Deny Entry Prevent others from entering the area
3 NOTIFY	<ul style="list-style-type: none"> Radio Channel 1: “EMERGENCY-EMERGENCY-EMERGENCY” Notify your supervisor and confirm on-site medic and/or site ERT is dispatched. Notify the designated Incident Commander
4 ACTIVATE. ERP	<ul style="list-style-type: none"> Designated Incident Commander or designate assumes role of Incident Commander and evaluates the situation, current impacts, and potential risks. Use the Incident Classification Matrix. Is this an emergency? <ul style="list-style-type: none"> No – be prepared to activate the plan if the situation changes. Yes – activate Construction ERP and communicate to others that ERP is activated. Unsure – activate Construction ERP and communicate that ERP is activated. Incident Commander declares “THE CONSTRUCTION ERP IS ACTIVATED.” Declare and communicate the Emergency Level classification. Incident Command (IC/UC) mobilizes resources and establishes Command Post Incident Commander (or Deputy IC) notifies EOC Director of Emergency Level Incident Command (IC/UC) ensures appropriate resources and Support Services are in place. Process and expedite approval to retain and mobilize resources and Support Services.
5 SCENE SIZE UP	<ul style="list-style-type: none"> Conduct a rapid 360 assessment of the scene and its surroundings. Identify hazards, assess risks & ensure your own personal safety. Gain situation awareness, mechanism of injury, number of casualties. Maintain control of all direct reports and keep in communications with your ICS supervisor
6 RESPOND	<ul style="list-style-type: none"> Only respond if is safe and if you are trained for the situation, otherwise wait for help. When safety is assured, take immediate actions to gain control, or contain incident, rescue, etc., following safe work procedures. Spill: use Emergency Spill Kits, contain spill as close to the source as safe and practically possible Ensure compliance with all safety practices, including donning appropriate PPE. Maintain situational awareness, observing changing conditions and hazards. Communicate with your ICS supervisor every 10 minutes or as needed. Use brief C.A.N. Reporting (Condition, Actions, Needs)
7 FIRST AID	<ul style="list-style-type: none"> As required, follow the site first aid protocol (Triage, Treat, Transport)
REASSESS	<ul style="list-style-type: none"> Continually assess hazards and adjust objectives/ strategy / tactics as needed

P2-4 INCIDENT CLASSIFICATION

Incident levels range from Level 1 to Level 3, with Level 3 being the highest. Incident levels are based on the current consequences and the probability of an escalation in severity.

The classification of an incident is determined for each event or circumstance by identifying the probability of escalation or control of the event or circumstance at the time it is discovered using the Incident Classification Matrix. Adjustment to the level of incident may be required as more information becomes available or the incident.

The Incident Classification Matrix (Table 4) is to be used to determine the level of all incidents.

P2-4.1.1 HOW TO USE THE INCIDENT CLASSIFICATION MATRIX

Step 1 – Consequence Ranking – begin at the highest consequence ranking, read the descriptions, and check off the first one that best matches the situation. Though there can be multiple checks, only the highest ranked item is used when calculating the incident level.

Step 2 – Probability – The probability level is the likelihood that an incident can escalate in severity. Select the best choice based on what you know about the incident at the outset. Initial probability ranking is a measure of control and is reassessed continually throughout the duration of the incident.

Step 3 – Emergency Level – Add Consequence and Probability rankings to determine Emergency Level.

CONSEQUENCE + PROBABILITY = EMERGENCY LEVEL

NOTE: Woodfibre LNG incident classification matrix is designed for this construction project. Therefore, it is slightly different than that used by the BCER. While this has been reviewed and accepted by the BCER, Woodfibre LNG is providing the link (below) to the BCER document for responders to reference when communicating with the BCER throughout an incident. This inclusion mitigates the potential for miscommunication between the two parties.

<https://www.bc-er.ca/files/operations-documentation/Emergency-Response-and-Safety/incident-classification-matrix-march-release-2019.pdf>

P2-4.1.2 DECLARING AND COMMUNICATING THE EMERGENCY LEVEL

The **Incident Commander** sizes up the situation, assessing current impacts & the potential for escalation in severity. The Incident Commander uses the Incident Classification Matrix, then declares and communicates the Emergency Level classification to the rest of the team (IMT) and the EOC Director (Woodfibre LNG MST).

The Incident Commander appoints and holds the **Liaison Officer** responsible for external emergency notifications and ongoing liaison with assisting and cooperating agency representatives. The Liaison Office obtains support from the Woodfibre LNG Management Support Team (MST) as defined in Appendix C & D checklists. Before notifying EMCR and BCER, the Liaison Officer will refer to the additional guidance material immediately following this Liaison Officer position checklist (Appendix C) for spill reporting details and clarification regarding BCER emergency level communication as there are subtle differences in the consequence wording compared to Schedule D of the BCER Emergency Management Regulation.

Once the situation improves, the decision to downgrade a Level 1, 2 or 3 Emergency is made the Incident Commander / UC in consultation with the BCER and EMCR. All agencies notified must be kept informed of the status of an emergency, including notification that the emergency has been downgraded or concluded.

P2-4.1.3 WOODFIBRE LNG INCIDENT CLASSIFICATION MATRIX

Table 4: Incident Classification Matrix

STEP 1 - CONSEQUENCE RANKING		STEP 2 - PROBABILITY	
Rank	Any <u>one</u> of the following:	Rank	Any <u>one</u> of the following:
4	<input type="checkbox"/> Fatality <input type="checkbox"/> Reportable liquid spill or gas release to the environment that is uncontained and impacting water or sensitive terrain. <input type="checkbox"/> Magnitude 4.0 or greater earthquake, wildfire <input type="checkbox"/> Major equipment or infrastructure loss – operations shutdown <input type="checkbox"/> Major act of violence, sabotage, or terrorism which impacts Woodfibre LNG assets or public safety	4	<input type="checkbox"/> The incident is uncontrolled and there is little chance that the hazard will be under control in the near term. Significant external assistance required to remedy the situation
3	<input type="checkbox"/> Workers require off-site medical treatment. Serious or multiple injuries <input type="checkbox"/> Off-site reportable liquid spill or gas release that is not contained or potentially affecting public safety, environment, or property. <input type="checkbox"/> Moderate equipment or infrastructure loss, major on-site equipment failure - no operations shutdown <input type="checkbox"/> Threats of violence, sabotage, or terrorism	3	<input type="checkbox"/> Imminent and/or intermittent control of the incident is possible. Capability of using internal and/or external resources to manage and bring the hazard under control in the near term
2	<input type="checkbox"/> Workers require off-site medical treatment. <input type="checkbox"/> Off-site reportable liquid spill or gas release that is contained. <input type="checkbox"/> On-site reportable liquid spill or gas release that is not contained. <input type="checkbox"/> Minor equipment or infrastructure loss, minor on-site equipment failure <input type="checkbox"/> A security breach that has potential to impact people, property, or the environment	2	<input type="checkbox"/> Control of the incident may have deteriorated but imminent control of the hazard is probable. It is unlikely that the incident will further escalate.
1	<input type="checkbox"/> Workers require off-site medical treatment. <input type="checkbox"/> On-site reportable liquid spill or gas release that is contained. <input type="checkbox"/> A security breach that impacts construction activities permitted by BCER	1	<input type="checkbox"/> The incident is contained or controlled, and it is unlikely that the incident will escalate. There is no chance of additional hazards.
STEP 3- DETERMINE EMERGENCY LEVEL			
Add your Consequence and Probability ranking to determine Emergency Level		Total Consequence + Probability	EMERGENCY LEVEL
		1 or 2	Alert
		3 or 4	Level 1 Emergency
		5 or 6	Level 2 Emergency
		7 or 8	Level 3 Emergency

Part 3 - Internal & External Communication

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P3-2 Notification of and Reporting to External Agencies	3
P3-3 External Notification Matrix.....	6
P3-4 External Notification – For Any Declared Emergency	7
P3-5 External Notifications - Based On Event Type	8
P3-6 Government Agency Role and Responsibilities	28

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P3-1 INTERNAL NOTIFICATION

The designated Incident Commander must be notified of all incidents and the Woodfibre LNG EOC Director must be notified of any declared emergency level during the construction project.

When IC/UC decides to activate the Construction ERP, others are notified using the Emergency Notification Flowchart. Figure 8 illustrates the flow for internal notification of incidents.

Appendix A includes the personnel names and contact information of personnel that would fill the functional response roles. This information has been removed from the manual following the requirements of the provincial privacy legislation. The information is provided on a controlled basis within the confidential Appendix A of this manual.

P3-2 NOTIFICATION OF AND REPORTING TO EXTERNAL AGENCIES

Woodfibre LNG will report incidents to regulatory agencies in accordance with applicable regulatory requirements. The Liaison Officer is responsible to ensure appropriate agencies are promptly notified and may obtain support from Assistants and/or the Woodfibre Management Support Team. All communication with regulatory agencies will be documented.

Figure 9 illustrates the external notification for any declared emergency during the construction project (Level 1 Level 2 or Level 3) as well as notifications required based on event type. This is followed by detailed written instructions for notification of regulatory agencies by the type of incident. More than one event type may occur during a single incident so multiple reporting requirements may apply. Refer to Appendix A for agency contact numbers.

The Liaison Officer is the point of contact for ongoing communications with representatives from any co-operating and assisting agencies. The Woodfibre LNG Management Support Team (MST) supports the designated Liaison Officer, assisting with notification, ongoing communication, and follow-up reporting to Indigenous Groups and federal, provincial, and local agencies.

Details regarding reporting requirements are outlined in P3-3, P3-4, and P3-5 and within IMT and MST position checklists.

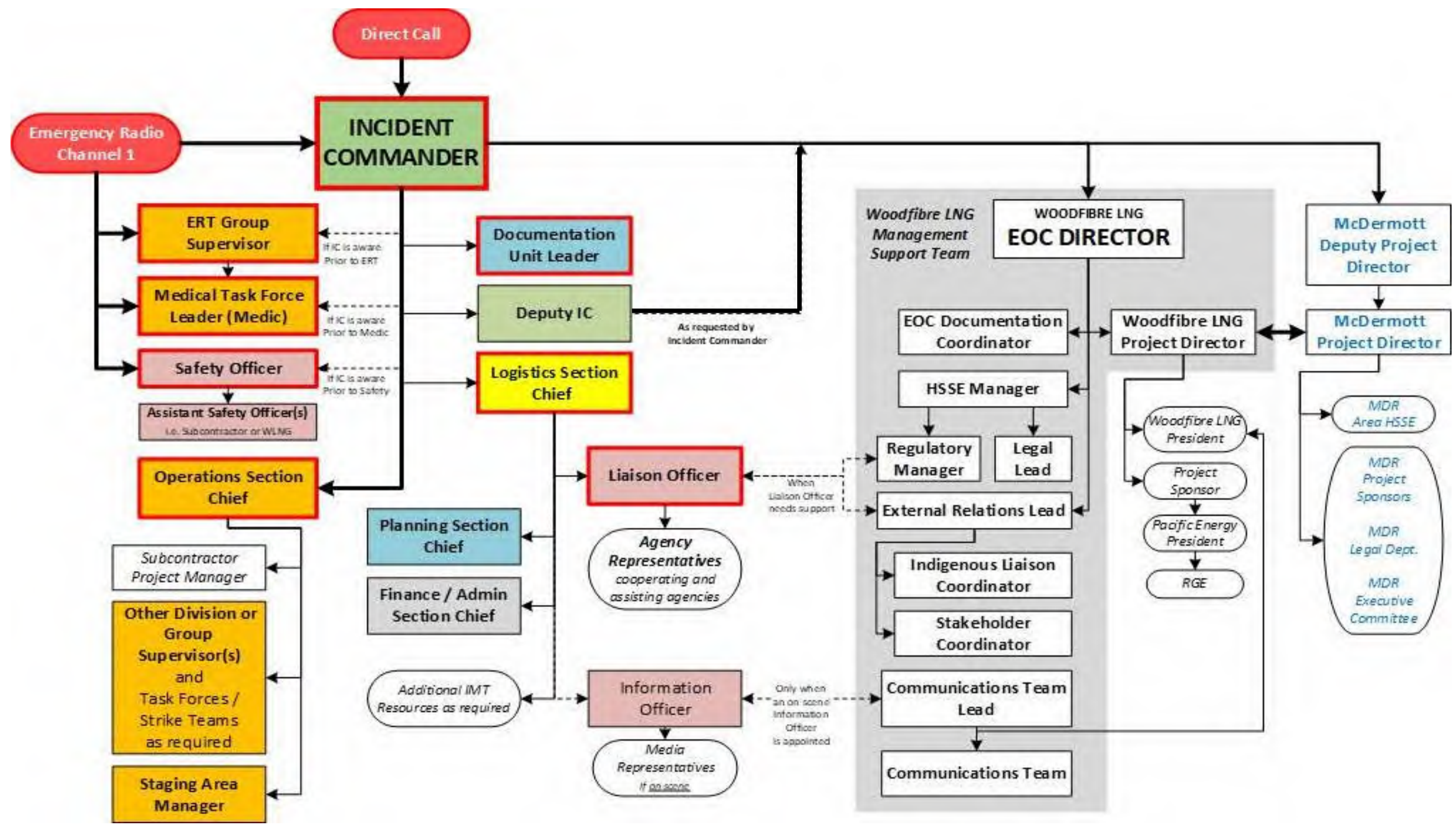
P3-2.1.1 IMMEDIATE REPORTING

When immediate reporting is required by law, failure to notify regulatory agencies immediately is a breach of the law. Example: Failure to immediately notify WorkSafeBC will be considered a breach of section 172 of the *Workers Compensation Act*. Immediate reporting means as soon as possible after taking immediate actions to address the hazard and at maximum within the hour.

Reporting should be done as part of the response process at the time of the incident. In responding to the incident, first ensure that the immediate hazards to people and the environment are addressed, ensure first aid and medical treatment, and then notify the appropriate agency.

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Figure 9: Internal Incident Notification Flowchart



P3-3 EXTERNAL NOTIFICATION MATRIX

Figure 10: External Notification Matrix

EXTERNAL NOTIFICATION MATRIX																									
Designated Liaison Officer is responsible for agency contacts and is supported by Assistants and/or the Woodfibre LNG Management Support Team																									
EVENT TYPE	AGENCY OR RESOURCE																								
	First Responders					Priority Agency Contacts										Additional Agency Contacts									
	BC Ambulance Service via 9-1-1	Royal Canadian Mounted Police via 9-1-1	Local Fire Department via 9-1-1	BC Wildlife Service 1-800-663-5555	WorkSafe BC	Emergency Management and Climate Readiness	Marine Coast Guard - Regional Operations Centre	BCER - BC Energy Regulator	SN - Squamish Nation	Tsleil-Waututh First Nation	VCH - District of Squamish	MOE - BC Ministry of Environment and Climate Change	TSB - Transportation Safety Board of Canada	ECCC - Environment and Climate Change	DFO - Department of Fisheries and Oceans Canada	FNHA - First Nations Health Authority	Joint Rescue Coordination Centre - Marine Search & Rescue	Technical Safety BC	CANUTEC	SLRD - Squamish-Lillooet Regional District					
Any declared Emergency: Level 1, Level 2, Level 3				✓		✓	✓	✓	✓																
AGENCY NOTIFICATION BASED ON TYPE OF INCIDENT																									
When contacting agencies be clear as to whether the call is for the purpose of awareness or for the purpose of																									
Medical Injury / Fatality	✓	•				✓	•								•										
Hazardous Substance release, serious threat/risk to worker						✓	•							•											
Spill / Release of a Regulated Substance on Land						•	✓				✓	✓	✓	✓	✓	✓									
Spill / Release of a Regulated Substance into Freshwater						•	✓				✓	✓	✓	✓	✓	✓									
Spill /Release/Pollution into the Marine Environment						•	✓	✓	•	✓	✓	✓	✓	✓	✓	✓									
Fire - not on-site e.g., at Darrell Bay			✓			•																			
Fire / Explosion - On-Site				•		✓	✓			✓	•	•	✓												
Wildfire				✓		•					•	•	•												
Worksite Evacuation						•	✓	•	✓	✓	•	•	•												
Structural failure or collapse						✓																			
Land Vehicle - In water (marine environment)		•				•	✓	✓	•	•	✓	✓	✓	✓	✓	✓									
Downed or Missing Aircraft		✓							•																
Electrical Incident		•				•																			
Marine Incident								•	✓																
Marine Accident / Occurrence		•						•	✓																
Diving Emergency		✓				✓		•	✓																
Lost Worker - Search and Rescue		✓																							
Security Incidents		✓						•		•															
Henriette Lake Dam issue or incident							✓		•	✓	✓		✓												
Incident with equipment/systems under Safety Standards Act						•																			

See ERP Section P3-4 and P3-5 for notification details and Appendix A for Agency Contacts.
If in doubt whether a particular agency should be notified, make the notification.

LEGEND

✓ Required

• Recommended based on event

Medivac: Marine Communications and Traffic Services (MCTS) should be notified.

Security: Notification to the BCER is not required in all security incidents. However, BCER requires notification of security incidents that impact activities that BCER permits.

Spill from a Marine Vessel: The Polluter (Vessel Master or Owner) needs to make all required notifications and direct response. However, if the vessel is associated with the Construction Project conduct courtesy notifications to ensure that all agencies are aware.

P3-4 EXTERNAL NOTIFICATION – FOR ANY DECLARED EMERGENCY

□ Emergency Management and Climate Readiness (EMCR) & BC Energy Regulator (BCER)

Contact the BC Energy Regulator (BCER) immediately ⁶ by calling Emergency Management and Climate Readiness. EMCR will notify BCER and other agencies, local authorities having jurisdiction, indigenous groups. BCER staff will enter initial incident information and follow up with you to obtain more information.

- BCER must be notified as soon as possible of any change to emergency status.
- The Incident Commander must consult with the BCER for downgrading emergency level or the stand-down of an incident.
- BCER Form D: Post Incident Report Form must be submitted for any Level 1, 2 or 3 emergency incident – within 60 days.

Minor incidents which do not meet BCER Emergency Level 1, 2, or 3 classifications, must be to the BCER within 24 hours using the BCER Online Minor Incident Reporting System. If the minor incident involves a spill, EMCR must be called immediately for a DGIR number to be assigned.

NOTE: Woodfibre LNG incident classification matrix is designed for this construction project. Therefore, it is slightly different than that used by the BCER. While this has been reviewed and accepted by the BCER. Woodfibre LNG is providing the link (below) to the BCER document for responders to reference when communicating with the BCER throughout an incident. This inclusion mitigates the potential for miscommunication between the two parties.

<https://www.bc-er.ca/files/operations-documentation/Emergency-Response-and-Safety/incident-classification-matrix-march-release-2019.pdf>

□ Squamish Nation (SN)

Contact Squamish Nation as soon as possible after any immediate actions are taken to ensure safety and minimize immediate environmental impacts. SN staff will take an active role in responding to incidents in Squamish Traditional territory, including ensuring the protection of important cultural, spiritual, environmental, and economic values, both spatial and non-spatial, during incident response. SN will work together with all agencies through incident response and post-incident management.

□ Tsleil-Waututh Nation (TWN)

Contact Tsleil-Waututh Nation as soon as possible after any immediate actions are taken to ensure safety and minimize immediate environmental and cultural impacts. TWN has a range of capabilities, training, and equipment to respond in TWN territory.

□ District of Squamish

The site is within local government municipal boundaries and therefore is included in immediate notification for every declared emergency during the construction project emergency. DoS is the Local Authority with mandate, responsibility for public and property safety. Represents local interests and supports coordination of local government response and resources.

□ Notify other indigenous groups based on event type, location, and communication protocol.

□ Notify and update other agencies based on event type. (See Section P3-5)

⁶ BCER defines immediately as within one hour.

P3-5 EXTERNAL NOTIFICATIONS - BASED ON EVENT TYPE

P3-5.1.1 MEDICAL INJURY / FATALITY

- ☐ **BC Ambulance Service** by calling 9-1-1.

- ☐ **WorkSafe BC**

Immediately notify WorkSafe BC if a worker is seriously injured or killed on the job.

WorkSafeBC defines a serious injury as any injury that can reasonably be expected at the time of the incident to endanger life or cause permanent injury. Injuries that require a critical intervention such as CPR, artificial ventilation or control of hemorrhaging or treatment beyond First Aid, such as the intervention of Emergency Health Services personnel (e.g., transportation to further medical attention), a physician and subsequent surgery, or admittance to an intensive care unit should be considered "serious injuries."

Serious injuries also include both traumatic injuries that are life threatening or that result in a loss of consciousness, and incidents such as chemical exposures, heat stress, and cold stress which are likely to result in a life-threatening condition or cause permanent injury or significant physical impairment. Traumatic injuries that should be considered "serious injuries" include Major fractures or crush injuries.

- NOTE: Filing out a WorkSafeBC Form 7 will not satisfy the obligation to immediately report a serious injury or fatality. Failure to immediately notify WorkSafeBC of a serious injury or fatality will be considered a breach of section 68 of the Act and may result in an administrative penalty.

- ☐ **RCMP**

In the event of a fatality, notify RCMP via 9-1-1 and request that the RCMP contact the BC Coroners Service.

- ☐ **For any Medivac and/or if injury is part of a marine vessel or diving incident, notify Canadian Coast Guard Marine Communications and Traffic Services**

- ☐ **Health Emergency Management BC**

Contact Health Emergency Management BC if:

- a) if support or liaison to the Vancouver Coastal Health Authority is required
- b) the health and safety of human population is impacted
- c) There is mass casualty that would cause an influx of admission into hospital sites.

☐ **WorkSafe BC**

If the release threatens worker health, immediately notify WorkSafe BC

For WorkSafeBC, it does not the quantity or the peculiar nature of the release, but more importantly, the seriousness of the risk to the health of workers. Factors that determine the seriousness of the risk include the degree of preparedness of the employer to respond to the release, the necessity of working near the release, the atmospheric conditions at the time of the release and the nature of the substance.

☐ **Emergency Management and Climate Readiness (EMCR) & BC Energy Regulator (BCER) & BC Ministry of Environment and Climate Change Strategies (MOE)**

Contact EMCR (to notify BCER and MOE) immediately (within 1 hour) for any spill that enters, or is likely to enter, a body of water, or the quantity of the substance spilled is, or is likely to be, equal to or greater than the listed quantity for the listed substance (BC Spill Reporting Regulation)

☐ **Vancouver Coastal Health**

If there is a release of regulated or hazardous substances on land, in fresh water, in marine environments, and/or atmosphere, contact Vancouver Coastal Health.

- Mandatory reporting of health hazards as per Section 11 of the Public Health Act:

If a prescribed person becomes aware that a prescribed health hazard exists or may exist, the person must promptly report the following information, to the extent of his or her knowledge, to a prescribed person:

- a) the nature of the health hazard, including its location and cause or source.*
- b) the identity of persons involved in causing or responding to the health hazard.*
- c) the persons who may be adversely affected by the health hazard.*
- d) prescribed information.*
- e) any other relevant information requested by the person to whom the report is made.*

☐ **Environment and Climate Change Canada (ECCC)**

If the substance falls under the substances on the list established in Schedule 1 under the Environmental Emergency Regulation, contact Environment and Climate Change Canada (ECCC) by calling the National Environmental Emergencies Centre.

☐ **CANUTEC**

For advice about handling procedures for hazardous material releases. Examples of the information CANUTEC can provide include dangerous goods' properties and how they may interact with other substances; fire, explosion, spill, and leak mitigation techniques; health hazards and first aid measures after exposure; actions to protect people, property, and the environment – such as evacuation distances; and the type of clothing or equipment that can protect first responders and how to decontaminate equipment.

☐ **Emergency Management and Climate Readiness (EMCR) & BC Energy Regulator (BCER) & BC Ministry of Environment and Climate Change Strategies (MOE)**

Contact EMCR (to notify BCER and MOE) immediately (within 1 hour) for any spill that is likely to be, equal to or greater than the listed quantity for the listed substance (BC Spill Reporting Regulation) or enters, or is likely to enter, a body of water.

The MOE is responsible for coordinating a provincial response to spills of hazardous materials and incidents impacting the land / freshwater environment and providing oversight to ensure proper cleanup. By agreement the MOE will notify the following two federal agencies: Environment and Climate Change Canada (ECCC) and Fisheries and Oceans Canada (DFO). Even though EMCR and MOE have stated that they will notify others, Woodfibre LNG still has a responsibility to report directly to all applicable agencies.

☐ **WorkSafe BC**

If the release threatens worker health, immediately notify WorkSafe BC

For WorkSafeBC, it does not the quantity or the peculiar nature of the release, but more importantly, the seriousness of the risk to the health of workers. Factors that determine the seriousness of the risk include the degree of preparedness of the employer to respond to the release, the necessity of working near the release, the atmospheric conditions at the time of the release and the nature of the substance.

☐ **Environment and Climate Change Canada (ECCC)**

If the substance falls under the substances on the list established in Schedule 1 under the Environmental Emergency Regulation, contact Environment and Climate Change Canada (ECCC) by calling the National Environmental Emergencies Centre.

☐ **Squamish Nation (SN)**

Contact Squamish Nation as soon as possible after any immediate actions are taken to ensure safety and minimize immediate environmental impacts. SN staff will take an active role in responding to incidents in Squamish Traditional territory, including ensuring the protection of important cultural, spiritual, environmental, and economic values, both spatial and non-spatial, during incident response. SN will work together with all agencies through incident response and post-incident management.

☐ **Tsleil-Waututh Nation (TWN)**

Contact Tsleil-Waututh Nation as soon as possible after any immediate actions are taken to ensure safety or cultural environmental, and economic impacts. TWN has a range of capabilities, training, and equipment to respond to incidents occurring in TWN territory.

☐ **District of Squamish**

The site is within local government municipal boundaries and therefore must include immediate notification for most incidents. DoS is the Local Authority with mandate, responsibility for public and property safety. Represents local interests and supports coordination of local government response and resources. Note: DoS is responsible for management of public spaces near beaches and waterfront areas in District of Squamish jurisdiction.

☐ **Vancouver Coastal Health**

If there is a release of regulated or hazardous substances on land, in fresh water, in marine environments, and/or atmosphere, contact Vancouver Coastal Health.

- Mandatory reporting of health hazards as per Section 11 of the Public Health Act:

If a prescribed person becomes aware that a prescribed health hazard exists or may exist, the person must promptly report the following information, to the extent of his or her knowledge, to a prescribed person:

- a) the nature of the health hazard, including its location and cause or source.*
- b) the identity of persons involved in causing or responding to the health hazard.*
- c) the persons who may be adversely affected by the health hazard.*
- d) prescribed information.*
- e) any other relevant information requested by the person to whom the report is made.*

☐ **Health Emergency Management BC**

Contact Health Emergency Management BC if:

- a) if support or liaison to the Vancouver Coastal Health Authority is required
- b) the health and safety of human population is impacted
- c) There is mass casualty that would cause an influx of admission into hospital sites.

☐ **Notify other indigenous groups** based on event type, location, and communication protocol.

☐ **CANUTEC**

For advice about handling procedures for hazardous material releases. Examples of the information CANUTEC can provide include dangerous goods' properties and how they may interact with other substances; fire, explosion, spill, and leak mitigation techniques; health hazards and first aid measures after exposure; actions to protect people, property, and the environment – such as evacuation distances; and the type of clothing or equipment that can protect first responders and how to decontaminate equipment.

☐ **Emergency Management and Climate Readiness (EMCR) & BC Energy Regulator (BCER) & BC Ministry of Environment and Climate Change Strategies (MOE)**

Contact EMCR (to notify BCER and MOE) immediately (within 1 hour) for any quantity of regulated substance (BC Spill Reporting Regulation) enters, or is likely to enter, a body of water.

- The MOE is responsible for coordinating a provincial response to spills of hazardous materials and incidents impacting the land / freshwater environment and providing oversight to ensure proper cleanup. In the field, assessment, advice, and direction is provided by the MOE Environmental Emergency Response Officers (EEROs).
 - By agreement the MOE will notify the following two federal agencies: Environment and Climate Change Canada (ECCC) and Fisheries and Oceans Canada (DFO). Even though EMCR and MOE have stated that they will notify others, Woodfibre LNG still has a responsibility to report directly to all applicable agencies.

☐ **WorkSafe BC**

If the release threatens worker health, immediately notify WorkSafe BC

For WorkSafeBC, it does not the quantity or the peculiar nature of the release, but more importantly, the seriousness of the risk to the health of workers. Factors that determine the seriousness of the risk include the degree of preparedness of the employer to respond to the release, the necessity of working near the release, the atmospheric conditions at the time of the release and the nature of the substance.

☐ **Environment and Climate Change Canada (ECCC) and Fisheries and Oceans Canada (DFO)**

Contact the National Environmental Emergencies Centre to notify both Environment and Climate Change Canada (ECCC) and Fisheries and Oceans Canada (DFO), Violations and Reporting.

☐ **Squamish Nation (SN)**

Contact Squamish Nation as soon as possible after any immediate actions are taken to ensure safety and minimize immediate environmental impacts. SN staff will take an active role in responding to incidents in Squamish Traditional territory, including ensuring the protection of important cultural, spiritual, environmental, and economic values, both spatial and non-spatial, during incident response. SN will work together with all agencies through incident response and post-incident management.

☐ **Tsleil-Waututh Nation (TWN)**

Contact Tsleil-Waututh Nation as soon as possible after any immediate actions are taken to ensure safety and minimize cultural environmental, and economic impacts. TWN has a range of capabilities, training, and equipment to respond to incidents occurring in TWN territory.

☐ **District of Squamish**

The site is within local government municipal boundaries and therefore must include immediate notification for most incidents. DoS is the Local Authority with mandate, responsibility for public and property safety. Represents local interests and supports coordination of local government response and resources. Note: DoS is responsible for management of public spaces near beaches and waterfront areas in District of Squamish jurisdiction.

☐ **Vancouver Coastal Health**

If there is a release of regulated or hazardous substances on land, in fresh water, in marine environments, and/or atmosphere, contact Vancouver Coastal Health.

- Mandatory reporting of health hazards as per Section 11 of the Public Health Act:

If a prescribed person becomes aware that a prescribed health hazard exists or may exist, the person must promptly report the following information, to the extent of his or her knowledge, to a prescribed person:

- a) the nature of the health hazard, including its location and cause or source.*
- b) the identity of persons involved in causing or responding to the health hazard.*
- c) the persons who may be adversely affected by the health hazard.*
- d) prescribed information.*
- e) any other relevant information requested by the person to whom the report is made.*

☐ **Health Emergency Management BC**

Contact Health Emergency Management BC if:

- a) if support or liaison to the Vancouver Coastal Health Authority is required
- b) the health and safety of human population is impacted
- c) There is mass casualty that would cause an influx of admission into hospital sites.

☐ **Notify other indigenous groups** based on event type, location, and communication protocol.

☐ **CANUTEC**

For advice about handling procedures for hazardous material releases. Examples of the information CANUTEC can provide include dangerous goods' properties and how they may interact with other substances; fire, explosion, spill, and leak mitigation techniques; health hazards and first aid measures after exposure; actions to protect people, property, and the environment – such as evacuation distances; and the type of clothing or equipment that can protect first responders and how to decontaminate equipment.

NOTE: *If the spill is from a Vessel the Polluter (Vessel Master or Owner) need to make all required notifications. However, if the Vessel is associated with the Construction Project conduct courtesy notifications to ensure that all agencies are aware.*

❑ **Canadian Coast Guard Regional Operations Centre (ROC)**

If there is any marine pollution, such as a spill of oil, garbage, sewage, or other pollutants into the marine environment, contact the Canadian Coast Guard Regional Operations Centre (ROC) or alternately the nearest Marine Communications and Traffic Services (MCTS) centre with the highest possible priority and using the quickest means available. Your call will be recorded. When calling in a spill report, you will need to provide your name and your telephone number, location of the spill and the quantity of the spill, type of product spilled and the on-scene weather.

The ROC will send the Pollution Report to EMCR Emergency Coordination Centre, which in turn sends notifications according to their distribution list, which includes provincial, First Nation and local government contacts in the response area.

The ROC will notify Environment and Climate Change Canada (ECCC) and Fisheries and Oceans Canada (DFO). The Canadian Coast Guard ROC will create a calendar invitation for a Coordination Call and distribute it using the same email distribution list as the pollution reports. These distribution lists notify EMCR, federal, First Nation, local governments, response organization and private sector participants. Emergency Management BC will forward the invitation to First Nations and provincial and local governments. Although Canadian Coast Guard have stated that they will notify others, Woodfibre LNG still has a responsibility to report directly to all applicable agencies.

Any ship-source release of dangerous goods or hazardous noxious substances into the marine environment should be reported to the Canadian Transport Emergency Centre (CANUTEC) 1-888-CAN-UTEC (226-8832)

❑ **Emergency Management and Climate Readiness (EMCR) & BC Energy Regulator (BCER) & BC Ministry of Environment and Climate Change Strategies (MOE)**

Contact EMCR (to notify BCER and MOE) immediately (within 1 hour) for **any quantity of regulated substance** (BC Spill Reporting Regulation) enters, or is likely to enter, a body of water.

The MOE is responsible for coordinating a provincial response to spills of hazardous materials and incidents impacting the land / freshwater environment and providing oversight to ensure proper cleanup. In the field, assessment, advice, and direction is provided by the MOE Environmental Emergency Response Officers (EEROs). By agreement the MOE will notify the following two federal agencies: Environment and Climate Change Canada (ECCC) and Fisheries and Oceans Canada (DFO). Even though EMCR and MOE have stated that they will notify others, Woodfibre LNG still has a responsibility to report directly to all applicable agencies.

❑ **Environment and Climate Change Canada (ECCC) and Fisheries and Oceans Canada (DFO)**

Contact CCG ROC or National Environmental Emergencies Centre to notify both Environment and Climate Change Canada (ECCC) and Fisheries and Oceans Canada (DFO), Violations.

The ECCC will also notify key external partners on environmental emergencies, including First Nations; convene meetings between key subject matter experts to develop consensus-based advice for unified command and provides subject matter experts and technical specialists i.e., Shoreline Clean-up Assessment Technique (SCAT). In the event of a marine pollution incident, DFO is responsible for providing advice and recommendations to the ECCC for the protection of fish, fish habitat, species at risk.

☐ **WorkSafe BC**

If the release threatens worker health, immediately notify WorkSafe BC. For WorkSafeBC, it does not the quantity or the peculiar nature of the release, but more importantly, the seriousness of the risk to the health of workers. Factors that determine the seriousness of the risk include the degree of preparedness of the employer to respond to the release, the necessity of working near the release, the atmospheric conditions at the time of the release and the nature of the substance.

☐ **Squamish Nation (SN)**

Contact Squamish Nation as soon as possible after any immediate actions are taken to ensure safety and minimize immediate environmental impacts. SN staff will take an active role in responding to incidents in Squamish Traditional territory, including ensuring the protection of important cultural, spiritual, environmental, and economic values, both spatial and non-spatial, during incident response.

☐ **Tsleil-Waututh Nation (TWN)**

Contact Tsleil-Waututh Nation as soon as possible after any immediate actions are taken to ensure safety and environmental, cultural, and economic impacts. TWN has a range of capabilities, training, and equipment to respond to incidents occurring in TWN territory.

☐ **District of Squamish**

The site is within local government municipal boundaries and therefore must include immediate notification for most incidents. DoS is the Local Authority with mandate, responsibility for public and property safety. Represents local interests and supports coordination of local government response and resources.

☐ **Vancouver Coastal Health**

If there is a release of regulated or hazardous substances on land, in fresh water, in marine environments, and/or atmosphere, contact Vancouver Coastal Health. Mandatory reporting of health hazards as per Section 11 of the Public Health Act:

If a prescribed person becomes aware that a prescribed health hazard exists or may exist, the person must promptly report the following information, to the extent of his or her knowledge, to a prescribed person:

- a) the nature of the health hazard, including its location and cause or source.*
- b) the identity of persons involved in causing or responding to the health hazard.*
- c) the persons who may be adversely affected by the health hazard.*
- d) prescribed information.*
- e) any other relevant information requested by the person to whom the report is made.*

☐ **Health Emergency Management BC**

Contact Health Emergency Management BC if:

- a) if support or liaison to the Vancouver Coastal Health Authority is required
- b) the health and safety of human population is impacted
- c) There is mass casualty that would cause an influx of admission into hospital sites.

☐ **First Nations Health Authority**

Contact the First Nations Health Authority for urgent situations requiring Environmental Health Officer assistance.

☐ **Squamish-Lillooet Regional District**

If the incident impacts (or may impact) a part of the Squamish-Lillooet Regional District (e.g., Britannia Beach), contact the Squamish-Lillooet Regional District (SLRD)

☐ **Notify other indigenous groups** based on event type, location, and communication protocol.

Fire at Darrell Bay (off-site)

Contact 9-1-1 for any off-site fire (e.g., at Darrell Bay or the Squamish Yacht Club) or anywhere off-site to mobilize local fire department resources.

Immediately notify WorkSafe BC if there a dangerous incident involving a fire or explosion that had potential for causing serious injury to a worker.

On-site Fire or Explosion

☐ **BC Wildfire Service**

If there is an on-site fire (i.e., structural fire) that has the potential for secondary ignition of grass, brush, or trees, contact the BC Wildfire Service.

NOTE: There is **no** expectation to notify or mobilize District of Squamish Fire Department to a fire at the Woodfibre site.

☐ **WorkSafeBC**

Immediately notify WorkSafe BC if there is a dangerous incident involving a fire or explosion having a potential for causing serious injury to a worker.

☐ **Emergency Management and Climate Readiness (EMCR) & BC Energy Regulator (BCER) & BC Ministry of Environment and Climate Change Strategies (MOE)**

☐ **Technical Safety BC**

Notify Technical Safety BC of a fire or explosion involving equipment and systems that are subject to the Safety Standards Act, such as electrical equipment and systems, boilers, pressure vessels and refrigeration systems, natural gas and propane appliances and systems. Online Form: <https://portal.technicalsaftybc.ca/report-incident/incident-reporting-form>

☐ **District of Squamish**

The site is within local government municipal boundaries and therefore must include immediate notification for most incidents. DoS is the Local Authority with mandate, responsibility for public and property safety. Represents local interests and supports coordination of local government response and resources.

☐ **Squamish Nation (SN), Tsleil-Waututh Nation (TWN) other indigenous groups** based on event type, location, and communication protocol.

☐ **Health Emergency Management BC**

Contact Health Emergency Management BC if:

- a) if support or liaison to the Vancouver Coastal Health Authority is required
- b) the health and safety of human population is impacted
- c) There is mass casualty that would cause an influx of admission into hospital sites.

☐ **BC Wildfire Service**

Contact the BC Wildfire Service 1-800-663-5555 or cellular (star) *5555 to report a wildfire or if there is an on-site fire (i.e., structural fire) that has the potential for secondary ignition of grass, brush, or trees. The emergency call taker will ask for details about the fire, such as:

- Location Where is the fire? How far up the hillside?
- Fire Size Metres? Hectares? Size of a house? Size of football field?
- Rate of spread How quickly is the fire spreading?
- Fuel What is burning? Grass, bushes, trees?
- Smoke/flames What colour is the smoke? Are flames visible?
- Threat Are there any people or buildings at risk?
- Action Is anyone fighting the fire?

The Woodfibre site is within the area managed by the Coastal Fire Centre located in Parksville, Vancouver Island. The tactics and strategies that Wildfire Service uses to manage wildfires depend on several factors. The top priority is always human life and safety. Once they become aware of the wildfire, BC Wildfire Service responds to every wildfire in British Columbia. The type of response varies greatly depending on the location and behaviour of a wildfire. "Response" might be as simple as just monitoring the wildfire.

☐ **WorkSafeBC**

Immediately notify WorkSafe BC if there is a dangerous incident involving a fire or explosion having a potential for causing serious injury to a worker.

☐ **District of Squamish**

The site is within local government municipal boundaries and therefore must include immediate notification for most incidents. DoS is the Local Authority with mandate, responsibility for public and property safety.

☐ **Squamish Nation (SN), Tsleil-Waututh Nation (TWN) other indigenous groups** based on event type, location, and communication protocol.

☐ **Health Emergency Management BC**

Contact Health Emergency Management BC if:

- a) if support or liaison to the Vancouver Coastal Health Authority is required
- b) the health and safety of human population is impacted
- c) There is mass casualty that would cause an influx of admission into hospital sites.

P3-5.1.8 WORKSITE EVACUATION

☐ **Emergency Management and Climate Readiness (EMCR) & BC Energy Regulator (BCER)**

Even though EMCR have stated that they will notify others, Woodfibre LNG still has a responsibility to report directly to all applicable agencies.

☐ **WorkSafe BC**

If the situation has the potential for causing serious injury to one or more workers, immediately notify WorkSafe BC

☐ **Marine Communications and Traffic Services (MCTS)**

Contact and advise the Marine Communications and Traffic Services (MCTS) centre.

NOTE: The owner, operator, charterer, pilot, or any crew member of a commercial vessel may have already reported this to the Marine Communications and Traffic Services (MCTS) centre by radio or by telephone.

☐ **District of Squamish**

The site is within local government municipal boundaries and therefore must include immediate notification for most incidents. Represents local interests and supports coordination of local government response and resources.

☐ **Squamish Nation (SN), Tsleil-Waututh Nation (TWN) other indigenous groups** based on event type, location, and communication protocol.

☐ **Health Emergency Management BC**

Contact Health Emergency Management BC if:

- a) if support or liaison to the Vancouver Coastal Health Authority is required
- b) the health and safety of human population is impacted
- c) There is mass casualty that would cause an influx of admission into hospital sites.

P3-5.1.9 STRUCTURAL FAILURE OR COLLAPSE

☐ **WorkSafe BC**

If there is a major structural failure or collapse of a building, bridge, tower, crane, hoist, temporary construction support system, or excavation, or if the situation has the potential for causing serious injury to one or more workers, immediately notify WorkSafe BC

☐ **Technical Safety BC**

Notify Technical Safety BC of a fire or explosion involving equipment and systems that are subject to the Safety Standards Act, such as electrical equipment and systems, boilers, pressure vessels and refrigeration systems, natural gas and propane appliances and systems. Online Form: <https://portal.technicalsaftybc.ca/report-incident/incident-reporting-form>

P3-5.1.10 LAND VEHICLE - IN WATER (MARINE ENVIRONMENT)

☐ **Canadian Coast Guard Regional Operations Centre**

The ROC will send a Pollution Report to Emergency Management and Climate Readiness (EMCR) Emergency Coordination Centre, which in turn sends notifications according to their distribution list, which includes provincial, First Nation and local government contacts in the response area. The ROC will notify Environment and Climate Change Canada (ECCC) and Fisheries and Oceans Canada (DFO). Although Canadian Coast Guard have stated that they will notify others, Woodfibre LNG still has a responsibility to report directly to all applicable agencies. Any ship-source release of dangerous goods or hazardous noxious substances into the marine environment should be reported to the Canadian Transport Emergency Centre (CANUTEC) 1-888-CAN-UTEC (226-8832)

☐ **RCMP**

Notify RCMP via 9-1-1

Request that the RCMP contact the BC Coroners Service for a fatality.

☐ **Emergency Management and Climate Readiness (EMCR) & BC Energy Regulator (BCER) & BC Ministry of Environment and Climate Change Strategies (MOE)**

Contact EMCR (to notify BCER and MOE) immediately (within 1 hour) for any quantity of regulated substance enters, or is likely to enter, a body of water.

☐ **Environment and Climate Change Canada and Fisheries and Oceans Canada (DFO)**

Contact the National Environmental Emergencies Centre to notify both Environment and Climate Change Canada (ECCC) and Fisheries and Oceans Canada (DFO) Violations and Reporting. In the event of a marine pollution incident, DFO is responsible for providing advice and recommendations to the ECCC for the protection of fish, fish habitat, species at risk.

☐ **WorkSafe BC**

If a worker is seriously injured or killed on the job. WorkSafeBC defines a serious injury as any injury that can reasonably be expected at the time of the incident to endanger life or cause permanent injury.

☐ **Squamish Nation (SN), Tsleil-Waututh Nation (TWN) other indigenous groups** based on event type, location, and communication protocol.

☐ **Health Emergency Management BC**

Contact Health Emergency Management BC if:

- a) if support or liaison to the Vancouver Coastal Health Authority is required
- b) the health and safety of human population is impacted
- c) There is mass casualty that would cause an influx of admission into hospital sites.

☐ **Vancouver Coastal Health**

If there is a release of regulated or hazardous substances on land, in fresh water, in marine environments, and/or atmosphere, contact Vancouver Coastal Health. Mandatory reporting of health hazards as per Section 11 of the Public Health Act:

If a prescribed person becomes aware that a prescribed health hazard exists or may exist, the person must promptly report the following information, to the extent of his or her knowledge, to a prescribed person:

- a) the nature of the health hazard, including its location and cause or source.*
- b) the identity of persons involved in causing or responding to the health hazard.*
- c) the persons who may be adversely affected by the health hazard.*
- d) prescribed information.*
- e) any other relevant information requested by the person to whom the report is made.*

P3-5.1.11 DOWNED OR MISSING AIRCRAFT

☐ **RCMP**

Contact 9-1-1 to notify the RCMP.

RCMP will mobilize any required land based search and rescue.

☐ **Canadian Coast Guard Marine Communications and Traffic Services** - for any Medivac and/or if injury.

☐ **Joint Rescue Coordination Centre**

Contact Joint Rescue Coordination Centre Search and Rescue 1-800-567-5111 or Cellular (pound) #727.

☐ **District of Squamish**

The site is within local government municipal boundaries and therefore must include immediate notification for most incidents. DoS is the Local Authority with mandate, responsibility for public and property safety.

☐ **Transportation Safety Board of Canada (TSB)**

Contact Transportation Safety Board of Canada (TSB) and complete an aviation incident report at <https://www.wapps.tc.gc.ca/saf-sec-sur/2/IR-RI/aviation.aspx?lang=eng>

P3-5.1.12 ELECTRICAL INCIDENT

☐ **WorkSafe BC**

Immediately notify WorkSafe BC if a worker is seriously injured or killed on the job.

WorkSafeBC defines a serious injury as any injury that can reasonably be expected at the time of the incident to endanger life or cause permanent injury. Injuries that require a critical intervention such as CPR, artificial ventilation or control of hemorrhaging or treatment beyond First Aid, such as the intervention of Emergency Health Services personnel (e.g., transportation to further medical attention), a physician and subsequent surgery, or admittance to an intensive care unit should be considered "serious injuries."

Serious injuries also include both traumatic injuries that are life threatening or that result in a loss of consciousness, and incidents such as chemical exposures, heat stress, and cold stress which are likely to result in a life-threatening condition or cause permanent injury or significant physical impairment. Traumatic injuries that should be considered "serious injuries" include Major fractures or crush injuries.

NOTE: Filing out a WorkSafeBC Form 7 will not satisfy the obligation to immediately report a serious injury or fatality. Failure to immediately notify WorkSafeBC of a serious injury or fatality will be considered a breach of section 68 of the Act and may result in an administrative penalty.

☐ **RCMP**

In the event of a fatality, notify RCMP via 9-1-1 and request that the RCMP contact the BC Coroners Service.

☐ **Technical Safety BC**

Notify Technical Safety BC of an incident involving equipment and systems that are subject to the Safety Standards Act, such as electrical equipment and systems, boilers, pressure vessels and refrigeration systems, natural gas and propane appliances and systems. Online Form: <https://portal.technicalsaftybc.ca/report-incident/incident-reporting-form>

P3-5.1.13 MARINE INCIDENT

☐ **Marine Communications and Traffic Services (MCTS)**

If the situation meets the definition of the Canadian Coast Guard definition of a '**Marine Incident**', which is where:

- a person falls overboard without serious injury.
- vessel of 100 gross tonnage or more unintentionally contacts the bottom without going aground.
- vessel fouls a utility cable, pipe, or underwater commodity pipeline.
- a risk of collision occurs (close call)
- total failure of any machinery occurs.
- a shifting of cargo or a loss of cargo overboard
- intentional grounding or beaching occurs.
- a crew member responsible for safe operation of the vessel is unable to perform his/her duties, posing a threat to the safety of any person, property, or the environment any dangerous goods are released.

Note: The owner, operator, charterer, pilot, or any crew member of a commercial vessel by radio or by telephone must report any Reportable Marine Accident or Incident to the Marine Communications and Traffic Services (MCTS) centre: VHF Chanel 16 (156.8 MHZ)

P3-5.1.14 MARINE ACCIDENT / OCCURRENCE

The Canadian Coast Guard definition of a 'marine accident' is very similar to the TSB 'reportable marine occurrence' definition.

☐ **Marine Communications and Traffic Services (MCTS)**

If the situation meets the definition of the Canadian Coast Guard definition of a '**Marine Accident**', which is where:

- a person suffers a serious injury or is killed because of being on board the vessel, falls overboard coming into contact with any part of the vessel or its contents.
- or the vessel sinks, founders, or capsizes, or is involved in a collision or sustains a fire or an explosion or goes aground or sustains damage that affects its seaworthiness or renders it unfit for purpose is missing or abandoned.

Note: The owner, operator, charterer, pilot, or any crew member of a commercial vessel by radio or by telephone must report any Reportable Marine Accident or Incident to the Marine Communications and Traffic Services (MCTS) centre: VHF Chanel 16 (156.8 MHZ)

☐ **Transportation Safety Board of Canada (TSB)**

If the situation meets the definition of the Canadian Coast Guard definition of a '**Marine Occurrence**', which is one that:

- results directly from the operation of a ship, other than a pleasure craft, where a person is killed or sustains a serious injury as a result of boarding, being on board or falling overboard from the ship, or coming into direct contact with any part of the ship or its contents.
- a person falls overboard from the ship; a crew member whose duties are directly related to the safe operation of the ship is unable to perform their

duties as a result of a physical incapacitation which poses a threat to the safety of persons, property, or the environment.

- the ship sinks, founders or capsizes, is involved in a collision or a risk of a collision, sustains a fire or an explosion, goes aground, makes unforeseen contact with the bottom without going aground,
- sustains damage that affects its seaworthiness or renders it unfit for its purpose, is anchored, grounded, or beached to avoid an occurrence, is missing, or abandoned, fouls a utility cable or pipe, or an underwater pipeline,
- sustains a total failure of the navigation equipment if the failure poses a threat to the safety of any person, property, or the environment, the main or auxiliary machinery, or the propulsion, steering, or deck machinery if the failure poses a threat to the safety of any person, property, or the environment.
- all or part of the ship's cargo shifts or falls overboard; or there is an accidental release on board or from the ship which results in any of the events listed in subsection 8.4(2) of the Transportation of Dangerous Goods Regulations.

NOTE: If the occurrence involved a pleasure craft, report it to the police not TSB.

P3-5.1.15 DIVING EMERGENCY

☐ **RCMP**

Contact 9-1-1 and notify RCMP.

☐ **WorkSafe BC**

Immediately notify the WorkSafe BC if there is a diving incident as defined by OHS Regulation 24.34.

☐ **Marine Communications and Traffic Services (MCTS) centre**

Contact and advise the Marine Communications and Traffic Services (MCTS) centre. Your call will be recorded.

- Note: The owner, operator, charterer, pilot, or any crew member of a commercial vessel by radio or by telephone must report any Reportable Marine Accident or Incident to the Marine Communications and Traffic Services (MCTS) centre: VHF Channel 16 (156.8 MHz) by.

P3-5.1.16 LOST WORKER - SEARCH AND RESCUE

☐ **RCMP**

Contact 9-1-1 and notify RCMP.

For land-based search and rescue, the Police will decide which Search and Rescue team to activate i.e., Squamish Search and/or Rescue or the Northshore Search and Rescue.

☐ **Joint Rescue Coordination Centre**

For Marine Search and Rescue, contact Joint Rescue Coordination Centre 1-800-567-5111 or Cellular (pound) #727.

P3-5.1.17 SECURITY INCIDENTS

☐ **RCMP**

Contact 9-1-1 and notify RCMP.

To report information regarding suspicious activity that may pose a risk to national security, contact the National Security Information Network at 1-800-420-5805 (24/7)

☐ **Emergency Management and Climate Readiness (EMCR) & BC Energy Regulator (BCER)**

Notification to the BCER is not required in all security incidents, however, security incidents that impact activities that BCER permits does require notification.

P3-5.1.18 HENRIETTE LAKE DAM ISSUE OR INCIDENT

FOLLOW THE HENRIETTE LAKE DAM EMERGENCY RESPONSE PLAN

☐ **Emergency Management and Climate Readiness (EMCR) & BC Energy Regulator (BCER)**

Even though EMCR have stated that they will notify others, Woodfibre LNG still has a responsibility to report directly to all applicable agencies.

☐ **District of Squamish**

DoS is the Local Authority with mandate, responsibility for public and property safety. Represents local interests and supports coordination of local government response and resources. Note: DoS is responsible for management of public spaces near beaches and waterfront areas in District of Squamish jurisdiction.

☐ **Squamish Nation (SN), Tsleil-Waututh Nation (TWN) other indigenous groups** based on event type, location, and communication protocol.

☐ **WorkSafe BC**

If the situation has the potential for causing serious injury to one or more workers, immediately notify WorkSafe BC

☐ **Marine Communications and Traffic Services (MCTS)**

Consider contacting and advising the Marine Communications and Traffic Services (MCTS) centre.

P3-5.1.19 INCIDENT WITH EQUIPMENT/SYSTEMS UNDER SAFETY STANDARDS ACT

☐ **Technical Safety BC**

Notify Technical Safety BC of an incident involving equipment and systems that are subject to the Safety Standards Act, such as electrical equipment and systems, boilers, pressure vessels and refrigeration systems, natural gas and propane appliances and systems. Online Form: <https://portal.technicalsafetybc.ca/report-incident/incident-reporting-form>

☐ **WorkSafe BC**

Immediately notify WorkSafe BC if a worker is seriously injured or killed on the job.

WorkSafeBC defines a serious injury as any injury that can reasonably be expected at the time of the incident to endanger life or cause permanent injury. Injuries that require a critical intervention such as CPR, artificial ventilation or control of hemorrhaging or treatment beyond First Aid, such as the intervention of Emergency Health Services personnel (e.g., transportation to further medical attention), a physician and subsequent surgery, or admittance to an intensive care unit should be considered "serious injuries."

P3-5.1.20 AGENCY NOTIFICATION RELEASES OF POLLUTANTS

Reporting releases of pollutants can involve multiple agencies at different levels of government. Woodfibre LNG has a legal obligation to report appropriately to required agencies even if these agencies notify each other. The required agencies that are notified is clarified in Section 3.

A spill or release is an unauthorized introduction **into the environment (soil, water, or atmosphere)** of a substance or thing that has the potential to cause adverse effects to the environment, human health, or infrastructure. Communication to different agencies is triggered by different release events (example: type of product, quantity of product, or the receiving environment).

P3-5.1.21 WHAT TO REPORT

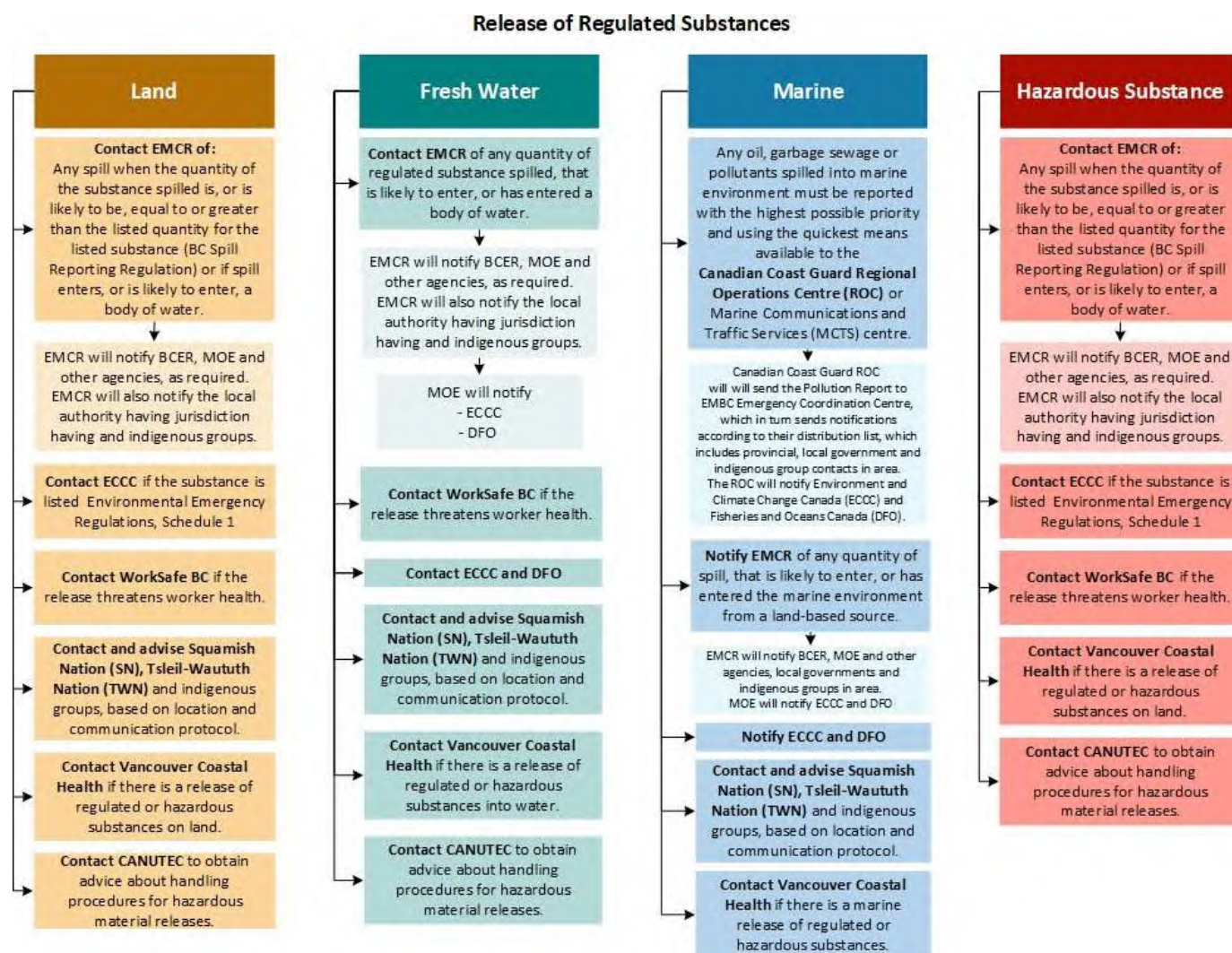
To ensure consistent reporting in terms of what information is provided, follow the information requirements specified by the BC Spill Reporting Regulation outlined below. Document all communication with regulatory agencies.

Initial Verbal Report – Not all this information may be available at the time of reporting. Provide as much information as possible without delaying reporting and provide additional information as it becomes available.

- Contact information for the individual making the report, the responsible person for the spill, and the owner of the substance spilled.
- Date and time of the spill
- Location of the spill site
- Description of the spill site and the surrounding area
- Description of the source of the spill
- Type and quantity of the substance spilled.
- Description of the circumstances, cause, and adverse effects of the spill
- Details of any action taken or proposed to:
 - identify and evaluate the immediate risks to and impacts on the environment, human health, or infrastructure.
 - address the threat or hazard caused by the spill.
 - assess, monitor, and prevent, or prevent the continuation of, the threat or hazard.
 - stabilize, contain, remove, and clean up the spill.
 - advise persons to take protective action in relation to the spill.
 - protect, recover, and restore the environment and infrastructure.
 - identify and evaluate the long-term effect and resolve or mitigate immediate and long-term effects.
 - Names of any provincial, federal, local, and/or Indigenous groups government agencies at the spill site
- Names of any other persons or agencies advised about the spill.

FOLLOW UP WRITTEN REPORTS - Some agencies require post-incident written reports once the emergency is over that outlines ongoing actions to mitigate impacts of the spill or to confirm that the event is over and has been controlled. The Woodfibre LNG Regulatory Manager will be responsible for all post-incident reporting.

Figure 11: Reporting a Release of Regulated Substances



P3-5.1.22 REPORTABLE SPILL REPORTING QUANTITIES

The table below is an extract from the [BC Spill Reporting Regulation](#) of reportable quantities triggering spill reporting under the Regulation. Only some of these substances, however, will be stored or transported to Site during Construction.

Table 5: Reportable Substances and Quantities

Item	Substance Spilled	Specified Amount
1	Class 1, Explosives as defined in section 2.9 of the Federal Regulations ⁷	50 kg, or less if the substance poses a danger to public safety
2	Class 2.1, Flammable Gases, other than natural gas, as defined in section 2.14 (a) of the Federal Regulations	10 kg
3	Class 2.2 Non-Flammable and Non-Toxic Gases as defined in section 2.14 (b) of the Federal Regulations	10 kg
4	Class 2.3, Toxic Gases as defined in section 2.14 (c) of the Federal Regulations	5 kg
5	Class 3, Flammable Liquids as defined in section 2.18 of the Federal Regulations	100 L
6	Class 4, Flammable Solids as defined in section 2.20 of the Federal Regulations	25 kg
7	Class 5.1, Oxidizing Substances as defined in section 2.24 (a) of the Federal Regulations	50 kg or 50 L
8	Class 5.2, Organic Peroxides as defined in section 2.24 (b) of the Federal Regulations	1 kg or 1 L
9	Class 6.1, Toxic Substances as defined in section 2.27 (a) of the Federal Regulations	5 kg or 5 L
10	Class 6.2, Infectious Substances as defined in section 2.27 (b) of the Federal Regulations	1 kg or 1 L, or less if the waste poses a dangerto public safety or the environment
11	Class 7, Radioactive Materials as defined in section 2.37 of the Federal Regulations	Any quantity that could pose a danger to public safety and an emission level greater than the emission level established in section 20 of the Packaging and Transport of NuclearSubstances Regulations, 2015 (Canada)

⁷ In this Schedule, **Federal Regulations** means the Transportation of Dangerous Goods Regulations made under the [TRANSPORTATION OF DANGEROUS GOODS ACT, 1992 \(Canada\)](#).

Item	Substance Spilled	Specified Amount
12	Class 8, Corrosives as defined in section 2.40 of the Federal Regulations	5 kg or 5 L
13	Class 9, Miscellaneous Products, Substances or Organisms as defined in section 2.43 of the Federal Regulations	25 kg or 25 L
14	Waste containing dioxin as defined in section 1 of the Hazardous Waste Regulation ⁸	1 kg or 1 L, or less if the waste poses a dangerto public safety or the environment
15	Leachable toxic waste as defined in section 1 of the Hazardous Waste Regulation	25 kg or 25 L
16	Waste containing polycyclic aromatic hydrocarbons as defined in section 1 of the Hazardous Waste Regulation	5 kg or 5 L
17	Waste asbestos as defined in section 1 of the Hazardous Waste Regulation	50 kg
18	Waste oil as defined in section 1 of the Hazardous Waste Regulation	100 L
19	Waste that contains a pest control product as defined in section 1 of the Hazardous Waste Regulation	5 kg or 5 L
20	PCB wastes as defined in section 1 of the Hazardous Waste Regulation	25 kg or 25 L
21	Waste containing tetrachloroethylene as defined in section 1 of the Hazardous Waste Regulation	50 kg or 50 L
22	Biomedical waste as defined in section 1 of the Hazardous Waste Regulation	1 kg or 1 L, or less if the waste poses a dangerto public safety or the environment
23	A hazardous waste as defined in section 1 of the Hazardous Waste Regulation and not covered under items 1 – 22	25 kg or 25 L
24	A substance, not covered by items 1 to 23, that can cause pollution	200 kg or 200 L
25	Natural gas	10 kg, if there is a breakage in a pipeline or fitting operated above 100 psi that results in a sudden and uncontrolled release of natural gas

⁸ Hazardous Waste Regulation refers to the [HAZARDOUS WASTE REGULATION](#) B.C. Reg. 63/88

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P3-6 GOVERNMENT AGENCY ROLE AND RESPONSIBILITIES

Workers' Compensation Board is the legal name, and WorkSafeBC is the name they use daily. WorkSafeBC is the agency in BC with the mandate to oversee a no-fault insurance system for the workplace. Role during an incident:

Role during an incident:

- In the event of an incident that resulted in a death or an injury or had the potential to cause serious injury, one or more WorkSafeBC officers may come to the incident site to investigate, possibly within hours.
- WorkSafeBC may investigate to determine why the incident happened, gather information about industry trends, and provide recommendations to prevent future incidents.

Source. <https://www.worksafebc.com/en/about-us/who-we-are>

The Ministry of Emergency Management and Climate Readiness (formerly Emergency Management BC) the Province's lead coordinating agency for all emergency management activities, including planning, training, testing, and exercising, to help strengthen provincial preparedness.

EMCR manages the Provincial Incident Reporting Line, a call centre that receives notification of incidents on behalf of the BCER, MOE, and other provincial ministries. The call centre receives incident details and then forwards the information to the appropriate ministry.

Role during an incident:

- Staff the Provincial Incident Reporting Line, a call centre that receives notification of incidents and disseminates this notification out to the BCER and other appropriate agencies.
- EMCR assists in communicating the risks and/or potential risk(s) to local governments, Indigenous Groups, provincial ministries, federal departments, industry, and non-government organizations. This communication will provide the agencies the opportunity to prepare appropriately to mitigate and/or address impacts from the interruption to the utility.
- EMCR may arrange a coordination call to enable Woodfibre LNG to provide a situation update to local governments, Indigenous Groups, provincial ministries, and critical infrastructure owners. This would include:
 - Incident situation: location, magnitude, and potential impacts
 - Consequences (actual and potential), including communities affected.
 - Initial/ongoing response status including mitigation measures being taken.
 - Addressing questions from participants

Source.

<https://www2.gov.bc.ca/gov/content/governments/organizational-structure/ministries-organizations/ministries/emergency-management-and-climate-readiness>

https://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-response-recovery/local-government/em_quick_ref.pdf

https://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-response-recovery/local-government/partnership-tables/emergency_management_roles_and_responsibilities.pdf

The BC Energy Regulator (formerly called the BC Oil and Gas Commission) regulates energy resource development within B.C. to protect public safety, safeguard the environment and respect individuals and communities affected by energy resource development activities. BCER is a crown corporation of the Government of British Columbia.

Role during an incident:

- Oversees the Woodfibre LNG's response to an incident.
- Notified by EMCR of incidents within BCER's jurisdiction (on lease)
- Establishes communication with Woodfibre LNG
- Confirms incident level with Woodfibre LNG
- Confirms downgrade of incident level
- Issues road closure order upon request from Woodfibre LNG
- Request NOTAM order from NAV Canada upon request from Woodfibre LNG
- May send an BCER representative to the Incident Command Post and/or evacuation centre.
- May establish a government EOC at the BCER office.
- Confirms ignition decision with Woodfibre LNG if time permits.
- Confirms media releases to be sent out by Woodfibre LNG

After the incident:

- Close government EOC if activated.
- May participate in incident debriefings.
- Review post-incident reports and audit as required.

Source: https://www.bc-er.ca/files/operations-documentation/Emergency-Response-and-Safety/ogc-roles-responsibilities-december-release_0.pdf with the following changes:

- *Operator changed to Woodfibre LNG*
- *PEP changed to EMCR.*
- *On-Site Command Post changed to Incident Command Post*

The Ministry of Environment and Climate Change Strategy (MOE) is responsible for the effective protection, management, and conservation of British Columbia's water, land, air, and living resources. The Ministry's Environmental Emergency Program is responsible for receiving reports, and responding as necessary, Following spills and releases of substances that could disturb or harm the environment.

Role during an incident can include:

- Accepting the spill report
- Dispatching personnel to monitor the site.
- Liaising with Woodfibre LNG's environmental consultant to issue work permits and discuss working in sensitive areas.
- Ensuring Woodfibre LNG is successful in responding to any spill.

- Ensuring response is adequate and meets provincial expectations. The monitoring role also includes establishing public safety and environmental protection priorities.
- Providing provincial resources (equipment and expertise) to Woodfibre LNG and/or federal or local government, if requested
- Assuming full response management role in the event there is no Responsible Party (spiller/polluter) or if the response is inadequate.
- May participate in Unified Command
- Provides situation reports during an incident and/or after an incident has occurred. The ministry strives for public transparency of situation reports, therefore for large events the progress of the incident may be posted on the internet. Interpretation of the response is provided by media releases.

Source.

<https://www2.gov.bc.ca/gov/content/environment/air-land-water/spills-environmental-emergencies/roles-responsibilities/role-of-the-province-of-bc>

Procedures and protocols for emergency management functions are outlined in the Squamish Nation Emergency Plan, Pandemic Plan, Business Continuity Plan and Recovery Plan.

The role of the Squamish Nation Emergency Management Team is to:

- Coordinate the logistics of disaster response or crises management activities including evacuations and implement special needs programs and plans.
- Develop and maintain effective liaison with federal, provincial, and municipal departments to facilitate emergency response coordination.
- Support of an incident, disaster, or emergency making maximum use of all public and private resources available.

Squamish Nation may obtain support and/or work closely with Ministry of Emergency Management and Climate Readiness, the Indigenous Groups Emergency Services Society to make sure the Squamish Nation community is supported, and members know where to obtain information or support.

The District of Squamish is the local government with jurisdiction over the site. The District of Squamish Comprehensive Emergency Plan outlines how the community prepares for, responds to, and recovers from major emergencies and disasters.

In the event of an emergency or disaster within, threatening or affecting their jurisdiction, the District of Squamish Emergency Operations Centre (EOC) may be activated to:

- Coordinate resource requests from the site(s), establish priorities, and resolve any conflicting demands for support.
- Manage non-site activities.
- Coordinate and liaise with federal, provincial, and other local governments as well as other agencies involved in the response.
- Prepare and disseminate emergency public information to inform, alert, and warn the public.
- Prepare official press releases and schedule press conferences.
- Analyze and evaluate data and maintain maps, display boards, and other data required for emergency operations.
- Disseminate damage information and other essential data.

- Plan for the continuance of government

Source. <https://squamish.ca/our-services/emergency-program/during-an-emergency/emergency-operations-centre/>

The Canadian Coast Guard (CCG) works to ensure the safety of mariners in Canadian waters and protect Canada's marine environment. CCG helps to ensure Canada's sovereignty and security through CCG presence in Canadian waters.

The aim of the Canadian Coast Guard Environmental Response Program is to reduce the impact of marine pollution spills on public safety, the economy, the environment and/or culturally significant sites.

The CCG operates a 24/7 Regional Operations Center (ROC) that co-ordinates responses, and assets to be deployed. CCG Ships and stations across the coast are available 24/7 to respond to a variety of marine emergencies. CCG maintains dedicated spill response equipment at major depots as well as in caches across the coast. Depending on nature of the marine emergency, CCG could lead in Incident Command.

CCG is available to review drafts of the ERP and provide input within their mandate as needed. This includes subject matter expertise and guidance on:

Marine Incident Prevention:

- Marine Communications and Traffic Services
- Aids to Navigation

Marine Incident Preparedness and Response:

- Marine Search and Rescue
- Environmental Response
- Incident Command System (ICS)
- Greater Vancouver Integrated Response Plan (GVIRP) for Marine Pollution Incidents

Coast Guard Role during an incident:

- Receive all reports of marine pollution in Canadian waters and assess the risk of pollution.
- The CCG then may oversee, coordinate, or conduct the clean-up activities to ensure appropriate response.
- CCG Regional response teams:
 - receive and assess marine pollution reports 24 hours a day, 365 days a year.
 - maintain environmental response facilities and equipment caches.
 - protect natural resources at risk including birds, clams, marine mammals.
 - contain and recover pollution.
 - provide spill notifications to response partners and coastal communities.
 - coordinate spill responses amongst response partners and coastal communities. to ensure that the response is efficient and appropriate.

Source.

<https://www.dfo-mpo.gc.ca/index-eng.html>

<https://www.ccg-gcc.gc.ca/environmental-environnementale/program-information-programme-eng.html>

https://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-response-recovery/local-government/partnership-tables/emergency_management_roles_and_responsibilities.pdf

The Tsleil-Waututh Nation has developed an Emergency Management Plan and has participated in joint emergency planning with the District of North Vancouver, City of Vancouver, District of West Vancouver, and the Squamish Nation.

Source: <https://twnation.ca/our-government/planning/>

ECCC responsible for coordinating environmental policies and programs, as well as preserving and enhancing the natural environment and renewable resources. It is also known by its former name, Environment Canada. As part of the Oceans Protection Plan, ECCC has worked to improve how Canada responds to marine emergencies.

Role during an incident:

- ECCC is the Government of Canada's coordination hub for scientific support during environmental emergencies including:
 - bringing together scientific and technical advice for cleaning up hazardous material spills in all environments
 - organizing emergency preparedness and response activities to assist on-the-ground responders.
 - Providing specialized services and information such as localized weather reports, spill modelling, clean-up advice
- ECCC Officers at the Notification Desk and Emergency Operations Centre are available 24/7 to receive, triage and respond to reports of pollution.
- ECCC ensure that all reasonable measures are taken to mitigate impacts from environmental emergencies.
 - ECCC can provide science-based expert advice to effectively manage an environmental emergency and reduce its impacts, such as:
 - modelling to track the path and intensity of air, water, and ground pollutants.
 - behaviour analysis of hazardous substances in the environment to understand the range of impacts.
 - site-specific weather forecasts to coordinate response efforts.
 - environmental sensitivity mapping to understand priority ecosystems and wildlife.
 - advice to best protect sensitive ecosystems and wildlife.
 - shoreline clean-up assessment and remediation advice to determine environmental recovery steps.
- The Meteorological Service of Canada provides real-time advice on current and forecasted weather conditions at the site of an environmental emergency. Their Environmental Emergency Response Section offers specialized advice and sophisticated modeling to track hazardous material that ends up in the air.

Source.

<https://www.canada.ca/en/environment-climate-change/services/environmental-emergencies-program/national-centre.html#toc0>

In BC, regional district powers come primarily from the Local Government Act and Community Charter. Regional districts are obligated to provide very few services, including emergency management, planning for regional solid waste management, and governance for electoral areas. Regional districts have no role in roads and policing, as these services are municipal or provincial responsibilities.

Squamish-Lillooet Regional District is a local government federation delivering a range of regional, sub-regional and local services to residents living in four member municipalities (Lillooet, Pemberton, Whistler, Squamish) and four unincorporated electoral areas (A, B, C, D).

In the event of an emergency or disaster within, threatening or affecting their jurisdiction, the SLRD Emergency Operations Centre (EOC) may be activated to help coordinate the emergency response. In the SLRD, the EOC will be located at the SLRD Office. The secondary location will be the Pemberton Community Centre. The Emergency Operations Centre will be staffed by key municipal personnel and other agencies involved in the response. SLRD EOC activities can include:

- Coordinating resource requests from the site(s), establishing priorities, and resolving any conflicting demands for support.
- Managing non-site activities.
- Coordinating and liaising with federal, provincial, and other local governments as well as other agencies involved in the response.
- Preparing and disseminating emergency public information to inform, alert and warn the public.
- Preparing official news releases and scheduling news conferences.
- Analysing and evaluating data and maintaining maps, display boards and other data required for emergency operations.
- Disseminating damage information and other essential data.
- Planning for the continuance of government.
- The level of Emergency Operations Centre staffing varies with the specific emergency.

Source: <https://www.slrd.bc.ca/emergency-program/response>

BC Wildfire Service (BCWS) is responsible for delivering effective wildfire management and emergency response support on behalf of the Government of British Columbia; protecting lives and values at risk; and encouraging sustainable, health and resilient ecosystems.

Role during and incident:

- Once aware, the BC Wildfire Service responds to every wildfire in British Columbia.
- The type of response varies greatly depending on the location and behaviour of a wildfire. "Response" might be as simple as just monitoring the wildfire.
- BC Wildfire Service prioritizes its response to wildfires to help protect our most valuable assets:
 - Top priority is always human life and safety.
 - Second priority is property.
 - Third priority is the protection of areas with high environmental values (community watersheds, habitat for species at risk, etc.)
 - Fourth priority is resource values (timber harvesting sites, resource extraction sites, etc.)

Source. <https://alpha.gov.bc.ca/gov/content/safety/wildfire-status/wildfire-response/management-strategies>

VANCOUVER COASTAL HEALTH (VCH)

Vancouver Coastal Health (VCH) is one of five regional health authorities that work under the Ministry of Health and is an Authority having Jurisdiction under the BC Public Health Act and Drinking Water Protection Act.

VCH Role during an incident includes:

- assess emergency locations and advise the Incident Management Team of how to reduce associated environmental public health risks.
- provide public health inspections of temporary accommodations, residential and public buildings, drinking water, food services, solid waste, and wastewater disposal systems.
- provide food handler training, drinking water sampling and other emergency public health services.
- conduct risk assessment activities to ensure communities are safe to return to
- assess public health risks associated with incidences that may impact air quality, drinking water and recreational water quality, food safety, and other risks associated with biological, physical, or chemical risks; this includes releases of regulated or hazardous substances or certain types of fires.

Indigenous Groups in BC established a clear mandate for health data governance and information management. This prompted creation of an Indigenous Groups leadership position responsible for monitoring and reporting on the health of Indigenous Groups people in BC and tracking progress against health and wellness indicators. In 2014, FNHA appointed the first-ever (and so far, only) Chief Medical Officer (CMO) in Canada to advance Indigenous Groups' self-determination and self-governance. The CMO was given authority by the BC Indigenous Groups governance structure to implement health and wellness actions in partnership with provincial and federal medical health officers.

Role during an incident:

- Assess emergency locations and advise the Emergency Response Team of how to reduce associated environmental public health risks.
- Provide public health inspections of temporary accommodations, residential and public buildings, drinking water, food services, solid waste, and wastewater disposal systems.
- Provide food handler training, drinking water sampling and other emergency public health services; and conducts risk assessment activities to ensure communities are safe to return to.

Source.

<https://www.fnha.ca/what-we-do/chief-medical-office>

https://www.fnha.ca/Documents/FNHA_Programs_Compendium.pdf

The Transportation Safety Board of Canada (TSB) is an independent agency that advances transportation safety by investigating occurrences in the air, marine, pipeline and rail modes of transportation.

Marine - The Transportation Safety Board of Canada (TSB) investigates marine occurrences that take place anywhere in Canada—or elsewhere if Canadians are involved.

Air - The Transportation Safety Board of Canada (TSB) investigates civil aviation occurrences that take place in or over Canada and any place that is under Canadian air traffic control. The TSB also investigates occurrences anywhere in the world that involve an aircraft operated by a person to whom a Canadian aviation document had been issued under Part I of the Aeronautics Act.

Source: <https://www.tsb.gc.ca/eng/incidents-occurrence/index.html>

Transport Canada is the lead regulatory agency for the Regime, Transport Canada is responsible for its governance. Specific activities include:

- Regime management and oversight.
- development of regulations and standards.
- enforcement and implementation of regulations relating to response organizations.
- enforcement and implementation of regulations relating to oil handling facilities.
- overseeing an appropriate level of national preparedness.
- monitoring marine activity levels, conducting risk assessments, and adjusting the Regime, as required.
- monitoring and prevention of marine oil spills through the implementation of the National Aerial Surveillance Program.
- implementation and facilitation of the Regional Advisory Councils.
- providing leadership for the International Maritime Organization Oil Pollution Preparedness, Response and Cooperation / Hazardous Noxious Substances Technical Group as Canadian head of delegation.
- providing leadership for the Arctic Council - Emergency, Prevention, Preparedness and Response Working Group by ensuring representation of Canadian Arctic interests at the international level as Canadian head of delegation.
- providing post-mortem reporting for oil spill response exercises and incidents, both nationally and internationally, to ensure that the recommendations and/or lessons learned are considered and implemented as appropriate to enhance the Regime.

Source: <https://tc.canada.ca/en/marine-transportation/marine-safety/roles-responsibilities>

Appendix A Emergency Contacts

Emergency Contacts (Appendix A) will be maintained for the duration of the project and posted on conspicuous locations (i.e., office trailers, lunchrooms, dashboards).

Prior to mobilization to site, each Subcontractor must provide McDermott with their key personnel contact list. The contact list of vendor technicians working on site is maintained by Site Security. This list of key Subcontractor and vendor personnel will be made available in the Incident Command Post to supplement this ERP Appendix A.

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EMERGENCY CONTACT LIST

SITE EMERGENCY RADIO CHANNEL – ERT		
Radio Channel #1		
SITE LOCATION		
Site GPS Coordinates	Degrees, Minutes & Seconds	Degrees & Decimals of Degrees
	49°40'00"N	49.663242
	123°15'19"W	-123.254721
Primary Helipad Landing Zone - Comms Tower – North of Landfill	49°40'29.84"N 123°15'37.00"W	
Secondary Helipad Landing Zone – WLNG Landfill	49.66974"N 123.25344"W	
BC Wildfire Service		
Report a Wildfire	1-800-663-5555 or *5555 from a cellular phone	
BC Wildfire Service General Inquiries	1-888-797-1717	
Wildfire Information	1-888-3FOREST or 1-888-336-7379	
Coastal Fire Centre	1-250-951-4200	
BC EMERGENCY SERVICES		
BC Ambulance Service Police RCMP Fire/Wildfire On-Shore Search and Rescue ¹	911 Note: For injuries, request the BC Ambulance Service missing/stranded persons, request RCMP.	
Coquitlam Fire/Rescue Services	604-927-6400 / 911	
Joint Rescue Coordination Centre ²	1-800-567-5111 or Cellular (pound) #727	
¹ Dial 911 and ask for the Police and they will decide which Search and Rescue team to activate: i.e., Squamish Search and/or Rescue or the Northshore Search and Rescue.		
² To activate Marine Search and Rescue		
ADDITIONAL EMERGENCY CONTACTS		
Squamish General Hospital	604-892-6040 604-892-5211	
Sea to Sky Clinic	604-898-5555	
Vancouver General Hospital	604-875-4111	

BC Ambulance Services (Where 9-1-1 is not available)	1-800-461-9911 250-374-5937
BC Wildfire Reporting	1-800-663-5555
Squamish Fire Rescue Administration	604-898-9666
Squamish RCMP – non-emergency	604-892-6100
Sechelt RCMP – non-emergency	604-885-2266
Government Agencies	
Ministry of Environment (Vancouver)	604-660-2421
Ministry of Forests, Lands, Natural Resource Operations and Rural Development	604-898-2100
Emergency Management BC (EMBC) 24- hour	1-800-663-3456
WorkSafeBC	1-888-621-7233
Environment and Climate Change Canada	
Air Quality Information	1-800-222-6633
Emergency Environmental Response	1-800-663-3456
Other Important Contacts	
FortisBC 24-hour Emergency Response	1-800-663-9911
Squamish-Lillooet Regional District	604-894-6371
Squamish Fire Department	604-898-9666

See Appendix H Maps for map to hospital.

McDermott / LBLNG Contacts

Name	Title	Phone Contacts	Email
McDermott			
Donald MacKay	Project Manager		Donald.MacKay@mcdermott.com
Andrew Jenkins	Construction Director	Cell s22 Bus: 281-588-5669	Andrew.Jenkins@mcdermott.com
Gareth McLaughlin	Construction Manager	s22	gareth.mclaughlin@mcdermott.com
Ryan Nolet	Construction Manager		ryan.nolet@mcdermott.com
TBD	Area Construction Manager		
John Kinsella	HSSE Manager	Cell s22	JKinsella@mcdermott.com
Margaret Rose	Environmental Manager	Cell	Margaret.Rose@mcdermott.com
Mike Taylor	Security Manager	Cell	Mike.Taylor@mcdermott.com
Scott Wodinsky	HSSE Lead	s22	scott.wodinsky@mcdermott.com
Mack Kallio	Environmental Manager		Mack.Kallio@mcdermott.com
Kim Lawrence	Area QHSES Manager	Bus: 832-513-2631	Kim.Lawrence@mcdermott.com
LBLNG			
Dan Commons	Project Director	Cell s22	dan.common@ledcor.com
Stephen Noel	Deputy Project Director	Cell	Stephen.noel@ledcor.com
Amber Johnsen	H&S Manager	Cell	Amber.Johnsen@bird.ca
Sherissa Cartier	H&S Manager	Cell Bus: 780-395-4806	Sherissa.Cartier@ledcor.com
TBD	Environmental Manager		
TBD	Security Manager		

Woodfibre LNG Contacts

Name	Title	Phone Contacts	Email
Construction Site			
Vic Locke	Site Construction Lead	s22	vic_locke@wlng.ca
Steven MacKay	Site Construction Lead	+1 604-815-7024	Stephen_McKay@wlng.ca
Ryan Schucroft	Site Environmental Lead	+1 604-848-4957	ryan_schucroft@wlng.ca
Vince Gagner	Site HSSE Manager	s22	vince_gagner@wlng.ca
Gordon Fulton	Site HSSE Specialist	+1 250-701-2668	gordon_fulton@wlng.ca
Cory Hennessey	Site HSSE Specialist	s22	cory_hennessey@wlng.ca
Kevin Robinson	Site HSSE Specialist		kevin_Robinson@wlng.ca
TJ Hatten	Site HSSE Specialist		tj_hatten@wlng.ca
Shawn Parrell	Site Maintenance Superintendent	+1 604-815-7238	Shawn.Parrell@wlng.ca
Vancouver / Houston			
Mike Champion	Environmental Manager	s22	mike_champion@wlng.ca
Kyle Wong	HSSE Director		kyle_wong@wlng.ca
Tim Kowbel	HSSE Technical Manager		Tim_Kowbel@wlng.ca
Lim Kwee Keong	Project Director		kklim@pacificenergycorp.com
Chesley Russo	Construction Director		chesley.russo@enbridge.com
Daria Hasselmann	Senior Manager, Community Affairs		daria_hasselmann@wlng.ca
Selena Basi	Vice President, Government and External Relations	604-620-7883 ext.124	selena_basi@wlng.ca
Amar Athwal	Senior Manager, Indigenous Relations	s22	amar_athwal@wlng.ca
Todd Boychuk	Manager, Indigenous Relations	604-620-7883	todd_boychuk@wlng.ca
Sean Beardow	Director, Communications Planning and Media Relations	s22	sean_beardow@wlng.ca

Fortis BC Contacts

Name	Title	Phone Contacts	Email
Construction Site			
Steve Skelhorn	Tunnel (FKM) Construction Manager	s22	steve.skelhorn@fortisbc.com
Joel Bot	FKM Asst. Construction Manager		joel.bot@fortisbc.com
Danny Riehl	SMJV Construction Manager		danny.riehl@fortisbc.com
Tim Ackah-Sanzah	Project HSE Manager		tim.ackah-sanzah@fortisbc.com
Adam Battrick	FKM HSE Lead		adam.battrick@deccaconsulting.com
Lane Cummins	Facilities (SMJV) HSE Lead		lane.cummins@deccaconsulting.com
Frontier-Kemper Michels (FKM)			
Geoff Robinson	Site Supervisor	s22	grobinson@frontierkemper.com
Marie D'Anjou	Health and Safety Manager		mariedanjou@michelscanada.com
Surerus Murphy Joint Venture (SMJV)			
Chris Mullan	Site Superintendent	s22	
Cam Fellows	Asst. Superintendent		
Henrietta Vokey	Safety Advisor		
Tera Chanasyk	Safety Lead		

Woodfibre LNG Emergency Operations Centre

Kemk'emeláy Room

900 -1185 W. Georgia St, Vancouver

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EXTERNAL AGENCY CONTACTS			
Agency / Nation	Number	Name of Representative Contacted	Time of Initial Notification
BC Ambulance Service	9-1-1		
Royal Canadian Mounted Police	9-1-1		
BC Wildfire Service	1-800-663-5555 or cellular (star) *5555		
WorkSafeBC	604-276-3100 (Lower Mainland) or 1-888-621-7233		
Emergency Management and Climate Readiness (EMCR) Emergency Coordination Centre EMCR will notify the BCER on call Emergency Response Officer and initiate British Columbia's notification of government agencies depending on the level of "coding" (notification code 1,2,3 is determined by the Lead Agency i.e., MOE or BCER). Depending on the code level Standard Operating Procedures (SOPs) in ECC will determine who is notified.	1-800-663-3456		
BC Energy Regulator (BCER)	Notify BCER initially by calling EMCR. 1-800-663-3456 BCER Rep. will then contact you. Follow up calls – Direct to BCER agency representative		

EXTERNAL AGENCY CONTACTS

Agency / Nation	Number	Name of Representative Contacted	Time of Initial Notification
<u>Marine Pollution</u> Canadian Coast Guard Regional Operations Centre (ROC)	1-800-889-8852 <i>(Your call will be recorded)</i>		
<u>Marine Accident or Incident</u> Canadian Coast Guard Marine Communications and Traffic Services (MCTS)	VHF Chanel 16 (156.8 MHZ) Cellular (star)*16 <i>(Your call will be recorded)</i> 250-363-6333 or 1-800-661-9202		
Squamish Nation (SN)	Primary: <i>s22</i> Alternate 1: 236-877-7559 Alternate 2: 604-815-3462 Alternate 3: <i>s22</i>		
Tsleil-Waututh First Nation (TWN)	Primary (TWN IC) <i>s22</i> Alternate: 604-929-3454		
District of Squamish (DoS)	604-892-5217 (business hours) 778-654-4367 (after hours) <u>Alternate contacts:</u> Emergency Program Manager: 604-848-4527 (business hours) Fire Chief: 604-848-4216 Police Requests – Dial 9-1-1		

EXTERNAL AGENCY CONTACTS

Agency / Nation	Number	Name of Representative Contacted	Time of Initial Notification
Vancouver Coastal Health (VCH)	Medical Health Officer on-call 604-527-4893 <ul style="list-style-type: none"> • Checked only on weekends, holidays and after hours. Environmental Health Manager on call: 1-877-298-4481		
BC Ministry of Environment & Climate Change Strategy (MOE)	Notify MOE by calling EMCR. 1-800-663-3456		
Transportation Safety Board of Canada (TSB)	Aviation Incident: 1-800-305-2059 Marine Occurrence: 819-994-3741 or toll-free 1-800-387-3557		
Environment and Climate Change Canada (ECCC)	ECCC can be contacted via Canadian Coast Guard Regional Operations Centre (ROC) 1-800-889-8852 Or by contacting the National Environmental Emergencies Centre 1-866-283-2333		
Department of Fisheries and Oceans Canada (DFO)	DFO, Violations and Reporting 604-666-3500 Alternate, contact DFO by calling the National Environmental Emergencies Centre 1-866-283-2333 or DFO 604-666-0384		

EXTERNAL AGENCY CONTACTS

Agency / Nation	Number	Name of Representative Contacted	Time of Initial Notification
Health Emergency Management BC	1-855-675-2436		
First Nations Health Authority (FNHA)	604-693-6500 from Mon-Fri, 8 a.m. – 4 p.m. or afterhours at 1-844-666-0711		
Joint Rescue Coordination Centre Marine Search & Rescue (JRCC)	1-800-567-5111 or Cellular (pound) #727		
CANUTEC NOTE: Any ship-source release of dangerous goods or hazardous noxious substances into the marine environment should be reported to the Canadian Transport Emergency Centre (CANUTEC)	1-888-CAN-UTEC (226-8832) Toll Free 24hrs 613-996-6666 Collect Call *666 Cellular phone Canada only		
Squamish-Lillooet Regional District (SLRD)	604-894-6371 or 1-800-298-7753 Alternate 604-356-3082		
Technical Safety BC	1-866-566-7233 from 8 a.m.- p.m. Monday to Friday https://portal.technicalsafetybc.ca/report-incident/incident-reporting-form		
Western Canada Marine Response Corporation (WCMRC)	604-294-9116 or 1-855-294-9116		

ADDITIONAL INDIGENOUS CONTACTS

Agency / Nation	Number	Name of Representative Contacted	Time of Initial Notification
Cowichan Tribes First Nation	604-980-4553		
Halalt First Nation	250-246-4736		
Lake Cowichan First Nation	250-749-3301		
Lyackson First Nation	250-246-5019		
Musqueam Indian Band	604-263-3261		
Penelakut Tribe	250-246-2321		
Stz'uminus Nation	(250-245-7155		
Snuneymuxw First Nation	250-740-2300		
Metis Nation British Columbia	604-557-5851		

SUPPORT SERVICES

Accommodation - Squamish

Executive Suites Hotel & Resort, Squamish	40900 Tantalus Rd, Squamish, BC http://www.executivesuitessquamish.com/	604-815-0048
Sandman Hotel & Suites Squamish	39400 Discovery Way, Squamish, BC https://www.sandmanhotels.com/squamish	604-848-6000
Mountain Retreat Hotel & Suites	38922 Progress Way, Squamish, BC https://www.squamishmountainretreathotel.com/	604-815-0883

Accommodation - Vancouver

Hyatt Hotel	655 Burrard Street, Vancouver, BC https://www.hyatt.com/en-US/hotel/canada/hyatt-regency-vancouver/yvrrv	604-683-1234
Hotel Vancouver	900 West Georgia Street, Vancouver, BC Ask for Front Desk. Assistant or Office Manager https://www.fairmont.com/hotel-vancouver/	604-684-3131 1-866-540-4452

Airport - Squamish

Squamish Airport	46021 Government Rd, Brackendale, BC Directions to Squamish Airport <ul style="list-style-type: none"> • From Sea to Sky Gondola • Head northeast on Sea-to-Sky Hwy/BC-99 N • Turn left onto Depot Rd • Turn right onto Government Rd • Turn left into Squamish Airport (YSE) 	Airport Ambassador 604-898-1975 Operation Communication 604-815-5024
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The Squamish Airport provides a critical emergency response function in both Squamish and the broader Sea to Sky region including use by the following organizations.

- BC Emergency
- Health Services (BCEHS),
- Squamish Search and Rescue,
- Technical Evacuation Advanced Aero Medical Society (TEAAM),
- Provincial Emergency Program Air (PEP) and,
- The Civil Air Search and Rescue Association (CASARA).

The Airport is also used by the District of Squamish's Emergency Operations to support the District's Multimodal Evacuation Plan and to support the District when the Emergency Operations Centre is activated. The Airport supports the Squamish Lillooet Regional District's All Hazards Plan and is designated under the Government and External Agency Support category. When wildfires are active in the vicinity of Squamish and the surrounding region, fixed-wing and rotary-wing businesses based at the Airport are commonly activated by the British Columbia Wildfire Service for suppression, detection, and transportation missions.

Fixed Wing Aircraft - Squamish		
Sea to Sky Air	At Squamish Airport 46041 Government Rd, Garibaldi Highlands, BC All flights seat up to four people (three guests and one pilot). fly@seatoskyair.ca	604-898-1975
Fixed Wing Aircraft - Vancouver		
Harbour Air	Vancouver Harbour Flight Centre Unit #1 Burrard Landing 1055 Canada Place, Vancouver, BC https://harbourair.com/flight-info/flight/private-flights/	1-800-665-0212 604-274-1277
Seair Seaplanes	Vancouver Harbour Flight Centre Unit #1 Burrard Landing 1055 Canada Place, Vancouver, BC https://www.seairseaplanes.com/seaplane-charters/executive-charter/	1-866-692-6440 604-647-7575
Sea to Sky Air	South Terminal 3 people maximum All flights seat up to four people (three guests and one pilot). fly@seatoskyair.ca	604-898-1975
Helicopters – Squamish		
Black Tusk Helicopter Inc.	Squamish Airport 46041 Government Road, Brackendale, BC https://www.blacktuskhelicopter.com/contact Email: flightdesk@btheli.com	24 Hour On-Call: 604-898-4800 Ext. 1
Blackcomb Helicopters	Squamish Airport 46011 Government Road, Brackendale, BC https://blackcombhelicopters.com/squamish https://blackcombhelicopters.com/emergency-services	Squamish 604-898-1067 Whistler (main office) 604-938-1700
Helicopters - Vancouver		
SKY Helicopters	455 West Waterfront Road 4 people maximum Sunrise to Sunset https://skyhelicopters.ca/commercial-services/	604-239-0760 1-855-759-4354

Office Building Management – Squamish (Bethel Land Corporation)		
38070 Loggers Lane		604-898-1901
Office Building Maintenance - Vancouver		
Vancouver Building 1185 W. Georgia		604.683.5002 x 9889 Direct 604-424-9889
	After hours maintenance	604-683-5002 Ext. 3
Security		
Black Tusk Fire and Security		604-935-1140
Sko-Mish Valley Security - Tom Harry		604-848-5119
Spill Response - Contractors		
Western Canada Marine Response Corporation	24-hour Emergency	604-294-9116
Primary Response Contractor to assist with equipment and personnel for spill.		1-855-294-9116
	Head Office (non-emergency)	604-294-6001
Marine Emergency Response – Fire Salvage		
Canadian Coast Guard	Marine Communications and Traffic Services VHF Channel 16 (156.8 MHZ) 250-363-6333 or 1-800-661-9202	
Resolve Marine	https://resolvemarine.com/services/	1-954-764-8700
Taxi Cabs - Squamish		
Squamish Taxi	1042 Edgewater Crescent, Squamish	604-567-1111
Howe Sound Taxi	1020A Finch Dr., Squamish	604-898-8888
Taxi Cabs – Vancouver		
Black Top/ Checker Cab	1355 Vernon Dr, Vancouver	604-731-1111
Yellow Cab	1441 Clark Dr., Vancouver	604-681-1111
Taxi Cabs - Whistler		
Blackcomb Taxi Ltd	27-1212 Alpha Lake Rd, Whistler	604-262-3895
Whistler Resort Cabs	2063 Lake Placid Rd, Whistler	604-938-1515
Whistler Taxi	1080 Millar Creek Rd, Whistler	604-932-3333

Water Transport, Tugs and Barging		
Squamish Marine Services <ul style="list-style-type: none"> • Water Taxi • Tugboats 	Office: 38124 Loggers Lane Shop: 1472 Pemberton Ave PO Box 1099 Squamish 16031 River Road, Richmond, BC http://squamishmarineservices.com/	604-273-2821 (24 hr) 604-898-3733
Mercury Launch and Tug	65 Rogers St, Vancouver	604-878-8847
Mercury Transport Inc. Water-taxi, tugs, and barges	Horseshoe Bay Operations 6695 Nelson Ave. West Vancouver https://mercurytransport.ca/	Office: 604-921-7451 604-921-7451 & Press 2
Utilities		
BC One Call	Provincial	1-800-474-6886
BC Hydro	Provincial	1 800 224 9376
Telus – telephone service	Provincial number used to report a problem with telephone service.	611 1-800-663-0333
Fortis BC	Natural gas pipeline emergencies	1-800-663-9911
	Electricity emergencies/ power outages	1-866-436-7847
Waste Management		
Stericycle Environmental Solutions and Specialty Waste Services <ul style="list-style-type: none"> ○ Secure Product Destruction ○ Lab Packing ○ Industrial and Manufacturing Hazardous Waste ○ Retail Hazardous Waste ○ Energy from Waste Incineration ○ International /CFIA /Health Canada Controlled Waste and Rejected Cargo Destruction 		1-855-277-0388 Canada -wide
Water Transport in Squamish		
BCML - British Columbia Marine Logistics Ltd.	PO Box 7000 230-38109 Second Ave, Squamish https://bcmarinelogistics.ca/resources/	604-815-8015
Squamish Marine Services Water Taxi	Government Dock 37778 Loggers Ln, Squamish http://squamishmarineservices.com/	604-898-3733 (24 hours)

Water Transport from Vancouver		
Mercury Transport Inc. Water-taxi, tugs, and barges	Horseshoe Bay 6695 Nelson Ave. West Vancouver After Hours Dispatch – Same or Next Day	Office: 604-921-7451 604-921-7451 & Press 2

Appendix B Incident Specific Guidelines

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1. MEDICAL EMERGENCY

Preparedness	<ul style="list-style-type: none"> ▪ Medical emergencies will be handled predominantly by the onsite medical personnel (Medical Task Force). ▪ Due to the remote location of the site and access/egress restrictions (by water only), the MDR (EPC Contractor) (McDermott) will have first aid facilities both onsite and in the Floatel (when available). Once it arrives, McDermott will establish a medical facility within the project provided accommodation (Floatel) to ensure all personnel accommodated receive effective and prompt care if medical issues arise. The Floatel's Medical Facility will be fitted with equipment and resources equivalent to a First Aid Room as per WorkSafeBC G3.16(1.1) as well as a Nurse and Paramedic(s) available 24/7. ▪ Subcontractors must ensure medical needs for their workers are covered according to their risk assessments and labour agreements. ▪ The onsite medical task force will provide medical treatment for non-life-threatening injuries/illnesses, using: <ul style="list-style-type: none"> ○ Rapid first aid and trauma response at the incident location, ○ Patient stabilization, treatment, and medication, as needed, ○ Nurse(s), ○ Paramedics, ○ Ambulance driver(s), ○ Water medevac crew(s), ○ 24-hour care of workers as required in the Floatel. ▪ Medical treatment needed beyond the onsite abilities will be handled primarily by the Squamish General Hospital located in the District of Squamish, BC, approximately 10km from the project site (water and land transportation required). ▪ The feasibility of using helicopters for patient evacuation from site to the Health Care Facility will be evaluated by the medical task force . Previous response times and experiences have concluded that rescue boat is the best primary option for medevac from site to Squamish, BC. ▪ If the Squamish General Hospital is not adequate to provide the emergency services required, Vancouver, BC will be the next location utilized. Refer to Appendix A for contact numbers and Appendix H for transportation maps. ▪ Woodfibre LNG understands the constraints BC Health Services experience while providing Ambulances for patient transport, for this reason, McDermott will ensure a project appointed industrial ambulance is available on the Squamish side to properly transport patient(s) to medical treatment without using BC Health Services' resources.
Response Initial Actions	<ul style="list-style-type: none"> ▪ Follow ERP Activation Process ▪ Provide first aid (if trained) if it is safe to do so, and/or provide comfort and reassurance until first aid responder(s) arrive. ▪ DO NOT leave the patient alone. ▪ DO NOT move casualty unless there is a further risk of injury as result of the escalating emergency/situations or such movement is associated with their first aid treatment e.g., recovery position.

1. MEDICAL EMERGENCY

Respond	<ul style="list-style-type: none"> First aid trained personnel to respond to the alarm. Emergency Response Team (ERT) will initiate appropriate responses depending on type of scenario and situation (first-aid, medical, fire suppression, vehicle extrication, etc.) following their level of competency and approved procedures. ERT Group Supervisor and Medical Task Force Leader will evaluate the patient and provide treatment as required on-site or transport the patient to the medical facility as appropriate. <p>Primary First Aid Responder (Medical Task Force Leader)</p> <ul style="list-style-type: none"> Go to the injury location via Emergency Transport Vehicle and carry a Level 2 Jump Kit and O2 therapy kit. Identify hazards, assess risks, and ensure your own personal safety. Conduct a rapid assessment of the scene and Mechanism of Injury, number of casualties. Maintain control of all direct reports on-site while keeping in regular communications with your ICS supervisor.
Triage, Treat, Transport	<ul style="list-style-type: none"> Maintain situational awareness (Conditions and Hazards). Follow the site First Aid protocol (Triage, Treat, Transport). Determine the need for extrication (Rapid Transport to Hospital) and recommend best method (boat /helicopter).
Proactively mobilize Medivac	<p>Based on recommendation of Medical Task Force Leader</p> <ul style="list-style-type: none"> Expedite dispatch of medivac or other appropriate transportation (Boat or helicopter) Ensure that Marine Communications and Traffic Services is advised: <ul style="list-style-type: none"> 250-363-6333 1-800-661-9202. Cellular (star)*16 VHF Chanel 16 (156.8 MHZ)
Notifications	<ul style="list-style-type: none"> Notify the hospital and provide them with available information. Update them if more information on injuries and the condition of casualty becomes available. Ensure that external notifications are conducted as per ERP Section 3
Protect the Scene and recordkeeping	<ul style="list-style-type: none"> Continue to keep the area isolated and leave the area undisturbed until investigations have been completed and approval has been given to resume operations. Ensure that records are kept of all investigations, that the names and addresses of all witnesses are recorded and that all reports are completed and distributed.

Medical Evacuation by Water

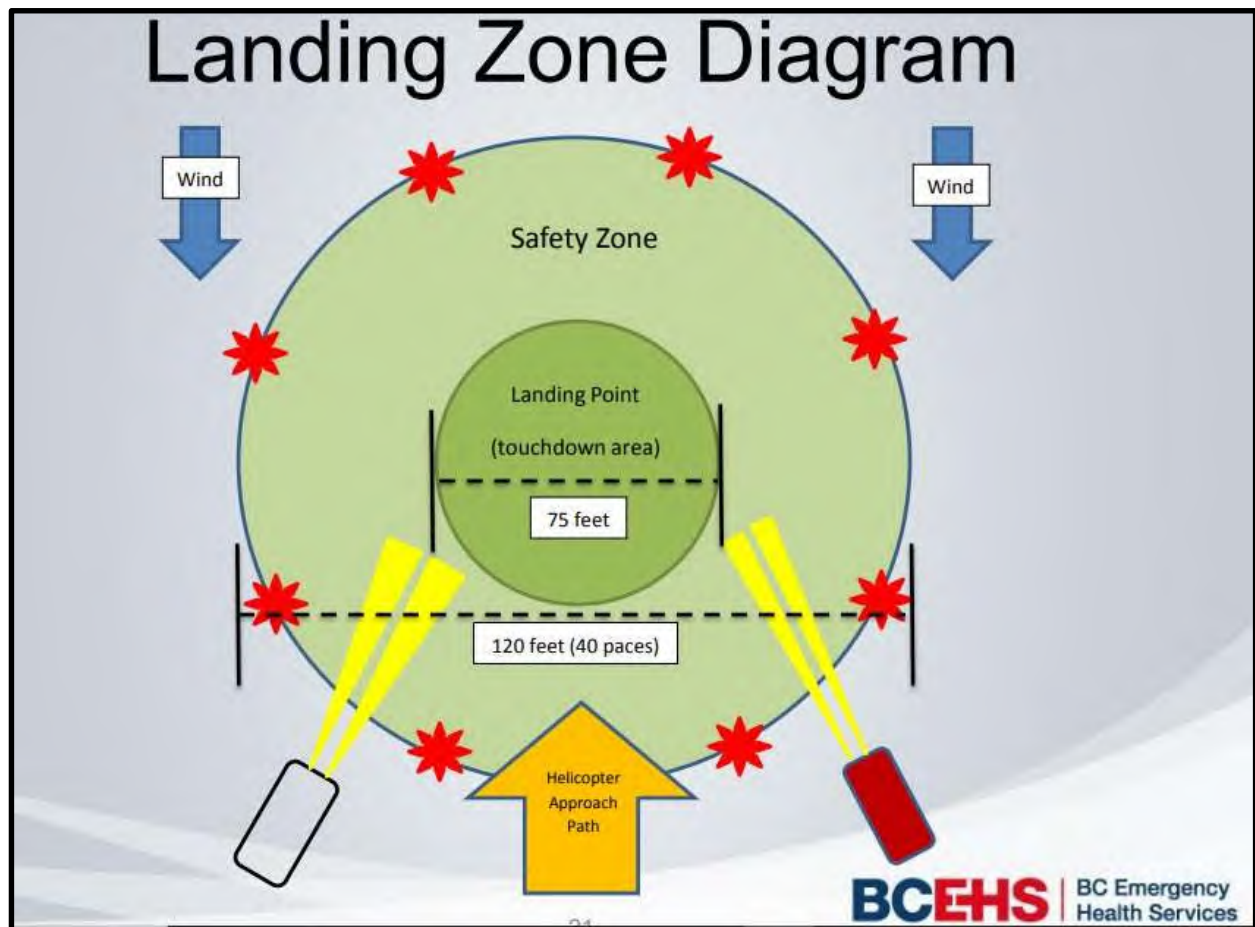
Actions	Considerations
Instruct Boat Operator to prepare boat	<ul style="list-style-type: none"> ▪ Prepare boat for marine patient transport. ▪ Follow Safe Work Procedure to remove front three (3) rows of seats from port side and install the spine board base and straps.
Ambulance to meet boat	<ul style="list-style-type: none"> ▪ First Aid Attendant directs secondary First Aid or other helper to call and confirm availability of the project appointed industrial ambulance
Water Medivac	<ul style="list-style-type: none"> ▪ Ensure that Marine Communications and Traffic Services (MCTS) centre is advised of any medivac via VHF or phone.
Secure casualty and transport	<ul style="list-style-type: none"> ▪ Secure casualty in stretcher and place stretcher in the Emergency Transport Vehicle unless within 100m of boat ramp. ▪ Transport patient to boat ramp and carry stretcher to base of ramp rescue boat. ▪ Secure stretcher into boat and transport
Arrival at Squamish Yacht Dock	<ul style="list-style-type: none"> ▪ Send a worker to signal to Ambulance at end of dock, or if not yet present, out to Logger's Lane. Then direct to end of dock. ▪ Provide the incoming ambulance personnel with a patient summary report as per training protocols and transfer the patient from your stretcher to the Ambulance stretcher. ▪ Determine which hospital the patient is going to be transported to.
Update Incident Commander	<ul style="list-style-type: none"> ▪ Update Incident Commander. The Incident Commander will ensure that EOC Director and (if necessary) Lion's Gate Security is notified.
Follow-up	<ul style="list-style-type: none"> ▪ Arrange for recovery of any equipment that was transferred with the patient. ▪ Complete the investigation report.

Medical Evacuation by Helicopter	
Actions	Considerations
Request Helicopter	<ul style="list-style-type: none"> First Aid Attendant or designate will call 911 and request British Columbia Ambulance Service Helicopter attend site. Provide coordinates to site to dispatcher: 49°66'44"N and 123°25'66"W If the patient's condition meets the "auto launch" requirements as set out in 2019 Provincial Guidelines titled "Pre-hospital Triage and Transport Guidelines for Adult and Pediatric Major Trauma in British Columbia", the helicopter will be launched immediately assuming weather and flight restrictions do not prevent this.
Emergency Transport Vehicle to Helipad	<ul style="list-style-type: none"> Drive the Site Emergency Transport Vehicle to the helicopter pad. Back vehicle up to the tracks but not crossing the tracks. Shut down and wait.
Check and inspect landing pad	<ul style="list-style-type: none"> Set Up Helicopter Landing Zone See Figure 11 Helicopter Landing Zone. Assign a trained worker to ensure there is no debris on or around the pad and to ensure no personnel or vehicles enter the Landing Zone area.
Helicopter Safety	<ul style="list-style-type: none"> Be always aware of the helicopter's main rotor blade and tail rotor blade. Approach towards and disembark from the front or side of the helicopter in a crouched position. Never approach or disembark the helicopter from the rear. Approach towards and disembark from the helicopter on the down slope or downhill side. Never approach or disembark the helicopter from an uphill position. Do not load or unload cargo without permission from the pilot. Avoid raising your arms or cargo above shoulder height. Avoid throwing objects in the vicinity of a helicopter. Ensure all light objects are secure and not allowed to become caught in the helicopter rotor downwash. Ensure personnel are not standing near the helicopter's approach path during landing or departure path during take-off. Avoid approaching the helicopter during engine start-up or shutdown. Shield eyes against blown dust or particles.

Medical Evacuation by Helicopter

Actions	Considerations
Helicopter arrival	<ul style="list-style-type: none"> ▪ The Air Ambulance Helicopter will land into the wind (at the discretion of the Pilot) and the helicopter will shut down. See Figure 11 Helicopter Landing Zone ▪ When the rotor blades have come to a complete stop the Pilot will signal to our ambulance driver to back up across the tracks and stop and shut off ambulance motor. ▪ The Air Ambulance crew will unload the helicopter and come to our Ambulance.
Patient Transfer	<ul style="list-style-type: none"> ▪ The teams will work together and unload our patient from the Ambulance on the gurney. ▪ The Air Ambulance crew will transfer the patient to their gurney and deliver the patient to the helicopter. The First Aid Attendant may be required to assist as well as assistant(s). ▪ Our gurney will be reloaded into our Ambulance and the Ambulance will be driven away from the Landing Zone. The Assistant will ensure no equipment has been left in the Landing Zone.
Check prior to starting helicopter	<ul style="list-style-type: none"> ▪ The First Aid Attendant and the assistant will do a final sweep of the Landing Zone and clear the Air Ambulance Pilot to start the Helicopter. ▪ The First Aid Attendant and the assistant will leave the Landing Zone but will remain until the Air Ambulance helicopter has left the Pad. ▪ The First Aid Attendant and helpers will ensure no loose material will fly due to the helicopter rotor wash.
Helicopter Landing Zone <div data-bbox="212 1377 266 1409">Day</div> <div data-bbox="212 1566 285 1598">Night</div>	<ul style="list-style-type: none"> ▪ If helicopter evacuation of an injured worker is necessary, set up the helipad landing zone as pictured in Figure 11. Identify and mark/delineate the LZ by one or more of the following methods: <div data-bbox="342 1360 1360 1549"> <ul style="list-style-type: none"> ▪ Corral formed by emergency vehicles and/or obvious natural boundaries. ▪ Weighted traffic cones placed at the corners and midpoints (if possible). ▪ Fluorescent paint may be used to mark the perimeter, or a large 'H' placed in the centre of the LZ. This is especially effective on snow covered surfaces. </div> <div data-bbox="342 1549 1360 1864"> <ul style="list-style-type: none"> ▪ Flashlights placed inside traffic cones / LED beacons / battery-powered "turbo flares" at the corners and midpoints (if possible). ▪ Flight crew will generally request that strobes be turned off. ▪ Vehicles with headlights on low beam pointed to cross at the centre of the LZ may be used. The vehicle lights should be pointed into wind. ▪ Use spotlights to mark obstacles and poles with wires. ▪ Do not shine lights directly at the helicopter. </div>

Figure 12: Helicopter Landing Zone



NOTE: Taken from the BCEHS Landing Zone Safety Procedure presentation⁹.

⁹ <http://www.bcehs.ca/about-site/Documents/2016-08-29%20BCEHS%20Landing%20Zone%20Safety%20Procedures%20-%20FINAL.pdf>

2. SPILL – ON LAND	
Actions	Considerations
Preparedness	<p>The project will be equipped with sufficient spill response equipment (spill kits) to contain and clean-up all uncontrolled releases associated with the construction activities. On-site stationary spill kits will be strategically distributed and available along the site for personnel to promptly access in case of a spill event.</p> <p>The following are the on-site minimum spill kit contents:</p> <ul style="list-style-type: none"> ○ Containment materials; boom, berms, sandbags, or similar ○ Absorbent materials; absorbent mats, pillows, sheet, socks, or similar ○ Secondary containments, salvage polyethylene spill kit drum or temporary container ○ Caution Tape ○ Nitrile Gloves or chemical resistant gloves ○ Safety Glasses ○ Disposal Bags <ul style="list-style-type: none"> ▪ In addition, chemical and/or oil storage areas, vehicles, and mobile equipment, will be provided with spill kits with the appropriate quantities and types of materials. Any supplies removed from the kits will be replaced immediately.
Response	<p>Follow ERP Activation Process</p> <ul style="list-style-type: none"> ▪ Isolate the area and protect yourself and others. ▪ Ensure the Incident Commander is notified.
Spill Approach	<p>Approach cautiously from upwind, uphill and/or upstream:</p> <ul style="list-style-type: none"> ▪ Appropriate PPE. Gas monitors as necessary to safely approach. ▪ Wind direction can change. If hazardous atmosphere is present, appropriate respirators must be donned, regardless of wind direction. ▪ Stay clear of vapor, fumes, smoke, and spills. ▪ Keep a safe distance from the hazardous area
Hazard Identification	<p>Identify the hazards using any of the following:</p> <ul style="list-style-type: none"> ▪ Placards, Container labels, Shipping papers. ▪ Safety Data Sheets (SDS). ▪ Knowledge of persons on scene. ▪ Consult 2020 Emergency Response Guidebook (ERG 2020) <ul style="list-style-type: none"> ○ Or get CANUTEC advice 1-888-226-8832 (cell * 666)
Assess	<p>Assess the situation:</p> <ul style="list-style-type: none"> ▪ Is there a fire, a spill, or a leak? ▪ What are the weather conditions? What is the terrain like? ▪ Who/what is at risk: people, property, or the environment?

2. SPILL – ON LAND

Actions	Considerations
	<p>CCG's GVIRP should be activated when there is a threat of pollution entering the water.</p> <ul style="list-style-type: none"> What actions should be – evacuation, shelter-in-place, or dike? What resources (human and equipment) are required? What can be done immediately?
Get Help IC Communications	<p>Obtain help.</p> <ul style="list-style-type: none"> Use brief C.A.N. Reporting (Conditions, Actions, Needs). Establish a Command Post and lines of communication. Ensure that external notifications are conducted as per ERP Section 3
Respond	<ul style="list-style-type: none"> Consider safety of people in the immediate area first, including your own safety. <ul style="list-style-type: none"> The scene should be safe and secure, eliminating hazards around the spill; isolate of energy, depowering tools, machinery, and equipment, barricading area off, removing fuel sources, securing (from falling or moving) Enter only when wearing appropriate protective gear. If the spill is incidental (does not pose a significant safety or health hazard to employees, community, or environment), the flow must be stopped by closing a valve, standing up the container, and or use the spill kit located in the immediate area to contain the spill. Continually reassess the situation and modify response accordingly. Communicate with your ICS supervisor every 10 min or as needed. Use brief C.A.N. Reporting (Conditions, Actions, Needs) Do not assume that gases or vapors are harmless because of lack of odor – odorless gases or vapors may be harmful. Use CAUTION when handling empty containers because they may still present hazards until they are cleaned and purged of all residues.
Important	<ul style="list-style-type: none"> Ensure that no chemical spill treating agents (dispersants or shoreline treating agents) is applied without the consent of SN and TWN or its representative in Unified Command, if active. Ensure that shoreline protection, assessment, or clean-up activities are conducted in a way that limits disturbance to archaeological or cultural heritage sites
Contain	<ul style="list-style-type: none"> As practical and safe as possible, contain spill to as small area as possible, place or build spill control barriers (booms, berms, trenches) around the spill and down flow to minimize to spread the spill and / or prevent the spill substance reach any water body and/or drainages.

2. SPILL – ON LAND

Actions	Considerations
	<ul style="list-style-type: none"> ▪ If spill has the potential to enter into marine environment – refer to the appropriate incident specific response guideline and implement shoreline protection measures to protect environmentally sensitive areas. ▪ Absorbent booms tied end-to-end and/or confining timber/vegetative matter or earthen berms will be fashioned to isolate or encircle the spill. ▪ Absorbent mats or loose absorbent material will be placed directly onto the spilled substance, and where necessary, the absorbent mats secured into place. ▪ Consider and ensure compliance with ground disturbance procedures. ▪ Determine where bell holes or trenches would be most effective. ▪ Keep trenches as shallow and narrow as possible to prevent additional clean-up and minimize groundwater impact. ▪ Supplement with berms where possible. ▪ Use practical containment tools and equipment including shovels, dump trucks, sandbags, plastic bags, heavy earth moving equipment, "Plug and Patch", foam, salvage covers, adsorbents, booms, etc. <p>Surface run off may have to be diverted from the spill site if wet conditions are present. If weirs are installed, they should be able to handle large flow rates and surges.</p>
<p>Initial Isolation Distances</p> <p>and</p> <p>Protective Action Distances</p>	<p>Consult the Emergency Response Guidebook (ERG 2020) for recommended safety distances: "<i>initial isolation distances</i>" and "<i>protective action distances</i>" for:</p> <ul style="list-style-type: none"> ○ Small spills: 208 liters (55 US gallons) or less ○ Large spills: more than 208 liters (55 US gallons) <p>Initial Isolation Distance - This is the radius of the "initial isolation zone" surrounding the spill in which people <u>may</u> be exposed to dangerous concentrations upwind of the source and potentially life-threatening hazards / concentrations downwind of the source.</p> <p>Protective Action Distance - This is the downwind distance from the spill or leak source, where responders could carry out protective actions to protect the health and safety of emergency responders and the public by evacuating and/or implementing shelter-in-place people for in this area.</p>

2. SPILL – ON LAND

Actions	Considerations
Incident Action Planning considerations	<ul style="list-style-type: none"> ▪ Assess the environmental and socioeconomic and cultural sensitivities of the spill site and the surrounding area. ▪ Coordinate the implementation of the identified environmental protection and spilled material containment and collection approaches (including the deployment of appropriate spill response and clean-up equipment). ▪ Devise and steward the implementation of appropriate monitoring activities. ▪ Identify strategy / tactics to achieve Incident Objectives. ▪ Ensure that you have required resources to implement plan.
Recovery and Removal	<ul style="list-style-type: none"> ▪ Considering minimum environmental disturbance, all saturated material must be collected, also if spill reached vegetation and soil must be removed to facilitate cleanup. ▪ Use loose absorbents or absorbents in the form of sheets, pads, mats, booms, and potentially other materials to recover any hydrocarbons spilled onto a land surface that have not soaked into the soil. ▪ Brooms or other devices may be used to aid in the recovery of spilled product. ▪ Keep environmental disturbance to a minimum. ▪ Recover as much product and saturated debris as possible. ▪ In the event of a spill, vegetation and soil may be removed to facilitate cleanup. Any removed vegetation will be replaced after cleanup to encourage re-establishment of natural vegetation communities. ▪ Excavated contaminated soil as well as soaked absorbents, brooms, and other contaminated materials and debris will be recovered and transferred to appropriate solid waste receptacles (e.g., steel/plastic drums, large heavy plastic bags, metal bins/dumpsters). ▪ Containers containing contaminated spill debris and wastes will be sealed, properly labeled, and transferred to an approved Waste Management Facility. ▪ The method chosen for land containment and recovery is dependent on-site conditions and the equipment available. ▪ All contaminated material and spill wastes/debris will be collected and store in impermeable, sealed, and labelled containers, for transport and final disposal in accordance with Project waste management practices.

Containment Options		
Containment Method	Technique Description	Comments
Earth or Sand Dike (All seasons)	<p>Earth or sand at or near the site is used to contain spilled material on flat or sloped surfaces.</p> <p>Sandbags filled with soil or sand are used to contain spill.</p> <p>Augment with poly-sheeting if available.</p>	<p>Enough dry earth, gravel or sand needs to be available to contain the spill. Earth may be frozen.</p> <p>Surface disturbance to remove earth or sand may result in erosion, especially on steep slopes.</p> <p>Work crews and/or earth-moving equipment are required to build a dike.</p> <p>Consider disposal of berm if contaminated.</p>
Snow or Ice Dike (Winter only)	<p>Snow or ice at or near the site is used to contain spilled material on flat or sloped surfaces.</p> <p>Augment with poly-sheeting if available.</p>	<p>Enough snow or water needs to be available to contain spill. Snow or ice dike will melt quickly in warm weather.</p> <p>Contaminated snow or ice may need to be removed or stored for treatment.</p> <p>Work crews and/or earth-moving equipment are required to build snow dike. Water spraying equipment may be required to construct ice dike.</p> <p>Consider disposal of berm if contaminated.</p>
Sorbent Dike (All seasons)	<p>Sorbent material is used to contain spill.</p>	<p>Useful only in small spills, as purchase of large quantities of sorbent is expensive and impractical.</p> <p>Contaminated sorbent may need to be replaced or squeezed out during incident.</p> <p>Contaminated sorbents need to be disposed in compliance with government legislation.</p> <p>Enough sorbent or sorbent boom, work crews and storage containers or a lined storage area for contaminated sorbents needs to be available to build sorbent dike.</p>
Trench or Sump (All seasons)	<p>A trench or sump is excavated downslope on sloping terrain to limit surface or subsurface spill movement.</p> <p>Work crews and/or earth-moving equipment are required to build trench or sump, as well as plastic or other</p>	<p>Clean topsoil should be removed before trench construction. Frozen soil, bedrock close to the surface or soil type (e.g., sand) may make this option impractical.</p> <p>Need to consider contamination of sump soil, potential storage, and disposal.</p>

Containment Options		
Containment Method	Technique Description	Comments
	impermeable sheeting for a trench liner.	<p>Surface disturbance to remove earth or sand may result in erosion or further penetration in sandy soil.</p> <p>Ensure no other pipelines or underground utilities are in the excavation area.</p>

Recovery Options		
Recovery Method	Technique Description	Comments
Vacuum Truck (If available)	A vacuum truck is used to recover spilled material from a dike or trench in areas accessible by trucks or heavy equipment.	<p>The method depends on site vacuum truck arrival and access.</p> <p>Surface disturbance and soil damage may result from movement of the vacuum truck to and from the site. Topsoil may need to be stripped from the site before starting recovery activities.</p>
Pumping Spilled Material into Storage	A pump is used to recover spilled material from a dike or trench in areas not accessible by vacuum trucks.	<p>Pumps need to be safe for use at the spill site and compatible with the product to be pumped. Surface disturbance and soil damage may result from movement of the pump and storage equipment to the site.</p> <p>Skid tanks, tanker trucks, port-a-tanks, fuel bladders, permanent tanks, or a lined excavated area need to be available to provide storage for the recovered material.</p> <p>A work crew and power supply for the pump needs to also be available.</p>

3. SPILL – INTO WATER

CCG's GVIRP should be activated when there is a threat of pollution entering the water.

This guideline provides guidance on general short-term measures until the direction/arrival of additional marine spill response resources e.g., Western Canadian Marine Response Corporation (WCMRC).

Actions	Considerations
Initial Actions	<ul style="list-style-type: none"> ▪ Follow ERP Activation Process ▪ Ensure Personnel Safety. Use personal protective equipment. ▪ Cordon off and secure the spill affected area. <p>Ensure that external notifications are conducted as per ERP Section 3</p>
Size up	<ul style="list-style-type: none"> ▪ Assess and evaluate the spill - status / potential escalation. ▪ Identify the type and estimate the amount of material spilled. ▪ Identify the spill source and, if appropriate, ensure that suitable measures have been implemented to stop the release of additional volumes of material. ▪ Estimate the duration and age of the spill. ▪ Estimate the size of the affected area. ▪ Assess the environmental, cultural, and socioeconomic sensitivities of the spill site and the surrounding area. ECCC would be able to provide this information, including spill trajectories if the spill ends up in the marine environment.
Get Help	<ul style="list-style-type: none"> ▪ Notify agencies and call for assistance from qualified personnel / external contactors as needed. <p>NOTE: The Operations Section will need to be large with significant resources to be able to effectively implement the IAP, this may include but may not limited to resources (personnel and equipment) to implement:</p> <ul style="list-style-type: none"> ▪ Shoreline clean-up, SCAT, wildlife deterrent, wildlife rescue, spill containment and recovery, ongoing environmental monitoring.
Response	<p>Proactively:</p> <ul style="list-style-type: none"> ▪ Obtain additional external support (get big fast) e.g., activation and deployment of WCMRC vessels and/or local contractor vessels & crews. ▪ Maintain regular communications with cooperating or supporting agencies through the Liaison Officer and/or establish Unified Command with one or more Authorities having Jurisdiction (i.e. (e.g., Squamish Nation & Canadian Coast Guard) ▪ Situation is discussed with Command, Safety Officer, and Environmental Specialists (or delegate) to identify appropriate environmental protection and spilled material containment and collection approaches.

3. SPILL – INTO WATER

CCG's GVIRP should be activated when there is a threat of pollution entering the water.

This guideline provides guidance on general short-term measures until the direction/arrival of additional marine spill response resources e.g., Western Canadian Marine Response Corporation (WCMRC).

Actions	Considerations
	<ul style="list-style-type: none"> ▪ Liaise with regulators, qualified personnel (internal and external) external to determine Net Environmental Benefit ¹⁰ (NEB) and shoreline protection strategies and begin recovery operations. ▪ Mobilize professional wildlife response teams. ▪ Mobilize third-party Shoreline Cleanup and Assessment Technique expertise (SCAT) e.g., Polaris Applied Science. https://www.polarisappliedsciences.com/en/contact/
Important	<ul style="list-style-type: none"> ▪ Ensure that no chemical spill treating agents (dispersants or shoreline treating agents) is applied without the consent of SN and TWN or its representative in Unified Command, if active. ▪ Ensure that shoreline protection, assessment, or clean-up activities are conducted in a way that limits disturbance to archaeological or cultural heritage sites
Spill Containment	<p>When wind and/or current are present, the spill will move with the wind or current until it reaches the shoreline. Wave action in the water body may also affect the spill causing oil-in-water or water-in-oil emulsions to form, making recovery and clean-up efforts more difficult.</p> <ul style="list-style-type: none"> ▪ Attempt to contain the spill to as small an area as possible on the water body near the spill source. ▪ Use a containment boom to contain the spill. ▪ Absorbent mats/pads will be placed on the enclosed or diverted hydrocarbons and, where required, secured in place. ▪ Implement shoreline protection measures to protect environmentally sensitive areas. Refer to the B.C. Marine Oil Spill Prevention and Preparedness Strategy and the Western Canadian Marine Response Corporation for containment booms and for boom configurations used in open water.

¹⁰ The concept of Net Environmental Benefit (NEB) is an extremely important one. NEB is an underlying principle and critical aspect of spill response that guides all strategic decisions and extent of cleanup. Basically, the Net Environmental Benefit of a proposed decision (say, pressure washing a shoreline) must accelerate the rate of recovery at that location, not hinder it. This means that, in some cases, some amount of spilled product may be left behind to clean up naturally. This concept, relying on natural processes to clean up pollution, is called Monitored Natural Attenuation and is a safe process if monitored properly. For more Monitored Natural Attenuation information, see: <http://www.clu-in.org/download/citizens/mna.pdf>

4. FIRE / EXPLOSION

Actions	Considerations
Preparedness	<ul style="list-style-type: none"> ▪ Fires can occur at any part of the site. They can threaten people, accommodation facilities and the construction/operational assets. Construction workers will deal with small fires, i.e., where a handheld fire extinguisher can be used, without risk to personnel. ▪ Once construction staff has mobilized, a designated ERT will provide specialized firefighting support as part of the initial response. The ERT will deal with fires above the training and resources immediately available to construction workers (initial responders). ▪ The ERT onsite will be available during working shifts to ensure proper coverage of potential events. One (1) fire truck must be available onsite as well as other emergency fire-fighting equipment, as required for a proper response.
Initial Actions	<ul style="list-style-type: none"> ▪ Follow ERP Activation Process ▪ Activate the alarm, airhorn or radio call on Channel 1 “Fire, Fire, Fire” and state the location of the fire. ▪ Direct all workers to report to Muster Area and take head count. ▪ Initiate first aid for injured. ▪ Ensure that external notifications are conducted as per ERP Section 3
Safety First	<ul style="list-style-type: none"> ▪ Site first responders must be informed about any hazards associated with the fire or explosion. ▪ Do not enter a hazardous area or attack a fire without the appropriate training and equipment. ▪ First responders should only attempt to fight a fire that can be put out using handheld fire extinguishers.
Respond to Small Incipient Fires	<p>If safe to do so, trained personnel should:</p> <ul style="list-style-type: none"> ▪ Isolate all potential fuel sources. ▪ Shut down equipment, fuel lines and electrical at source. ▪ Not fight a fire unless you are sure that the fire can be safely put out with the equipment and personnel available. ▪ Try to extinguish a small (incipient) fire with a fire extinguisher. ▪ Always completely discharge the whole fire extinguisher once the process has begun. ▪ Back away and never turn your back to a fire. ▪ Not allow yourself to become blocked or in any situation that would prevent a safe exit.

4. FIRE / EXPLOSION

Actions	Considerations
Larger Fires	<ul style="list-style-type: none"> ▪ If it is felt that the fire cannot be safely extinguished, use the equipment and personnel available to keep the fire from spreading until additional equipment and personnel arrive. ▪ Call out specialized service companies as required.
Ongoing Communication	<ul style="list-style-type: none"> ▪ Maintain control of all direct reports on-site while keeping in regular communications with your ICS supervisor / Operations Section Chief (or directly to Incident Commander).
Evacuation Consideration	<ul style="list-style-type: none"> ▪ Consider the direction and range of drift smoke and fumes when assessing the need to evacuate the site. ▪ Protect those adjacent / downwind by advising them to take shelter in place or leave the area if the fire is producing dense smoke or noxious fumes.
Fire Extinguisher Procedure – PASS	<p>P Pull the pin.</p> <p>A Aim the extinguisher at the base of the fire.</p> <p>S Squeeze the handle.</p> <p>S Sweep at the base of the fire</p>

5. WILDLAND FIRE

Actions	Considerations
Preface	<p>In Canada, wildfires or forest fires are common in forested and grassland regions from May to September every year, which can cause extensive damage to people, the environment and project assets. The Project will follow all prevention recommendations imposed by the regulators during the wildfire season and ensure the activities performed do not create or enhance potential wildfires by establishing proper control measures through risk assessments, work method statements and/or execution plans.</p> <ul style="list-style-type: none"> ▪ The Emergency Response Team and project personnel (trained only) will support efforts to extinguish incipient fires on forested areas or grasslands to the extent of their competency and training and if safe to do so. ▪ The Project must activate an expanded response structure to ensure the proper resources are allocated and all stakeholders are involved. This scenario may be commanded/supported by BC Wildfire Services – Coastal Fire Centre if an uncontrolled wildfire occurs in the near vicinity of the project site. ▪ To support any incipient wildfires or smoldering situations, all light duty vehicles within the project boundaries must be equipped with the following wildfire support items: <ul style="list-style-type: none"> ○ Pulaski tool, ○ Shovel, ○ 18L Hand Tank Pump (Piss Can), and ○ Fire Extinguisher (5lb ABC minimum).
Preparations	<p>Ensure that the following actions in the Woodfibre LNG Wildfire Management Plan have taken place:</p> <ul style="list-style-type: none"> ▪ Sufficient project personnel are trained in S-100 and have gone through refresher training as needed. ▪ Key personnel are familiar with the operation of the fire equipment (extinguishers, pump cans, fire pumps, etc.). ▪ Key personnel have basic and sufficient understanding of Fire Suppression tactics and safe work procedures. ▪ Sufficient firefighting hand tools are available at work sites within 300 meters of forest land. Tools must be available in combination and type to properly equip each person who works at the site with a minimum of one hand tool. ▪ Fire tools include firefighting hand tools (i.e., shovel, Pulaski, axe, hand tank pump and fire extinguisher) and water delivery systems (i.e., a system for suppressing fire by delivering water, a suppressant, or a surfactant). ▪ An adequate water delivery system must be kept at the work site where high risk activities are performed. ▪ Ensure that all equipment is in ready condition: <ul style="list-style-type: none"> ○ Equipment is properly located (i.e., on equipment, in pick-ups, etc.)

5. WILDLAND FIRE

Actions	Considerations
	<ul style="list-style-type: none"> ○ Pumps start easily, accessories, tools, and fuel are available. ○ Hoses are properly stored in a clean, dry place. ○ Porta-tanks and hand pumps are full of water. ○ Hand tools are in good condition. ○ Fire extinguisher inspections and maintenance are current.
Monitor Weather	<ul style="list-style-type: none"> ▪ Weather (including temperature, wind, relative humidity, and precipitation) is to be monitored daily throughout the Fire Season as required.
Communication and Awareness	<ul style="list-style-type: none"> ▪ Safety will communicate the fire rating to all supervisors who will communicate the information to the workers. ▪ All contractors are responsible to communicate the fire rating and exemptions requirements in their onsite toolbox meeting.
Initial Response As per the WLNG Wildfire Management Plan	<ul style="list-style-type: none"> ▪ Initiate alarm - "FIRE-FIRE-FIRE" on Radio Channel 1 (Emergency). ▪ Notify your Supervisor and the Incident Commander. ▪ Ensure that external notifications are conducted as per ERP Section 3 <ul style="list-style-type: none"> ○ To report a Wildfire or request assistance from the Coastal Fire Center, 1-800-663-5555 or *5555 on cellular. ▪ Follow Fire / Explosion Response Guide for on-site fires. ▪ If possible, trained, and safe to do so, contain the fire by using a fire extinguisher: <ul style="list-style-type: none"> ○ After a minor fire, a minimum of 1-hour fire watch is required in the area. If the fire hazard rating for site is above moderate, then the required fire watch will be adjusted to comply with the wildfire regulations. 2 hours for high, 4 hours for extreme. ▪ Call out specialized wildfire resources as required. ▪ Confirm that any fire was reported to all required authorities. ▪ Complete all required company and government reports.

SUMMARY OF FIREFIGHTING TACTICS

- NOTE Refer to the full copy of the Woodfibre LNG Wildfire Management Plan for more information.

Rank	Conditions	Wildfire Fire Fighting Tactics
1	<ul style="list-style-type: none"> Smouldering ground fire No open flame White smoke Slow (creeping) fire spread 	Direct attack with ground crews using hand tools and water delivery.
2	<ul style="list-style-type: none"> Surface fire Visible, open flame Unorganized or inconsistent flame front Slow rate of spread 	Direct attack with ground crews using hand tools, water delivery systems, or heavy equipment; Hand constructed control lines and lines that have been cleared of combustible material will likely be successful.
3	<ul style="list-style-type: none"> Organized flame front – fire progressing in organized manner. Occasional candling may be observed along the perimeter and/or within the fire. Moderate rate of spread 	Hand constructed control lines alone are likely to be challenged. Ground crews conducting direct attack may require air support from fixed-wing air tankers, skimmers or helicopters conducting bucketing or tanking operations.
4	<ul style="list-style-type: none"> Grey to black smoke Organized surface flame front Moderate to fast rate of spread on the ground. Short aerial bursts through the forest canopy Short-range spotting 	<p>Ground operations may not be successful at the head of the fire. Indirect tactics may be required to bring the head of the fire under control. Parallel attack may be used along the flanks of the fire to direct the head into favourable ground or fuels.</p> <p>Air operations may be required to support ground personnel.</p>
5	<ul style="list-style-type: none"> Black to copper smoke Organized crown fire front Moderate to long-range spotting and independent spot fire growth 	<p>The limited options available include indirect attack and planned ignitions to remove fuel in the path of this type of fire behaviour.</p> <p>Ground operations are often restricted to fighting the least active sections of the fire or conducting ground ignition operations from secure control lines with readily available escape routes and safety zones.</p>
6	<ul style="list-style-type: none"> Organized crown fire front Long-range spotting and independent spot fire growth Possible fireballs and whirls Violent fire behaviour probable A dominant smoke column may develop which influences fire behaviour 	Firefighting under these conditions is extremely dangerous. Suppression efforts will be away from active fire behaviour and may include preparing structure protection measures or conducting indirect large-scale ignition operations to steer the fire. Often, the safest and most prudent strategy is to pull resources back to safe areas, ensure that personnel and the public are safe, and wait for fire behaviour to lessen before re-engaging in fire suppression operations.

6. MUSTERING AND EVACUATION

Actions	Considerations
Overview	<ul style="list-style-type: none"> All Site personnel will be required to muster at a designated muster point location on the sounding of the alert. Muster Alerts may predominantly be different for individual locations i.e. (Floatel, marine area, ISBL or OSBL). Prior to the installation of infrastructure to support Public Address General Alarm (PAGA) systems, activation may occur through two-way radio, air horns or verbal communication. McDermott will coordinate alarm and muster procedures to be the same across all their Subcontractors. The Muster Alert is intended to alert personnel that an evacuation is required on site in an area or across the Project. An announcement over the two-way radio will direct: <ul style="list-style-type: none"> The specific area to be mustered, or if the total site is to be muster, or a particular area is to be evacuated.
WORK AREA EVACUATION	<ul style="list-style-type: none"> The Line Supervisor of the affected area determines the extent to which a partial or full muster or evacuation is required via the radio communication and directs his crew and other personnel in the immediate vicinity to the closest safe muster point.
Workers go to Muster Point	<ul style="list-style-type: none"> All personnel are to make their immediate work area safe, exit the building or area by the safest and closest exit, then proceed to their designated muster point. On arrival at the muster point, all personnel are to report to their Supervisor and await further instructions. Diagrams showing the locations of all muster points shall be distributed around the site at main access points, refer to Appendix H of this plan.
Head Count	<ul style="list-style-type: none"> Line Supervision conduct head count and report status of all present or identify the names of personnel not accounted for to the Muster Point Coordinator
Muster Point Coordinator reports head count	<ul style="list-style-type: none"> Muster Point Coordinator reports head count to the Deputy Incident Commander (if appointed) or directly to the Incident Commander, providing the following information via two-way radio: <ul style="list-style-type: none"> Number of personnel accounted for. Number and names of personnel missing.
Deputy IC conducts cross reference to site personnel list	<ul style="list-style-type: none"> The Deputy Incident Commander (if appointed) or the Incident Commander will cross check head count data compared to the up-to-date record of personnel on site from the site security system.
Operations Section Chief leads search for Missing Persons	<ul style="list-style-type: none"> In the event that there are missing persons, the Operations Section Chief will be in charge of the search and will decide whether to send in the ERT and / or other personnel in to find the missing person(s).
Work Area Re-entry process	<ul style="list-style-type: none"> The Incident Commander will decide when all or some of the workers may be able to return to their work activities in the specified/cleared/ safe areas after the mustering and head count is successfully conducted,

6. MUSTERING AND EVACUATION

Actions	Considerations
<p>MARINE FACILITY</p> <p>Vessel Master conducts head count stands down work and waits for instructions</p>	<ul style="list-style-type: none"> ▪ The Vessel Master accounts for all personnel working on or visiting each vessel via a sign on / sign off register. ▪ In an Emergency the Vessel Master reports head count to the Deputy Incident Commander (if appointed) or directly to the Incident Commander, providing the head count of crew and passengers. ▪ Deputy Incident Commander (if appointed) or directly to the Incident Commander, shall account for the personnel on their vessel against the register and shall notify the site Incident Commander of any persons unaccounted for or the status of their crew. ▪ Vessel Master shall stand down all work during an emergency muster and waits for further instruction prior to proceeding with any work activity.
<p>FLOATTEL</p> <p>Site Accommodations</p> <p>Floatel Master conducts head count and reports it to the Deputy IC who compares it to current daily accommodation register</p>	<p>A current daily accommodation register shall be available at the administrator's office and shall be used against the electronic swipe card reader for access to and from the Floatel to identify unaccounted personnel. Evacuation, Unmooring, Shelter in Place and Muster exercises shall be documented within the Floatel Emergency Response Plan (TBD). Such plan must meet Transport Canada Regulations in relation to drills and exercises, as a minimum, quarterly muster and evacuation drills must be conducted while Floatel is occupied.</p> <p>Onboard Emergency Evacuation</p> <p>The Master has the overall responsibility to ensure a safe evacuation of guests and crew during an event that prompts such action. The Vessel's emergency response team will address the situation and maintain CONTRACTOR up to date throughout each step taken.</p> <p>The Master will provide clear instructions via PAGA system to all guests, crew members and onboard emergency response team members.</p> <p>Only emergency exits through stairways shall be used during evacuations. Elevators must not be used due to added risks and potential malfunctions.</p> <p>Onshore Emergency Evacuation</p> <p>In the event of a site wide evacuation (e.g., out-of-control wildfire), the Floatel will serve as the shelter in place for all employees in the Project Site, including McDermott, Subcontractors, Woodfibre LNG and Other Contractors (i.e., FortisBC) as needed.</p> <p>To ensure all personnel are accounted for, each organization's Project Manager must report the status of their personnel to McDermotts Construction Director (or designee) who, subsequently, will report all gathered information to the Vessel Master.</p> <p>NOTE: The Floatel's operations ensure life-rafts for up to 900 persons onboard.</p> <p>The vessel master will plan the short voyage to the Howe Sound to ensure personnel and property's safety while the Authorities Having Jurisdiction properly respond to the out-of-control emergency. The vessel master will take the following considerations into account:</p>

6. MUSTERING AND EVACUATION

Actions	Considerations
	<ul style="list-style-type: none"> Any crew member can exercise their immediate Stop Work Authority if any unsafe condition or act is identified, Unmooring operations must be conducted under the direct supervision of an officer in direct communication with the Master (bridge), The mooring areas must be maintained free of obstacles at all times and properly lit at night, Review and communicate the unmooring plan, Ensure crew members clearly understand the vessel's line management plan, Conduct a risk assessment and toolbox meeting with crew members involved in the operation, Ensure Personal Protective Equipment is available and used by all involved personnel, Ensure personnel is clear of snap back zone as identified in the risk assessment, Ensure the winch operator can always see the person in charge (officer), Operation of controls and handles must be done in a slow and deliberate way, ensuring that the intended functions are carried out in a controlled manner, Once unmooring is completed safely and confirmed by person in charge (officer) to the bridge (master), the vessel can begin its planned short voyage by following the master's operational instructions. <p>Return to shore will be determined by Master once approved by the Authority Having Jurisdiction attending the emergency. Vessel Master will maintain direct communication with McDermott's Construction Director to ensure all project and employee's needs are met.</p>
FULL SITE EVACUATION	<ul style="list-style-type: none"> Project Management Team will monitor current and potential weather conditions to determine when safe transportation may be compromised (based on wind speed at Squamish Terminals, wind speed at Woodfibre Site, wind direction and forecasted weather and potential severity).
Assess Risk	<ul style="list-style-type: none"> Incident Commander in conjunction with Safety Officer and Vessel Masters(s) will determine if an organized full or partial evacuation of personnel from site is required. Vessel Master(s) assesses sea conditions and if they are capable of safely transporting workers or if rescue boats are required. Ensure that external notifications are conducted as per ERP Section 3
Muster	<ul style="list-style-type: none"> Activate Worksite Evacuation Signal (horn / radio). Deputy IC or Safety Officer radio call to all workers to report to Muster Area(s). Accountability is established via sign in sheets and personnel checks conducted by contractor of their staff. Deputy Incident Commander is informed of site-wide headcount.

6. MUSTERING AND EVACUATION

Actions	Considerations
Shut down equipment	<ul style="list-style-type: none"> Incident Commander directs the shutdown of any on-site critical infrastructure as required.
Go or No-Go Considerations	<ul style="list-style-type: none"> Incident Commander, Vessel Masters and Safety Officer discuss the logistics of the Evacuation "Go or "No Go" options: (IC discusses with EOC Director) <ul style="list-style-type: none"> What are the hazards / life safety risk of evacuating the site? What are the hazards / life safety risk of NOT evacuating the site? What is the anticipated length of the weather event and what is anticipated to occur? What is the best method of evacuation? Passenger boats or Floatel?
GO Decision for full site evacuation	<p>If evacuation decision is made by Incident Commander to "GO,"</p> <ul style="list-style-type: none"> Staff triaged for evacuation necessity (medical / situational) prioritized for transport. All workers receive or have access to a PFD for transport off site. Vessel Master takes over safety responsibility for workers once aboard. If dock / ramp is not able to facilitate removal of personnel, then use alternate extrication point (i.e., barge landing) and if required, rescue boat brought over to assist with loading.
NO GO Decision	<p>If Incident Commander decides site evacuation is a "NO GO" –</p> <ul style="list-style-type: none"> Incident Commander continues to monitor hazards / life safety risk weather with Vessel Masters and Safety Officer. Evacuation from site occurs as decided by the Incident Commander when safe transport is deemed possible.

7. STRUCTURAL FAILURE

Actions	Considerations
Preparedness	<ul style="list-style-type: none"> Design features are such that the likelihood of structural failure in any of the project's construction assets is deemed to be extremely remote unless triggered through an unplanned event such as explosion, flood, or collision etc.
Initial Actions	<ul style="list-style-type: none"> Follow ERP Activation Process. Activate the alarm, airhorn or radio call on Channel 1. Direct all workers to report to Muster Area and take head count. Protect those on-site / adjacent by advising them to stay away from the damaged area or leave the site if the damage could impact the safety of those on-site.
Safety First	<ul style="list-style-type: none"> Consider risks and DO NOT enter any area that may be unstable. Any structural failure shall be the subject of an Engineer's Risk Assessment prior to the coordination of any emergency recovery or cleanup operation. Site first responders must be informed about any hazards associated with the structural failure or collapse. ERT / First responders should only attempt to enter a damaged area to rescue an injured person, or if a proper engineering damage / safety assessment has been made available, or the personnel entering the area are trained to conduct this assessment.
Search and Rescue	<ul style="list-style-type: none"> Notification / activation of external search and rescue resources. HUSAR ¹¹ Task Force 1 request may be made through Ministry of Emergency Management and Climate Readiness (EMCR). Do not conduct search and rescue in damaged area unless sure that the responders can safely enter and exit the area and are in constant radio contact.
First Aid	<ul style="list-style-type: none"> Initiate first aid for injured.
Considerations before assessment	<ul style="list-style-type: none"> Call out specialized service companies to conduct damage and safety assessment as required. Consider risks and DO NOT enter any area that may be unstable. Isolate potential fuel sources to the damaged area such as fuel storage tanks. Shut down all equipment and fuel lines and electrical power at source as required.

¹¹The Heavy Urban Search and Rescue (HUSAR) Task Force is a special operations team of up to 120 members with medical, fire suppression, emergency response, search and rescue, and engineering backgrounds. The task force rescues victims from major structural collapses and other hazards. It is one of four heavy urban search and rescue teams able to deploy anywhere in Canada.

7. STRUCTURAL FAILURE

Actions	Considerations
	<ul style="list-style-type: none"> ▪ Recognize the risk presented by light frame structures and potential consequences. ▪ Do not extinguish any fires if the leak or supply to the leak cannot be stopped. ▪ Do not approach areas that may involve leaking toxic materials, (e.g., hazardous wastes) unless properly equipped for toxic emissions.
Assessment	<ul style="list-style-type: none"> ▪ Call out specialized service / support companies to stabilize equipment as required. ▪ Only if safe to do so - conduct an Initial assessment of damage / hazards.
Notifications	<ul style="list-style-type: none"> ▪ Ensure that external notifications are conducted as per ERP Section 3.
Isolation and Investigation	<ul style="list-style-type: none"> ▪ Continue to keep area isolated and leave the area undisturbed until investigations have been completed and approval has been given to resume operations. ▪ Ensure that records are kept of all investigations, that the names and addresses of all witnesses are recorded and that all reports are completed and distributed

8. TRENCH COLLAPSE RESCUE

Actions	Considerations
Preparedness	<ul style="list-style-type: none"> McDermott and Subcontractors must ensure that no person enters a trench without complying with the temporary protection requirements as defined in the WorkSafeBC Regulation and McDermott Ground Disturbance, Excavating and Trenching Procedure 350106-HS-PR-000027. Rescue equipment must be available within the project boundaries while trenching is ongoing and ready to be deployed in the event of a trench collapse and personnel's safety is compromised. Such equipment includes: <ul style="list-style-type: none"> Rapid deployment AirShore Struts or equivalent, Uprights, waler systems, Trench cushions, Davit arms, Retrieval winch, Block and tackle systems, as needed, Wire baskets, Rigging, as needed.
Initial Actions	<ul style="list-style-type: none"> Follow ERP Activation Process. Activate the alarm, airhorn or radio call on Channel 1. Protect those on-site / adjacent by advising them to stay away from the damaged area or leave the site if the damage could impact the safety of those on-site. Mobilize an Operations Section Chief and the Emergency Response Team (ERT) Rescuers MUST ensure that they do not become entrapped as well.
Safety First	<ul style="list-style-type: none"> Consider risks and DO NOT enter any area that may be unstable. All equipment and machinery within 50 metres of the scene to be shut-off to prevent further collapse due to soil vibration. First responders should only attempt to enter a damaged area to rescue an injured person, or if a proper engineering damage / safety assessment has been made available, or the personnel entering the area are trained to conduct this assessment.
Size up Assessment	<p>Operations Section Chief and ERT Group Supervisor</p> <ul style="list-style-type: none"> Assess the trench instability and establish procedures to safely enter and unearth the trapped/buried worker.
WARNING	<ul style="list-style-type: none"> DO NOT enter any area that may be unstable. NEVER use Mechanical/Pneumatic Equipment/tools, or sharp hand tools (e.g., shovels, pickaxe, post hole digger, etc.) will be used to uncover personnel.
First Aid	<ul style="list-style-type: none"> Initiate first aid for injured.

8. TRENCH COLLAPSE RESCUE

Actions	Considerations
	<ul style="list-style-type: none">▪ Due to the internal injuries that a person can suffer during a trapped/buried event, medical evacuation must be arranged to the Health Care Facility upon successful retrieval from the scene.
Notifications	<ul style="list-style-type: none">▪ Ensure that external notifications are conducted as per ERP Section 3.
Isolation and Investigation	<ul style="list-style-type: none">▪ Continue to keep area isolated and leave the area undisturbed until investigations have been completed and approval has been given to resume operations.▪ Ensure that records are kept of all investigations, that the names and addresses of all witnesses are recorded and that all reports are completed and distributed

9. HIGH ANGLE RESCUE

Actions	Considerations
Preparedness	<p>McDermott and Subcontractor(s) must provide suitable and sufficient means of rescue while work activities are performed at heights. Details of the location where work is to be conducted must be included in work method statements, execution plans or similar planning documents and provided to the Emergency Response Team (ERT) to ensure the proper resources and equipment are available.</p> <p>High angle rescue operations must be undertaken by adequately trained personnel and must be aimed at reducing the potential for suspension trauma to affected personnel.</p> <p>The ERT Group Supervisor has the responsibility to ensure the proper resources and equipment are available to safely perform high angle rescue operations. Rescue equipment includes, as a minimum:</p> <ul style="list-style-type: none"> ○ Descenders: Petzl®, figure eight or equivalent, ○ Ascenders, ○ Rope systems, ○ Carabiners and swivels, ○ Wire basket, ○ Sked® Rescue basket, ○ Pulley systems, ○ Edge protectors, ○ Block and tackle systems. <p>Rescue of a worker at a high elevation can be effectively done in a variety of ways, depending on the circumstances at the workplace.</p>
Initial Response	<ul style="list-style-type: none"> ▪ Follow ERP Activation Process ▪ Incident Commander will appoint an Operations Section Chief. ▪ ERT Group Supervisor reports to the Operations Section Chief

9. HIGH ANGLE RESCUE

Actions	Considerations
ERT Size up	<ul style="list-style-type: none"> ▪ Complete initial assessment of casualty(s) location by qualified high angle rescue personnel, including but not limited to: <ul style="list-style-type: none"> ○ Number of casualty(s) ○ Height of rescue required. ○ Permanent engineered anchors installed? ○ Load rating of anchors if provided? ○ Type of fall protection in place (guardrails, restraint system, arrest system, control zone) ○ Identification of hazards including High Voltage power lines within 6 meters ○ Power lines covered and flagged? ○ Communications system tested? ○ Equipment required: (man-lift, rope, come-along, shepherd's crook, basket stretcher, etc.) ○ Rescue Personnel required. ○ Method to be used to reach worker that must be rescued. ○ Method to be used to lower worker to the ground
Additional Considerations	<ul style="list-style-type: none"> ▪ Arrange for casualty(s) transport to medical facility. ▪ Keep Woodfibre EOC Director updated on the situation. ▪ Notify WorkSafeBC and other required agencies. ▪ For fatality, request that the RCMP contact the coroner. ▪ Continue to keep the accident area isolated and leave the area undisturbed until investigations have been completed and approval has been given to resume operations. ▪ Ensure that records are kept of all investigations, that the names and addresses of all witnesses are recorded and that all reports are completed and distributed. ▪ Notification to family of injured persons: <ul style="list-style-type: none"> ○ If the casualty is an employee, this will be undertaken by the EOC Director with support from the MST Communications Team Lead and HR Lead. ○ If casualty is a contractor; this will need to be undertaken by the contractor head office management.

10. HYDROGEN SULPHIDE (H ₂ S) EXPOSURE																					
Actions	Considerations																				
All Workers	<ul style="list-style-type: none"> When your H₂S monitor alarms, immediately leave the area in an upwind or cross wind direction 																				
Hydrogen Sulphide	<p>Hydrogen sulfide (H₂S) is a colorless gas with a strong odor of rotten eggs. Exposure to hydrogen sulfide may cause irritation to the eyes and respiratory system. It can also cause apnea, coma, convulsions; dizziness, headache, weakness, irritability, insomnia; stomach upset, and if liquid: frostbite. Workers may be harmed from exposure to hydrogen sulfide. The level of exposure depends upon the dose, duration, and work being done.¹²</p>																				
Understand Toxicity	<p>Acute Health Effects of Hydrogen Sulphide (H₂S) (British Columbia Regulations)</p> <table> <tr> <th>Concentrations H₂S in Air (ppm)</th><th>Description of Potential Health Effects</th></tr> <tr> <td>0.01 – 0.03</td><td>Odour threshold.</td></tr> <tr> <td>1 – 5</td><td>Moderate to strong offensive odour may create nausea, tearing of the eyes, headaches or loss of sleep upon prolonged exposure – effects are moderate.</td></tr> <tr> <td>10</td><td>Ceiling limit (BC WCB).</td></tr> <tr> <td colspan="2">Over 10 ppm, Protective Equipment is Necessary</td></tr> <tr> <td>20 –50</td><td>Slight eye and lung irritation; may cause eye damage after several days of exposure; may cause digestive upset and loss of appetite.</td></tr> <tr> <td>100</td><td>Eye and lung irritation.</td></tr> <tr> <td>150</td><td>Kills sense of smell; severe eye and lung irritation.</td></tr> <tr> <td>500</td><td>Serious damage to the eyes within 30 minutes; severe lung irritation; unconsciousness and death within 4 to 8 hours.</td></tr> <tr> <td>1000</td><td>Breathing stops within one or two hours.</td></tr> </table>	Concentrations H ₂ S in Air (ppm)	Description of Potential Health Effects	0.01 – 0.03	Odour threshold.	1 – 5	Moderate to strong offensive odour may create nausea, tearing of the eyes, headaches or loss of sleep upon prolonged exposure – effects are moderate.	10	Ceiling limit (BC WCB).	Over 10 ppm, Protective Equipment is Necessary		20 –50	Slight eye and lung irritation; may cause eye damage after several days of exposure; may cause digestive upset and loss of appetite.	100	Eye and lung irritation.	150	Kills sense of smell; severe eye and lung irritation.	500	Serious damage to the eyes within 30 minutes; severe lung irritation; unconsciousness and death within 4 to 8 hours.	1000	Breathing stops within one or two hours.
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Initial Actions	<ul style="list-style-type: none"> Follow ERP Activation Process Rescue must be conducted by those wearing full SCBA and trained in rescue while on air. Rescue personnel must wear personal gas monitors. Provide first aid (if trained) and/or provide comfort until first aid responder(s) arrive. Do not move seriously injured persons before medical aid arrives unless it is necessary to protect them from further harm 																				

¹² NIOSH

10. HYDROGEN SULPHIDE (H₂S) EXPOSURE

Actions	Considerations
Respond	<ul style="list-style-type: none"> First aid trained personnel to respond to the alarm. <ul style="list-style-type: none"> Primary First Aid Responder (EMT) Secondary Responder - Personnel trained to the Emergency Medical Responder level at a minimum. Boat Master or other Staff with Level 1 plus Transport/Packaging endorsement.
	<p>Primary First Aid Responder (Medical Task Force Leader)</p> <ul style="list-style-type: none"> Go to the injury location via Emergency Transport Vehicle with a Level 2 Jump Kit and O₂ therapy kit. Identify hazards, assess risks, and ensure your own personal safety. Conduct a rapid assessment of the scene, mechanism of Injury, and number of casualties. Maintain control of all direct reports on-site while keeping in regular communications with your ICS supervisor / Operations Section Chief (or directly to Incident Commander) <p>Secondary and/or Third Responder</p> <ul style="list-style-type: none"> Bring additional first aid supplies, blankets, and oxygen.
Provide First Aid	<ul style="list-style-type: none"> Maintain situational awareness (i.e., conditions and hazards). Follow the site First Aid protocol (triage, treat, transport).
Transport Need	<ul style="list-style-type: none"> H₂S exposure requires critical medical aid, workers will go directly to hospital for a check-up and further treatment. Medical Task Force Leader (Primary First Aid Responder) will recommend the best method (i.e., boat /helicopter) to Operations Section Chief (or directly to Incident Commander)
Mobilize medivac	<p>Incident Commander</p> <ul style="list-style-type: none"> Expedite dispatch of medivac or other appropriate transportation (i.e., boat or helicopter) based on recommendation of Medical Task Force Leader
Notification	<ul style="list-style-type: none"> Notify the hospital with available information, update them if more information on injuries and conditions of casualty becomes available. Ensure that external notifications are conducted as per ERP Section 3

10. HYDROGEN SULPHIDE (H ₂ S) EXPOSURE	
Actions	Considerations
Isolation and Transport	<ul style="list-style-type: none"> ▪ Keep the area isolated and undisturbed until investigations are completed. ▪ Resume operations when approval is provided. ▪ Ensure records are kept of all investigations: <ul style="list-style-type: none"> ○ names and addresses of witnesses, and ○ reports are completed and distributed. ▪ Patient extrication will be facilitated by boat transport or helicopter transport, if necessary, from site.

11. CONFINED SPACE RESCUE

Actions	Considerations
Preparedness	<ul style="list-style-type: none"> ▪ McDermott and Subcontractors will ensure that all staff working in confined spaces will be properly trained and certified to conduct the work prior to entering, this includes proper instructions in recognizing the hazards and complete competency verification of established processes and procedures. ▪ All work carried out within a confined space will be governed by a Confined Space Permit to Work. This Permit to Work will supplement the approved plans, procedures, JHEA and safe work practices that will be implemented to ensure the safety of those entering the confined space. ▪ Prior to issuing a Confined Space Permit to Work, a site-specific Rescue Plan must be developed to ensure safe extraction of entrants can be performed by qualified individuals (ERT). ▪ The Rescue Plan (refer to Appendix H for template) shall be reviewed, accepted, and signed by the ERT Group Supervisor or Subject Matter Expert (SME) prior to authorizing the confined space activity. ▪ The rescue plan must include, as a minimum: <ul style="list-style-type: none"> ○ Description of activity/task, ○ Dimensions and layout of confined space, ○ Identification of resources and equipment required, ○ Means of rescue, ○ Self-Rescue, ○ External Rescue, ○ Entry Rescue, ○ IDLH Entry Rescue. ○ Means of evacuation in the event of an emergency, ○ Communication methods, ○ Provision of first aid, ○ Availability of ERT and equipment ("on-call" or "readily available"). <p>Confined Space Rescue Equipment</p> <p>Rescue equipment must be identified under the Rescue Plan specific to the Confined Space to be entered. Such equipment must be immediately available, including:</p> <ul style="list-style-type: none"> ○ Rescue Tripod(s), ○ Self-Contained Breathing Air (SCBA) equipment,

11. CONFINED SPACE RESCUE	
Actions	Considerations
	<ul style="list-style-type: none"> ○ 4-Gas Air Monitors (O2, H2S, LEL, CO), ○ Retrieval Winch, ○ Sked® Rescue System, ○ Rope systems, ○ Block and Tackle system (as needed), ○ Lockout/Tagout devices, as applicable, ○ Radio Communication system.
Basic Response	<ul style="list-style-type: none"> ▪ Follow ERP Activation Process ▪ Activate the alarm, make a Channel 1 Emergency Radio call. ▪ Notification of Onsite Medic, the Rescue Team (and/or external medical responders) and the Incident Commander. ▪ Incident Commander will appoint an Operations Section Chief. ▪ Recovery of personnel from a confined space must only be undertaken by qualified personnel. ▪ ERT members will prioritize their safety while conducting rescue operations
Size up	<ul style="list-style-type: none"> ▪ Qualified ERT Group Supervisor will complete an initial assessment of the confined space and the casualty(s) potential location, including but not limited to: <ul style="list-style-type: none"> ○ Number of casualty(s). ○ Type and complexity of confined space rescue required. ○ Permanent engineered anchors / rigging system installed? ○ Load rating of anchors and rigging system? ○ Protection in place (e.g., restraint / fall arrest system, and control zone). ○ Identification of hazards. ○ Hazards mitigated and flagged? ○ Communications system tested? ○ Equipment required: basket stretcher, full body harness, flashlight and other lighting systems, tripod and rigging, ropes, and communication system. ○ Rescue Personnel required. ○ Method to be used to reach the worker to be rescued and safely rescue them.
Rescue Team Communications	<ul style="list-style-type: none"> ▪ Methods of communication appropriate for the situation, known and understood by all responders, which may include: <p>Verbal or Audible Signals</p>

11. CONFINED SPACE RESCUE

Actions	Considerations
	<ul style="list-style-type: none"> ○ Radio may be used if distance between the rescuers poses a problem. ○ Be sure to use intrinsically safe radios. ○ Be sure to have pre-set communication protocols that everyone understands and is familiar with. ○ Do not use 'slang' type words. These may be confusing while working under stress and/or under mask (SCBA or SABA). <p>Visual Signals</p> <ul style="list-style-type: none"> ○ Use of hand signals or other visual objects such as a flashlight or flags are acceptable visual signals. ○ Tactical and Audible Signals ○ Physical movement using objects such as pulling on a rope or audible forms such as sounds from air horns or wall tapping. <p>Tactical and Audible Signals</p> <ul style="list-style-type: none"> ○ Physical movement using objects such as pulling on a rope or audible forms such as sounds from air horns or wall tapping.
Additional Incident Command Considerations	<ul style="list-style-type: none"> ▪ Arrange for casualty(s) transport to medical facility. ▪ Keep Woodfibre EOC Director updated on the situation. ▪ Notify WorkSafeBC and other required agencies. ▪ For fatality, request that the RCMP contact the coroner. ▪ Continue to keep the incident area isolated and leave the area undisturbed until investigations have been completed and approval has been given to resume operations. ▪ Ensure that records are kept of all investigations, that the names and addresses of all witnesses are recorded and that all reports are completed and distributed. ▪ Notification to family of injured persons: <ul style="list-style-type: none"> ○ If the casualty is an employee, this will be undertaken by the EOC Director with support from the MST Communications Team Lead and HR Lead. ○ If casualty is a contractor; this will need to be undertaken by the contractor head office management.

12. LAND VEHICLE – COLLISION / ROLLOVER	
Actions	Considerations
Preparedness	<p>If a vehicle collision or rollover occurs with personnel inside, the Emergency Response Team (ERT) will be notified to respond and will evaluate the rescue methods available while risk assessing the situation.</p> <ul style="list-style-type: none"> ▪ The ERT must always ensure that the accident scene protocols are followed regarding scene size-up, safety, vehicle stabilization, air bag and supplemental restraint system awareness, and using hard protection between cutting/spreading tools and patients. ▪ Whenever the ERT finds patient(s) belted in their seating positions and unconscious, a proper execution plan shall be developed to extricate such patients, the plan must evaluate patient's position, injuries, workable space, condition of vehicle, patient's weight, body positioning and equipment available. <p>Vehicle Rollover Rescue Equipment</p> <ul style="list-style-type: none"> ▪ An in-depth assessment will be conducted by the Emergency Response Team and presented to the HSSE Manager to ensure the needs and resources for rollover rescue are covered, rescue equipment may include: <ul style="list-style-type: none"> ○ Cutters, ○ Spreaders, ○ Vehicle Stabilization tools, ○ Telescopic ram, ○ Spine boards, ○ Radio communication with site frequencies and channels.
Initial Actions	<ul style="list-style-type: none"> ▪ Follow ERP Activation Process ▪ Also refer to the Land Spill Guideline as required. ▪ Turn off the ignition of the vehicles involved, if safe to do so. ▪ Secure the area and make sure that people are not in harm's way to prevent additional accidents. ▪ Make the scene of the accident visible to others (e.g., flares / reflective triangles) ▪ If safe to do so, provide first aid if trained and/or provide comfort and reassurance until first aid responder(s) arrive. ▪ Seriously injured persons are not moved before medical aid arrives unless it is necessary to protect them from further harm. ▪ Any tampering and/or altering of the scene should be documented and given to investigators. (e.g., putting vehicles into park, moving debris, etc.). Before and after photographs are ways to document.

12. LAND VEHICLE – COLLISION / ROLLOVER

Actions	Considerations
Respond	<ul style="list-style-type: none"> ▪ Assess hazards and, if safe to do so: ▪ Make a first aid check of all people involved in the accident. ▪ If required, ensure On-site Medic (EMT) is mobilized and on the way. ▪ If a person is unconscious or complains of neck or back pain, it best not to move them until qualified medical personnel arrive. ▪ In some situations, you may have no choice but to move them for their own safety. If you are in that type of situation, try to move them as steadily and slowly as possible while supporting their neck and back. The less movement, the better. ▪ If the On-Site Medic and first aid trained personnel respond: <ul style="list-style-type: none"> ○ Primary First Aid Responder (EMT) ○ Secondary Responder - Personnel trained to the Emergency Medical Responder level at a minimum. Boat Master or other Staff with Level 1 plus Transport/Packaging endorsement.
Provide First Aid	<ul style="list-style-type: none"> ▪ Maintain situational awareness (Conditions and Hazards). ▪ Follow the site First Aid protocol (Triage, Treat, Transport).
Documentation	<ul style="list-style-type: none"> ▪ Complete all required Contractor or Woodfibre LNG vehicle accident documentation. ▪ Exchange insurance information with any other parties involved. ▪ Obtain the names and contact information of any witnesses. ▪ Make a quick diagram of where the vehicle occupants were seated and indicate the vehicle's direction of travel and lane. Also note the date, time, and weather conditions.
Proactively mobilize medivac	<p>Incident Commander</p> <ul style="list-style-type: none"> ▪ Expedite dispatch of medivac or other appropriate transportation (Boat or helicopter) based on recommendation of Medical Task Force Leader
Police report is required when	<ul style="list-style-type: none"> ▪ Someone has been injured. ▪ If any driver does not have documentation such as driver's license, registration, or insurance. ▪ If one or more of the vehicles is not drivable ▪ If the total damage to all vehicles and property appears to be more than \$2,000. ▪ You must tell the Police or accident investigator of any course of action you took. e.g., move vehicles, turned off ignition, applied brake, moved casualties, etc. ▪ If possible, get a copy of the police report of the accident. ▪ Notify insurers (ICBC) and provide a full report of the accident.

13. LAND VEHICLE – IN WATER	
Actions	Considerations
When trapped in a vehicle underwater	<ul style="list-style-type: none"> Stay calm. Work cautiously and quickly. The time for self-rescue is extremely limited. This decision needs to be made immediately. Unbuckle or cut away seatbelts. Ensure everyone can leave together. The nose-down position, pressure exerted by the water against the doors, and possible structural damage may make it difficult or impossible to open the car doors. Electric power may stay on for as long as an hour, however once the window motors/switches get soaked, they will short out. <p>Roll down or break the window.</p> <ul style="list-style-type: none"> If windows are made of tempered glass, an appropriate tool will shatter the glass (life hammer device or a spring-loaded window punch). Vehicles on site must be equipped with a punch or hammer as part of their safety equipment. Many also have an integrated seat belt cutter should its release mechanism jam. These tools should be kept in a conspicuous and easily accessible location. These tools are NOT effective on laminated glass. <p>If window cannot be broken</p> <ul style="list-style-type: none"> Move to the back of the vehicle, or wherever an air pocket is located and stay with it until the air has left the vehicle. Once this happens, pressure should equalize and allow doors to be opened. <p>Exit the vehicle quickly.</p> <ul style="list-style-type: none"> Move up and out of the water to safety.
Basic Response to a land vehicle into water	<p>If the vehicle driver or occupants can hear you,</p> <p>YELL INSTRUCTIONS:</p> <ul style="list-style-type: none"> ○ GET SEATBELTS (off) ○ WINDOWS (open/break) ○ GO (get out!) <ul style="list-style-type: none"> Notify your supervisor and/or report to designated Incident Commander. Notify police and emergency medical services as required. Secure the area and make sure that people are not in harm's way to prevent additional accidents. Make the scene of the accident visible to others (e.g., flares / reflective triangles)

13. LAND VEHICLE – IN WATER

Actions	Considerations
Preparation and Safety	<p><i>The following information is not designed to instruct or enable personnel to become professional submerged vehicle rescuers. It is for informational purposes only.</i></p> <p>Rescue personnel should be appropriately trained, protected, and equipped to respond to vehicles effectively and safely in the water. E.g., Personal Flotation Devices (PFDs), Wetsuits and/or Dry-Suits, tools readily available to break or cut the vehicle's windows to rapidly extricate a victim or multiple victims from a vehicle in the water. Spring-loaded window punches (i.e., ResQMe) or life hammer type devices with seat-belt cutters provide the rescuer with the opportunity to gain immediate access to the victims and to cut away the victim's seat belt for their immediate extrication from the vehicle. However, these devices will not be effective on laminated glass and are only effective with tempered glass windows. Rescue personnel should always wear an appropriate water rescue, neoprene, or fire glove when using any type of device to break vehicle windows.</p>
Rescue and First Aid	<ul style="list-style-type: none"> ▪ Maintain situational awareness (Conditions and Hazards). ▪ Perform rescue if safe to do so. ▪ Follow the site First Aid protocol (Triage, Treat, Transport).
Proactively mobilize medivac	<p>Incident Commander</p> <ul style="list-style-type: none"> ▪ Expedite dispatch of medivac or other appropriate transportation (Boat or helicopter) based on recommendation of EMT.
Environmental Considerations	<ul style="list-style-type: none"> ▪ Refer to Spill into Water Guideline, as required.
Notifications	<ul style="list-style-type: none"> ▪ Ensure that external notifications are conducted as per ERP Section 3

14. DOWNED AIRCRAFT	
Actions	Considerations
Responsibility Notifications	<p>Response to in-flight emergencies is the responsibility of Air Crew.</p> <p>If an in-flight emergency results in an emergency landing at an airstrip or at some other location, Woodfibre LNG will actively support regulatory agencies, the aircraft operator, and public responders in executing the appropriate response to the extent possible.</p> <p>Ensure that external notifications are conducted as per ERP Section 3</p>
On-Land Crash	<p>If the emergency on-land crash of aircraft is identified:</p> <ul style="list-style-type: none"> ▪ Confirm that the civil air operations and aircraft operator have been notified. ▪ Determine what response, if any, has been initiated. ▪ Determine what support 's on-site staff and contractors can provide. ▪ Initiate internal notifications. ▪ Monitor the progress of the situation. ▪ Notify on-site workers to stand by. ▪ Help, as required, based on level of training without putting rescue personnel in danger. ▪ Monitor ongoing work-site activities and determine if a work stand-down is necessary for the safety of ongoing operations.
Crash into Water	<p>If emergency landing results in crash of aircraft into water:</p> <ul style="list-style-type: none"> ▪ Report the downed aircraft into water and location to the Woodfibre Site Manager. ▪ Call on the radio and stop all potential traffic of work in the area. ▪ Secure the area to prevent non-essential personnel from entering. ▪ Notify the RCMP immediately. ▪ Ensure that Marine Communications and Traffic Services is advised: <ul style="list-style-type: none"> ▪ 250-363-6333 ▪ 1-800-661-9202. ▪ Cellular (star)*16 ▪ VHF Chanel 16 (156.8 MHZ) ▪ Ensure that external notifications are conducted as per ERP Section 3 ▪ Help, as required, based on level of training without putting rescue personnel in danger. <ul style="list-style-type: none"> ○ Rescue the operator and passengers of the aircraft. ○ Provide First Aid to operators and passengers by those on site. <p>If specialized resources are required to attempt a rescue:</p>

14. DOWNED AIRCRAFT	
Actions	Considerations
	<ul style="list-style-type: none"> ▪ Mobilize rescue resources, including emergency medical staff, water rescue profiling personnel and equipment. ▪ Develop a safety plan for the rescue. ▪ Rescue individuals as quickly as possible without putting rescue personnel in danger.
Environmental Considerations	<p>Refer to Spill Guideline(s), as required.</p> <ul style="list-style-type: none"> ▪ Conduct a risk assessment for removing as much fuel from the aircraft as possible, to limit the amount of fuel spilled during the recovery. ▪ Report any release including any fuel spilled to EMCR. ▪ Mobilize spill response equipment, as necessary. ▪ Initiate a report, including details of spilled product, spill size, location, status, and injuries.
If an aircraft is missing:	<ul style="list-style-type: none"> ▪ Ensure that external notifications are conducted as per ERP Section 3

15. ELECTRICAL INCIDENT / UTILITY OUTAGE	
Actions	Considerations
Assessment	<ul style="list-style-type: none"> ▪ Complete initial assessment of outage and potential impacts. ▪ Ensure safety of on-site personnel and consider evacuation if building heat cannot be maintained.
Prepare/Respond	<ul style="list-style-type: none"> ▪ Arrange for / initiate backup power / stand-by generators as required. ▪ Initiate shutting down and restarting electrical equipment.
Notifications	<ul style="list-style-type: none"> ▪ Ensure that external notifications are conducted as per ERP Section 3
When power is restored	<ul style="list-style-type: none"> ▪ Turn on the most essential equipment and wait 15 minutes before reconnecting other equipment to give the system a chance to stabilize. ▪ Close circuit breakers one at a time. ▪ Start with non-critical, single-phase breakers first. ▪ Wait a minute or two to make sure equipment is operating before moving on to the next breaker. ▪ Turn on any three-phase equipment at the end of this process. ▪ Reset clocks, automatic timers, and alarms. ▪ Shut down stand-by generator and transfer load back to your electric system. ▪ Check and reload fuel for stand-by generator. ▪ Review and update response procedures based on insight and learning gained from the outage.

16. MISSING PERSON	
Actions	Considerations
Preparedness	<ul style="list-style-type: none"> ▪ The likelihood of a missing person is minimized through proper supervision, personnel accountability, working alone procedures and teamwork.
Assessment	<ul style="list-style-type: none"> ▪ In the event that cause for concern is raised due to a person failing to report back, the Supervisor will check the persons last known work area. ▪ Failure to locate the person by the Supervisor shall result in the activation of the ERT and Contractor / Subcontractor staff initiating a grid search of the site branching out from the last known work area and checks of all site amenities
Initial Response	<ul style="list-style-type: none"> ▪ Follow ERP Activation Process ▪ Ensure the Incident Commander is notified.
Leadership and Search Group Responsibilities	<p>The Incident Commander and Operations Section Chief roles are activated to coordinate the search and rescue efforts.</p> <p>Ensure each searcher is:</p> <ul style="list-style-type: none"> ○ Equipped with the required gear to perform assigned task. ○ Capable, both mentally & physically, and have the required skills and knowledge to perform assigned tasks. <ul style="list-style-type: none"> ▪ Conduct team briefing/debriefing. ▪ Assign roles to team members. ▪ Control the search pattern utilized and make changes as required. ▪ Control communication with the Incident Command Post and response units. ▪ Investigate any clues found. ▪ Oversee the safety of team members. ▪ Establish a high Probability of Detection (POD) area. ▪ Monitor searchers (fatigue, hydration, and condition). ▪ Establish critical spacing/distance. ▪ Responsible to command post – receiving and reporting instructions/taskings. ▪ Sign out equipment as required. ▪ Sign equipment back in as required. ▪ Be able to direct and redirect searchers.
Notify and obtain support	<ul style="list-style-type: none"> ▪ Ensure that external notifications are conducted as per ERP Section 3

16. MISSING PERSON	
Actions	Considerations
Spacing	<p>The Operations Section Chief will:</p> <ul style="list-style-type: none"> ▪ Determine the spacing between searchers based upon weather, type of ground, visibility, fatigue of searchers, size of clues being looked for etc. ▪ Upon completion of the sweep, communicate with command post to report status and await further instructions.
Search Group / Division	<p>Search should include personnel with the most experience in the work area so not to expose searchers to hazards that may have been previously identified by work crew.</p> <p>Search Group / Divisions must not put additional personnel at risk (e.g., themselves).</p> <p>A Search Group / Division should never leave its base location until they understand the following information:</p> <ul style="list-style-type: none"> ▪ Names and the number of people lost. ▪ The departure time, ETA, and planned route of lost personnel. ▪ What communications the lost individual has. ▪ Size and type of search to be conducted – GPS & maps distributed to competent person. ▪ Radio discipline and reporting protocol back to base. ▪ Return to base ETA for Search Group / Divisions.
E.T.A 15 MINUTES OVERDUE	<ul style="list-style-type: none"> ▪ Call overdue worker & others in area. ▪ Prepare for search.
E.T.A 60 MINUTES OVERDUE	<ul style="list-style-type: none"> ▪ Call field crew to begin search. ▪ Ensure that external notifications are conducted as per ERP Section 3
E.T.A 120 MINUTES OVERDUE	<ul style="list-style-type: none"> ▪ Ensure that external notifications are conducted as per ERP Section 3 ▪ Assist SAR team as required.

17. THREATENING CALL – BOMB THREAT

Actions	Considerations
Preface	Any bomb or terrorist threat should be taken seriously. Most threats are received by telephone, to a publicized number. The person receiving the threat must remain calm and attempt to obtain as much information as possible. The Threatening Phone Call Form should be used to assist with information capture and documentation.
Try to gather as much information as possible	<ul style="list-style-type: none"> ▪ Using the Threatening Phone Call Form, obtain and document as much information as possible: <ul style="list-style-type: none"> ○ Listen carefully to the caller. Be courteous and remain calm. ▪ If possible, record the conversation. ▪ Document information. Record the exact time the call is received. <ul style="list-style-type: none"> ○ Attempt to get the caller to answer as many questions as possible. ○ Ask for the name of the caller. ○ Note any background sounds on the call. ○ Note the exact text of the message. ○ Note any codewords used to authenticate the threat. ○ Note the gender of the caller. ○ Note any repeated words or phrases. ○ Note any national or regional accents. ○ Note any other striking features of the caller's voice. ○ Note the caller's state of mind (e.g., agitated, calm). ○ Note the nature of the message (e.g., delivered impromptu or read from a script) ▪ Do not hang up or disconnect the telephone, even after the caller hangs up. ▪ Immediately after the call, notify Incident Commander and provide a copy of the completed Threatening Phone Call Form to the Incident Commander or delegate.
Assessment and Notifications	<p>Incident Commander will:</p> <ul style="list-style-type: none"> ▪ Notify the EOC Director and engage Security Manager ▪ Report all bomb threats to the RCMP, and strictly follow RCMP instructions. ▪ In conjunction with the EOC Director, Security Manager and Police, decide on the required next steps, which may include localized or site wide evacuations, confirmation searches, amongst others.

17. THREATENING CALL – BOMB THREAT

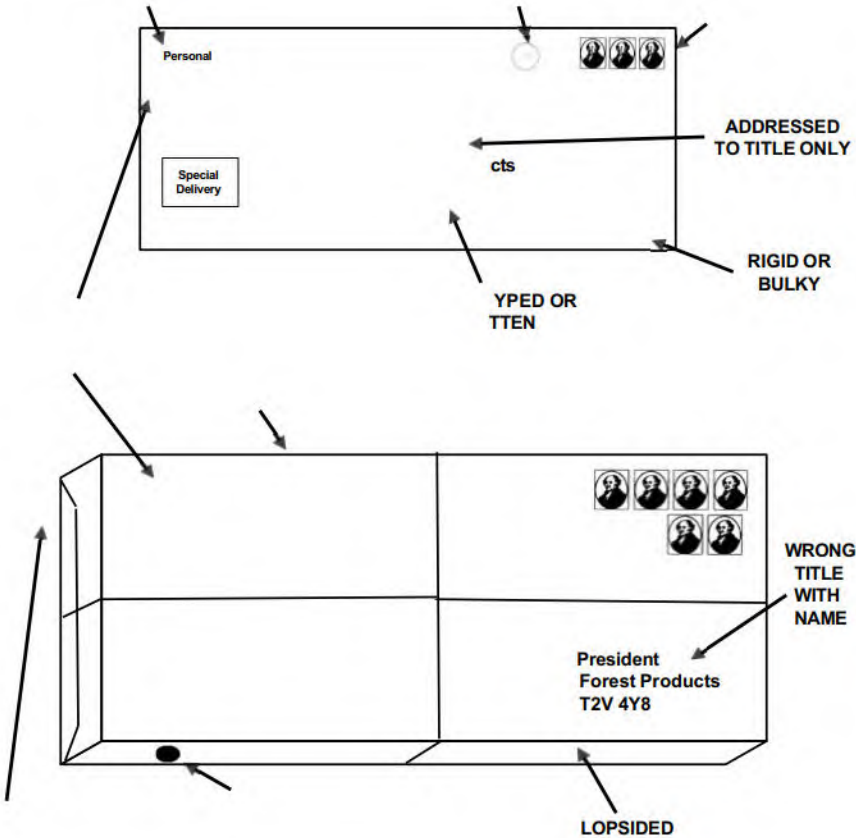
Actions	Considerations
<p>Guidelines when participating/conducting in bomb search procedures</p>	<p>Strictly follow RCMP instructions</p> <ul style="list-style-type: none"> ▪ The RCMP has access to explosive detection dogs and other resources such as explosives units and robots. ▪ Project Personnel are not allowed to conduct nor participate in Bomb Searches: ▪ Site Layout drawings are to be available so that a check-off system can be used during the search. ▪ The Muster Points must be checked first and when pronounced clear, they then become the safe assembly point for all personnel not involved in the search. ▪ The order of priority of the remaining search areas depends to some extent on the nature of the threat, e.g., the department which received the threat could be an indication of the occupation of the originator and hence a possible target and the amount of warning given. In general, however, the site should be searched according to the area of classification: <p>High Risk:</p> <ul style="list-style-type: none"> ○ Fuel tanks ○ Chemical Storage Locations ○ Marine Vessels ○ Control rooms, switchgear rooms and rooms which are not permanently manned. <p>Medium Risk:</p> <ul style="list-style-type: none"> ○ Control rooms which are permanently manned ○ Bridges ○ Docks <p>Low Risk:</p> <ul style="list-style-type: none"> ○ All other areas ▪ When searching the site, the search is to include all public rooms, offices, cabins, and rooms, including switchgear rooms, and is to include all cupboards, lockers, desks, cabins, dustbins, wastepaper bins, etc. and should extend to ceiling voids and the inside of any equipment, such as refrigerators, microwaves, etc. It is important that the occupants assist by putting away or removing personal effects, papers, etc. so that any alien objects are easily identified. ▪ When searching machinery spaces and outside areas the search is to include all void spaces, the tops of equipment, ducts, vessels, tanks, cabinets, containers, and material also inside, such as storage cabinets, cubicles, containers, rubbish skips, dustbins, etc.

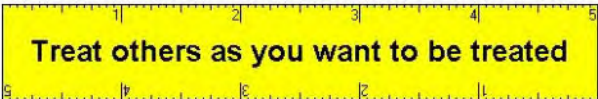
17. THREATENING CALL – BOMB THREAT

Actions	Considerations
	<ul style="list-style-type: none"> ▪ The personnel responsible for the search area should make full use of the other search parties to search their high-risk area once these other parties have completed the search of their own high risk areas. ▪ After each space has been searched, the space should be conspicuously marked on the entrance, indicating "Search Completed". At each stage of the search, a report should be made to their ICS Supervisor to indicate that the area is clear. ▪ Searching should be carried out in a systematic manner, using both visual and audio checks. ▪ If any suspicious object is found, DO NOT MOVE OR TOUCH IT ▪ The following questions should be asked: <ul style="list-style-type: none"> ○ Does it belong here? ○ What is it for? ○ How did it get here? ○ When did it arrive? ○ Could it contain an explosive or incendiary device? ▪ Caution should be used when using UHF/VHF radios in the vicinity of any suspect packages as any device may be radio activated. Consideration should be given to limiting internal communications to the telephone system only. ▪ If a device is located, it must Not be Touched, Handled or Moved. ▪ The area should be cleared and secured.

18. SUSPICIOUS LETTERS OR PACKAGES	
Actions	Considerations
Preface	The likelihood of receiving a bomb in the mail is remote, however, it can happen. All individuals who open mail should also be alert to the possibility of mail containing a chemical, biological, or radioactive substance that could be harmful.
Identifying characteristics	<p>A bomb or other harmful substances can be enclosed in either a parcel or an envelope and typically has some unique, identifying characteristics:</p> <ul style="list-style-type: none"> ▪ It may be marked "Personal" or "Private". ▪ The addressee's name or title may be incorrect. ▪ It may be addressed to a title only e.g., "President". ▪ It may have no return address, or the return address may be fictitious. ▪ Labels may have distorted handwriting or be homemade or use cut-and-paste lettering. ▪ Cancellation or postmark may show a different location than the return address. ▪ It may have excessive postage. ▪ Letter bombs may feel rigid or appear uneven or lopsided. ▪ Parcel bombs may be unprofessionally wrapped with lots of tape securing the package. ▪ The wrapping on parcels may be stained or oily. ▪ Parcels may be marked "Fragile", "Handle with Care", "Special Delivery" or "Rush". ▪ Package bombs may have an irregular shape, soft spots, or bulges. ▪ Package bombs may emit a buzzing or ticking noise or sloshing sound. ▪ Pressure or resistance may be noted when removing contents from an envelope or parcel.
If you are suspicious of a letter or parcel	<ul style="list-style-type: none"> ▪ Do not open the article. ▪ Do not handle the article more than necessary. ▪ Isolate the item and evacuate the immediate area, closing doors behind you. ▪ Do not put the item in water or a confined space such as a desk drawer or filing cabinet. ▪ Notify Incident Commander immediately. ▪ Ensure that external notifications are conducted as per ERP Section 3 <ul style="list-style-type: none"> ○ RCMP have access to explosive detection dogs and other resources such as an explosives unit and robots.

18. SUSPICIOUS LETTERS OR PACKAGES

Actions	Considerations
Letter and package indicators	 <p>The diagrams illustrate various indicators for suspicious letters and packages:</p> <ul style="list-style-type: none"> Top Diagram (Letter): A rectangular letter with a 'Personal' label, a 'Special Delivery' label, a circular hole punch, and three postage stamps. Arrows point to these features. Labels include 'Personal', 'Special Delivery', 'cts' (cent stamps), 'ADDRESSED TO TITLE ONLY', 'RIGID OR BULKY', and 'YPED OR TTEN' (typed or ten). Bottom Diagram (Package): A rectangular box with a 'President Forest Products T2V 4Y8' label and six postage stamps. Arrows point to the box, the label, the stamps, and a small dark spot on the bottom left. Labels include 'WRONG TITLE WITH NAME' and 'LOPSIDED'.

19. UNAUTHORIZED ACCESS	
Actions	Considerations
Speak to Intruder	<ul style="list-style-type: none"> Speak with the intruding person(s). Attempt to obtain an identification of the person. Attempt to voluntarily escort the person to the office. If a person on property is suspected of posing a threat, notify your supervisor and the site Security Manager immediately providing a description and location of the subject.
Incident Command	<ul style="list-style-type: none"> The Security Manager will determine whether the person is a legitimate visitor or poses a threat to the project safety. If the intruder is determined not to be a serious threat, alert personnel to the intruder's location by asking them to remain out of the specific area.
Security Notifications	<ul style="list-style-type: none"> The Security Manager may discuss the situation with the designated Incident Commander who may speak with the WLNG EOC Director and then decide to engage WLNG security professionals, as needed. Ensure that external notifications are conducted as per ERP Section 3
DO NOT	<p>If intruders are present, DO NOT:</p> <ul style="list-style-type: none"> Engage in conversations or arguments beyond notifying them of trespassing and their safety on the site. Touch them or make any physical contact with them. Attempt to remove, restrain, or have a physical altercation with them.
DO	<ul style="list-style-type: none"> If any intruders encroach on a work area, read them the statement below. <div style="border: 2px solid black; padding: 10px; margin: 10px 0;"> <p>This facility is private property, and you are trespassing.</p> <p>Please leave the property right now.</p> <p>If you would like to speak to someone about your concerns, I can contact them for you, but you must leave our property first.</p> </div> <div style="text-align: center; margin: 10px 0;">  <p>Treat others as you want to be treated</p> </div>
Basic Response	<p>If the intruder(s) are not peaceful:</p> <ul style="list-style-type: none"> Get workers to secure the site if possible and leave the area immediately. Notify your Supervisor and the Security Manager immediately.


19. UNAUTHORIZED ACCESS

Actions	Considerations
	<p>If there is any violence, a threat of violence, any damage to any property or instances of trespassing:</p> <ul style="list-style-type: none">▪ Act appropriately to ensure personnel safety.▪ Notify your supervisor and/or report to Security Manager <p>Supervisors should:</p> <ul style="list-style-type: none">▪ Size up the situation and assess hazards / risks.▪ Report the incident immediately to the Security Manager▪ Ensure that external notifications are conducted as per ERP Section 3▪ Only when directed to do so by the Incident Commander implement partial or full site emergency shutdown procedures.▪ Take appropriate safety measures.

20. PROTEST / DEMONSTRATIONS OR BLOCKADE	
Actions	Considerations
Monitor social media	<p>MST Communications Team Lead and direct reports will:</p> <ul style="list-style-type: none"> Monitor social media and other sources for planned protest events. Monitor the situation if there are indications of an unplanned event.
DO NOT	<p>If protesters are present, DO NOT:</p> <ul style="list-style-type: none"> Engage in conversations or arguments beyond notifying them of trespassing and their safety on the site. Block their passage. Stare or shout at them. Touch them or make any physical contact with them. Attempt to remove, restrain, or have a physical altercation with them.
DO	<ul style="list-style-type: none"> Contact your Supervisor and the Security Manager immediately. <div style="border: 2px solid black; padding: 10px; margin: 10px 0;"> <p>This facility is private property, and you are trespassing.</p> <p>Please leave the property right now.</p> <p>If you would like to speak to someone about your concerns, I can contact them for you, but you must leave our property first.</p> </div> <ul style="list-style-type: none"> If any peaceful protesters encroach on a work area, read them the protester statement below:
Basic Response	<p>If the protesters are not peaceful:</p> <ul style="list-style-type: none"> Get workers to secure the site if possible and leave the area immediately. Notify your Supervisor and the Security Manager immediately. <p>If there is any violence, a threat of violence, any damage to any property or instances of trespassing:</p> <ul style="list-style-type: none"> Respond appropriately to ensure personnel safety. Advise and engage support from the Police as required. Report the incident immediately to the designated Incident Commander. Ensure that external notifications are conducted as per ERP Section 3 Take appropriate safety measures.
Monitor social media	<p>MST Communications Team Lead and direct reports will:</p> <ul style="list-style-type: none"> Monitor social media and other sources for planned protest events. Monitor the situation if there are indications of an unplanned event.

21. WORKPLACE VIOLENCE	
Actions	Considerations
Notify	<ul style="list-style-type: none"> Immediately notify your direct supervisor of any workplace violence events that occur in any project location. The supervisor will then provide all available information to the Site Security Manager and request support from the security guards as needed. <p>In the event that the Security Manager considers that RCMP must be involved, McDermott will directly communicate with RCMP, and maintain Woodfibre LNG informed of any and all interactions and conversations occurring between RCMP and McDermott</p>
Safety First	<ul style="list-style-type: none"> All workers subject to violence in the workplace are encouraged to remove themselves from the danger and request immediate support.
Negative Verbal Interactions	<p>When a negative verbal interaction is taking place that could begin to escalate, consider the following responses to end the conflict:</p> <ul style="list-style-type: none"> Interrupt the conversation firmly, but politely. <ul style="list-style-type: none"> Tell them you do not like the tone. Tell them you will not accept abuse. Tell them you are ending the conversation. If the behaviour persists, end the conversation. Leave or ask them to leave. Inform supervisor
Harassment	<p>When a negative interaction turns into harassment:</p> <ul style="list-style-type: none"> Firmly tell the harasser to stop. <ul style="list-style-type: none"> DO NOT retaliate. DO NOT blame yourself. Keep a diary and copies of your correspondence. Report the problem.
Threatened	<p>If you are threatened by anyone on company site /property:</p> <ul style="list-style-type: none"> Act appropriately to ensure personnel safety. Notify your supervisor and/or report to Security Manager <p>Supervisors should:</p> <ul style="list-style-type: none"> Obtain as much information as possible. Size up the situation and assess hazards / risks. Report the incident immediately to the Security Manager Ensure that external notifications are conducted as per ERP Section 3

21. WORKPLACE VIOLENCE	
Actions	Considerations
	<ul style="list-style-type: none"> ▪ Only when directed to do so by the Incident Commander implement partial or full site emergency shutdown procedures. ▪ Take appropriate safety measures.
Security Manager	<ul style="list-style-type: none"> ▪ Advise the police as required. ▪ Ensure that Woodfibre LNG is kept informed of any and all interactions and conversations occurring between RCMP and Security Manager

22. ACTIVE SHOOTER	
Actions	Considerations
Notify Police ASAP	<p>Ensure that external notifications are conducted as per ERP Section 3</p> <p>Information to provide 911 operators:</p> <ul style="list-style-type: none"> ▪ Location of the active shooter. ▪ Number of shooters, if more than one. ▪ Physical description of shooters. ▪ Number and type of weapons held by the shooters. ▪ Number of potential victims at the location.
Basic Response	
RUN	<p>Quickly determine the most reasonable way to protect your own life.</p> <ul style="list-style-type: none"> ▪ If possible, encourage and assist others who are panicking to stay calm and quiet and move quickly to the nearest exit. ▪ If there is an accessible escape path, attempt to evacuate the premises. ▪ Have an escape route and plan in mind. ▪ Evacuate regardless of whether others agree to follow. ▪ Leave your belongings behind. ▪ Help others escape, if possible. ▪ Prevent individuals from entering an area where the active shooter may be. ▪ Keep your hands visible. ▪ Follow the instructions of supervisors and/or any police officers. ▪ Do not attempt to move wounded people. ▪ Notify your supervisor or 911 when you are safe.

22. ACTIVE SHOOTER	
Actions	Considerations
HIDE	<p>If evacuation is not possible, find a place to hide where the active shooter is less likely to find you. Your hiding place should:</p> <ul style="list-style-type: none"> ▪ Be out of the active shooter's view. ▪ Provide protection if shots are fired in your direction (e.g., closed locked door). ▪ Not trap you or restrict your options for movement. ▪ Lock the door if possible. ▪ Hide behind heavy and thick objects. ▪ Silence your cell phone and any other noise (radio). ▪ Blockade the door with heavy items if possible. ▪ Remain calm, still, and silent.
FIGHT	<p>Only when your life is in imminent danger (last resort):</p> <ul style="list-style-type: none"> ▪ Act as aggressively as possible. ▪ Yell and scream. ▪ Throw items and use improvised weapons.
Police Role/Goals	<p>Law enforcement's purpose is to stop the active shooter as soon as possible.</p> <p>RCMP may require help accessing sites during rough water. A helicopter or Marine Vessel (boat) may be their only means of accessing the site.</p> <ul style="list-style-type: none"> ▪ Officers may wear regular patrol uniforms or external bulletproof vests, Kevlar helmets, and other tactical equipment. ▪ Officers may be armed with rifles, shotguns, handguns. ▪ Officers will proceed directly to the area in which the last shots were heard. ▪ Officers may use pepper spray or tear gas to control the situation. ▪ Officers may shout commands and may push individuals to the ground for their safety. <p>The first officers to arrive at the scene will not stop to help injured persons.</p> <p>Expect rescue teams comprised of additional officers and emergency medical personnel to follow the initial officers.</p>

22. ACTIVE SHOOTER	
Actions	Considerations
How to react when Police arrive	<ul style="list-style-type: none"> ▪ Follow Police officer instructions. ▪ Remain calm. ▪ Put down any items in your hands (i.e., bags, jackets). ▪ Immediately raise your hands and spread your fingers. ▪ Always keep your hands visible. ▪ When evacuating: Do not stop to ask officers for help or directions, just proceed in the direction from which officers are entering the premises. ▪ Avoid making quick movements toward officers such as holding on to them for safety. ▪ Avoid pointing, screaming and/or yelling. ▪ Once you have reached a safe location or an assembly point, you will be held in that area by law enforcement until the situation is under control, and all witnesses have been identified and questioned. ▪ Police may ask able-bodied individuals to assist in removing the wounded from the premises. ▪ Do not leave until Police have instructed you to do so.

23. ADVERSE WEATHER

Actions	Considerations
Overview	<ul style="list-style-type: none"> ▪ The development of thunderstorms can produce various severe types of weather such as heavy rain, strong winds, lightning, and hail. Early recognition and awareness of potential severe weather development is key to minimizing the safety risks. ▪ Supervisory personnel must watch for signs of approaching storms throughout the workday when the daily weather forecast conveyed through daily Pre-start Meetings, suggests that the potential exists for severe weather activity in the work site area. ▪ The Project will have a Storm Lightning and tracker software to support decision making during daily construction operations.
Assess Risk	<ul style="list-style-type: none"> ▪ Construction supervisory staff on-site will determine when a storm is close enough for the lightning to pose a safety risk to the site personnel. ▪ Supervisory personnel will also use the Flash Bang (F/B) technique adopted from the US National Lightning Safety Institute to help measure storm proximity. ▪ Subsequent actions depend upon potential hazards and the type of damage anticipated.
Inability to Access or Egress Site	<p>If there is a <u>potential</u> that Adverse Weather would prevent site access or egress:</p> <ul style="list-style-type: none"> ▪ Ensure that there is food, shelter, and other emergency provisions for all personnel to survive at least 72 hours at the worksite without help from an external emergency response. ▪ Personnel working on site need to always have their own personal supplies to be prepared to stay on-site. This includes but is not limited to essential medication, extra clothes, blanket, pillow, specific personal items.
Blizzard	<ul style="list-style-type: none"> ▪ If a blizzard or heavy blowing snow is forecast, consider limiting travel or pre-evacuating some or all personnel. ▪ Continually assess / reassess ability to conduct operations safely and only do so if evacuation routes and methods remain open.
Hail	<ul style="list-style-type: none"> ▪ If hail is forecast, assess potential hazards, and take action to reduce the danger of equipment or building damage. ▪ If outdoors, take shelter and avoid any low-lying areas that may flood.
Heavy Rain	<ul style="list-style-type: none"> ▪ Heavy Rain considerations include flooding, mass wasting, and high river levels. Assess sediment and erosion control potential and safety requirements. ▪ Refer to flooding and landslide guidelines.
Freezing Rain	<ul style="list-style-type: none"> ▪ Rapid onsets of freezing rain combined with the risk of blizzards increase the chances for extreme hypothermia, slips, trips, falls and vehicle accidents.

23. ADVERSE WEATHER

Actions	Considerations
	<ul style="list-style-type: none"> Ice can build up equipment and power lines. Never touch down power lines. A hanging power line could be charged (live) and you would run the risk of electrocution. Even a small amount of freezing rain can make things extremely slippery. If you need to go outside when a significant amount of ice has accumulated, pay attention to branches or wires that could break due to the weight of the ice and fall. Remember that ice or power lines can continue to break and fall for several hours after precipitation has ended. Wait several hours after freezing rain ends so that maintenance crews have enough time to spread sand or salt on icy roads and walkways.
Lightning	<ul style="list-style-type: none"> Consider lightning detection equipment for precise information and Safe Control of Work and procedures. <p>Follow Lightning Flash Bang (F/B) Technique.</p> <ul style="list-style-type: none"> The F/B technique states that for every count of three (3) from the time of seeing the lightning stroke to hearing the associated thunder, lightning is ONE KILOMETRE away. A F/B of 9 = 3 kilometres (approx. 2 miles); a F/B of 15 = 5 kilometres (approx. 3 miles), etc. When lightning is calculated to be 20 kilometres away (12.4 mile) from site, supervisory personnel will inform field personnel of the potential for lightning in the area. When lightning is calculated to be 10 kilometres away (6.2 mile) from site, supervisory personnel will suspend all crane hoisting and elevated work activities. Cranes will be adequately earthed if they are insulated from the ground. Should lightning strike any part of a permanent structure or item of plant an inspection shall be conducted, and an action plan devised to rectify any damage. When lightning is calculated to be 5 kilometres away from site, the site shall be cleared of all personnel working out in the open. Field personnel will gather in their lunch trailers, or under covered structures. Do not seek shelter under a tree - they attract lightning. Avoid metal fences, gates, and tall light or power poles. All workers will remain in protected zones until a decision is reached regarding their return to work. This will generally be 30 minutes after the last F/B count of 15 was observed (5km). Site management are to be conscious of the potential for lightning strikes resulting from storm activity in the vicinity and plan a shutdown of works in accordance with the level of threat.
Thunderstorms	<ul style="list-style-type: none"> Before a severe thunderstorm, consider shutting down and isolating any non-essential electrical equipment. Regularly check for weather updates.

23. ADVERSE WEATHER	
Actions	Considerations
	<ul style="list-style-type: none"> ▪ During thunderstorms, stay away from items that conduct electricity, such as structural steel and metal piping. ▪ If you are outdoors when a thunderstorm hits, take shelter immediately, preferably in a building or culvert. Be aware of areas that may flood during periods of heavy rain. ▪ Never seek shelter under trees.
Additional steps as appropriate	<ul style="list-style-type: none"> ▪ Ensure personnel are aware of hazards and that they know what actions to take to protect themselves. ▪ Notify EOC Director of situation and keep updated. ▪ Call out specialized service / support companies to stabilize equipment as required. ▪ Protect those on-site / adjacent by advising them to stay away from the area during the storm or to proactively leave the site before the storm (if time allows) and if the adverse weather could impact the safety of those on-site. ▪ Confirm that any associated incidents are reported to all required authorities. ▪ Keep any damaged area isolated and leave the area undisturbed until damage & safety assessments have been completed and approval has been given to resume operations. ▪ If a contractor or service company vehicle or equipment is damaged, ensure their office is informed of the situation.

24. LANDSLIDE	
Actions	Considerations
Be aware of Landslide Warning Signs	<ul style="list-style-type: none"> ▪ Springs, seeps, or saturated ground in areas that have not been wet before. ▪ New cracks or unusual bulges in the ground, roadways, or walkways. ▪ Soil moving away from foundations. ▪ Ancillary structures tilting and/or moving relative to other structures or piping. ▪ Tilting or cracking of concrete floors and foundations. ▪ Broken water lines and other underground utilities. ▪ Leaning poles, trees, retaining walls or fences. ▪ Offset fence lines. ▪ Sunken or down-dropped roadbeds. ▪ Rapid increase in creek water levels, accompanied by increased turbidity (soil content). ▪ Sudden decrease in creek water levels though rain is still falling or just recently stopped. ▪ A faint rumbling sound noticeably increases in volume as landslide nears. ▪ Unusual sounds, such as trees cracking or boulders knocking together, might indicate moving debris.
Assess	<ul style="list-style-type: none"> ▪ Assess potential hazards and take actions to reduce the danger of a landslide (rockslide / mudslide) and/or minimize the potential impact to personnel / equipment if a landslide happens. ▪ Subsequent actions depend upon potential hazards and the type of potential landslide impacts anticipated.
Stay Alert	<ul style="list-style-type: none"> ▪ Listen to Weather Radio or reports for warnings of intense rainfall. ▪ Be aware that intense, short bursts of rain may be particularly dangerous, especially after longer periods of heavy rainfall and damp weather.
Safety First	<ul style="list-style-type: none"> ▪ Be aware of warning signs (above) and be prepared to move quickly. Do not delay. Save yourself, not your equipment and personal belongings. ▪ Be aware that strong shaking from earthquakes can induce or intensify the effects of landslides. If the area is susceptible to landslides and debris flows, consider stopping work and leaving if it is safe to do so. ▪ Evacuation may be the best option if geotechnical concerns identify that a landslide / mudslide is likely. Remember that driving during an intense storm can be hazardous. Embankments along roadsides are particularly susceptible to landslides. Staying out of the path of a landslide or debris flow saves lives.
Basic Response	<ul style="list-style-type: none"> ▪ Evacuate. Getting out of the path of a landslide or debris flow is your best protection.

24. LANDSLIDE	
Actions	Considerations
	<ul style="list-style-type: none"> ▪ If indoors: move quickly away from the path of the slide. Move at a right angle to the motion of the slide or potential slide. <ul style="list-style-type: none"> ○ If the above is not possible, go to the area of the building that is furthest away from the approaching landslide. Take shelter under furniture such as a strong table or bench and hold on firmly. Curl into a tight ball and protect your head if escape is not possible. Stay put until all movement has ceased. ▪ If outdoors: move quickly away from the path of the slide. Move at a right angle to the motion of the slide or potential slide. <ul style="list-style-type: none"> ○ Keep clear of embankments, trees, power lines and poles. ○ Stay away from the immediate area of the landslide as the slope may experience additional failures for hours to days afterwards.
After the Landslide	<ul style="list-style-type: none"> ▪ Stay away from the slide area. ▪ Listen to local radio or weather reports and emergency information. ▪ Watch for flooding, which may occur after a landslide or debris flow. Floods sometimes follow landslides and debris flows because they may both be started by the same event. ▪ Check for injured and trapped persons near the slide without entering the direct slide area. Direct rescuers to their locations. ▪ Look for and report damage and any broken utility lines or damaged roadways and equipment to Site Supervisor. Reporting damaged areas as quickly as possible prevents further hazard and injury. ▪ Check the structural foundations and surrounding land for damage. Damage to foundations or surrounding land may help you assess the safety of the area. ▪ Seek advice from a geotechnical expert for evaluating landslide hazards or designing corrective techniques to reduce landslide safety risks.

25. EARTHQUAKE	
Actions	Considerations
Preface	<p>Earthquakes are common in British Columbia, with an average of 3,000 reported each year. Most are too small to be felt, but earthquakes that are strong enough to cause structural damage to occur on average once per decade. The most at-risk regions of British Columbia are along the west coast, where threat of a destructive tsunami is very real.</p> <p>Supplemental geotechnical investigations and analysis will be conducted to delineate the extent and depth of potentially liquifiable fills or soils both onshore and offshore within the Project area. Risk mitigations are listed at the end of this response guideline.</p>
Be Alert	<ul style="list-style-type: none"> ▪ Be alert. Listen for any reports or warnings. ▪ Take actions to reduce the impacts that could be caused by earthquake. ▪ Subsequent actions depend upon potential hazards and the type of potential earthquake impacts anticipated. ▪ If there has been an earthquake, expect aftershocks. Consider stopping work and leaving if it is safe to do so. Evacuation may be the best option if geotechnical experts identify that an earthquake or aftershocks are likely. ▪ Be aware that there may be other events caused by an earthquake, including medical emergencies, fire, landslides, floods, and structural damage. Refer to those response guides as required.
Basic Response	<ul style="list-style-type: none"> ▪ Drop to your hands and knees. If you are inside, stay inside. Do not run outdoors or to other rooms. ▪ Cover your head and neck with your arm and take shelter under a sturdy piece of furniture. If there is no shelter nearby, crawl to the nearest interior corner or wall while continuing to protect your head and neck. ▪ Hold On to your shelter, covering your head and neck until the shaking stops. Count to 60 before getting up, giving unanchored objects time to settle.
After the Earthquake	<ul style="list-style-type: none"> ▪ Stay alert. Listen for any reports or warnings. ▪ Check yourself and others for injuries. ▪ Provide first aid to anyone who needs it. Triage, Treat, and Transport. ▪ Notify EOC Director of the situation and keep them updated. ▪ If the earthquake caused other emergencies, notify required agencies. ▪ Try to conduct an Initial assessment of damage / hazards if safe to do so. ▪ Isolate potential fuel sources to the damaged area such as fuel storage tanks. ▪ Shut down all equipment and fuel lines and electrical power at source as required. ▪ Recognize the risk presented by light frame structures and potential consequences.

25. EARTHQUAKE	
Actions	Considerations
	<ul style="list-style-type: none"> ▪ Do not extinguish any fires if the leak or supply to the leak cannot be stopped. ▪ Do not approach areas that may involve leaking toxic materials, (e.g., hazardous wastes) unless properly equipped for toxic emissions. ▪ Call out specialized service companies to conduct damage and safety assessments as required. ▪ Expect aftershocks. <p>Prepare for a Tsunami</p> <ul style="list-style-type: none"> ▪ It may take hours for waves to reach the shore following an earthquake far away in the Pacific Ocean, but a strong earthquake near land could generate a tsunami that arrives in just minutes. ▪ Refer to the tsunami response guide.

26. FLOOD	
Actions	Considerations
Preparedness	<ul style="list-style-type: none"> ▪ The Project has conducted a Coastal Flood Hazard Assessment to properly plan and establish mitigations to the Flood Construction Level. ▪ Coastal flood hazards for the Project Site are primarily dictated by flood inundation, but can include overflow and spray, shoreline erosion and scour, beach degradation and aggradation, or physical loading from hydraulic forces or wood debris.
Assess Risk	<ul style="list-style-type: none"> ▪ McDermott together with Woodfibre LNG will track weather events such as storm surges, "king tides" and other flood inundation related events and prepare accordingly to prevent extensive damage to the environment, people, and project assets. ▪ Subsequent actions depend upon potential hazards and the type of potential flooding impacts anticipated.
Be Proactive	<ul style="list-style-type: none"> ▪ Depending upon the severity of the approaching event, McDermott HSSE Manager and Construction Director will consider partial or full site evacuation processes. ▪ Based on the nature of the weather and flooding, evacuation may be coordinated with marine vessels and/or helicopters ▪ In many instances, a response team will be maintained to oversee the effectiveness of the controls implemented.
Mitigation	<p>Implement mitigation controls and verify for effectiveness throughout the event.</p> <p>Mitigation controls may include, but not limited to:</p> <ul style="list-style-type: none"> ▪ Installation of Quick Dam or Sandbags, ▪ Water diversion barriers, ▪ Provisional change of evacuation routes, ▪ Ensure that any physical documentation pertaining to the project and located within the flood zone is secured in weatherproof containers and relocated away from the potential flood area. <ul style="list-style-type: none"> ○ These documents must be properly tracked by the site's document controls department and discipline supervisors.
For imminent flood inundation	<ul style="list-style-type: none"> ▪ If flooding is imminent: <ul style="list-style-type: none"> ○ Take action to shut down and isolate equipment, as required. ○ If safe to do so, move vehicles, equipment and material from the flood zone that represents a risk to the environment due to presence or contact with hazardous material or substances (fuel, cement, sediments, etc.) ○ Shut in electricity and electrical equipment as required. ○ Do NOT attempt to shut off electricity if water is already present.

26. FLOOD

Actions	Considerations
During the Flood	<ul style="list-style-type: none"> Stay away from the flooded area. There may be danger of drowning, electrocution, or landslides / mudslides. Provide first aid to anyone who needs it. If flooding caused other emergencies, refer to those response guidelines. Update Woodfibre LNG EOC Director of the situation. If safe to do so, try to conduct an Initial assessment of damage / hazards.
After the Flood	<ul style="list-style-type: none"> Check for injured and trapped persons in or near the flooded areas, without entering the direct flood area. Direct rescuers to their locations. Provide First Aid as required. Triage, Treat, and Transport. Watch for landslides, which may occur after a flood. Landslides sometimes follow flooding and debris flows because they may both be started by the same event. Look for and report damage and any broken utility lines or damaged roadways and equipment to Incident Commander. Reporting damaged areas as quickly as possible prevents further hazard and injury. Check the structural foundations and surrounding land for damage. Do not re-enter flooded work areas until qualified personnel (e.g., electricians, structural engineers) have determined it is safe to do so. Do not use any equipment, heating, pressure, or sewage systems (including appliances) until they have been thoroughly cleaned, dried, inspected and deemed safe to operate. Electrical components and panels need to be cleaned, dried, and tested by a qualified electrician to ensure that they are safe. Flood water can be heavily contaminated with sewage and other pollutants which can cause sickness and infections. Documentation - all critical documents that have been damaged can be frozen (in a freezer) until they are needed. The Incident Commander, regulatory and legal advisors can help determine whether the flood-damaged documents, or just the information in them, need to be retained.

27. TSUNAMI	
Actions / Term	Considerations / Explanation
Definition	A tsunami is a natural hazard consisting of a series of long, surge-like waves that are usually caused by an underwater earthquake, landslide, or volcanic eruption.
Be Alert	<ul style="list-style-type: none"> ▪ Subscribe to IOC tsunami information and monitor email alerts. ▪ Be alert. Listen for any reports or warnings. ▪ Understand the difference between a Tsunami Warning, Tsunami Advisory, and Tsunami Watch. ▪ Subsequent actions depend upon potential impacts anticipated. ▪ If there has been an earthquake offshore, expect a tsunami. ▪ It may take hours for waves to reach the shore following an earthquake far away in the Pacific Ocean, but a strong earthquake near land could generate a tsunami that arrives in just minutes. ▪ Be aware that there may be other events caused by a tsunami, including medical emergencies, fire, landslides, floods, and structural damage. Refer to those response guides as required.
Precautions	<ul style="list-style-type: none"> ▪ Take actions to proactively evacuate personnel to reduce the impacts that could be caused by a tsunami. ▪ Move critical equipment and records to higher ground. ▪ Remove hazardous materials and dangerous goods from low-lying areas to prevent environmental damage. ▪ Shut off electricity and electrical equipment as required. ▪ Do not attempt to shut off electricity if water is already present; the combination of water and live electrical current can be lethal.
Alert Terms	<p>The National Tsunami Warning Centre (NTWC) and Ministry of Emergency Management and Climate Readiness (EMCR) uses the following tsunami alert system:</p> <ul style="list-style-type: none"> ▪ Warning ▪ Advisory ▪ Watch ▪ Information Statement ▪ Cancellation <p><i>Refer to the following definitions for more information.</i></p>

27. TSUNAMI

Actions / Term	Considerations / Explanation
Warning	<p>A “Warning” is the highest level of tsunami alert.</p> <p>Warnings are issued due to the imminent threat of a tsunami.</p> <p>Warnings advise that appropriate actions be taken in response to the tsunami threat. Such actions could include the evacuation of low-lying coastal areas and the movement of boats and ships out of harbours to deep waters.</p> <p>Warnings are updated at least hourly, or as conditions warrant, to continue, expand, restrict, or end the Warning.</p>
Advisory	<p>An “Advisory” is the second highest level of tsunami alert.</p> <p>Advisories are issued due to the threat of a tsunami that has the potential to produce strong currents dangerous to those in or near the water.</p> <p>Significant inundation is not expected for areas under an Advisory, but coastal zones may be at risk due to strong currents.</p> <p>Appropriate actions by emergency management personnel may include closing beaches and evacuating harbours and marinas.</p> <p>Additionally, local officials may opt to move boats out of harbours to deep waters, if there is time to safely do so.</p>
Watch	<p>A “Watch” is the third highest level of tsunami alert.</p> <p>Watches are an advance alert that, based on an analysis of the event, may be cancelled, or upgraded to a Warning or Advisory prior to impact. There is a potential threat to a zone contained in a Watch, but communities have time to prepare. Watches are normally based on seismic information, without confirmation that a destructive tsunami is underway.</p> <p>Emergency management personnel and people near the coast should prepare to act in case the Watch is upgraded.</p>
Information	<p>An “Information Statement” informs that an earthquake has occurred and that there is <u>no threat of a destructive tsunami</u> affecting Coastal B.C.</p> <p>These statements are used to prevent unnecessary evacuations when an earthquake felt in coastal areas has a magnitude that may raise concern about a possible tsunami.</p>
Cancellation	<p>A “Cancellation” cancels any previously issued alerts when there is <u>no longer a threat of tsunami</u>.</p> <p>This is the last bulletin issued for this event.</p>
Basic Response	<ul style="list-style-type: none"> Take a route that will get you to at least 20 metres above sea level. Once at higher ground, stay there!

27. TSUNAMI

Actions / Term	Considerations / Explanation
After the Tsunami	<ul style="list-style-type: none"> ▪ Check for injured and trapped persons in or near the flooded areas, without entering the direct flood area. Direct rescuers to their locations. ▪ Provide First Aid as required. Triage, Treat, and Transport. ▪ Watch for landslides which may occur after a Tsunami. Landslides sometimes follow flooding and debris flows because they may both be started by the same event. ▪ Look for and report damage and any broken utility lines or damaged roadways and equipment to Incident Commander. Reporting damaged areas as quickly as possible prevents further hazard and injury. ▪ Check the structural foundations and surrounding land for damage. ▪ Do not re-enter flooded work areas until qualified personnel (e.g., electricians, structural engineers) have determined it is safe to do so. ▪ Do not use any equipment, heating, pressure, or sewage systems (including appliances) until they have been thoroughly cleaned, dried, inspected and deemed safe to operate. ▪ Electrical components and panels need to be cleaned, dried, and tested by a qualified electrician to ensure that they are safe. ▪ Flood water can be heavily contaminated with sewage and other pollutants which can cause sickness and infections. ▪ Documentation - all critical documents that have been damaged can be frozen (in a freezer) until they are needed. The Incident Commander, regulatory and legal advisors can help determine whether the flood-damaged documents, or just the information in them, need to be retained.

28. MARINE VESSEL COLLISION	
Actions	Considerations
Commander	<p>The Master, as commander of his vessel, is in charge of crew and cargo and is:</p> <ul style="list-style-type: none"> ▪ Duty-bound to protect the marine environment, assist in Search and Rescue and ▪ In overall charge of ship security and maritime safety. ▪ Responsible for compliance with all relevant requirements of maritime administrations and other regulatory organizations ▪ The Master of every vessel has the legal responsibility to render assistance to the other vessel following a collision. ▪ The Master is also required to exchange information with the other vessel – Vessel Name, Port of Registry and Destination.
Emergency Procedures	<ul style="list-style-type: none"> ▪ Follow the on-board ship emergency procedures. ▪ All crew and passengers will follow Master's orders and instructions.
Actions that may be considered by the Vessel Master	<ul style="list-style-type: none"> ▪ If making way, reduce speed to limit impact. ▪ Initiate Red DP Alert. ▪ If diving, recover the divers and disconnect subsea connections to give the vessel freedom of movement. ▪ If involved in laying operations, prepare for abandonment of the pipeline or flexible product. ▪ Change heading to present the narrowest aspect to the other vessel. On ship-shaped vessels, the bow is the least vulnerable part of the vessel with the protection of the collision bulkhead. A glancing impact is more preferable, rather than a side impact. ▪ Sound the Danger signal. Use all available means to warn the other vessel or structure if they are unaware of the danger - ship's whistle, radio, spotlights, flares, daylight signal lamp, etc. ▪ Use the Emergency Alarm, DP Alerts and PA announcements to warn personnel onboard. E.g.: "Collision is imminent, port bow. Clear the immediate area of the port bow, above and below decks, All hands brace for shock." ▪ Verify watertight integrity: watertight doors, hatches, scuttles, fittings should be secured. The areas in the direction of the hazard should be dealt with first; dictate action. Deploy Emergency Teams in readiness to take damage control measures, if applicable.
Notify ASAP	<ul style="list-style-type: none"> ▪ Contact the Canadian Coast Guard Marine Communications and Traffic Services: <ul style="list-style-type: none"> ○ VHF Chanel 16 (156.8 MHZ) ○ Cellular (star)*16 ○ 250-363-6333 or 1-800-661-9202.

29. MARINE VESSEL EMERGENCY	
Examples	FIRE, CAPSIZE, SINKING, SEVERE WEATHER
Actions	Considerations
Commander	<p>The Master, as commander of his vessel, oversees crew and cargo.</p> <p>The vessel Master is:</p> <ul style="list-style-type: none"> ▪ Duty-bound to protect the marine environment, assist in Search and Rescue and ▪ In overall charge of ship security and maritime safety. ▪ Responsible for compliance with all relevant requirements of maritime administrations and other regulatory organizations ▪ The Master of every vessel has the legal responsibility to render assistance to the other vessel following a collision. ▪ The Master is also required to exchange information with the other vessel – Vessel Name, Port of Registry and Destination.
Emergency Procedures	<ul style="list-style-type: none"> ▪ Follow the on-board ship emergency procedures. ▪ All crew and passengers will follow Master's orders and instructions
Shipboard Fire	<ul style="list-style-type: none"> ▪ The shipboard emergency response actions in the event of an incident involving fire or explosion will depend on the following: <ul style="list-style-type: none"> ○ Location of the vessel? <ul style="list-style-type: none"> ▪ In port ▪ At sea ▪ On DP (Dynamic Positioning) ▪ During a heavy-lift operation ▪ Alongside a facility or fixed structure ▪ On passage ○ Status of divers (if applicable)? <ul style="list-style-type: none"> ▪ In saturation ▪ Deployed subsea ○ Status of personnel? <ul style="list-style-type: none"> ▪ Missing persons ▪ Casualties ○ Location of fire? ○ Onboard <ul style="list-style-type: none"> ▪ Hazardous space, or adjacent hazards (ex: fuel tanks)

29. MARINE VESSEL EMERGENCY	
Examples	FIRE, CAPSIZE, SINKING, SEVERE WEATHER
Actions	Considerations
	<ul style="list-style-type: none"> ▪ Mechanical space ▪ Accommodations ▪ on adjacent installation or quay ○ Severity of incident? <ul style="list-style-type: none"> ▪ Can be controlled by the vessel crew ▪ Use of fixed fire-fighting systems ▪ outside assistance required ○ Outside assistance available? <ul style="list-style-type: none"> ▪ Shore fire-fighting services ▪ Standby vessel ○ Additional factors to consider? <ul style="list-style-type: none"> ▪ Is the power generating plant threatened? ▪ Are fire-fighting systems intact and available? ○ Heavy weather or increasing forecast? ○ Render assistance to a vessel or installation?
Notify ASAP	<ul style="list-style-type: none"> ▪ Contact the Canadian Coast Guard Marine Communications and Traffic Services: <ul style="list-style-type: none"> ○ VHF Chanel 16 (156.8 MHZ) ○ Cellular (star)*16 ○ 250-363-6333 ○ 1-800-661-9202.

30. MAN OVERBOARD	
Examples	FIRE, CAPSIZE, SINKING, SEVERE WEATHER
Actions	Considerations
Urgency	<ul style="list-style-type: none"> Any person falling overboard is in immediate danger, so fast safe action is essential. Care must be taken so that would be rescuers are not injured, put in danger, or also lost overboard.
General Response actions	<ul style="list-style-type: none"> In the event of a man falling overboard, the following action will be taken, generally in the order as indicated: <ul style="list-style-type: none"> <input type="checkbox"/> Throw a life buoy with retrieving line attached as close to the man overboard as possible. At night use a life buoy with self-igniting light. By day the quick release bridge-wing MOB (Man Overboard Boat) buoys with smoke and light can be useful, especially in poor visibility. <input type="checkbox"/> Raise the alarm and alert the Bridge watch keepers. <input type="checkbox"/> Establish a position for the man overboard where the Bridge can see and make visible signals in the direction of the man overboard. Maintain visual contact with the person in the water. <input type="checkbox"/> If the vessel is underway, the Bridge watch keeper should maneuver the vessel to direct the stern away from the casualty before executing a recovery turn (Williamson Turn or another suitable maneuver). <input type="checkbox"/> Post lookout with VHF radio to keep the man constantly in sight. Use arm as a direction guide. At night, direct searchlights to the man overboard. <input type="checkbox"/> Muster the crew to determine how many people, and who is/are missing. <input type="checkbox"/> Plan the vessel maneuver for after the recovery turn, considering wind, seas, currents, and other vessels in the vicinity. The vessel action plan will be critical when seeking a lee for the MOB/FRC boat launching and for subsequent personnel recovery. <input type="checkbox"/> Alert the standby vessel (if available) and any other vessels in the vicinity. <input type="checkbox"/> FRC (Fast Rescue Craft) Crew to muster and prepare to launch FRC. <input type="checkbox"/> Alert the Site's Medical Team.
Notify	Joint Rescue Coordination Centre Marine Search & Rescue (JRCC) 1-800-567-5111 or Cellular (pound) #727
Minimize Heat Loss	<p>Loss of body heat due to immersion in cold water is a considerable hazard.</p> <ul style="list-style-type: none"> While in the water, restrict physical activity to the minimum necessary. Adopt the HELP (Heat Escape Lessening Posture) with the knees tucked up.
Post Recovery Treatment	<ul style="list-style-type: none"> Any person recovered from the water should be treated for hypothermia and seawater ingestion if required. The person should also be kept under observation for a minimum of 72 hours.

30. MAN OVERBOARD	
Examples	FIRE, CAPSIZE, SINKING, SEVERE WEATHER
Actions	Considerations
On going Search	<p>A search for a Man Overboard should not be terminated if there is any hope of rescue. When assessing possible survival times, the following factors should be considered:</p> <ul style="list-style-type: none"> ○ Wind. ○ Sea state. ○ Water temperature. ○ Air temperature. ○ Clothing worn by the victim (survival suit / life jacket will increase the survival time). ○ Physical condition and age of the casualty.

31. DIVING OPERATIONS EMERGENCY

Actions	Considerations
Preparations	<p>Due to the nature and circumstances of most planned dives, the minimum number of workers required on a dive crew is usually four. As described in OHS section 24.40(1), the only time a dive crew may consist of three workers is when the dive does not exceed either 40 m (130 ft.) or the no-decompression limits, and where there are no hazards present.</p> <p>When hazards are present during a dive the potential for an emergency increase. If the standby diver must enter the water, having two crewmembers on the surface will be needed to implement emergency procedures, including communication needs and to ensure the safe retrieval of both divers from the water.</p> <p>Hazards</p> <p>Section 24.18(1)(a) of the OHS Regulation states that each diving operation must be directed by a diving supervisor whose duties include evaluating the hazards.</p> <p>Environmental hazards that should be evaluated include, but are not limited to, the following:</p> <ul style="list-style-type: none"> ○ The strength of the current at the dive site ○ The degree of underwater visibility ○ The level of difficulty in access and egress from the dive site ○ Likelihood of entanglement with underwater objects <p>Work process hazards that should be evaluated include, but are not limited to, the following:</p> <ul style="list-style-type: none"> ○ Underwater construction activities ○ Use of power tools ○ Use of a crane ○ Underwater welding/cutting. ○ Underwater blasting
Initial Actions	<ul style="list-style-type: none"> ▪ Follow Safe Diving Procedures. ▪ Activate the alarm, make Channel 1 Emergency Radio call. ▪ Notification of Onsite Medic, the Rescue Team (and/or external medical responders) and the Incident Commander. ▪ Incident Commander will appoint an Operations Section Chief.
Diver in Charge Response and Support	<p>The Diver-In-Charge will identify the location of the nearest emergency medical facility and operational hyperbaric facility suitable for his/her diving operations and shall plan for emergency notification of and transportation to the facilities.</p> <ul style="list-style-type: none"> ▪ If the Diver-in-Charge is incapacitated, another dive team member, including divers and/or surface safety attendants, will: <ul style="list-style-type: none"> ○ Contact rescue personnel.

31. DIVING OPERATIONS EMERGENCY	
Actions	Considerations
	<ul style="list-style-type: none"> ○ Conduct appropriate rescue, first aid and emergency procedures in accordance with Safe Diving Procedures, diving first aid kit and their training. ▪ Diver in Charge will contact the Canadian Coast Guard Marine Communications and Traffic Services: <ul style="list-style-type: none"> ○ 250-363-6333 ○ 1-800-661-9202. ○ Cellular (star)*16 ○ VHF Chanel 16 (156.8 MHZ)
Additional Incident Command Considerations	<ul style="list-style-type: none"> ▪ Arrange for casualty(s) transport to medical facility. ▪ Keep Woodfibre EOC Director updated on the situation. ▪ Ensure that external notifications are conducted as per ERP Section 3 ▪ Continue to keep the accident area isolated and leave the area undisturbed until investigations have been completed and approval has been given to resume operations. ▪ Ensure that records are kept of all investigations, that the names and addresses of all witnesses are recorded and that all reports are completed and distributed. ▪ Notification to family of injured persons: ▪ If the casualty is an employee, this will be undertaken by the EOC Director with support from the MST Communications Team Lead and HR Lead. ▪ If casualty is a contractor; this will need to be undertaken by the contractor head office management.

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Appendix C IMT Position Checklists

Initial Site IMT Position Checklists

Incident Commander	5
Safety Officer.....	7
Documentation Unit Leader	9
Operations Section Chief	11
ERT Group Supervisor	14
Medical Task Force Leader	17
Liaison Officer	20
Logistics Section Chief	25

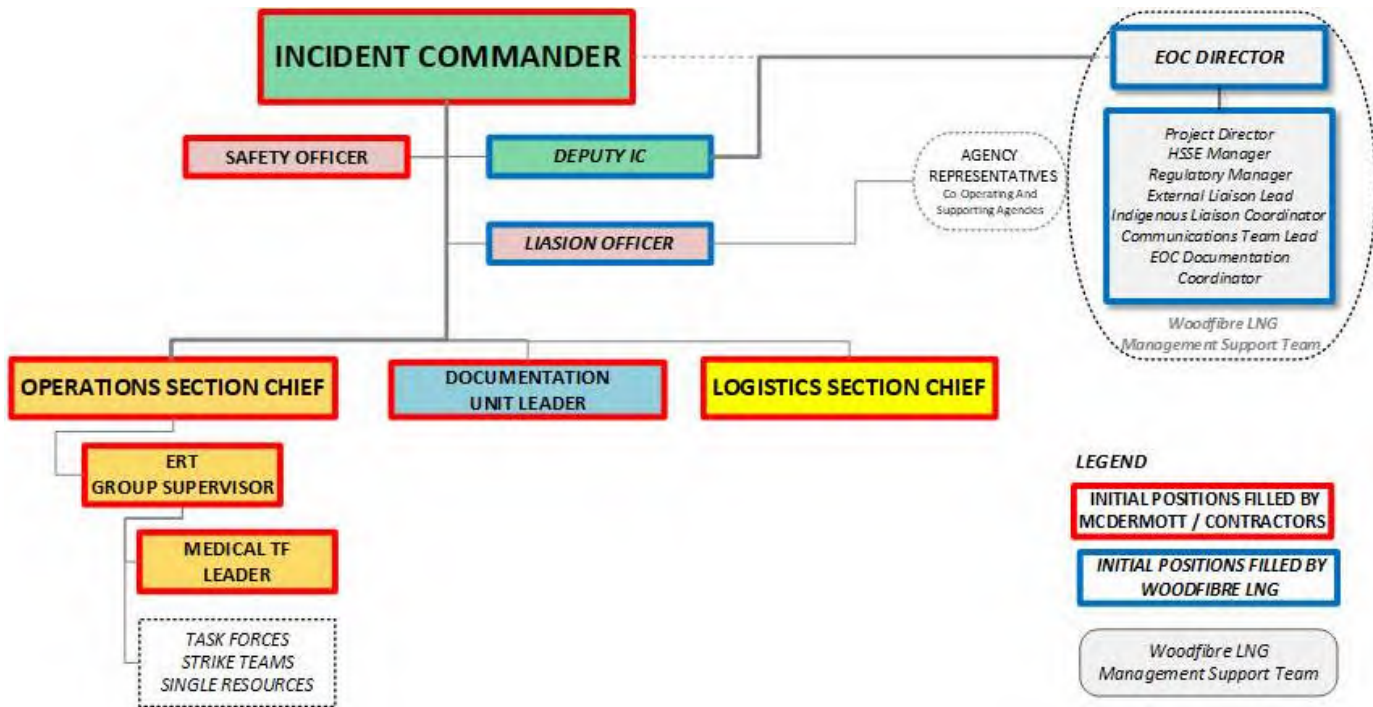
Additional Site IMT Position Checklists

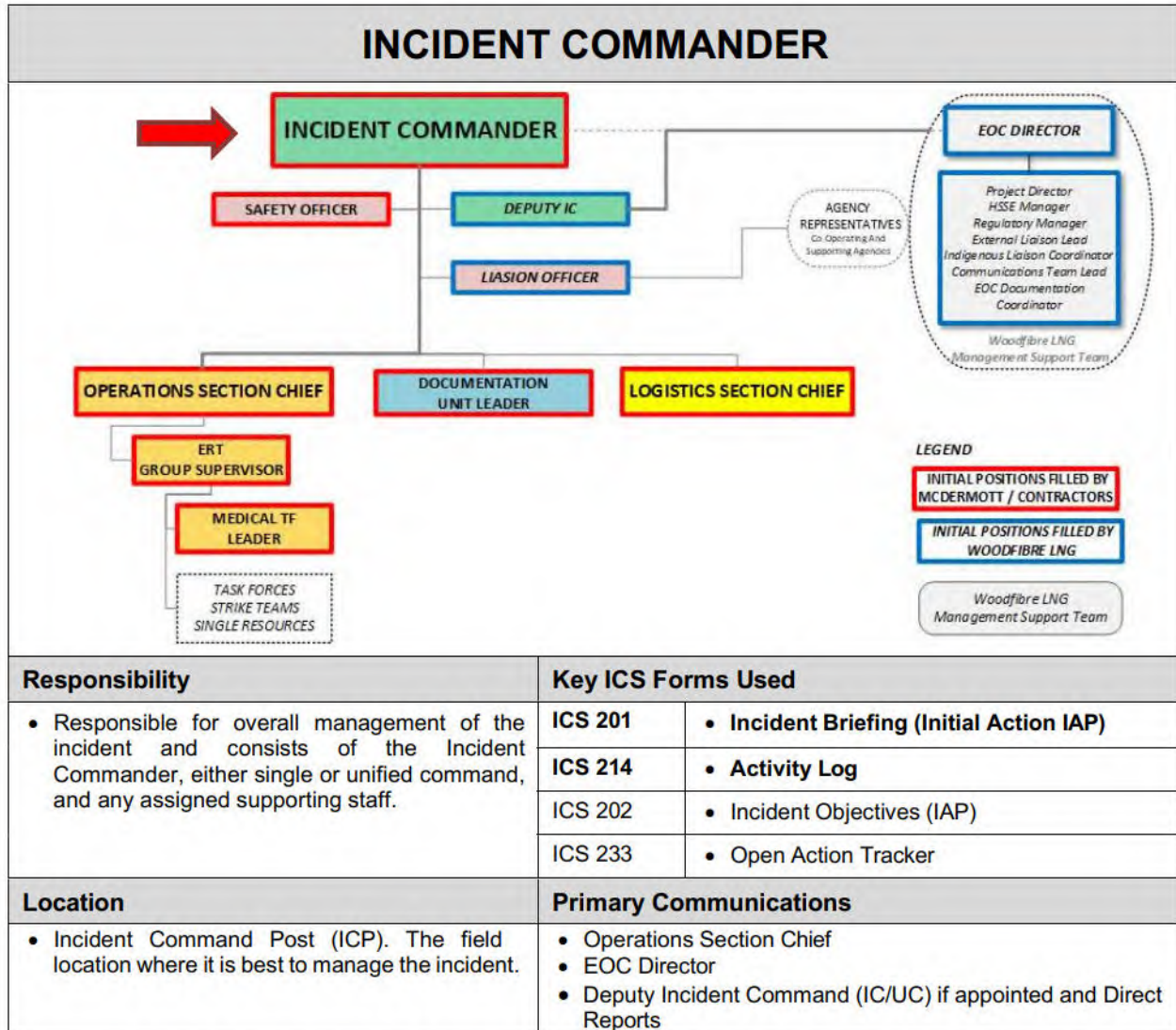
Deputy Incident Commander	2
Division Or Group Supervisor	4
Agency Representatives	6
Information Officer	8
Staging Area Manager	10
Planning Section Chief.....	12
Situation Unit Leader	14
Resources Unit Leader	16
Demobilization Unit Leader	18
Environmental Unit Leader	20
Technical Specialists	23
Service Branch Director	25
Support Branch Director	27
Supply Unit Leader	29
Facilities Unit Leader	31
Vessel Support Unit Leader	32
Finance / Admin Section Chief.....	33
Time Unit Leader	35
Procurement Unit Leader	36
Cost Unit Leader	37

The following is applicable to all personnel in the IMT organization:

COMMON IMT RESPONSIBILITIES	Done
<input type="checkbox"/> Receive assignment, including: <ul style="list-style-type: none"> ○ Job assignment (e.g., designation, ICS position, etc.). ○ Brief overview of type and magnitude of incident. ○ Reporting location and reporting time. ○ Any special communications instructions (e.g., radio frequency). ○ Ensure others know where you are going and how to contact you. <input type="checkbox"/> Review Position Checklist and Emergency Response Plan (ERP) for additional information	
<input type="checkbox"/> Check in to the incident at the designated check-in location. Check-in may be found at any of the following locations: <ul style="list-style-type: none"> ○ Incident Command Post (ICP). ○ Designated Staging Areas. <p>Note: If you are instructed to report directly to an on-scene assignment, check in with the Division/Group Supervisor or the Operations Section Chief.</p>	
<input type="checkbox"/> Receive briefing from immediate supervisor. Refer to ICS organization chart, <p>Note: On-site Agency Representatives from assisting or cooperating agencies report to the Liaison Officer at the ICP after check-in.</p>	
<input type="checkbox"/> Maintain an Individual Activity Log (ICS 214) of all activities.	
<input type="checkbox"/> Participate in Incident Management Team meetings and briefings as appropriate.	
<input type="checkbox"/> Be constantly aware of changing conditions and hazards. <ul style="list-style-type: none"> ○ Maintain compliance with all safety practices and procedures. ○ Report unsafe conditions to the Safety Officer. 	
<input type="checkbox"/> Organize and brief subordinates. <p>Note: All Supervisors must maintain accountability for their assigned personnel (direct reports) with regard as to exact location(s), personal safety, and welfare always, especially when working in or around tactical incident response operations.</p>	
<input type="checkbox"/> Use proper communication methods and ensure communication equipment is working.	
<input type="checkbox"/> Use clear language and ICS terminology in all radio communications.	
<input type="checkbox"/> Refer to 1Appendix C IMT Position Checklists and complete forms for assigned position. <ul style="list-style-type: none"> ○ Maintain proper incident documentation as directed by the Documentation Unit. 	
<input type="checkbox"/> Report any signs/symptoms of extended incident stress, injury, fatigue or illness for yourself or coworkers to your supervisor.	
<input type="checkbox"/> Brief shift replacement on ongoing operations when relieved at operational periods or rotation out.	

Initial Site IMT Position Checklists

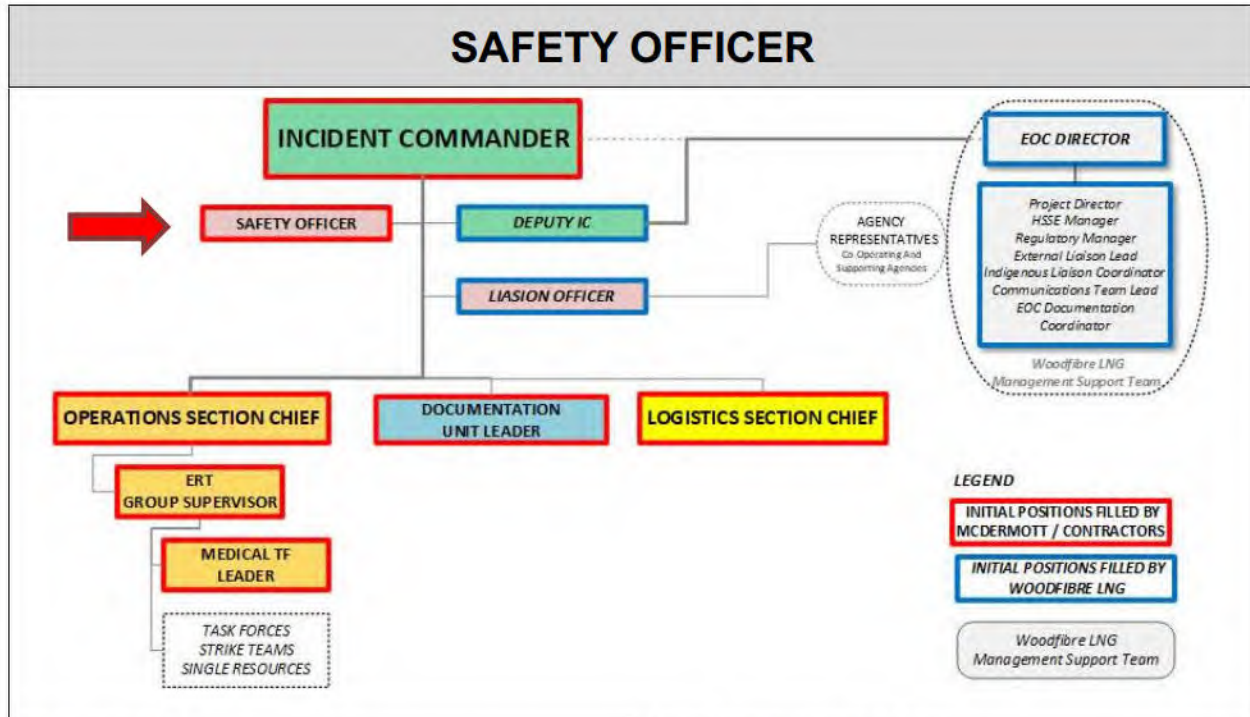




Order of consideration depends on the specific factors of each emergency.

Time	Initial and Ongoing Tasks	Done
	Clarify and document information. Start your own ICS-214 Activity Log <i>What is the risk to life safety or environment?</i>	
	Assess and size up the situation. Current impacts & potential risks?	
	Use the Incident Classification Matrix. Is this an emergency? <ul style="list-style-type: none"> <input type="checkbox"/> No – be prepared to activate the plan if the situation changes. <input type="checkbox"/> Yes – activate Construction ERP and communicate to others that Construction ERP is activated. <input type="checkbox"/> Unsure - activate Construction ERP and communicate that ERP is activated 	
	Declare and communicate the Emergency Level classification.	
	Make the declaration “THE CONSTRUCTION ERP IS ACTIVATED.”	
	Proactively mobilize resources / responders – GET BIG FAST!	

Time	Initial and Ongoing Tasks	Done
	Notify the EOC Director of any declared emergency.	
	Establish Incident Command Post and lines of communication.	
	Maintain communication with Operations Section Chief and other direct reports.	
	Develop Incident Objectives and Incident Action Plan. Complete ICS-201	
	Resist the urge to do all tasks. Appoint other roles & delegate responsibilities.	
	Confirm that the Liaison Officer has notified regulators and all other agencies and Indigenous Groups as required. I.e., Liaison Officer is held responsible for all notifications but can obtain support from the Woodfibre LNG Management Support Team (MST) who will support the designated Liaison Officer, with notification, ongoing communication, and follow-up reporting to Indigenous Groups and federal, provincial, and local agencies.	
	Maintain communication with Operations Section Chief and other direct reports.	
	Consider appointing a Deputy Incident Commander to notify and communicated with the Woodfibre LNG Management Support Team and the McDermott Deputy Project Manager (Refer to Figure 8: Internal Incident Notification Flowchart)	
	Delegate any required external notifications to Liaison Officer Ask the Liaison Officer to clarify the level of MST support needed to help the Liaison Officer notify all appropriate Agencies and Indigenous Groups	
	Develop Incident Objectives and complete ICS-201 Form (initial IAP)	
	Appoint Documentation Unit Leader to assist with recording events and decisions.	
	Send a copy of the complete ICS-201 Form to the EOC Director	
	Establish communication frequency to update EOC Director <ul style="list-style-type: none"> Clarify the MST support required. Ask EOC Director for names and contact information for MST Regulatory Manager and Indigenous Liaison Coordinator – provide this to the Liaison Officer. 	
Time	Ongoing Tasks	Done
	Obtain a copy of the Incident Briefing (ICS 201) and update as required	
	Establish and support Unified Command (UC).	
	Establish an appropriate ICS organizational structure.	
	Approve and authorize implementation of an Incident Action Plan (IAP).	
	Coordinate with on-scene Agency Representatives through the Liaison Officer.	
	Approve requests for additional resources or for the release of resources.	
	Keep EOC Director & Management Support Team informed of status.	
	Order the demobilization of incident resources, when appropriate.	
Once the situation improves, the decision to downgrade a Level 1, 2 or 3 Emergency is made by Incident Command <u>in consultation with the BCER and EMCR.</u> All affected persons and the media must be kept informed of the status of an emergency, including notification that the emergency has been downgraded or concluded.		

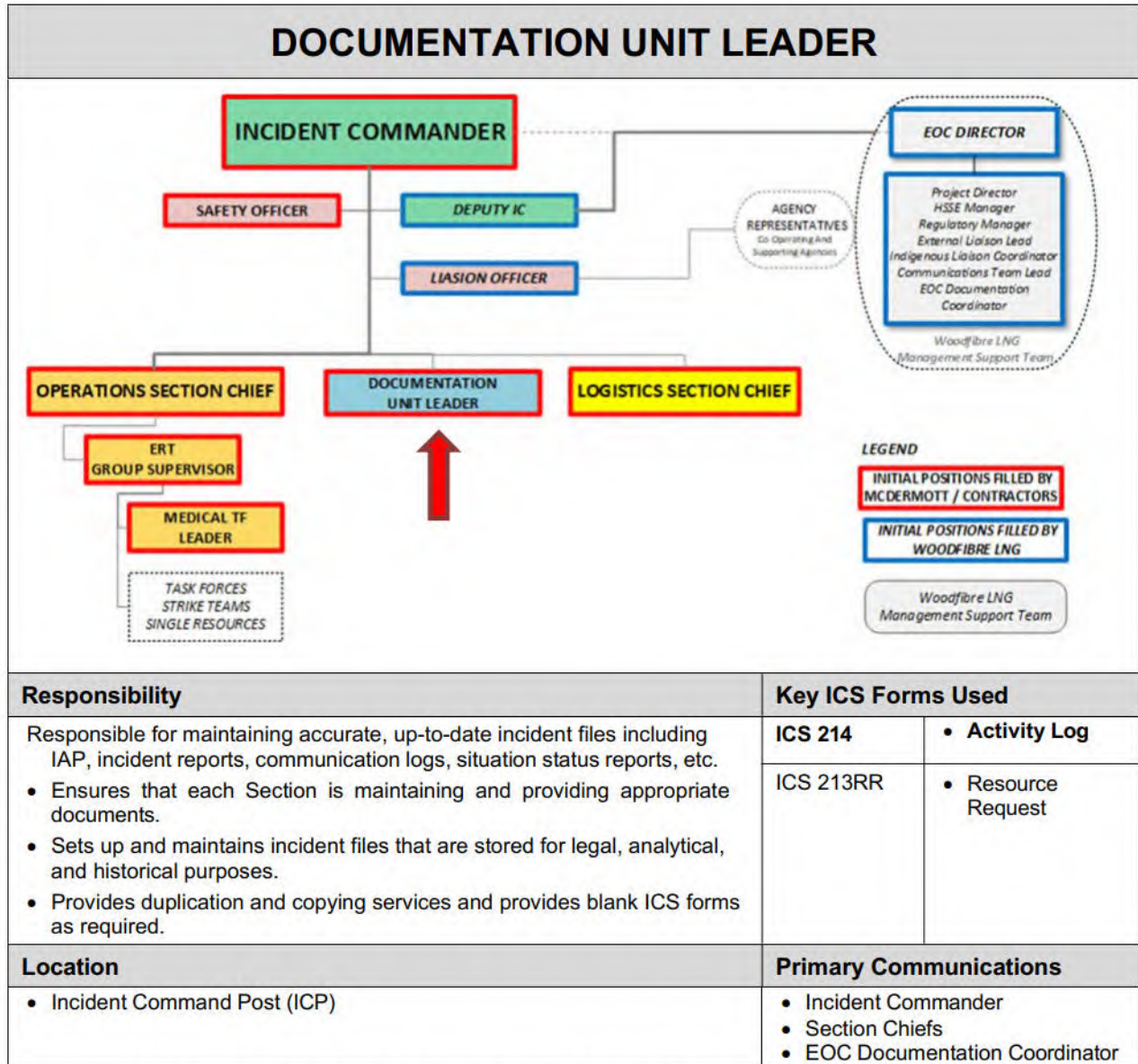


Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> Responsible for monitoring and assessing hazardous and unsafe situations and developing measures to ensure personnel safety. The SO will correct unsafe acts or conditions through the regular line of authority, although the SO may exercise emergency authority to prevent or stop unsafe acts when immediate action is required. The SO ensures the Site Health and Safety Plan is prepared and implemented and includes safety messages in Incident Action Plan. 	ICS 214	<ul style="list-style-type: none"> Activity Log
	ICS 215A	<ul style="list-style-type: none"> Incident Action Plan Safety Analysis
	ICS 208	<ul style="list-style-type: none"> Safety Message/Plan
	ICS 213RR	<ul style="list-style-type: none"> Resource Request
Location	Primary Communications	
<ul style="list-style-type: none"> Incident Command Post (ICP) Observing response operations 	<ul style="list-style-type: none"> Incident Commander Section Chiefs Assistant Safety Officer if appointed 	

Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities Appendix C- ICS Responsibilities).	
	Check-in with Incident Commander and obtain a briefing. <ul style="list-style-type: none"> Priority is Life Safety. Stop and / or prevent unsafe acts. 	
	Start your own ICS-214 Activity Log.	
	Identify current and potential responder safety hazards and life safety risks.	
	Prepare an ICS-215A Safety Analysis.	
	Report to and clearly make safety concerns known to Incident Commander.	

Time	Initial Tasks	Done
	Obtain support and advice from the HSSE Manager as required (MST)	
	Ensure incident scene is undisturbed, if possible, except for emergency remedial actions and is recorded by diagrams and / or photographs.	
	<p>Ensure the appropriate Health and Safety requirements are followed. E.g.</p> <p>Use of appropriate personal protective equipment (PPE).</p> <ul style="list-style-type: none"> ○ First aid and burn kits are readily available. ○ Only radios designed and approved for use in flammable atmospheres are to be used in the hot zone (i.e., 'intrinsically safe'). ○ Ensure toxicological monitoring results are continuously documented. ○ Ensure proper grounding and bonding procedures are adhered to. ○ Ensure there is no convergence or congestion limiting site access / egress. ○ Workers who show signs of stress, fatigue or other adverse symptoms are demobilized and sent for treatment if necessary. 	
	Ensure air / water quality and other toxicological monitoring is performed as required.	
	Determine your staffing requirements (e.g., On-site Safety, shift change).	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	
	Ensure that adequate documentation is being maintained - Refer to Forms.	
	Advise Incident Command (IC/UC) of any need to arrange Critical Incident Stress Debriefing for personnel who could be psychologically impacted.	
Time	Ongoing Tasks	Done
	Review the Incident Action Plan (IAP) for safety implications.	
	Investigate accidents that occur within incident areas. (Incidents within the Incident)	
	Assign Assistants to provide safety watch for operations, as required.	
	Conduct Safety Briefings as needed in the ICP and/or field	
	<p>Ensure preparation, Incident Command (IC/UC) approval, and implementation of Site Health and Safety Plan in accordance with the Emergency Response Plans (ERP) and applicable regulations that include:</p> <ul style="list-style-type: none"> ○ Health and safety hazard analysis for each site, task, or operation. ○ Comprehensive operations work plan. ○ Personnel training requirements. ○ PPE selection criteria. ○ Site-specific occupational medical monitoring requirements. ○ Air monitoring plan: specific to response personnel. ○ Site control measures. ○ Confined space entry procedures, if required. ○ Pre-entry briefings (tailgate meetings): initial and as needed. ○ Pre-operations health and safety conference for all incident participants. ○ Quality assurance of effectiveness. 	



Order of consideration depends on the specific factors of each emergency.

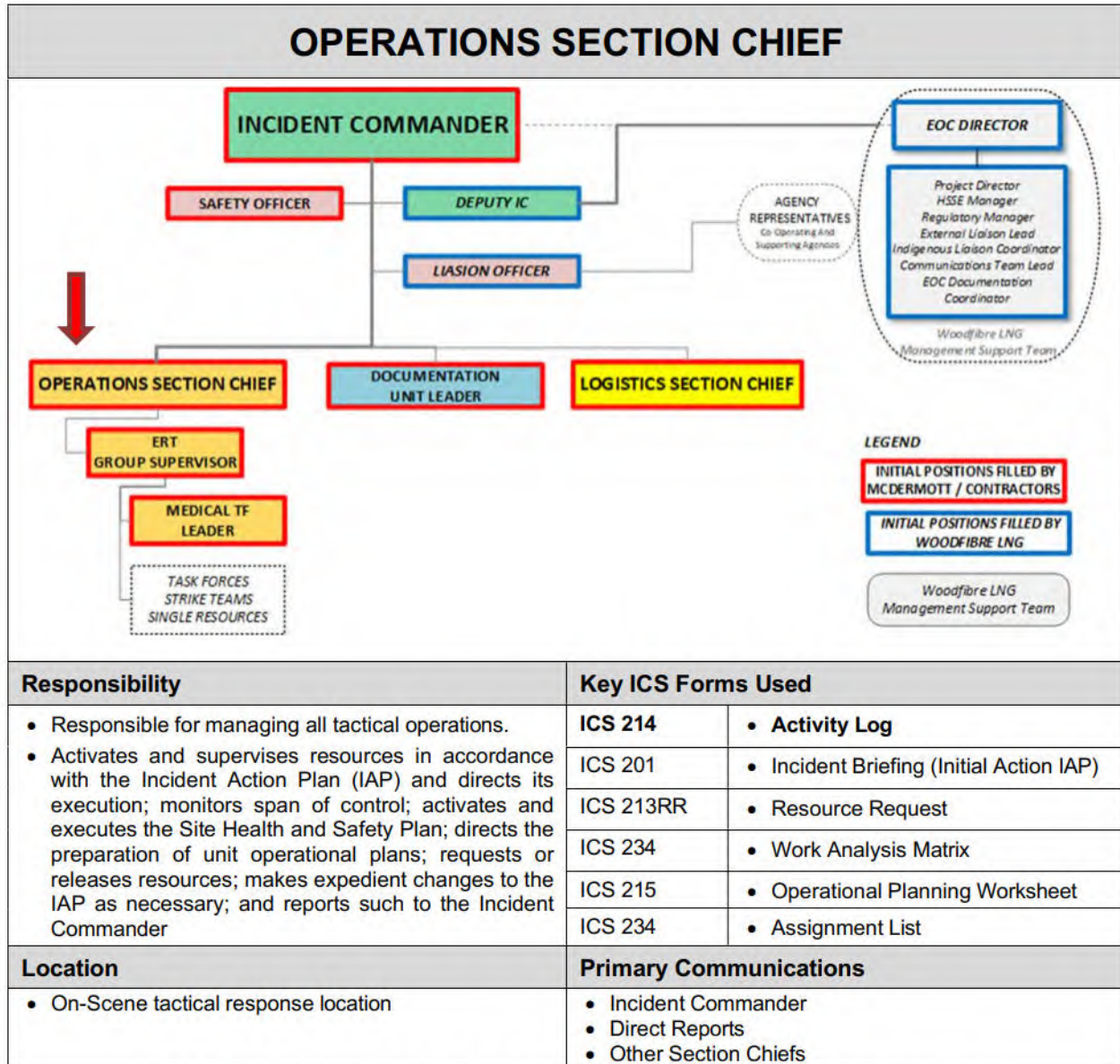
Time	Initial Tasks	Done
	Review Common Responsibilities - Appendix C	
	As directed, go to the Incident Command Post, and obtain a status briefing from Incident Command (IC/UC) (or from Planning Section Chief if appointed).	
	Start your own ICS-214 Activity Log.	
	Start tracking events especially the communication / decisions made by Incident Command (IC/UC) (i.e., sit down by Incident Command (IC/UC) and start recording events).	
	Consider using a local computer to assist with documentation.	

Time	Initial Tasks	Done
	Collect and support displaying the most current incident data (e.g., status updates, maps, meeting schedule, etc.). See example below.	
	Be prepared to document the Incident Commander's status update meetings Use whiteboards, PC, or log forms.	
	Participate in planning meetings, capturing key information, decisions made, commitments and situation status.	
	Request and supervise additional documentation personnel as needed.	
	Provide and/or exchange status report updates with the EOC Director and/or EOC Documentation Coordinator as required.	
	Determine your 24-hour staffing requirements as required.	
	Participate in and document incident response meetings.	
	Ensure that all documentation is completed and consolidated.	
	Compile all final documentation and provide to the Incident Commander.	

INFORMATION DISPLAY EXAMPLE:

Incident Map / Sketch	Emergency Level:	Time Declared:	Current Incident Command Objectives		
	Current and potential threats or impacts to P-E-A-R values:		Management Support Team Priorities		
ICS Organization Chart	People: Environment: Assets: Reputation/ Restoration:				
MST Organization Chart	Meeting Schedule		List of Agencies Notified		
			Agency	Time	Contact Name
	Safety Message				

Time	Ongoing Tasks	Done
	Compile a complete library of all necessary ICS forms for use. Obtain any additional ICS forms at https://www.icscanada.ca/en/Forms.html	
	Review all documentation for accuracy and completeness of records submitted for files and correct errors or omissions by contacting Section Chiefs / Unit Leaders. Secure all incident documentation prior to demobilization	



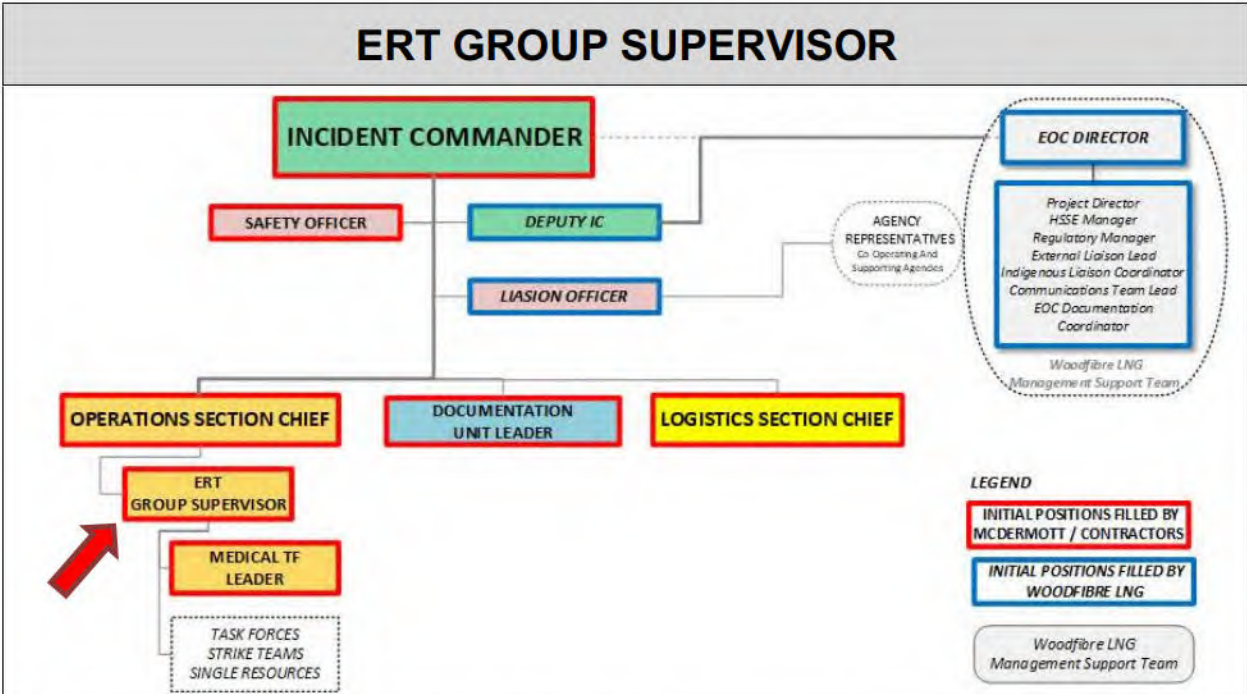
Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities Appendix C	
	Obtain briefing from Incident Commander.	
	If dispatched to the incident location: <ul style="list-style-type: none"> Proceed with caution – as required, monitor / check for hazards. Use the buddy system - wait for backup as required. Ensure PPE such as breathing apparatus is within arm's reach. Assume danger; resist the urge to rush in – inspect site from a distance. Approach from an upwind or crosswind direction. 	

Time	Initial Tasks	Done
	<p>If already at the incident location:</p> <p>Follow Construction ERP Activation Process</p> <ul style="list-style-type: none"> • Use Radio Channel 1: "EMERGENCY-EMERGENCY-EMERGENCY". • Protect yourself. • Check the scene for danger. 	
	Clarify information and start your own ICS-214 Activity Log.	
	Conduct a rapid 360° assessment of the scene and its surroundings.	
	Identify hazards, assess risks & ensure your own personal safety e.g., fire, explosion, toxicity, oxygen deficiency, ignition sources, and any restrictions to safe access and evacuation routes.	
	Secure area - prevent others from entering hazardous area.	
	Ensure all personnel are accounted for.	
	Gain Situation Awareness, Mechanism of Injury, Number of casualties.	
	Develop and maintain control of all on-scene personnel / direct reports.	
	As required, follow the site first aid protocol (Triage, Treat, Transport).	
	<p>Communicate with your Incident Commander, every 10 min or as needed:</p> <ul style="list-style-type: none"> ▪ Use C.A.N. Reporting (current Conditions, response Actions, your Needs). 	

Time	Ongoing Tasks	Done
	Appoint Group Supervisor(s) as required to maintain appropriate Span of Control (1:5).	
	Supervise Operations Section field personnel.	
	Maintain situational awareness (changing conditions and hazards).	
	Only when safety is assured, take immediate actions to gain control, shut down, isolate, de-pressure or contain incident, rescue personnel, etc. following safe work procedures.	
	<p>Ensure that no one disturbs or moves anything at the scene of the accident except for the purpose of:</p> <ul style="list-style-type: none"> ▪ saving life or relieving human suffering. ▪ maintaining an essential utility service or transportation system; or ▪ preventing unnecessary damage to equipment, property, or the environment. 	
	Continually reassess hazards and risk to life safety. Ensure responders have a plan, have a method of communication, have proper training, and use proper PPE before attempting any rescue.	
	Assemble/disassemble Groups/ task force/strike teams as appropriate.	
	Identify/utilize staging areas.	
	Stay connected with Incident Command (IC/UC) and confirm objectives, current Emergency Level, and status of Incident Action Plan implementation.	
	Implement the Site Health and Safety Plan and ensure safe tactical operations	

Time	Ongoing Tasks	Done
	Participate in Incident Command System (ICS) meetings – Initial Incident Briefing, Tactics Meeting, Planning Meeting, Ops. Briefing.	
	Evaluate on-scene operations and adjust strategies, tactics, resources, as necessary.	
	<p>For spills - Ensure that no chemical spill treating agents (dispersants or shoreline treating agents) is applied without the consent of SN and TWN or its representative in Unified Command, if active.</p> <p>Also ensure that the Environmental Unit Leader uses archaeologists or archaeology monitors to ensure that shoreline protection, assessment, or clean-up activities are conducted in a way that limits disturbance to archaeological or cultural heritage sites</p>	
	Ensure the Resources Unit is advised of changes in the status of resources assigned	
	Develop work assignments and allocate tactical resources based on strategic requirements (i.e., develop the Operational Plan Worksheet ICS 215).	
	Participate in the planning process and the development of IAP (ICS 204 and ICS 220)	
	Assist with development of long-range strategic, contingency, and Demobilization Plans	
	Submit all documentation to the Incident Commander.	



Composition of Emergency Response Team (ERT)

The Project's ERT are the key responders to all events occurring onsite, these are highly trained and qualified individuals that will attend all emergencies arising during the execution of the construction works. The ERT will be comprised of members with medical, search, rescue, and firefighting skills, including:

- Nurse Practitioner
- Advanced Care Paramedic(s)
- Primary Care Paramedic(s)
- Rescuer(s) – Confined Space, High Angle, Trench
- Security Specialist(s).
- Marine search and rescue members
- Marine Vessel Operator(s)

The team will be staffed depending on the project needs and manpower, it is planned that coverage 24/7 exists when the Floatel is onsite and occupied by project personnel as well as during various construction work shifts (i.e., work in water windows).

Responsibility	Key ICS Forms Used	
• The ERT Group Supervisor is responsible for implementing the assigned response, assigning resources within the Group, and reporting progress to the Operations Section Chief.	ICS 214	• Activity Log
	ICS 213RR	• Resource Request
	ICS 204	• Assignment List
Location	Primary Communications	
• Assigned tactical response locations	• Operations Section Chief • Direct Reports	

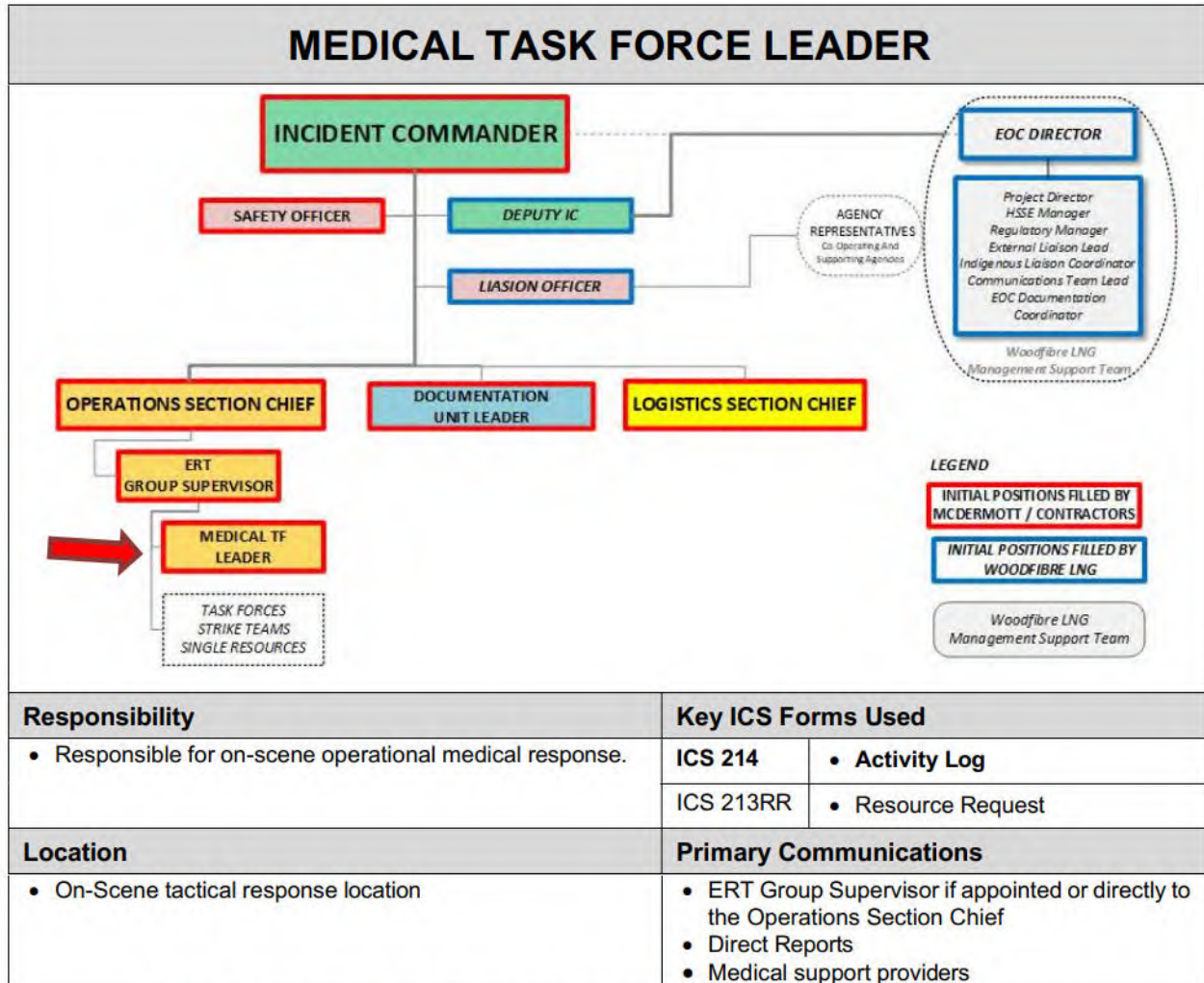
Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities (Appendix C - Common ICS Responsibilities).	
	Obtain briefing from Operations Section Chief.	

Time	Initial Tasks	Done
	Review Group assignments with subordinates and assign tasks.	
	If dispatched to the incident location: <ul style="list-style-type: none"> ▪ Proceed with caution – as required, monitor / check for hazards. ▪ Use the buddy system - wait for backup as required. ▪ Ensure PPE such as breathing apparatus is within arm's reach. ▪ Assume danger; resist the urge to rush in – inspect site from a distance. ▪ Approach from an upwind or crosswind direction. 	
	If already at the incident location: <ul style="list-style-type: none"> ▪ Protect yourself. Check the scene for danger. 	
	Maintain ongoing communications with the Operations Section Chief (if appointed) or directly to the Incident Commander.	
	Communicate with your ICS Supervisor, every 10 min or as needed. <ul style="list-style-type: none"> ▪ Use C.A.N. Reporting (current Conditions, response Actions, your Needs) 	
	Identify hazards, assess risks & ensure your own personal safety first.	
	Maintain documentation within your own ICS-214 Activity Log.	
	Review action plan, communications, and safety, especially prior to work being undertaken within the Hot Zone (Hazardous Area).	
	Reassess hazards and potential risks, e.g., fire, toxicity, oxygen deficiency, ignition sources, and any restrictions to safe access and evacuation routes.	
	Continually re-assess hazards and risk to life safety.	
	Review Group Assignment Lists (ICS 204). Modify lists based on current operations.	
Time	Ongoing Tasks	Done
	Request resources that are needed or anticipated. Resources waiting for assignment should remain at the Staging Area to avoid congestion on-site.	
	Maintain control of all direct reports on-site while keeping in regular communications with the Operations Section Chief.	
	Appoint Strike Team or Task Force Leaders maintain appropriate Span of Control	
	Ensure that you and your group have appropriate training and clearly understand the hazards and assigned tasks.	
	Conduct pre-job meetings to ensure you understand your tasks, communications (verbal, signals), rescue, and control / containment procedures.	
	Allow the appropriate amount of time to develop safe tactical action plans.	
	Talk through on-site response action plan before implementing to confirm that everyone in the group understands the hazards and their assigned tasks.	
	Keep Resources Unit advised of all changes in status of resources assigned	
	Submit situation and resources status information to Operations Section Chief.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	

Time	Initial Tasks	Done
	Request resources needed or anticipated. Resources waiting for assignment should remain at the Staging Area to eliminate congestion on-site.	

Time	Post Incident Tasks	Done
	Confirm that any non-essential personnel or services are released.	
	Ensure all on-site and staging area responders are notified of the call down.	
	Participate in the incident response debriefing meeting if requested.	
	Submit all documentation to the Incident Commander.	



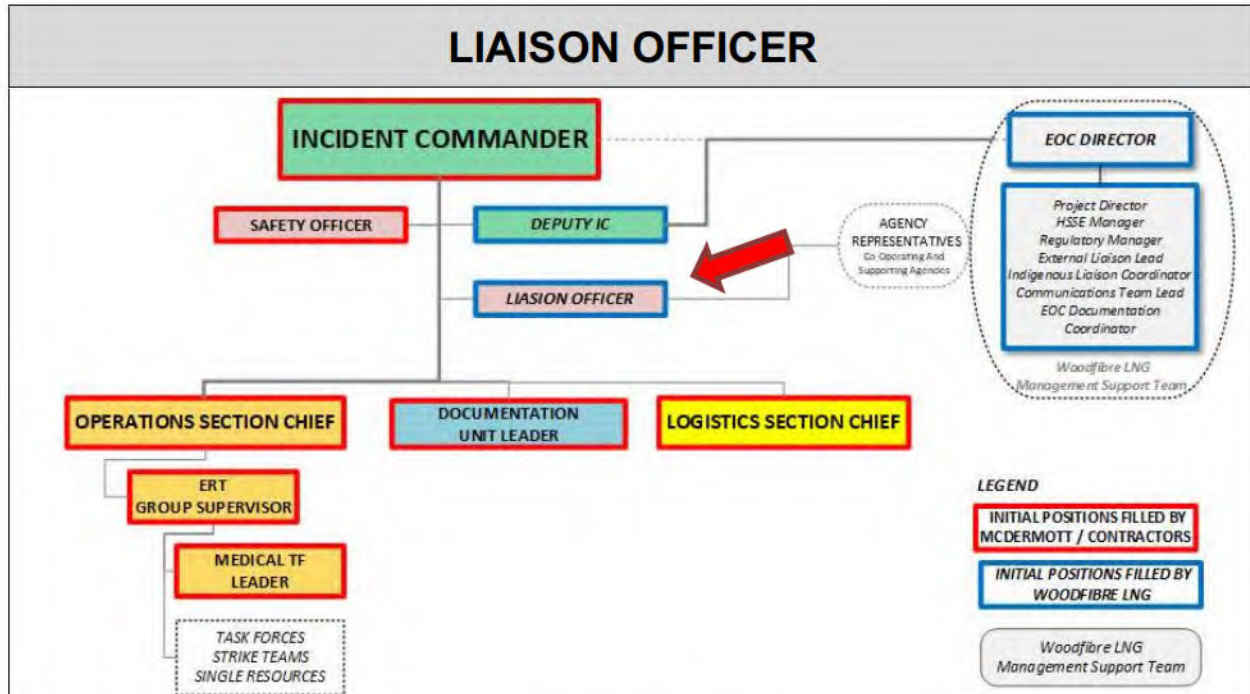
Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities Appendix C	
	If dispatched to the incident location: <ul style="list-style-type: none"> Go to the injury location via Emergency Transport Vehicle and carry a Level 2 Jump Kit and O2 therapy kit. Identify hazards, assess risks & ensure your own personal safety. Assume danger; resist the urge to rush in/ Approach from an upwind or crosswind direction if possible. 	
	If already at the incident location: <ul style="list-style-type: none"> Follow Construction ERP Activation Process. Protect yourself. Check the scene for danger. 	
	Maintain ongoing communications with the ERT Group Supervisor (if appointed) or directly to the Operations Section Chief.	
	Maintain your own ICS-214 Activity Log and/or ICS-206 Medical Plan.	

Time	Initial Tasks	Done
	Communicate with your ICS Supervisor, every 10 min or as needed. ▪ Use C.A.N. Reporting (current Conditions , response Actions , your Needs).	
	Identify hazards, assess risks & ensure your own personal safety first.	
	Follow the site First Aid protocol (Triage, Treat, Transport).	
	As required, request additional first aid supplies, blankets, oxygen etc.	
	Determine the need for extrication (Rapid Transport to Hospital) and recommend best method (boat /helicopter) to Operations Section Chief (or directly to IC).	
Time	Ongoing Tasks	Done
	Recommend urgent dispatch of medivac or other appropriate transportation (boat or helicopter) by contacting and speaking with the Operations Section Chief (or directly to Incident Commander).	
	Request resources that are needed or anticipated.	
	Notify the hospital and provide them with available information. Update them if more information on injuries and the condition of casualties becomes available.	
	Check with the Operations Section Chief (or directly to Incident Commander) to ensure that the incident is reported to all required authorities.	
	Continue to keep area isolated and leave the area undisturbed until investigations have been completed and approval has been given to resume operations.	
	Patient extrication will be facilitated by boat transport or if necessary, by helicopter transport from site.	
	Ensure that records are kept of all investigations, that the names and addresses of all witnesses are recorded and that all reports are completed and distributed.	

Time	Medical Evacuation by Water	Done
	Confirm that the boat is prepared for marine patient transport. As required, assist in the removal of front three (3) rows of seats from port side and install the spine board base and straps.	
	First Aid Attendant directs secondary First Aid or other helper to call and request Ambulance as needed (call 911) to meet at Squamish Yacht Dock.	
	Secure casualty in stretcher and place stretcher in the Emergency Transport Vehicle unless within 100m of boat ramp.	
	Transport patient to boat ramp and carry stretcher to base of ramp rescue boat.	
	Secure stretcher into boat and transport to Squamish Yacht Dock.	
	Send a worker to signal to Ambulance at end of dock, or if not yet present, out to Logger's Lane. Then direct to end of dock.	
	Provide the incoming ambulance personnel with a patient summary report as per training protocols and transfer the patient from your stretcher to the British Columbia Ambulance Service stretcher.	
	Determine which hospital the patient is going to be transported to.	

	Notify Operations Section Chief / Incident Commander. The Incident Commander will ensure that EOC Director and (if necessary) Lion's Gate Security is notified.	
	Arrange for recovery of any equipment that was transferred with the patient.	
	Complete the investigation report.	
Time	Medical Evacuation by Helicopter	Done
	First Aid Attendant or designate will call 911 and request British Columbia Ambulance Service Helicopter attend site. Provide coordinates to site to dispatcher: 49° 66' 44" N and 123° 25' 66" W.	
	If the patient's condition meets the "auto launch" requirements as set out in 2019 Provincial Guidelines titled "Pre-hospital Triage and Transport Guidelines for Adult and Pediatric Major Trauma in British Columbia", the helicopter will be launched immediately assuming weather and flight restrictions do not prevent this.	
	Drive the Site Emergency Transport Vehicle to the helicopter pad. Back vehicle up to the tracks but not crossing the tracks. Shut down and wait.	
	Assign a trained worker to ensure there is no debris on or around the pad, and to ensure no personnel or vehicles enter the Landing Zone area.	
	Helicopter Arrival: <ul style="list-style-type: none"> ▪ The Air Ambulance Helicopter will land into the wind (at the discretion of the Pilot) and the helicopter will shut down. ▪ When the rotor blades have come to a complete stop the Pilot will signal to the ambulance driver to back up across the tracks and stop and shut off the ambulance motor. ▪ The Air Ambulance crew will unload the helicopter and come to the Ambulance. 	
	Work together and unload the patient from the Ambulance on the gurney.	
	The Air Ambulance crew will transfer the patient to their gurney and deliver the patient to the helicopter. The First Aid Attendant may be required to assist as well as assistant(s).	
	The gurney will be reloaded into the Ambulance and the Ambulance will be driven away from the Landing Zone. The Assistant will ensure no equipment has been left in the Landing Zone.	
	The First Aid Attendant and the assistant will do a final sweep of the Landing Zone and clear the Air Ambulance Pilot to start the Helicopter.	
	The First Aid Attendant and the assistant will leave the Landing Zone but will remain guarding until the Air Ambulance helicopter has left the Pad.	
	The First Aid Attendant and helpers will ensure no loose material will fly due to the helicopter rotor wash.	



RESPONSIBILITY

The Liaison Officer is responsible for initial notification to regulators and other required government agencies and Indigenous Groups. The Liaison Officer is the point of contact for ongoing communications with representatives from any co-operating and assisting agencies.

- The Woodfibre LNG Management Support Team (MST) supports the designated Liaison Officer, assisting with notification, ongoing communication, and follow-up reporting to Indigenous Groups and federal, provincial, and local agencies.
- For a spill into the marine environment, the Greater Vancouver Integrated Response Plan (GVIRP) should be activated which would result in Coast Guard sending out pollution notifications and activation of a coordination call with an established contact list for First Nations, the cooperating and assisting agencies, federal and provincial partners. The Liaison Officer should work with Coast Guard/ Lead Agency in ensuring that the appropriate parties are notified and updated.

Key ICS Forms Used

ICS 214	Activity Log
ICS 213 RR	Resource Request
Location	Primary Team Communications
<ul style="list-style-type: none"> Incident Command Post (ICP) 	<ul style="list-style-type: none"> Incident Commander (and Deputy IC)

Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities Appendix C	
	As directed, obtain a status briefing from the Incident Commander.	
	Clarify information and start your own ICS-214 Activity Log.	

Time	Initial Tasks	Done
	<p>Clarify the Emergency Level declared by Incident Command (IC/UC) and understand how it was determined (situation and potential to increase in severity).</p> <p>Before notifying EMCR and BCER</p> <p>Refer to the additional guidance material immediately following this Liaison Officer checklist for spill reporting details and clarification regarding BCER emergency level communication.</p> <p>NOTE: Woodfibre LNG incident classification matrix is designed for this construction project. Therefore, it is slightly different than that used by the BCER. While this has been reviewed and accepted by the BCER. Woodfibre LNG is providing the link (below) to the BCER document for responders to reference when communicating with the BCER throughout an incident. This inclusion mitigates the potential for miscommunication between the two parties.</p> <p>https://www.bc-er.ca/files/operations-documentation/Emergency-Response-and-Safety/incident-classification-matrix-march-release-2019.pdf</p>	
	<p>Determine the priority notifications that need to be made based on event type.</p> <p>More than one event type may occur during a single incident so multiple reporting requirements may apply.</p>	
	<p>Refer to Construction ERP Sections P3-3, P3- and P3-5 for detail guidance for external agency reporting requirements.</p> <ul style="list-style-type: none"> • Ensure external agencies are notified as required, based on type of event. • If you are in doubt whether a particular agency should be notified, make the notification, even if it is a courtesy notification. • Ministry of Emergency Management and Climate Readiness (EMCR) who will notify the BC Energy Regulator (BCER) and other applicable agencies 	
	<p>Ensure that the Canadian Coast Guard (CCG) has been notified for any incident involving a vessel in waters under Canadian jurisdiction.</p>	
	<p>Report all spills of materials to the BC Energy Regulator through EMCR's incident reporting line at 1-800-663-3456, in accordance with the BC Spill Reporting Regulation. The link below is provided for your convenience, please ensure you are referencing the most current version.</p> <p>https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/187_2017</p>	
	<p>Identify the level of support needed to make notifications and maintain ongoing communications.</p> <ul style="list-style-type: none"> • Notify Incident Commander and/or EOC Director of MST support needed. 	
	<p>Obtain support from the Woodfibre LNG Management Support Team (Regulatory Lead and External Relations Lead)</p> <ul style="list-style-type: none"> • Assign specific notifications and communications to the Woodfibre LNG MST Regulatory Lead and External Relations Lead • Obtain regular updates from Regulatory Lead and External Relations Lead 	
	<p>Document details of each conversation, the name of the agency representative contacted and the file number.</p>	
	<p>Update Incident Commander, providing confirmation that all required notifications have been completed.</p>	

Time	Initial Tasks	Done
	Advise the Incident Commander (IC/UC) and any supporting MST personnel of any outstanding questions or concerns from regulators and/or other agencies.	

Time	Ongoing Tasks	Done
	Determine if there are (or soon will be) any on-scene cooperating and assisting Agency Representatives that you will need to regularly communicate with.	
	Ensure that all Agency Representatives are properly checked-in at the incident	
	Provide a briefing to each arriving Agency Representative	
	<p>Make contact and develop a roster of any on-scene cooperating and assisting Agency Representatives</p> <p>The roster should include:</p> <ul style="list-style-type: none"> ▪ Name of agency and name of Agency Representative, ▪ Location of Agency Representative, ▪ Communication link, and phone number, ▪ Agency capabilities or expertise for incident support, and ▪ Name of alternate Agency Representative and contact number. 	
	Provide ongoing communications as required with any on-scene Agency Representatives and notify Incident Command (IC/UC) of any interorganizational issues.	

Time	Post Incident Tasks	Done
	Determine if your position will require follow-up actions before leaving the Incident Command Post.	
	Deactivate your position when authorized by the Incident Commander.	
	Participate in the incident response debriefing meeting.	
	Submit all documentation to the Incident Commander.	

Once the situation improves, the decision to downgrade a Level 1, 2 or 3 Emergency is made the Incident Commander / UC in consultation with the BCER and EMCR.

All agencies notified must be kept informed of the status of an emergency, including notification that the emergency has been downgraded or concluded.

EMCR Spill Reporting

Report spills immediately

If a spill occurs, or is at imminent risk of occurring, responsible persons (spillers) must ensure that it is immediately reported to the Provincial Emergency Program (PEP)/ Emergency Management British Columbia (EMBC) by calling **1-800-663-3456**.

Initial Report Content

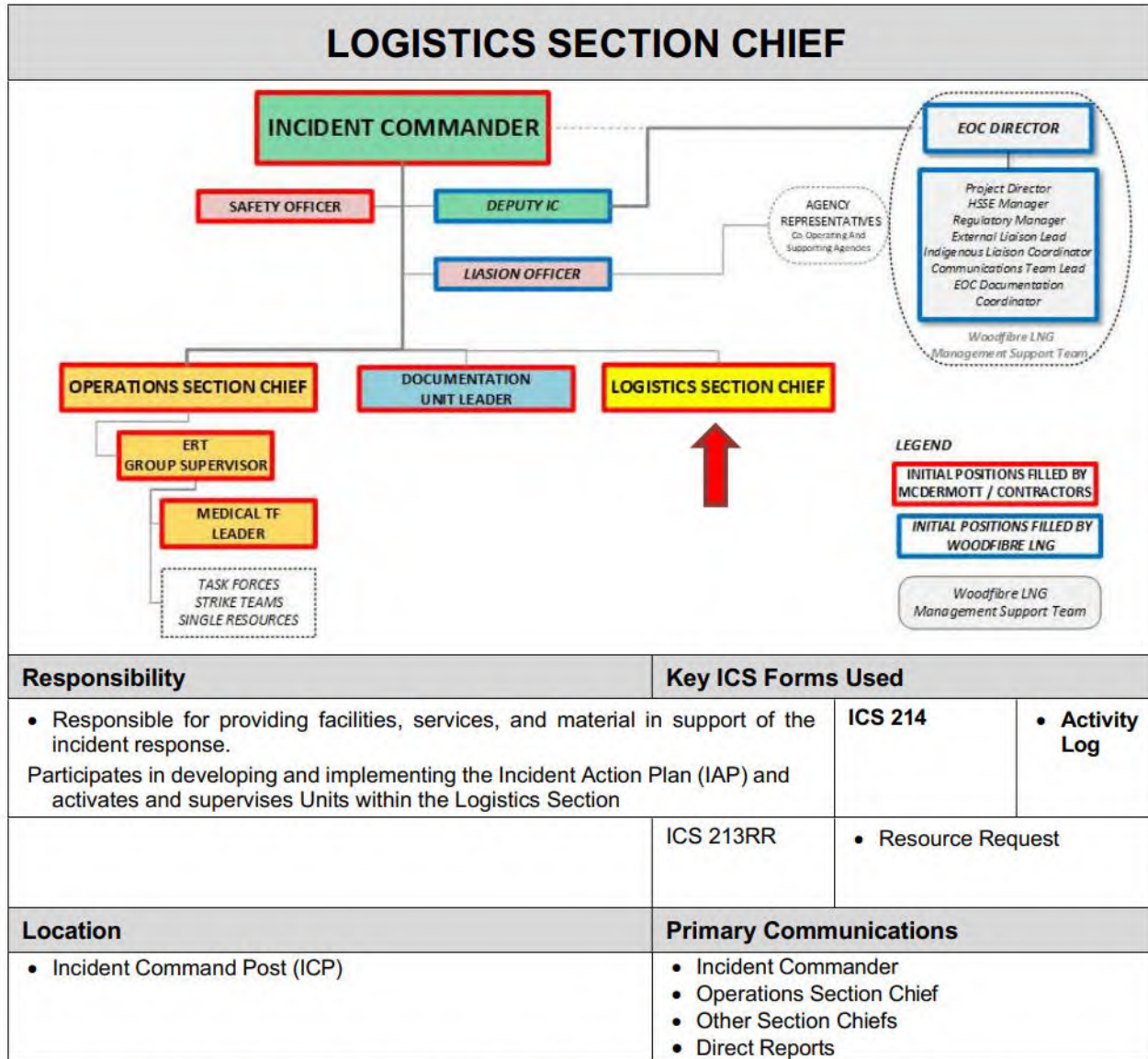
Report information	Description
1. Contact information of the individual making the report	First and last name, phone number, and email address
2. Contact information of the responsible person	First and last name, phone number, and email address
3. Contact information for the owner of the substance spilled	First and last name, phone number, and email address
4. Location, date, and time of the spill	Provide as much location specific information as possible, including: general directions, description of how to approach the area, latitude and longitude if available, street address, and the date and time in 24-hour clock format
5. Description of the spill site and surrounding area	Provide a description of the receiving environment of the spilled material (for example, the area is wooded and the ground is soft; there are sensitive riparian areas that are at risk of contamination)
6. A description of the source of the spill	The container from which the material spilled (for example, fishing vessel, above- or below-ground storage tank, tanker truck, pipeline, or railcar)
7. Type and quantity of the substance spilled	An estimate of the amount of product spilled and a description of the product type, including product name, UN number, and Safety Data Sheet [SDS] (for example, diesel, UN 1202, 50 liters). If unknown, a description of the spill (for example, sheen or slick approximately 20 meters by 20 meters)
8. Cause and impact of the spill	The circumstances leading to the spill; the immediate cause as well as any contributing factors. May be a combination of the activity and the incident (for example, motor vehicle accident, derailment, equipment failure, fire, human error, intentional/unauthorized release, natural occurrence, or unknown)
9. Details of the actions taken or proposed	Provide any necessary/ helpful details of the actions taken or planned (for example, what steps have been taken to contain the spill, which responders have been deployed, and when they will be on scene)
10. The details of further action contemplated or required	Provide any necessary/ helpful details regarding next steps, including response actions, deployment of additional resources, and monitoring activities
11. The names of agencies on scene	Any persons, government, federal government, local government, or Indigenous agencies
12. The names of other persons or agencies advised concerning the spill	Any persons, government, federal government, local government, or Indigenous agencies

Liaison Officer Reporting to BC Energy Regulator

As this plan uses a slightly modified matrix, that the wording used by the BC Energy Regulator it is important for the designated Liaison Officer understands the slight differences and how to convey information to the EMCR and to the BC Energy Regulator according to the BCER classification matrix. The table below clarifies the slight changes to determination of consequence to BCER wording.

- **Probability wording** – no significant change
- **Consequence wording:** See table below when communications with BCER.

Rank	CONSTRUCTION ERP CONSEQUENCE WORDING	BCER MATRIX CONSEQUENCE WORDING
4	<input type="checkbox"/> Fatality <input type="checkbox"/> Reportable liquid spill or gas release to the environment that is uncontained and impacting water or sensitive terrain. <input type="checkbox"/> Magnitude 4.0 or greater earthquake, wildfire <input type="checkbox"/> Major equipment or infrastructure loss – operations shutdown <input type="checkbox"/> Major act of violence, sabotage, or terrorism which impacts Woodfibre LNG assets or public safety	<input type="checkbox"/> Reportable liquid spill beyond site, uncontained and affecting environment. <input type="checkbox"/> Gas release beyond site affecting public safety. <input type="checkbox"/> Major on site equipment or infrastructure loss <input type="checkbox"/> Major act of violence, sabotage, or terrorism which impacts permit holder assets.
3	<input type="checkbox"/> Workers require off-site medical treatment. Serious or multiple injuries <input type="checkbox"/> Off-site reportable liquid spill or gas release that is not contained or potentially affecting public safety, environment, or property. <input type="checkbox"/> Moderate equipment or infrastructure loss, major on-site equipment failure - no operations shutdown <input type="checkbox"/> Threats of violence, sabotage, or terrorism	<input type="checkbox"/> Threats of violence, sabotage, or terrorism <input type="checkbox"/> Reportable liquid spill or gas release beyond site, potentially affecting public safety, environment, or property. <input type="checkbox"/> HAZMAT worker exposure exceeding allowable. <input type="checkbox"/> Major on site equipment failure
2	<input type="checkbox"/> Workers require off-site medical treatment. <input type="checkbox"/> Off-site reportable liquid spill or gas release that is contained. <input type="checkbox"/> On-site reportable liquid spill or gas release that is not contained. <input type="checkbox"/> Minor equipment or infrastructure loss, minor on-site equipment failure <input type="checkbox"/> A security breach that has potential to impact people, property, or the environment	<input type="checkbox"/> Reportable liquid spill or gas release potentially or beyond site, not affecting public safety, environment, or property. <input type="checkbox"/> Major on site equipment damage <input type="checkbox"/> A security breach that has potential to impact people, property, or the environment.
1	<input type="checkbox"/> Workers require off-site medical treatment. <input type="checkbox"/> On-site reportable liquid spill or gas release that is contained.	<input type="checkbox"/> Reportable liquid spill or gas release on location <input type="checkbox"/> Moderate on site equipment damage <input type="checkbox"/> A security breach that impacts oil and gas assets <input type="checkbox"/> **Occurrence of magnitude 4.0 or greater induced earthquake within 3 km of oil and gas operations or any earthquake which is felt on surface within a 3 km radius of oil and gas operations
0	<input type="checkbox"/>	<input type="checkbox"/> No consequential impacts



Order of consideration depends on the specific factors of each emergency.

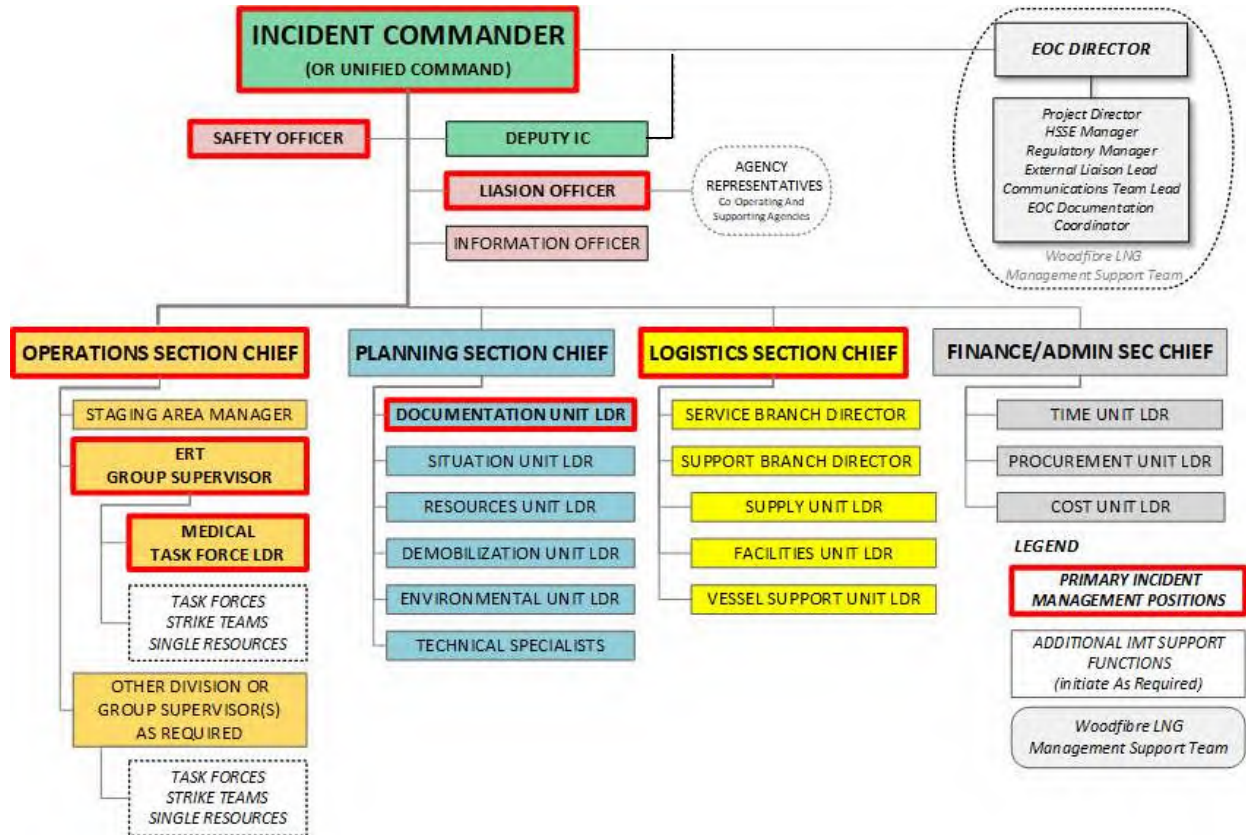
Time	Initial Tasks	Done
	Review Common Responsibilities Appendix C	
	Obtain a status briefing from the Incident Commander.	
	Establish and equip an Incident Command Post (ICP) and communicate location to response team.	
	Start your own ICS-214 Activity Log to document your conversations or activities.	
	Assign work locations and preliminary work tasks to Section personnel. Notify Resources Unit of all activated Logistics Section units, including names and locations of assigned personnel.	
	Proactively mobilize resources and support materials such as equipment, food, etc. as requested.	

Time	Initial Tasks	Done
	Track the status of ordered resources and their estimated time of arrival.	
	Review the longer-term resource requirements and arrange for additional resources if the need is anticipated.	
	Place additional resources on standby, as necessary.	
	Arrange procedures for spending authorities with the Incident Commander.	
	Determine food, accommodation, and transportation requirements and make the appropriate arrangements to provide what is required – preferably in advance of it being needed.	
	Engage additional logistical support personnel as required.	
	Ensure that all documentation is completed and consolidated.	
	Submit all documentation to the Incident Commander.	

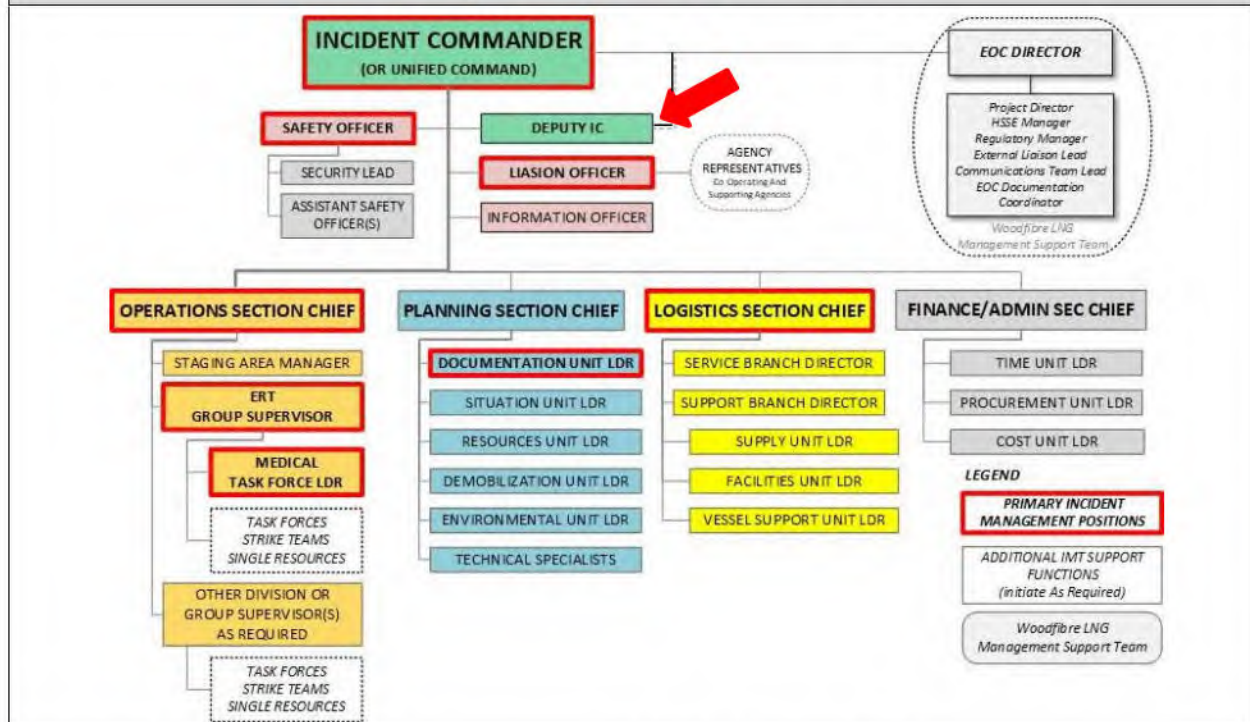
Time	Ongoing Tasks	Done
	Determine your 24-hour staffing requirements as required.	
	Identify service and support requirements for planned and expected operations.	
	Coordinate and process requests for additional resources.	
	Advise on current service and support capabilities.	
	Estimate future service and support requirements.	
	Provide input to Demobilization Plan as required by Planning Section.	
	Recommend release of unit resources in conformance with Demobilization Plan.	

Time	Post Incident Tasks	Done
	Deactivate your position when authorized by the Incident Commander.	
	Participate in the incident response debriefing meeting.	
	Submit all documentation to the Incident Commander.	

Additional Site IMT Position Checklists




Deputy Incident Commander



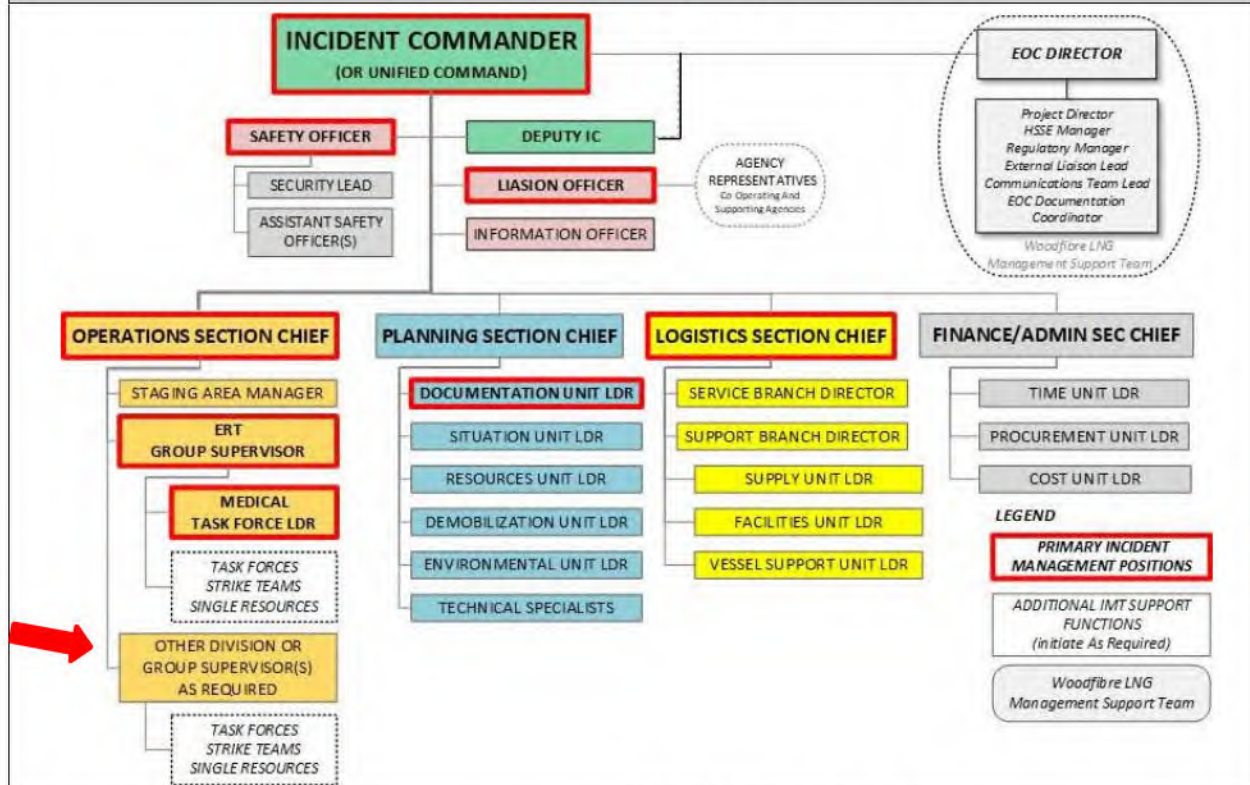
Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> The Deputy Incident Commander position (if staffed) is responsible for assisting the Incident Command (IC/UC) by ensuring that the Woodfire LNG Management Support Team is notified and ongoing communications with the MST. The Deputy Incident Commander must be capable of assuming the Incident Command (IC/UC) role, as required. 	ICS 201	Incident Briefing (Initial Action IAP)
	ICS 214	Activity Log
	ICS 202	Incident Objectives (IAP)
	ICS 233	Open Action Tracker
Location	Primary Communications	
<ul style="list-style-type: none"> Incident Command Post (ICP). The field location where it is best to manage the incident. 	<ul style="list-style-type: none"> Operations Section Chief EOC Director Direct Reports 	

Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities (Section 5.1 Common Responsibilities).	
	Start and maintain your own ICS-214 Activity Log.	
	Assess the situation and/or obtain a briefing from the Incident Commander	
	Obtain a copy of the Incident Briefing (ICS 201) or assist with the creation of the Incident Briefing (ICS 201).	
	Confirm Emergency Level Classification declared by the Incident Commander	

Time	Initial Tasks	Done
	Ensure that notification has been made to the Woodfibre LNG Management Support Team (EOC Director) and the McDermott Deputy Project Manager or As requested by the Incident Commander, notify, and regularly update the Woodfibre LNG EOC Director and/or the McDermott Deputy Project Manager (Refer to Figure 8: Internal Incident Notification Flowchart)	
	Identify and communicate support needs to the EOC Director to ensure that sufficient resources are available to the Incident Management Team	
	Send a copy of the complete ICS-201 Briefing Form to the EOC Director	
	Perform duties as assigned by IC.	
	Ensure the Liaison Officer is making all required external notifications (and obtaining support as required from the Woodfibre LNG Management Support Team)	
	Attend appropriate Operational Period meetings and briefings.	
	Maintain communication with EOC Director and other MST Leads as required	
	Ensure you understand Incident Command (IC/UC) objectives and support needs.	
	Establish a regular communication frequency to update EOC Director	
Time	Ongoing Tasks	Done
	Obtain a copy of the Incident Briefing (ICS 201) and help update it as required	
	Confirm Level of Emergency and ensure the EOC Director is aware.	
	Ensure that support requests have been made to EOC Director.	
	Support Unified Command (UC) as requested.	
	Communicate and support IC/UC coordination of activity of all Command Staff.	
	Attend appropriate Operational Period meetings and briefings	
	As requested by the Incident Commander, make requests to the Woodfibre LNG EOC Director for additional resources or for other support.	
	Keep EOC Director & Management Support Team informed of status	
	Support the Incident Command (IC/UC) demobilization of incident resources	
 Once the situation improves, the decision to downgrade a Level 1, 2 or 3 Emergency is made by Incident Command <u>in consultation with the BCER and EMCR.</u> All affected persons and the media must be kept informed of the status of an emergency, including notification that the emergency has been downgraded or concluded.		
Time	Post Incident Tasks	Done
	Confirm that the EOC Director has discussed downgrading of emergency level with involved regulatory agencies (e.g., BCER) before declaring & communicating the All Clear / Stand Down	
	Ensure that all post incident guideline tasks in ERP are completed	

Division Or Group Supervisor



Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> The Division or Group Supervisor is responsible for implementing the assigned portion of the IAP, assigning resources within the Division or Group, and reporting progress of control operations and status of resources within the Division or Group. Each Supervisor will work with and for the Operations Section Chief to establish the Purpose and Name of each Division or Group. 	ICS 214	<ul style="list-style-type: none"> Activity Log
	ICS 213RR	<ul style="list-style-type: none"> Resource Request
	ICS 204	<ul style="list-style-type: none"> Assignment List
Location	Primary Communications	
<ul style="list-style-type: none"> Assigned tactical response locations 	<ul style="list-style-type: none"> Operations Section Chief Direct Reports 	

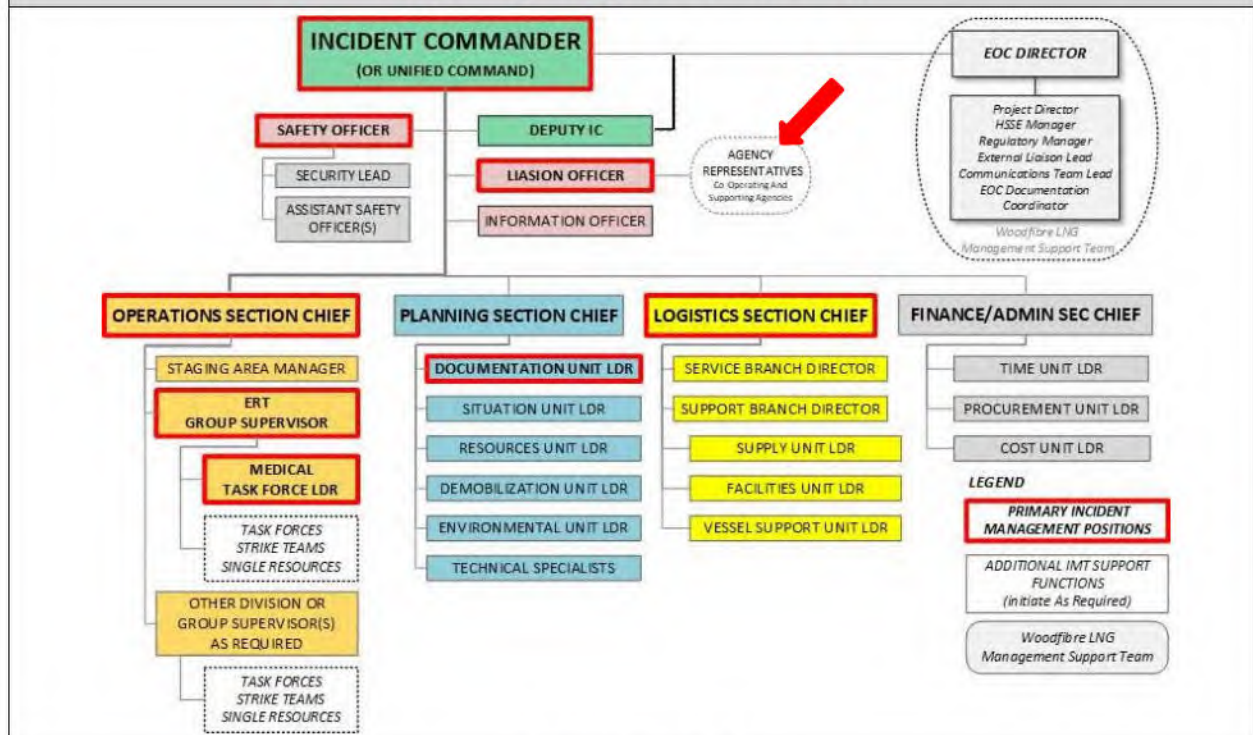
Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities (Appendix C - Common ICS Responsibilities).	
	Obtain briefing from Operations Section Chief.	
	Review Group assignments with subordinates and assign tasks.	
	If dispatched to the incident location: <ul style="list-style-type: none"> Proceed with caution – as required, monitor / check for hazards. Use the buddy system - wait for backup as required. Ensure PPE such as breathing apparatus is within arm's reach. 	

Time	Initial Tasks	Done
	<ul style="list-style-type: none"> Assume danger; resist the urge to rush in – inspect site from a distance. Approach from an upwind or crosswind direction. 	
	If already at the incident location: <ul style="list-style-type: none"> Protect yourself. Check the scene for danger. 	
	Maintain ongoing communications with the Operations Section Chief (if appointed) or directly to the Incident Commander.	
	Communicate with your ICS Supervisor, every 10 min or as needed. <ul style="list-style-type: none"> Use C.A.N. Reporting (current Conditions, response Actions, your Needs) 	
	Identify hazards, assess risks & ensure your own personal safety first.	
	Maintain documentation within your own ICS-214 Activity Log.	
	Review action plan, communications, and safety, especially prior to work being undertaken within the Hot Zone (Hazardous Area).	
	Reassess hazards and potential risks, e.g., fire, toxicity, oxygen deficiency, ignition sources, and any restrictions to safe access and evacuation routes.	
	Continually re-assess hazards and risk to life safety.	
	Review Group Assignment Lists (ICS 204). Modify lists based on current operations.	
Time	Ongoing Tasks	Done
	Request resources that are needed or anticipated. Resources waiting for assignment should remain at the Staging Area to avoid congestion on-site.	
	Maintain control of all direct reports on-site while keeping in regular communications with the Operations Section Chief.	
	Appoint Strike Team or Task Force Leaders maintain appropriate Span of Control	
	Ensure that you and your group have appropriate training and clearly understand the hazards and assigned tasks.	
	Conduct pre-job meetings to ensure you understand your tasks, communications (verbal, signals), rescue, and control / containment procedures.	
	Allow the appropriate amount of time to develop safe tactical action plans.	
	Talk through on-site response action plan before implementing to confirm that everyone in the group understands the hazards and their assigned tasks.	
	Keep Resources Unit advised of all changes in status of resources assigned	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	
	Request resources needed or anticipated. Resources waiting for assignment should remain at the Staging Area to eliminate congestion on-site.	
Time	Post Incident Tasks	Done
	Confirm that any non-essential personnel or services are released.	
	Ensure all on-site and staging area responders are notified of the call down.	
	Participate in the incident response debriefing meeting if requested.	

Time	Initial Tasks	Done
	Submit all documentation to the Incident Commander.	

Agency Representatives



RESPONSIBILITY

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident scene or ICP. Agency Representatives report to the Liaison Officer or to Incident Command (IC/UC) in the absence of the Liaison Officer.

Key ICS Forms Used

ICS 214	Activity Log
Location	Primary Communications
<ul style="list-style-type: none"> Incident Command Post (ICP) 	<ul style="list-style-type: none"> Liaison Officer – or in absence of the Liaison Officer directly to Incident Command (IC/UC) (IC) Communications back and forth with their own Agency

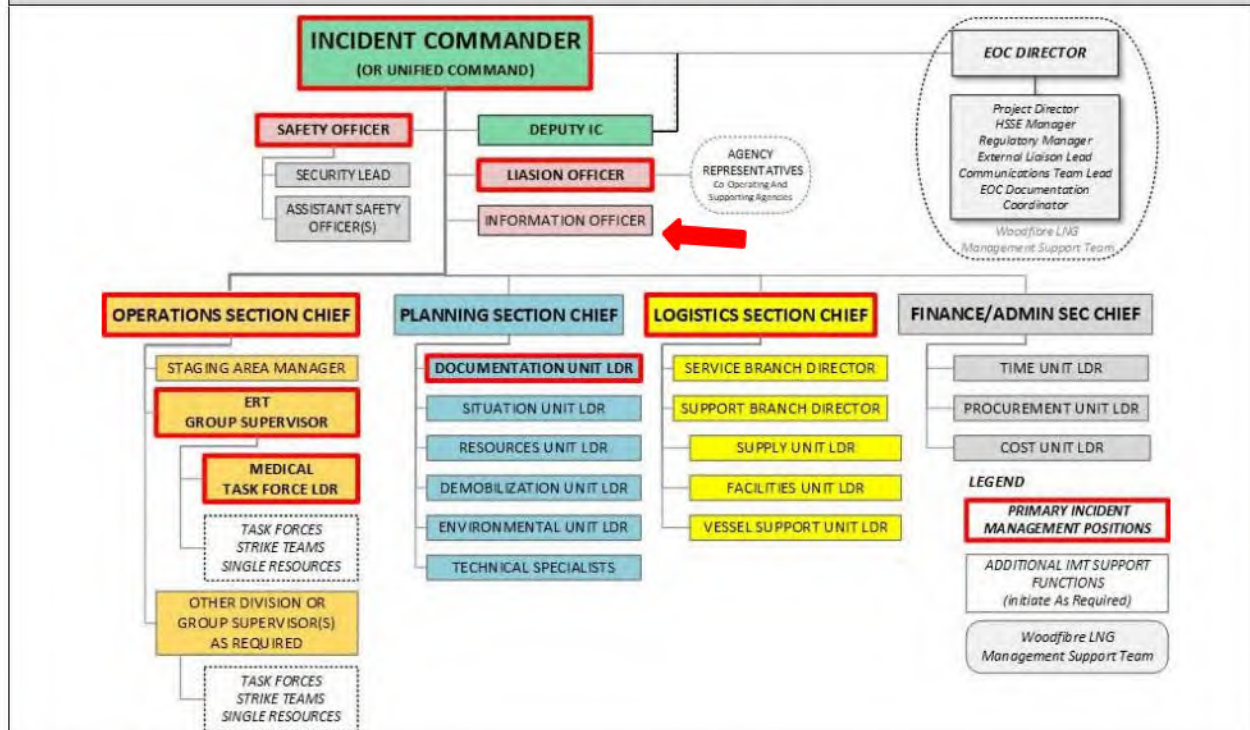
Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities (Appendix C - Common ICS Responsibilities).	
	Ensure that all Agency Representatives are properly checked-in at the incident	
	As directed, obtain a status briefing from the Liaison Officer or Incident Commander	
	Clarify information and start your own ICS-214 Activity Log.	

Time	Initial Tasks	Done
	Inform assisting or cooperating agency personnel on the incident that the Agency Representative position for that agency has been filled.	
	Attend briefings and planning meetings, as required.	
	Provide input on the use of agency resources unless resource Technical Specialists are assigned from the agency.	
	Cooperate fully with Incident Command (IC/UC) and the General Staff on agency involvement at the incident.	
	Ensure the well-being of agency personnel assigned to the incident.	
	Advise the Liaison Officer of any special agency needs or requirements.	
	Report to your agency office or headquarters on a prearranged schedule.	

Time	Post Incident Tasks	Done
	Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.	
	Ensure that all required agency forms, reports, and documents are complete prior to departure.	
	Meet with the Liaison Officer or Incident Commander for debriefing prior to departure.	

Information Officer



Responsibility

- Under ICS the Information Officer is responsible for developing and releasing information about the incident to the media (news, social, print, TV), incident personnel, members of the public, impacted parties, and local elected officials including incidents operating under UC and multi-jurisdictional incidents.

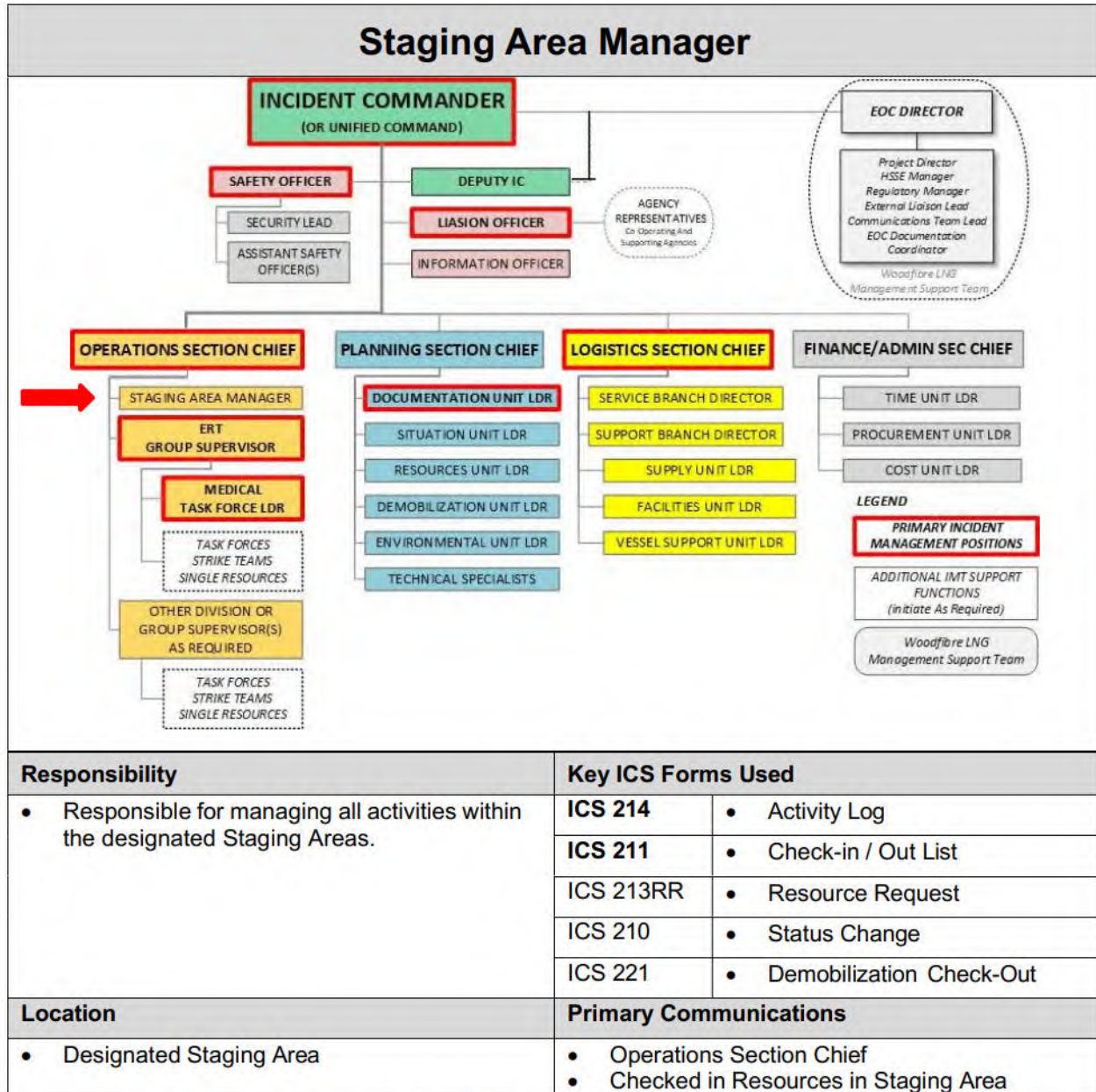
NOTE: all media releases should be submitted to the BCER before release.

- The Woodfibre LNG Management Support Team (MST) will undertake this function.**
 - The MST Communications Team Lead is responsible for releasing information to the media.
 - As requested, or agreed to by the Incident Commander, the MST Communications Team Lead MAY by appointing someone to fill an on-scene Information Officer function.**
 - The MST External Relations Lead is responsible for releasing information to Squamish and Tsleil-Waututh Nations and non-regulatory agencies.
 - The MST Regulatory Manager is responsible notifying releasing information to regulators and will ensure that there is any required contact with Schedule D Nations

Order of consideration depends on the specific factors of each emergency.

Time	TASKS - If an <u>On-scene</u> Information Officer function is appointed	Done
	Review Common Responsibilities Appendix C	
	As directed, obtain assignment from the MST Communications Team Lead and upon arrival on site, report to and obtain a briefing from the Incident Commander.	
	Clarify information and start your own ICS-214 Activity Log	

Time	TASKS - If an <u>On-scene</u> Information Officer function is appointed	Done
	Find out if there has been any on-site media inquiries or public concern. If so, determine when and by whom and what has been said. Complete documentation and send to the MST Communications Team Lead.	
	Determine from Incident Command (IC/UC) and MST Communications Team Lead if there are any limits on information release.	
	Attend appropriate ICS meetings to remain current on activities and issues.	
	Support the MST Communications Team Lead in develop material for use in media briefings, and ensure that: <ul style="list-style-type: none"> o News releases/briefings are approved and signed off by IC/UC. o News releases are published as requested by UC; and o News releases are accurate. 	
	Support the MST Communications Team Lead in obtaining IC/UC approval for news media releases.	
	Support the MST Communications Team Lead and MST Media Coordinator in preparing the IC/UC for any news briefings including identification of speakers;	
	Media Access: The number one priority in any emergency is life safety, including the safety of any media representatives. During an emergency, media access to the incident site is strictly prohibited, unless approved by the Incident Commander, the EOC Director and Communications Team Lead. If denied, provide explanation to media that for their own safety, they are denied access to area. If access is granted, limited numbers of media personnel should be safely escorted by Woodfibre LNG personnel while on Woodfibre LNG property and activities such as photographing / filming are only allowed when safe to do so and in compliance with Woodfibre LNGs requirements.	
	Arrange for any <u>approved</u> media tours or briefings that may be required.	
	Regularly communicate with the MST Communications Team Lead and MST Media Coordinator. Obtain news media information that may be useful for incident planning.	
	Maintain current information summaries and/or displays on the incident within the ICP and on incident website if established.	
	Provide information on status of incident to assigned personnel	
	Ensure that you DO NOT RELEASE any opinion as to the cause of the emergency or the: <ul style="list-style-type: none"> ▪ Names of injured or deceased. ▪ Nature of injuries. 	
	Communicate regularly with Incident Commander and Communications Team Lead	
	Request additional support personnel (IO Assistants) as required.	
	Ensure that all documentation is completed and consolidated.	
	Submit all documentation to the Incident Commander.	



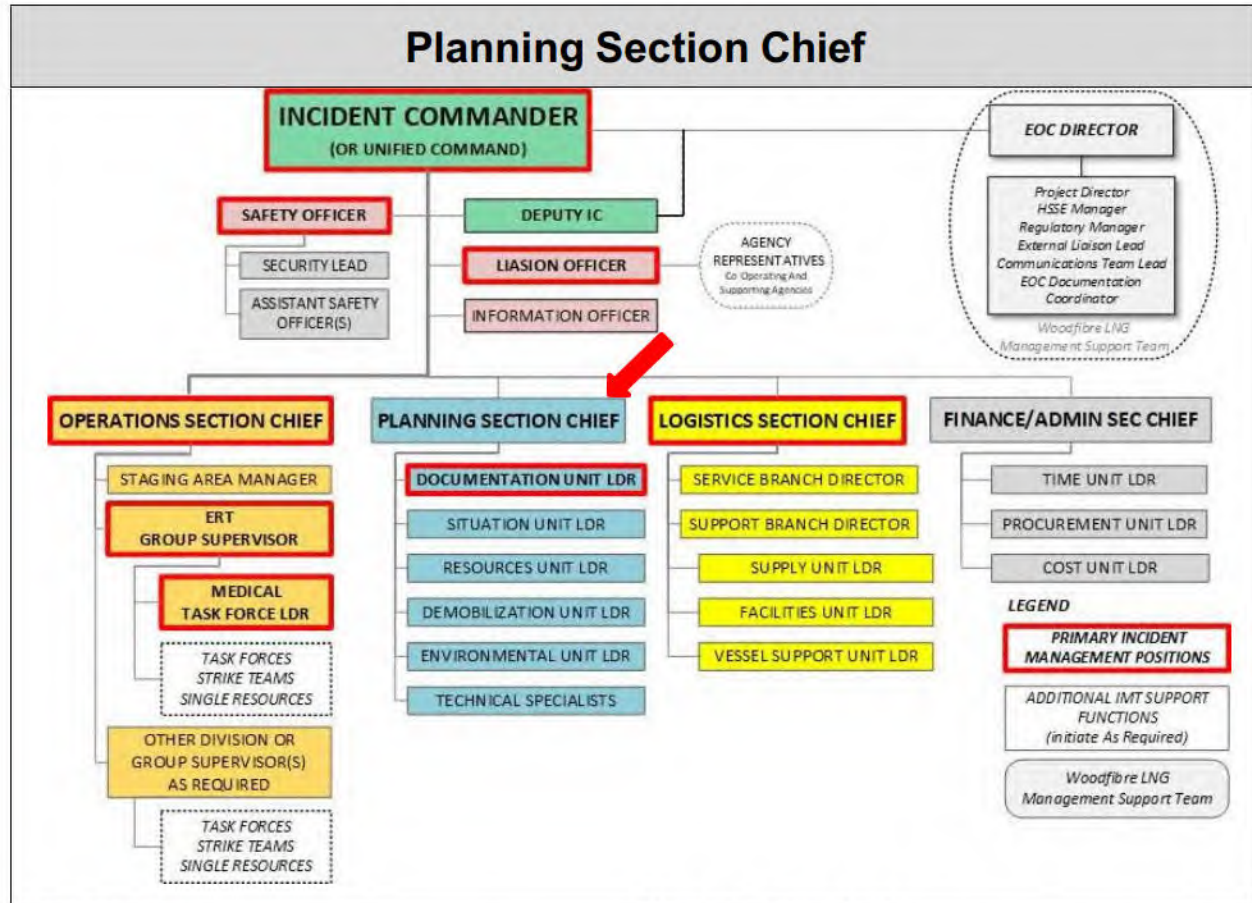
Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities (Appendix C - Common ICS Responsibilities).	
	Obtain briefing from the Operations Section Chief (if appointed) or directly from Incident Command (IC/UC) and clarify Staging Area support needs.	
	Start your own ICS-214 Activity Log.	
	Clarify your assigned instructions and the preferred Staging Area location.	
	Make sure the Staging Area will be in a safe area, away from hazards, in an accessible location upwind and, if possible, uphill from the incident site.	

Time	Initial Tasks	Done
	As required, confirm that Woodfibre LNG has permission to establish a Staging Area at this location.	
	Identify current and potential Staging Area support requirements.	
	Clarify safest entry and egress routes to the Staging Area.	
	Ensure availability and functionality of communications equipment, any required personal protective equipment (PPE), and monitoring equipment.	
	As directed, proceed safely to chosen location and establish Staging Area in a safe and accessible location.	
	Communicate location of Staging Area as well as the access and egress.	
	Document all resources entering or leaving the Staging Area.	
	Provide initial briefings to incoming resources as they arrive.	
	Keep the Operations Section Chief aware of available resources in Staging.	
	As required, ensure there are required provisions (food, fuel, washrooms, and rest areas) for personnel deployed to the Staging Area.	
	Immediately report significant problems or issues.	
	Request additional support as required.	

Time	Ongoing Tasks	Done
	Document all resources entering or leaving the Staging Area.	
	Provide initial briefings to incoming resources as they arrive.	
	Keep the Operations Section Chief aware of available resources in Staging.	
	As required, ensure there are required provisions (food, fuel, washrooms, and rest areas) for personnel deployed to the Staging Area.	
	Establish check-in function and forward Check-in Lists (ICS 211) to Resources Unit.	
	When moving and/or updating the status of equipment or personnel checking into or out of the Staging Area, fill in Status Change form (ICS 210) and forward to the Resources Unit	
	Establish interface with Logistics Section for info on resource movements, support for resources in the Staging Area, and required security.	
	Support servicing and preparation of equipment for next operational period	
	Demobilize or reposition staging areas, as needed	

Time	Post Incident Tasks	Done
	Deactivate your position when authorized by the Operations Section Chief.	
	Participate in the incident response debriefing meeting.	
	Submit all documentation to the Incident Commander.	



Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> Responsible for collecting, evaluating, disseminating, and using information about the incident and status of resources. Information is needed to: <ul style="list-style-type: none"> Understand the current situation. Predict probable course of incident events. Prepare primary and alternate strategies. Responsible for driving / facilitating the incident planning process and development and Incident Command (IC/UC) approval of the Incident Action Plan (IAP) 	ICS 201	Incident Briefing (Initial Action IAP)
	ICS 214	Activity Log
	ICS 202	Incident Objectives (IAP)
	ICS 233	Open Action Tracker
	ICS 213RR	Resource Request
	ICS 230	Daily Meeting Schedule
Location	Primary Communications	
<ul style="list-style-type: none"> Incident Command Post (ICP) 	Incident Commander	
	Section Chiefs and Direct Reports	

Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities Appendix C	
	Obtain information update / record data and clarify the situation.	
	Start your own ICS-214 Activity Log.	

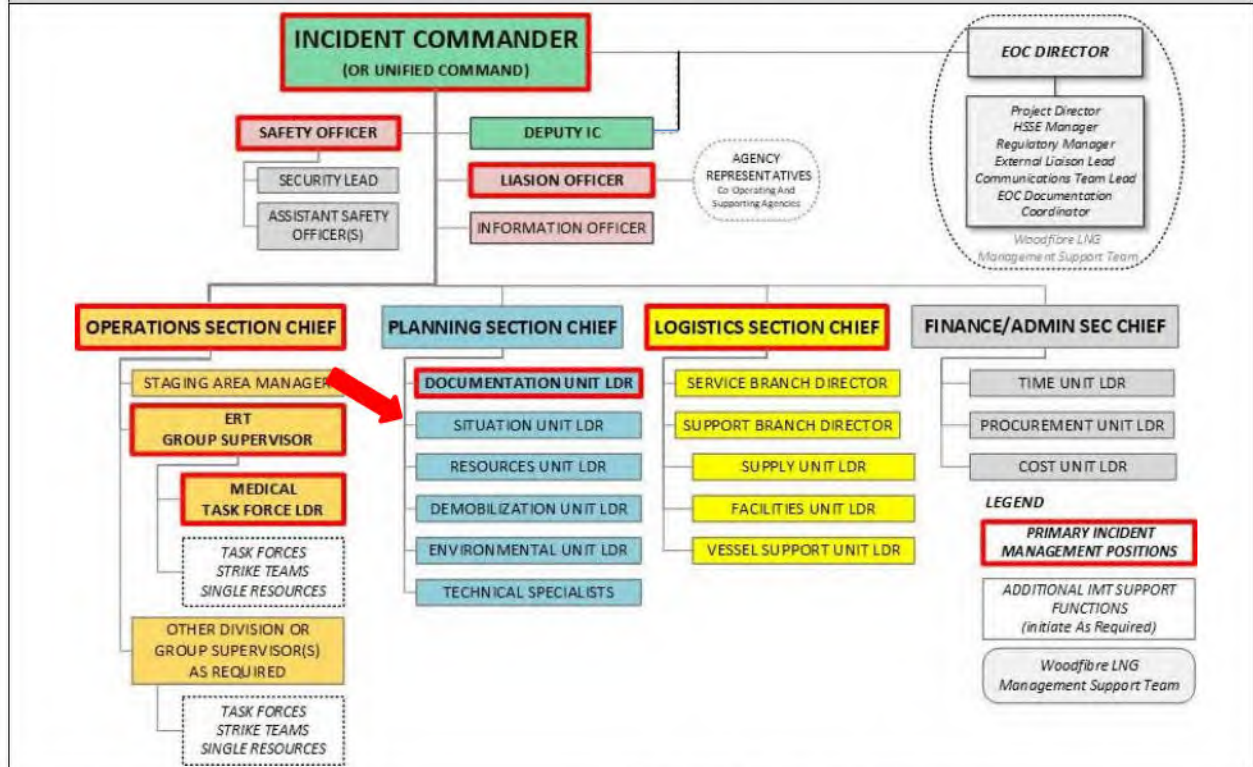
Time	Initial Tasks	Done
	Assist with setup of the Incident Command Post. Assign available personnel already on-site to Incident Command System (ICS) organizational positions, as appropriate.	
	Support Incident Command (IC/UC) with the preparation and updates to the ICS-201 Briefing form as the initial Incident Action Plan.	
	Identify gaps in the Planning Section and request additional resources as needed.	
	Appoint a Documentation Unit Leader including: <ul style="list-style-type: none"> ▪ Establishing a plan to collect and keep records. ▪ Posting Situation Reports ▪ Posting the Emergency Level, incident objectives and priorities 	
	Help Incident Command (IC/UC) through the PPOST process: <ul style="list-style-type: none"> ▪ Identify and clarify PROBLEM (s) ▪ Review response PRIORITIES (esp. life safety and environment) ▪ Set clear incident OBJECTIVES (what Incident Command (IC/UC) wants done - by when) ▪ Determine STRATEGIES to achieve Objectives (work with OSC) ▪ Support Operations Section Chief in selection of response TACTICS 	
	Determine need for any specialized resources in support of the incident.	
	Compile and display incident status information. Incident Status Display Board Obtain any additional ICS forms at https://www.icscanada.ca/en/Forms.html .	
	Maintain ICS-214 Activity Log to document key conversations or activities.	
	Consider 6-hour, 12 hour and 24-hour issues related to resource requirements.	
	Draw on the resources of the Management Support Team (MST) as necessary.	

Time	Ongoing Tasks	Done
	Coordinate with Incident Commander (IC)/Unified Command (UC) to develop the Daily Meeting Schedule (ICS 230). Post in the Incident Command Post (ICP).	
	Supervise preparation of the Incident Action Plan (IAP), for next operational period.	
	Provide input to Incident Command and Operations Sections Chief in preparing IAP	
	Facilitate Planning P meetings and participate in other meetings, as required.	
	Fill in and distribute the Incident Briefing (ICS 202) in conjunction with Incident Command.	
	Determine need for any specialized resources in support of the incident. Assign Technical Specialists, where needed.	
	Provide Resources Unit with the Planning Section's organizational structure, including names and locations of assigned personnel.	
	Prepare resource release recommendations for submission to IC.	

Time	Post Incident Tasks	Done
	Deactivate your position when authorized by the Incident Commander.	

	Participate in the incident response debriefing meeting.	
	Submit all documentation to the Incident Commander.	

Situation Unit Leader



Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> Responsible for collecting and evaluating and displaying incident status information / intelligence. 	ICS 214	<ul style="list-style-type: none"> Activity Log
	ICS 213RR	<ul style="list-style-type: none"> Resource Request
	ICS 209	<ul style="list-style-type: none"> Incident Status Summary
	ICS 230	<ul style="list-style-type: none"> Daily Meeting Schedule
Location	Primary Communications	
<ul style="list-style-type: none"> Incident Command Post (ICP) 	<ul style="list-style-type: none"> Incident Commander Section Chiefs & Direct Reports 	

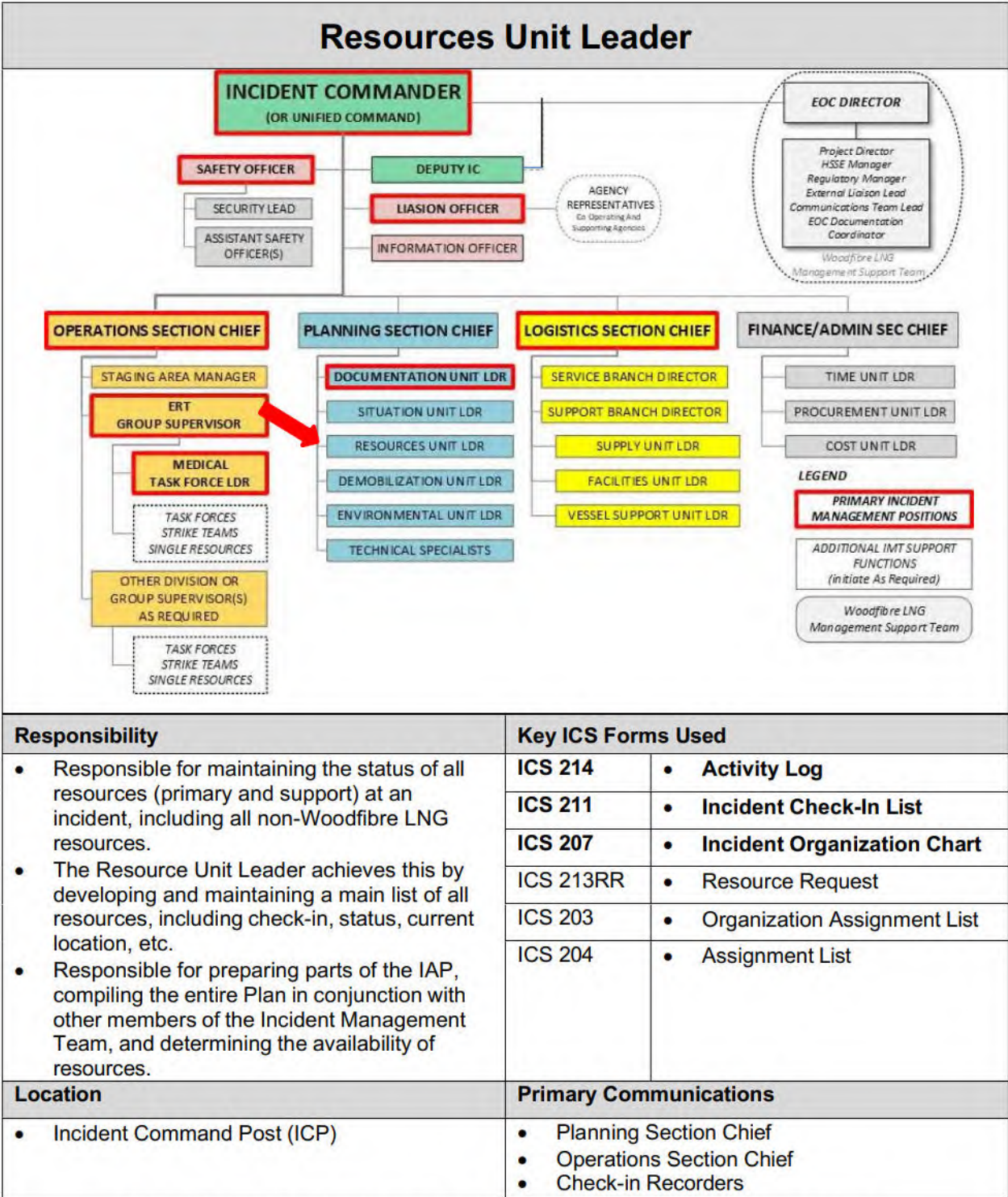
Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities (Appendix C - Common ICS Responsibilities).	
	As directed, go to the Incident Command Post, and obtain a status briefing from the Planning Section Chief	
	Start your own ICS-214 Activity Log	
	Participate in planning meetings, as required.	
	Prepare and maintain Incident Status Display and Situation Map (ICS 201).	

Time	Initial Tasks	Done
	Collect and maintain current incident data. Acquire, distribute, and provide analysis of weather forecasts.	
	Ensure out of date or obsolete information is removed from the Incident Status Display in a timely manner.	
	As requested, support development of environmental communications materials to clarify environmental impacts, health risks and hazards.	
	Schedule and conduct response observations / drone overflights, as needed.	
	Acquire, distribute, and provide analysis of weather and tide forecasts.	

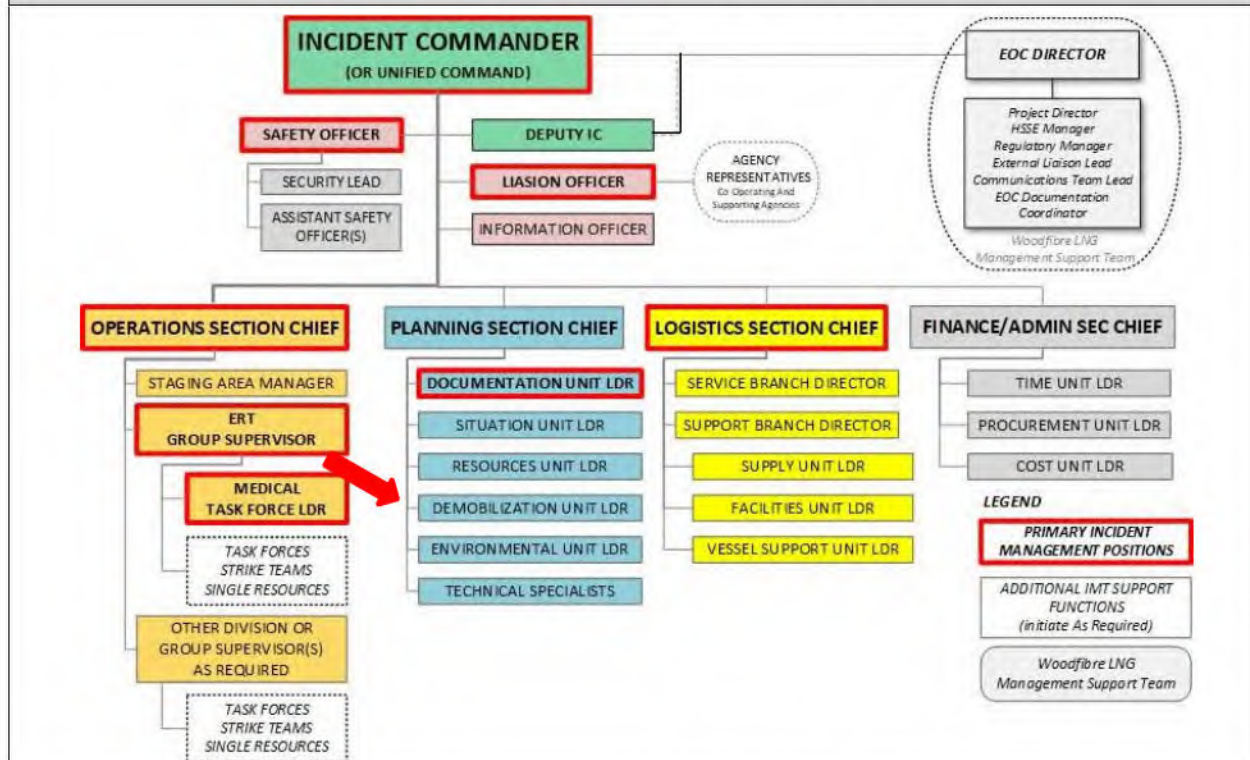
Time	Ongoing Tasks	Done
	Determine your 24-hour staffing requirements as required.	
	Prepare, post, and disseminate resource and situation status, as required	
	Prepare the Incident Status Summary (ICS 209) and the Incident Situation Report Form	
	Provide status reports to appropriate requesters using the Incident Status Summary (ICS 209) and Incident Situation Report Form	
	Fill in and distribute the Incident Briefing (ICS 202) in conjunction with Incident Command.	
	Provide photographic services and maps as required or requested.	
	Actively solicit field observers for use in maintaining situation awareness.	

Time	Post Incident Tasks	Done
	Deactivate your position when authorized by the Planning Section Chief.	
	Participate in the incident response debriefing meeting.	
	Submit all documentation to the Incident Commander.	



Time	Initial Tasks	Done
	As directed, go to the Incident Command Post, and obtain a status briefing from Planning Section Chief.	
	Start your own ICS-214 Activity Log.	
	Evaluate and determine appropriate Resource Unit staffing requirements.	
	Establish check-in function at incident locations. Appoint and supervise Check-in Recorders as required (see Check in Recorder position checklist below).	
	Using the Incident Briefing (ICS 201), prepare and maintain the Incident Organization Chart and resource allocation)	
	Ensure the ICS Resource Ordering Process is maintained.	
	Establish contacts with incident facilities to track resource status and with Logistics Section to track enroute resources.	
	Review Resource Request (ICS 213 RR) forms to ensure resource duplications are avoided. Discuss any concerns with the original requestor prior to sending the ICS 213 RR forms to the Logistics Section.	
	Gather, post, and maintain incident resource status and provide input to Situation Unit Leader for inclusion in the Incident Status Summary (ICS 209).	
	Prepare Organization Assignment List (ICS 203) and Incident Organization Chart (ICS 207).	
	Develop Operational Plan Worksheet (ICS 215) for use at the Planning Meeting.	
Time	Ongoing Tasks	Done
	Determine your 24-hour staffing requirements as required.	
	When informed of equipment or personnel status change, ensure a Status Change Form (ICS 210) is forwarded to appropriate location along with person/equipment.	
	Together with Operations, develop Assignment Lists (ICS 204)	
Time	Post Incident Tasks	Done
	Deactivate your position when authorized by the Planning Section Chief.	
	Submit all documentation to the Incident Commander.	
Time	Check-in Recorder Position Checklist	Done
	Review Common Responsibilities Appendix C	
	Obtain a status briefing from Resource Unit Leader.	
	Start your own ICS-214 Activity Log.	
	Obtain work materials, including Check-in Lists (ICS 211)	
	Post signs so check-in locations can be easily found.	
	Record check-in on Check-in Lists (ICS 211).	
	Transmit check-in info to Resources Unit on arranged schedule, or as needed	
	Forward completed Check-in Lists (ICS 211) and Status Change Forms (ICS 210) to the Resources Unit Leader.	

Demobilization Unit Leader



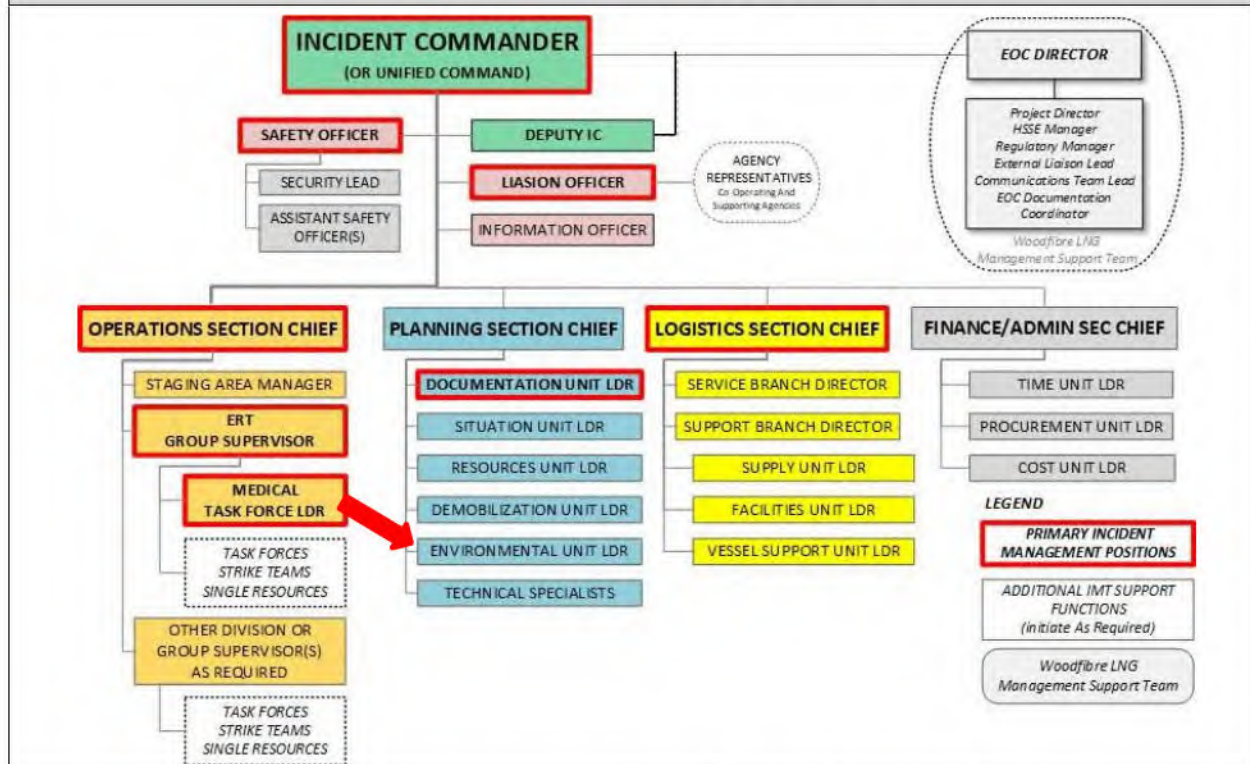
Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> Responsible for developing the Incident Demobilization Plan and assisting Sections/Units in ensuring that orderly, safe, and cost-effective demobilization of personnel and equipment is accomplished. 	ICS 214	<ul style="list-style-type: none"> Activity Log
	ICS 213RR	<ul style="list-style-type: none"> Resource Request
	ICS 221	<ul style="list-style-type: none"> Demobilization Checkout
Location	Primary Communications	
<ul style="list-style-type: none"> Incident Command Post (ICP) 	<ul style="list-style-type: none"> Planning Section Chief Operations Section Chief Other section staff as required 	

Order of consideration depends on the specific factors of each emergency.

Time	Initial and Ongoing Tasks	Done
	Review Common Responsibilities Appendix C	
	As directed, go to the Incident Command Post, and obtain a status briefing from the Planning Section Chief.	
	Start your own ICS-214 Activity Log	
	Review incident resource records to determine size of demobilization effort.	
	Participate in meetings, as required.	
	Evaluate logistics and transportation capabilities required to support demobilization.	

Time	Initial and Ongoing Tasks	Done
	Prepare and obtain approval of Demobilization Plan, including required decontamination	
	Distribute Demobilization Plan and ensure that all Sections/Units understand their responsibilities within the Demobilization Plan.	
	Monitor implementation and assist in coordinating the Demobilization Plan	
	Determine the extent, fate, and effects of contamination.	
	Track all demobilized tactical and personnel resources to home unit.	
	Brief Planning Section Chief on progress of demobilization	
	Provide status reports to appropriate requesters.	
	Ensure that all documentation is completed and consolidated.	
	Participate in the incident response debriefing meeting if requested.	
	Submit all documentation to the Incident Commander.	

Environmental Unit Leader



Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> Responsible for environmental matters associated with the response, including strategic assessment, modelling, surveillance, and air/environmental monitoring, and permitting. The Environmental Unit prepares environmental data for the Situation Unit. Most Technical Specialists engaged during the response are typically assigned to the Environmental Unit. 	ICS 214	<ul style="list-style-type: none"> Activity Log
	ICS-232	<ul style="list-style-type: none"> Resources at Risk Summary
	ICS 213RR	<ul style="list-style-type: none"> Resource Request
<ul style="list-style-type: none"> For an incident that impacts the marine environment, Environmental Unit (EU) participation will include governmental agencies, Indigenous Groups and technical representatives with interests and mandates in resource management and protection. The EU strives to be inclusive of all interests, even if they are not represented in the EU. The Environmental Unit is central to the development of strategies and tactics during a marine pollution response. The EU's primary responsibility is to recognize and weigh social, cultural, ecological, and commercial values supported by science and local knowledge when making recommendations to Unified Command. EU recommendations are incorporated in the Incident Action Plan and communicated during scheduled meetings. Additional information about the EU for a marine spill can be found in GVIRP Appendix 7: Environmental Unit 		
Location	Primary Communications	
<ul style="list-style-type: none"> Incident Command Post (ICP) 	<ul style="list-style-type: none"> Planning Section Chief Technical Specialists Direct Reports 	

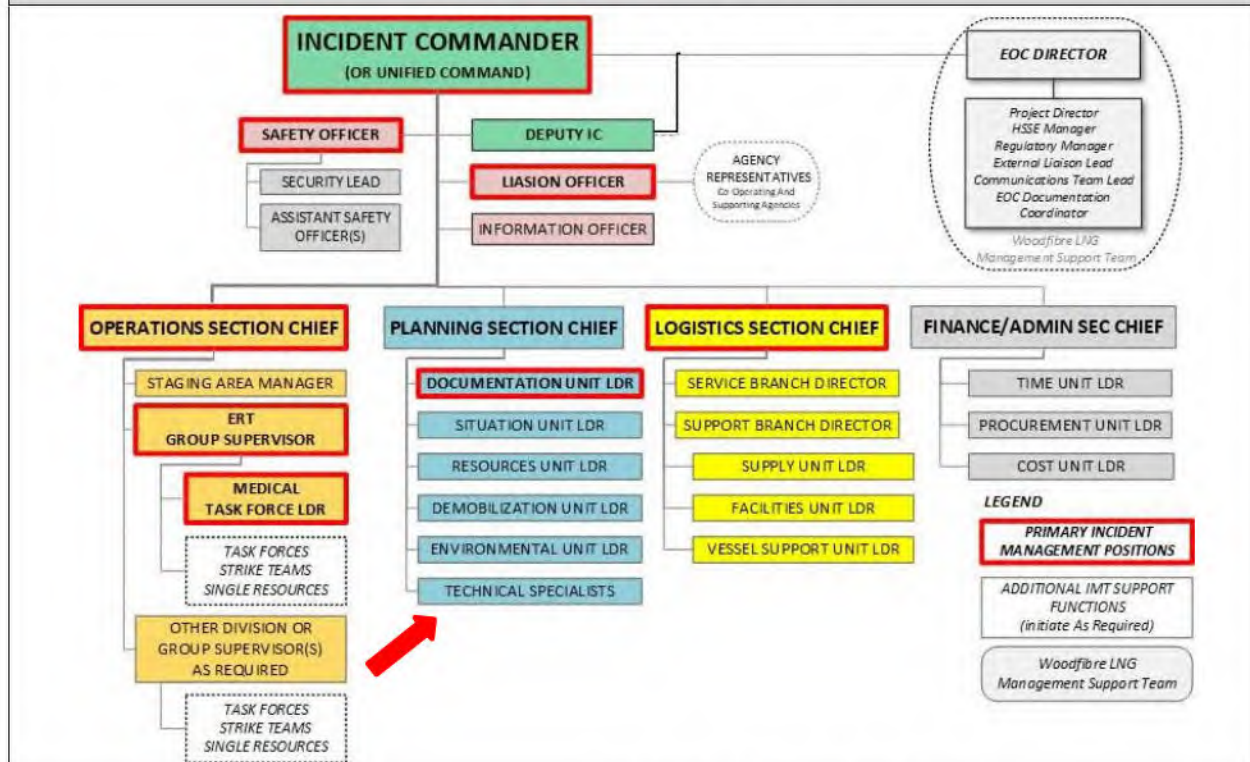
Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities Appendix C	
	As directed, go to the Incident Command Post, and obtain a status briefing from the Planning Section Chief.	
	Start your own ICS-214 Activity Log and ICS-232 Resources at Risk Summary.	
	Determine the extent, fate, and effects of impacts.	
	Evaluate and determine appropriate staffing requirements.	
	<p>Arrange an initial environmental unit call to identify individual's roles and discuss their responsibilities.</p> <p>Skill sets within the environmental unit include familiarity with scientific and research methods, statistics, biological sampling, shoreline clean up and assessment techniques, traditional knowledge, chemistry and toxicology, waste, and wildlife management, regulatory and permitting contexts, meteorology, and mass transfer of contaminants.</p>	
	Establish water / air monitoring as required.	
	Identify sensitive areas, recommend associated response strategies, and prioritize for protection.	
	Provide input on wildlife protection strategies.	
	<p>For impacts to the marine environment, common EU outputs (not in order of importance) include:</p> <ul style="list-style-type: none"> • Support development of the Incident Action Plan with the Operations Section. • Complete the Resources at Risk (ICS 232) form which summarizes environmental, cultural, ecological, archaeological, and socio-economic sensitive areas and resources. • Develop Shoreline Cleanup Assessment Technique (SCAT) plans. • Develop Environmental Sampling Plans (water, sediment, soil, toxicology) • Develop Waste Management Plan • Prepare permits, authorizations, incident specific environmental advisories, orders, or closures. • Obtain, analyze, and present weather forecasts, tides and sea conditions and trajectory modelling. 	
	Deploy archaeologists or archaeology monitors to ensure that shoreline protection, assessment, or clean-up activities are conducted in a way that limits disturbance to archaeological or cultural heritage sites.	
	Ensure that no chemical spill treating agents (dispersants or shoreline treating agents) is applied without the consent of SN and TWN or its representative in Unified Command, if active.	
	Monitor the environmental consequences of cleanup actions.	
	Determine your 24-hour staffing requirements as required.	
	Ensure that all documentation is completed and consolidated.	
	Participate in the incident response debriefing meeting if requested.	
	Submit all documentation to the Incident Commander.	

Time	Ongoing Tasks	Done
	Determine your 24-hour staffing requirements as required.	
	Evaluate the opportunities to use various response technologies.	
	Develop plan for collecting, transporting, and analyzing samples.	

Time	Post Incident Tasks	Done
	Deactivate your position when authorized by the Planning Section Chief.	
	Participate in the incident response debriefing meeting.	
	Submit all documentation to the Incident Commander.	

Technical Specialists



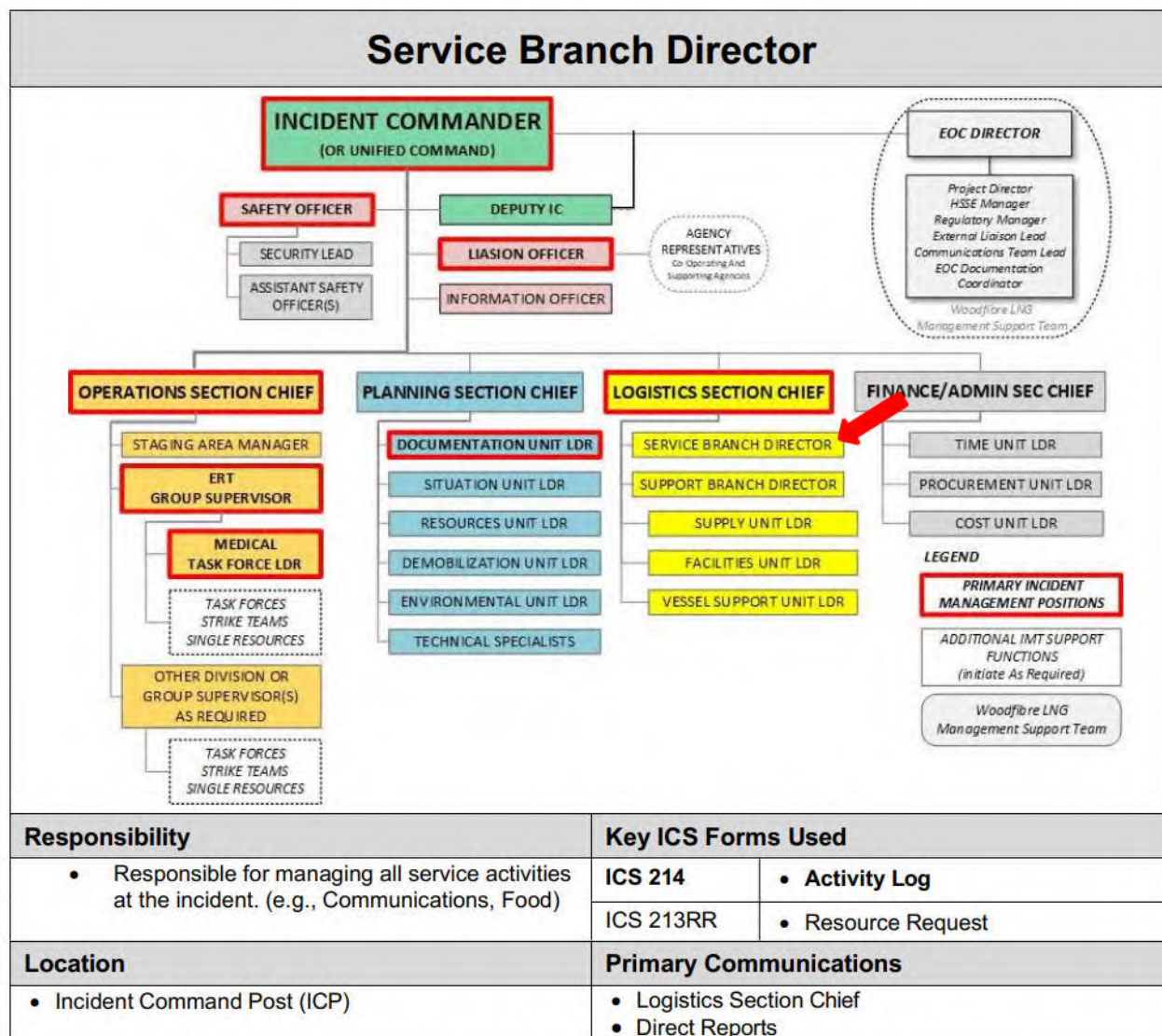
Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> Responsible for providing requested technical advice, support, and guidance. 	ICS 214	<ul style="list-style-type: none"> Activity Log
	ICS 213RR	<ul style="list-style-type: none"> Resource Request
Location	Primary Communications	
<ul style="list-style-type: none"> Incident Command Post (ICP) Where technical specialists are needed. 	<ul style="list-style-type: none"> Planning Section Chief Direct Supervisors if assigned to other Sections 	

Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities Appendix C	
	As directed, go to the Incident Command Post, and obtain a status briefing from the Planning Section Chief.	
	Start your own ICS-214 Activity Log.	
	Obtain understanding of Technical Support requirements – skills & staffing required.	
	Provide advice and support to Planning Section Chief or Environmental Unit Leader	
	Make recommendations and provide technically sound solutions.	
	Support ongoing evaluation of response strategies and tactics.	
	Determine your 24-hour staffing requirements as required.	
	Review applicable checklists on following page	

Time	Initial Tasks	Done
Time	Remediation Technical Specialist	Done
	<ul style="list-style-type: none"> Responsible for providing expertise on environmental regulations and sampling requirements, environmental behavior of the released product, trajectory analysis, environmental trade offs of countermeasures, and cleanup methods. 	
	Review Common Responsibilities Appendix C	
	Obtain a status briefing from Planning Section Chief or from Environmental Unit Leader	
	Start your own ICS-214 Activity Log.	
	Determine appropriate sampling plans for soil, groundwater, surface water, and all other affected media.	
	Review monitoring and sampling data daily to identify necessary changes to the sampling or remediation plans.	
	Evaluate environmental trade-offs of countermeasures, cleanup methods, and endpoints.	
Time	Shoreline Cleanup Assessment Technical Specialist	Done
	<ul style="list-style-type: none"> Responsible for providing appropriate cleanup recommendations for the shoreline types, and the degree to which they have been impacted. Recommends the need for, and the numbers of, Shoreline Cleanup Assessment Teams (SCAT), and responsible for making cleanup recommendations and endpoints. 	
	Review Common Responsibilities Appendix C	
	Obtain a status briefing from Planning Section Chief or from Environmental Unit Leader	
	Start your own ICS-214 Activity Log.	
	Recommend the need for, and number of, SCAT resources.	
	Ensure Assignment Lists (ICS 204) are completed & provided to Environmental Unit Leader.	
	Coordinate SCAT operations with affected parties.	
	Develop SCAT plan and ensure it is updated as required.	
	Identify sensitive resources (ecological, recreational, cultural, etc.) and ensure these are provided to Environmental Unit Leader for inclusion on ICS 232.	
	Work with appropriate agencies and affected parties to develop end point protocols.	
	Recommend the need for cleanup, priorities, and methods. Monitor cleanup effectiveness	
Time	Shoreline Cleanup Assessment Technical Specialist	Done
	<ul style="list-style-type: none"> Responsible for identifying and providing management strategies for minimizing/preventing the impacts to wildlife because of the incident and response activities. 	
	Review Common Responsibilities Appendix C	
	Obtain a status briefing from Planning Section Chief or from Environmental Unit Leader (if appointed)	
	Start your own ICS-214 Activity Log. Ensure with Operations Section that a reporting system is put in place for responders to report affected wildlife	
	Develop Wildlife Management Plan including identification of species that are affected or at risk due to release and response activities and management strategies to minimize or prevent impacts to wildlife and complete updates, as necessary.	
	Coordinate with agency representatives to determine appropriate procedures and any limitations or prohibitions that might exist. Monitor effectiveness.	

Service Branch Director

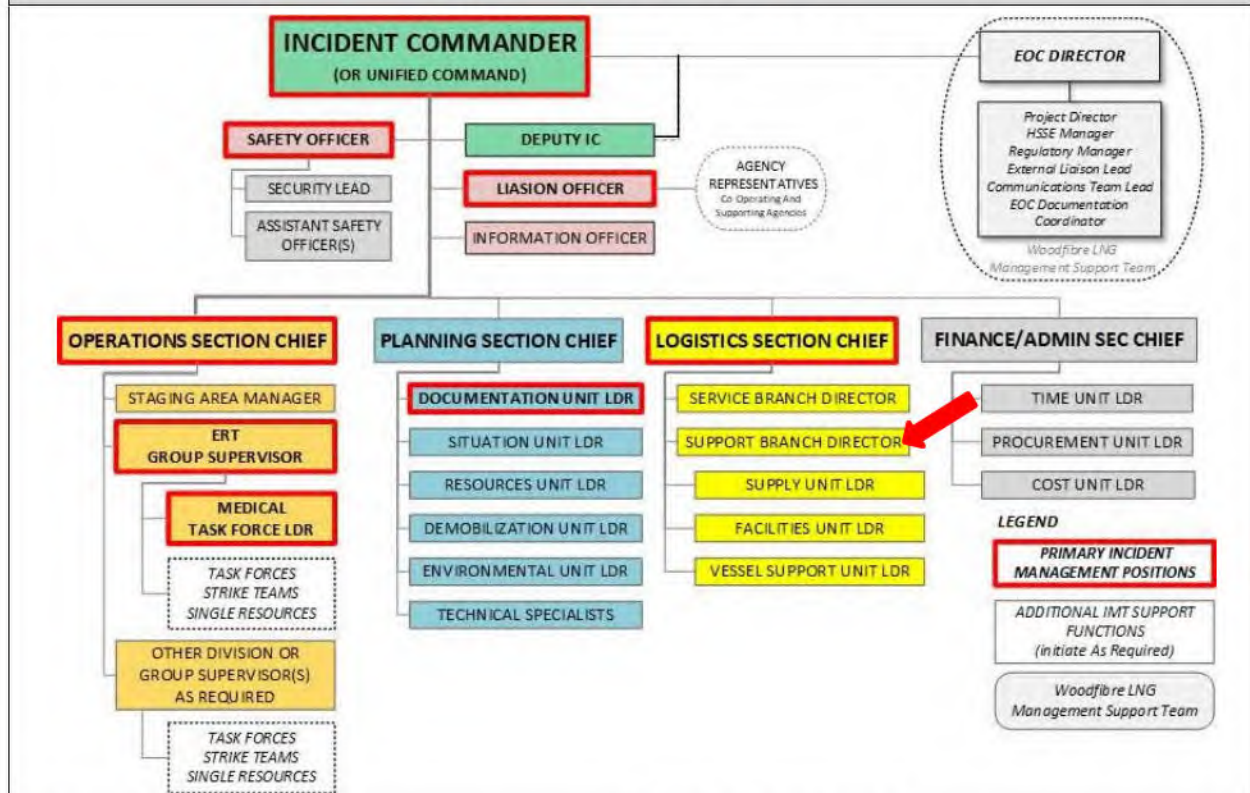


Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities (Appendix C - Common ICS Responsibilities).	
	As directed, go to the Incident Command Post, and obtain a status briefing from the Logistics Section Chief.	
	Start your own ICS-214 Activity Log to document your conversations or activities.	
	Determine level of service required to support operations.	
	FOOD - Determine feeding requirements, including menu planning, determining cooking facilities required, food preparation, serving, providing potable water, and general maintenance of the food service areas. Ensure that all appropriate health and safety measures are taken.	

Time	Initial Tasks	Done
	<p>COMMUNICATIONS - Determine unit personnel needs (IT, Radio, Telecom Specialists etc.). Advise on communications capabilities/limitations including, but not limited to:</p> <ul style="list-style-type: none"> ○ Radio/telephone communications, ○ Wireless and wired internet communications, ○ Printing/copying and other IT needs, ○ Teleconferencing, video conferencing and video link, ○ File share location; and ○ Emergency response email for internal tracking <p>Prepare and implement the incident Radio Communications Plan (ICS 205)</p>	
	Review the longer-term resource requirements and arrange for additional resources if the need is anticipated.	
	Place additional resources on standby, as necessary.	
	Determine ongoing food and communications requirements and make the appropriate arrangements to provide what is required – preferably in advance of it being needed.	
	Engage additional support personnel as required.	
	Ensure that all documentation is completed and consolidated.	
	Submit all documentation to the Incident Commander.	

Support Branch Director



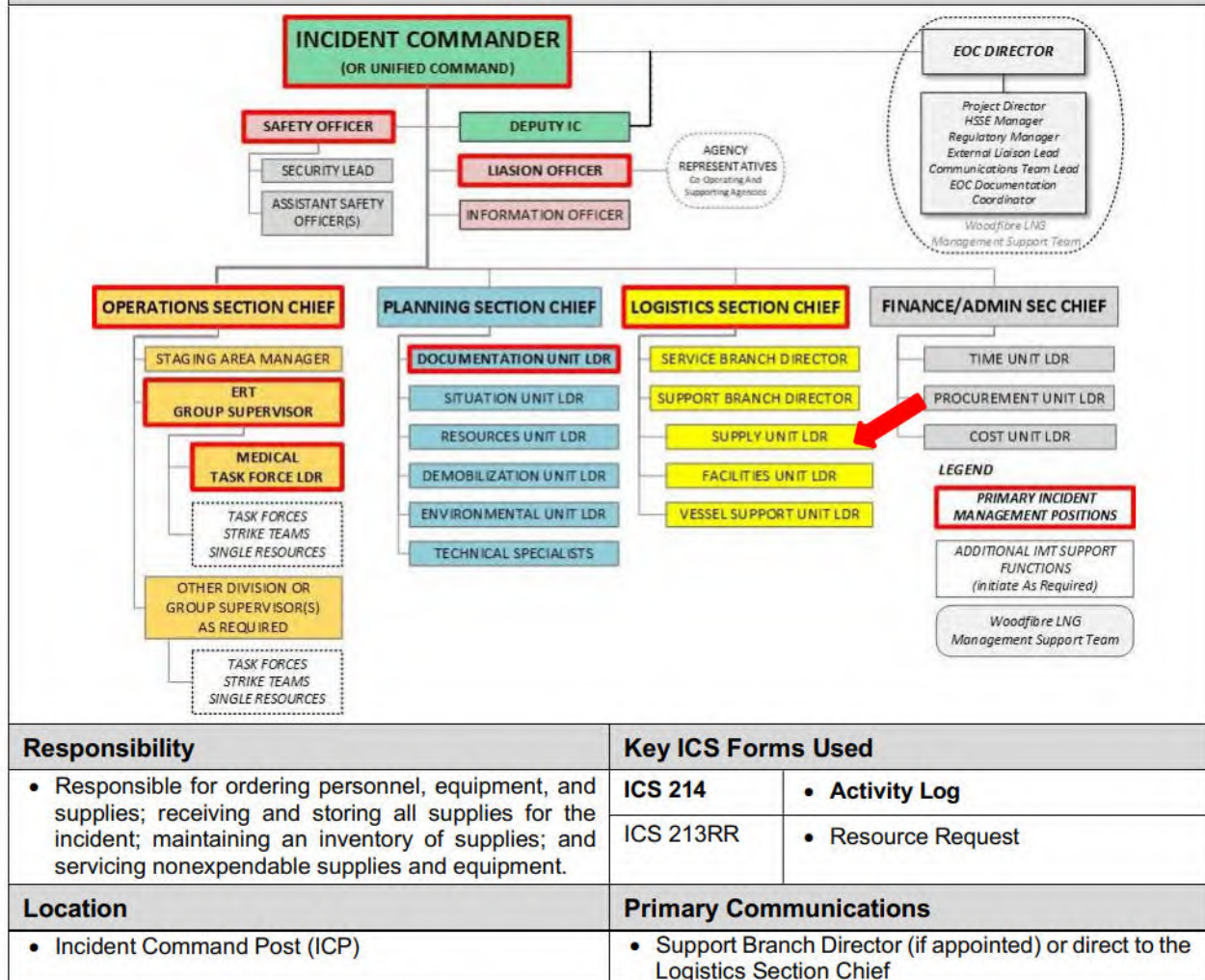
Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> Responsible for developing and implementing logistics plans in support of the IAP, including providing personnel, equipment, facilities, and supplies to support incident operations. The Support Branch Director supervises the operation of the Supply, Facilities and Vessel Support Units. 	ICS 214	<ul style="list-style-type: none"> Activity Log
	ICS 213RR	<ul style="list-style-type: none"> Resource Request
Location	Primary Communications	
<ul style="list-style-type: none"> Incident Command Post (ICP) 	<ul style="list-style-type: none"> Logistics Section Chief Direct Reports 	

Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities Appendix C	
	As directed, go to Incident Command Post, obtain briefing from Incident Commander.	
	Start your own ICS-214 Activity Log to document your conversations or activities.	
	Identify Support Branch personnel dispatched to the incident.	
	Determine initial support operations in coordination with Logistics Section Chief and Service Branch Director.	
	Prepare initial organization and assignments for support operations.	

Time	Initial Tasks	Done
	Determine resource needs.	
	Supervise assigned unit work progress and inform Logistics Section Chief of status.	
	Resolve problems associated with requests from Operations Section.	
	Submit all documentation to the Incident Commander.	

Supply Unit Leader



Order of consideration depends on the specific factors of each emergency.

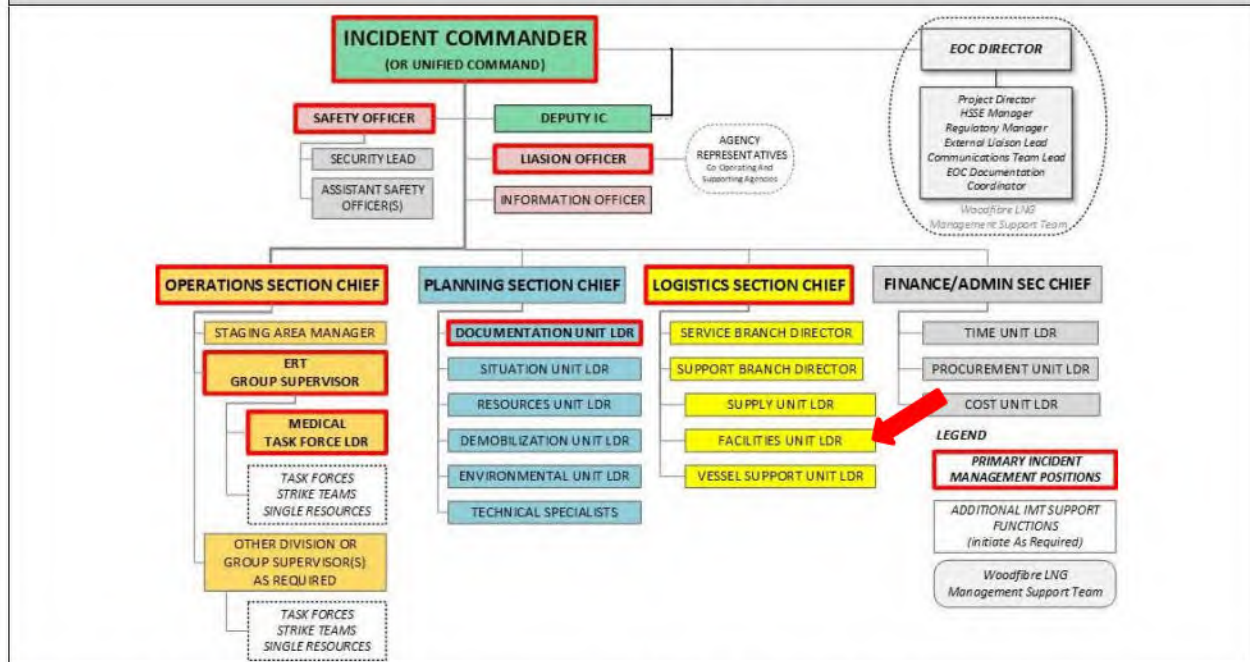
Time	Initial Tasks	Done
	Review Common Responsibilities Appendix C	
	As directed, go to the Incident Command Post, and obtain a status briefing from the Support Branch Director or Logistics Section Chief.	
	Start your own ICS-214 Activity Log to document your conversations or activities.	
	Determine the type and number of supplies/ resources enroute and communicate details to Staging Area Managers and Resource Unit Leader.	
	Arrange for receiving ordered supplies	
	Order, receive, distribute, and store supplies and equipment, and coordinate contracts and resource orders with the Finance/ Admin Section	
	Receive and respond to requests for personnel, supplies, and equipment.	

Time	Initial Tasks	Done
	Maintain inventory of supplies and equipment	
	Coordinate service of reusable equipment.	
	Submit reports to the Support Branch Director	
	Ensure that all documentation is completed and consolidated.	

Time	Ongoing Tasks	Done
	Check on what has already been ordered.	
	Get names of incident personnel who have ordering authority.	
	Ensure order forms are filled out correctly.	
	Determine your 24-hour staffing requirements as required.	
	Obtain name and telephone numbers of personnel receiving orders.	
	Place orders expeditiously.	
	Consolidate orders when possible.	
	Identify times and locations for delivery of supplies and equipment.	

Time	Post Incident Tasks	Done
	Participate in the incident response debriefing meeting.	
	Submit all documentation to the Incident Commander.	

Facilities Unit Leader

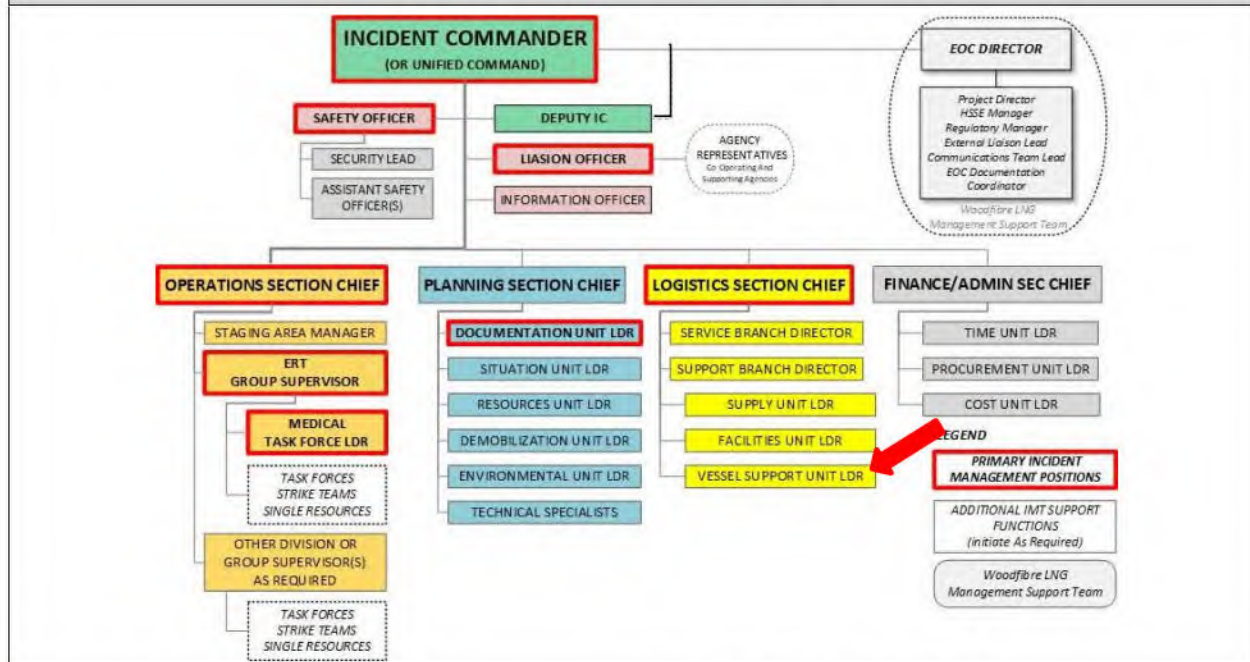


Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> Responsible for the layout and activation of incident facilities (e.g., ICP or Camp) The Facilities Unit provides sleeping and sanitation facilities for incident personnel and manages base and camp operations. The basic functions or activities of the manager are to provide security, service, and general maintenance. 	ICS 214	<ul style="list-style-type: none"> Activity Log
	ICS 213RR	<ul style="list-style-type: none"> Resource Request
Location	Primary Communications	
<ul style="list-style-type: none"> Incident Command Post (ICP) 	<ul style="list-style-type: none"> Support Branch Director (if appointed) or direct to the Logistics Section Chief 	

Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities Appendix C.	
	As directed, go to the Incident Command Post, and obtain a status briefing from the Support Branch Director or Logistics Section Chief.	
	Start your own ICS-214 Activity Log to document your conversations or activities.	
	Determine requirements for each facility to be established.	
	Determine requirements for the Incident Command Post (ICP)	
	Provide facility managers, and support staff to operate facilities, as required	
	Provide facility maintenance services (e.g., sanitation, lighting, and cleanup).	
	Maintain Facilities Unit records and demobilize facilities when requested.	

Vessel Support Unit Leader

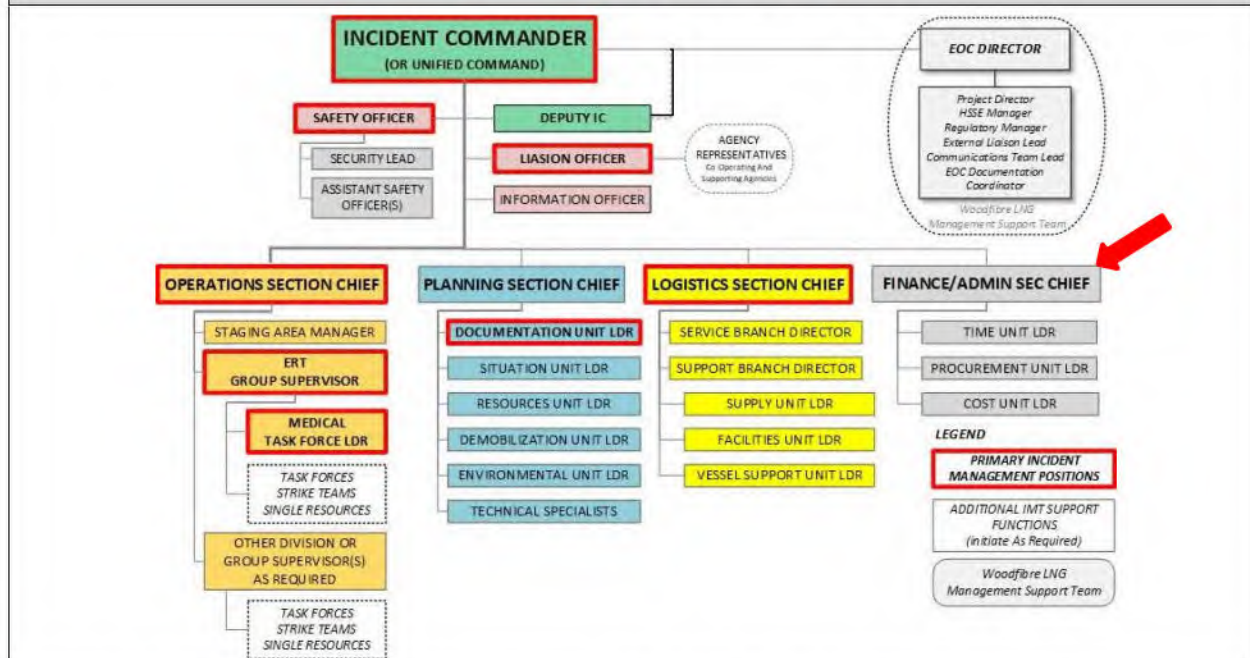


Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> Coordinating transportation of personnel, supplies, food, and equipment for waterborne resources. Fueling, servicing, maintaining, and repairing vessels and other vessel support equipment. 	ICS 214	<ul style="list-style-type: none"> Activity Log
	ICS 213RR	<ul style="list-style-type: none"> Resource Request
Location	Primary Communications	
<ul style="list-style-type: none"> Incident Command Post (ICP) 	<ul style="list-style-type: none"> Support Branch Director (if appointed) or direct to the Logistics Section Chief 	

Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities Appendix C	
	Obtain a briefing from the Support Branch Director or Logistics Section Chief.	
	Start your own ICS-214 Activity Log to document your conversations or activities.	
	Participate in Support Branch/Logistics Section planning activities.	
	Coordinate vessel transportation assignments with Operations Section	
	Coordinate water-to-land transportation, as necessary	
	Support out-of-service vessel resources, as requested.	
	Arrange for fueling, maintenance, and repair of vessel resources, as requested	
	Maintain usage information on rented vessels or associated equipment.	
	Submit all documentation to the Incident Commander.	

Finance / Admin Section Chief

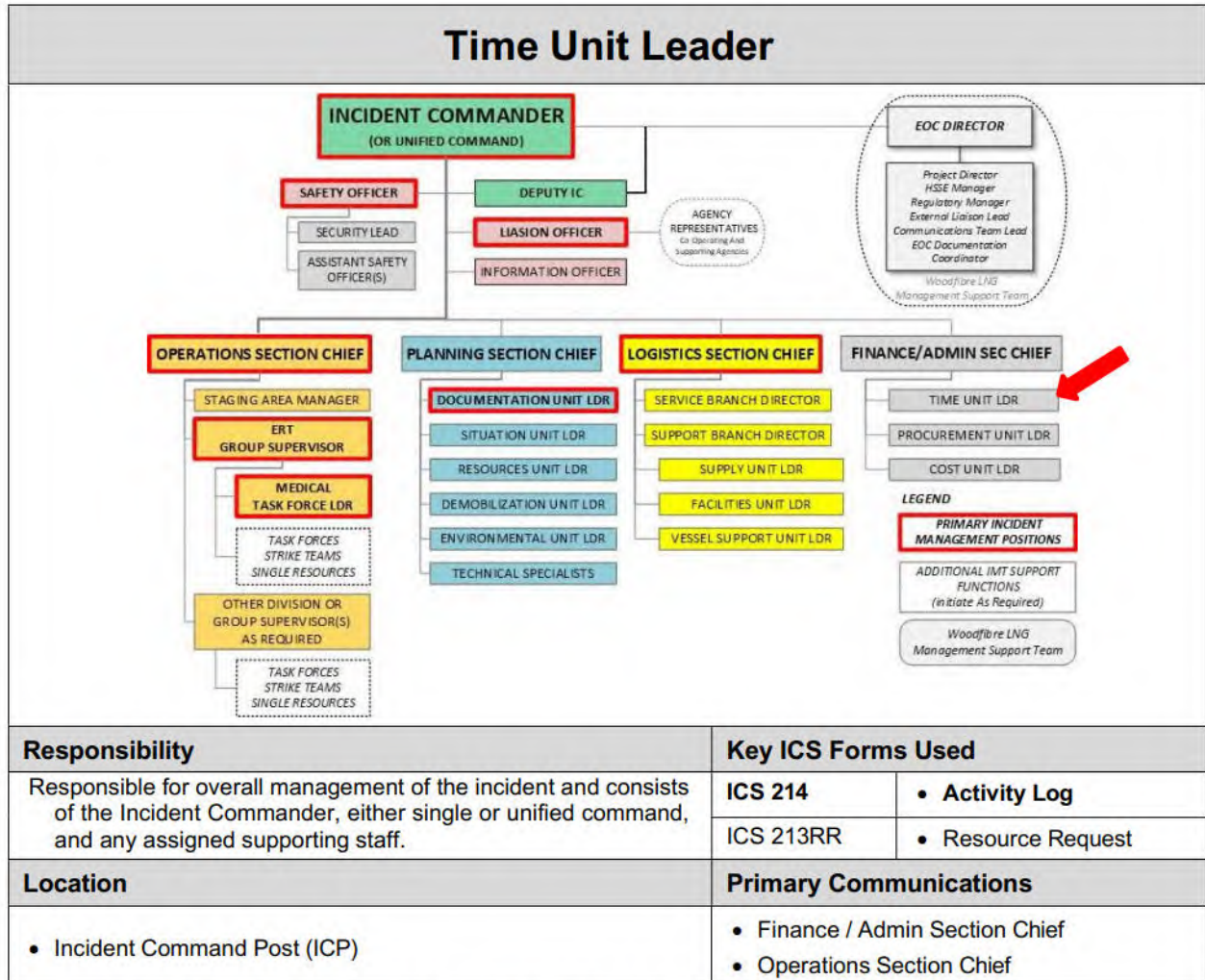


Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> Responsible for all financial and cost analysis aspects of the incident and for supervising members of the Finance/Admin. Section. 	ICS 214	<ul style="list-style-type: none"> Activity Log
	ICS 213RR	<ul style="list-style-type: none"> Resource Request
Location	Primary Communications	
<ul style="list-style-type: none"> Incident Command Post (ICP) 	<ul style="list-style-type: none"> Incident Commander Logistics Section Chief Direct Reports 	

Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities Appendix C.	
	As directed, go to the Incident Command Post, and obtain a status briefing from the Incident Commander.	
	Start your own ICS-214 Activity Log to document your conversations or activities.	
	Identify current and potential financial/ accounting support requirements.	
	Set up a Cost Centre or AFE to allocate and track incident costs	
	Review the longer-term resource requirements and arrange for additional resources if the need is anticipated.	
	Prepare work objectives for subordinates, brief staff, make assignments, and evaluate performance	

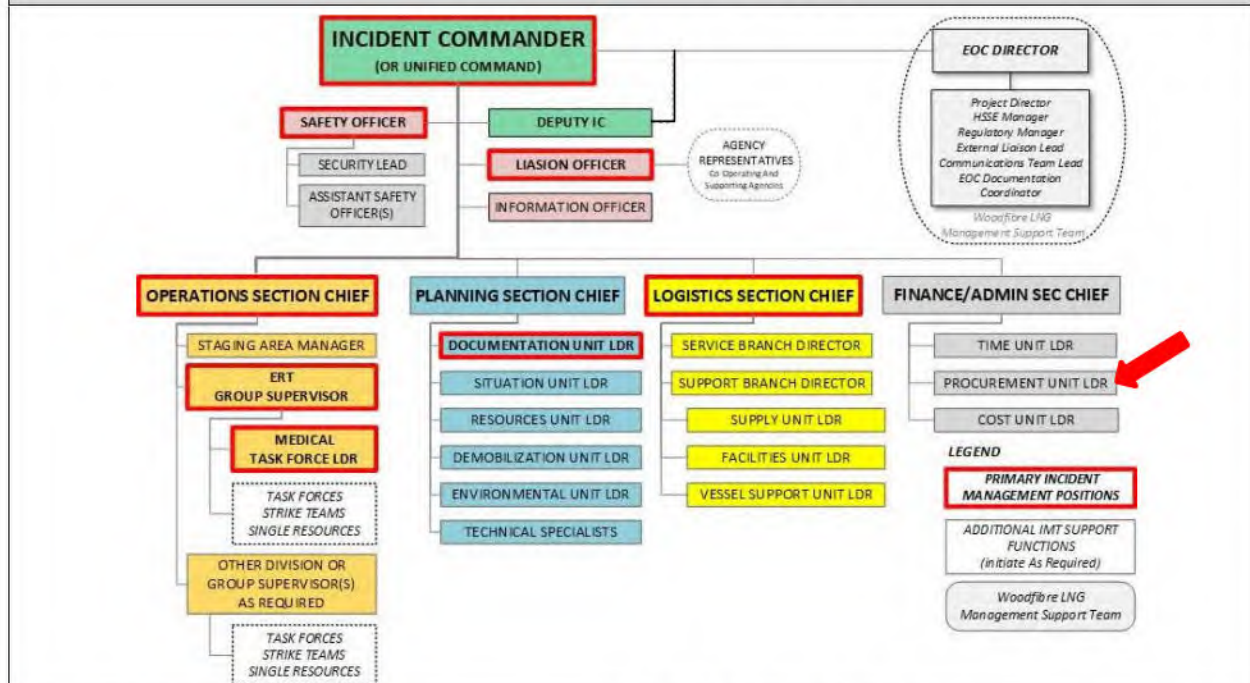
	Attend briefings/meetings as appropriate to gather information on activities and overall strategy.	
	Maintain a record of purchase orders, bills received and other financial documentation.	
	Obtain necessary corporate support related to legal issues and insurance claims, as required.	
	Meet with assisting and cooperating company/ agency representatives, as required.	
	Maintain daily contact with Woodfibre LNG Project Director (and/or the MST Finance Coordinator) on finance matters.	
	Keep accurate records of incident costs.	
	Provide cost estimate (burn rate) to Incident Commander (IC)/Unified Command (UC) as requested.	
	Administer necessary contracts for supplies, services, and consultants.	
	Develop and administer a field-based cash account, as necessary.	
	Participate in all demobilization planning.	
	Brief Woodfibre LNG Project Director (and/or the MST Finance Coordinator) on all incident related business management issues needing attention and follow-up prior to leaving incident.	
	Ensure that all documentation is completed and consolidated.	
	Assemble response related cost summaries and forward information to Incident Command (IC/UC) as requested.	



Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities Appendix C.	
	As directed, go to the Incident Command Post, and obtain a status briefing from the Finance / Admin Section Chief.	
	Start your own ICS-214 Activity Log to document your conversations or activities.	
	Establish contact with appropriate company/agency personnel/representatives.	
	Ensure that daily personnel and equipment time recording documents are properly completed and received.	
	Submit time data and cost estimate data forms to Cost Unit, as required	
	Ensure that all records are current or complete prior to demobilization	
	Brief Finance / Admin Section Chief on current problems, recommendations, outstanding issues, and follow-up requirements	

Procurement Unit Leader

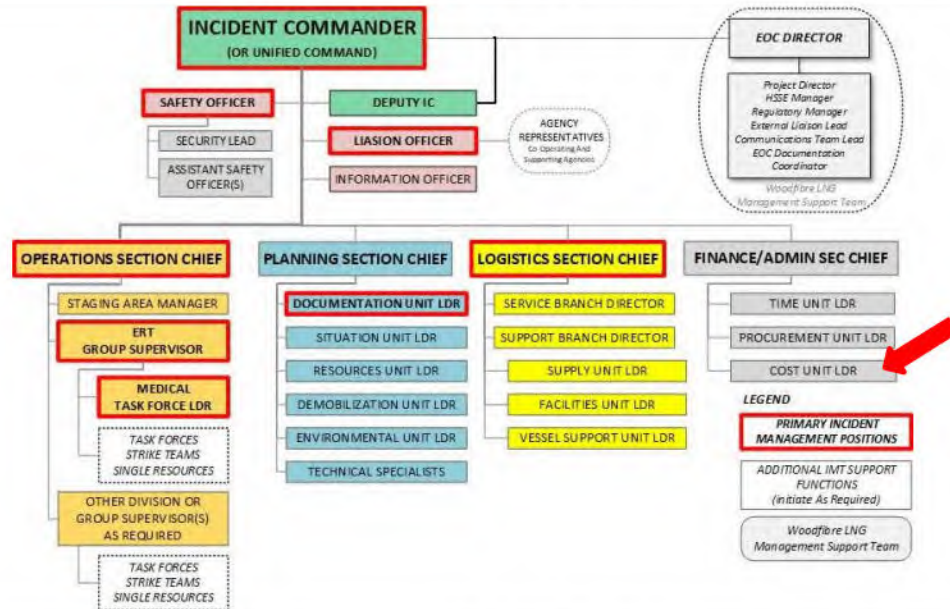


Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> Responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements. 	ICS 214	<ul style="list-style-type: none"> Activity Log
	ICS 213RR	<ul style="list-style-type: none"> Resource Request
Location	Primary Communications	
<ul style="list-style-type: none"> Incident Command Post (ICP) 	<ul style="list-style-type: none"> Finance / Admin Section Chief Logistics Section Chief 	

Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities Appendix C.	
	Obtain a status briefing from the Finance / Admin Section Chief.	
	Start your own ICS-214 Activity Log to document your conversations or activities.	
	Identify current and potential procurement support requirements.	
	Coordinate with local agencies on plans/suppliers.	
	Establish contracts and agreements with supply vendors	
	Draft memoranda of understanding, as necessary	
	Interpret contracts and agreements; resolve disputes within delegated authority.	
	Complete final processing of contracts and send documents for payment	
	Ensure that all documentation is completed and consolidated.	
	Communicate and clarify the cost data in contracts with the Cost Unit Leader.	

Cost Unit Leader



Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> Responsible for collecting all cost data, performing cost-effectiveness analyses, and providing cost estimates for the incident. 	ICS 214	<ul style="list-style-type: none"> Activity Log
	ICS 213RR	<ul style="list-style-type: none"> Resource Request
Location	Primary Communications	
<ul style="list-style-type: none"> Incident Command Post (ICP) 	<ul style="list-style-type: none"> Finance / Admin Section Chief 	

Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Review Common Responsibilities Appendix C.	
	As directed, go to the Incident Command Post, and obtain a status briefing from the Finance / Admin Section Chief.	
	Start your own ICS-214 Activity Log to document key conversations or activities.	
	Coordinate with company headquarters on cost-reporting procedures	
	Obtain and record all cost data.	
	Prepare incident cost summaries.	
	Prepare resource-use cost estimates for Planning Section.	
	Make recommendations for cost-savings to Finance / Admin Section Chief.	
	Maintain cumulative incident cost records.	
	Ensure that all cost documents are accurately prepared.	
	Complete all records prior to demobilization.	
	Ensure that all documentation is completed and consolidated.	

Appendix D Management Support Team Position Checklists

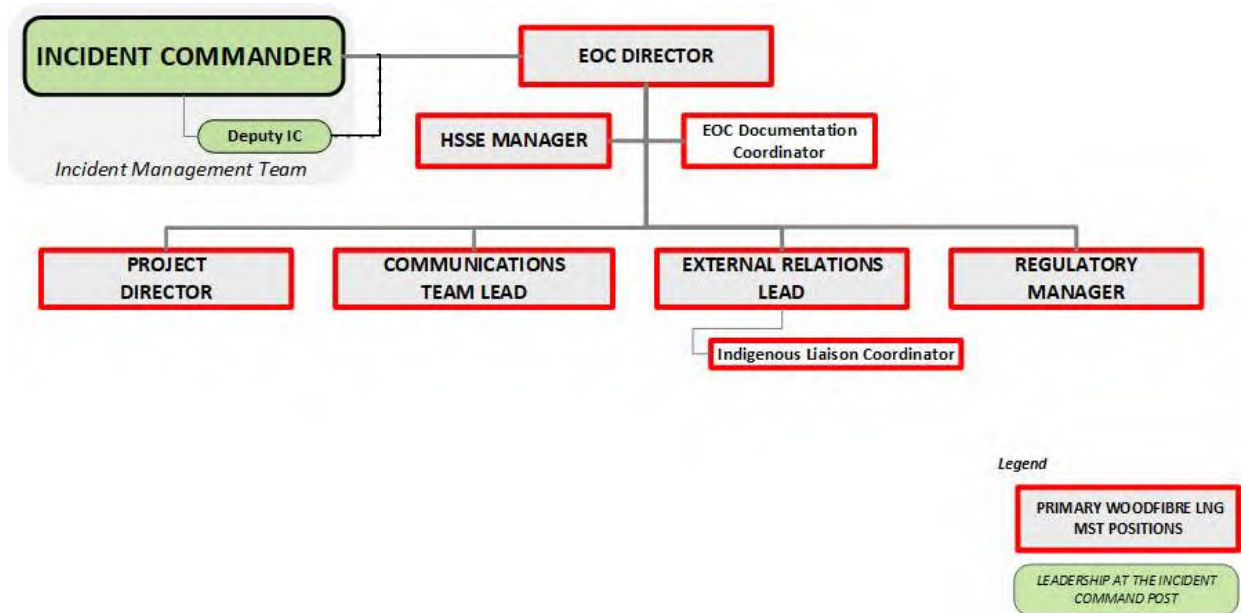
Primary Woodfibre LNG MST Position Checklists

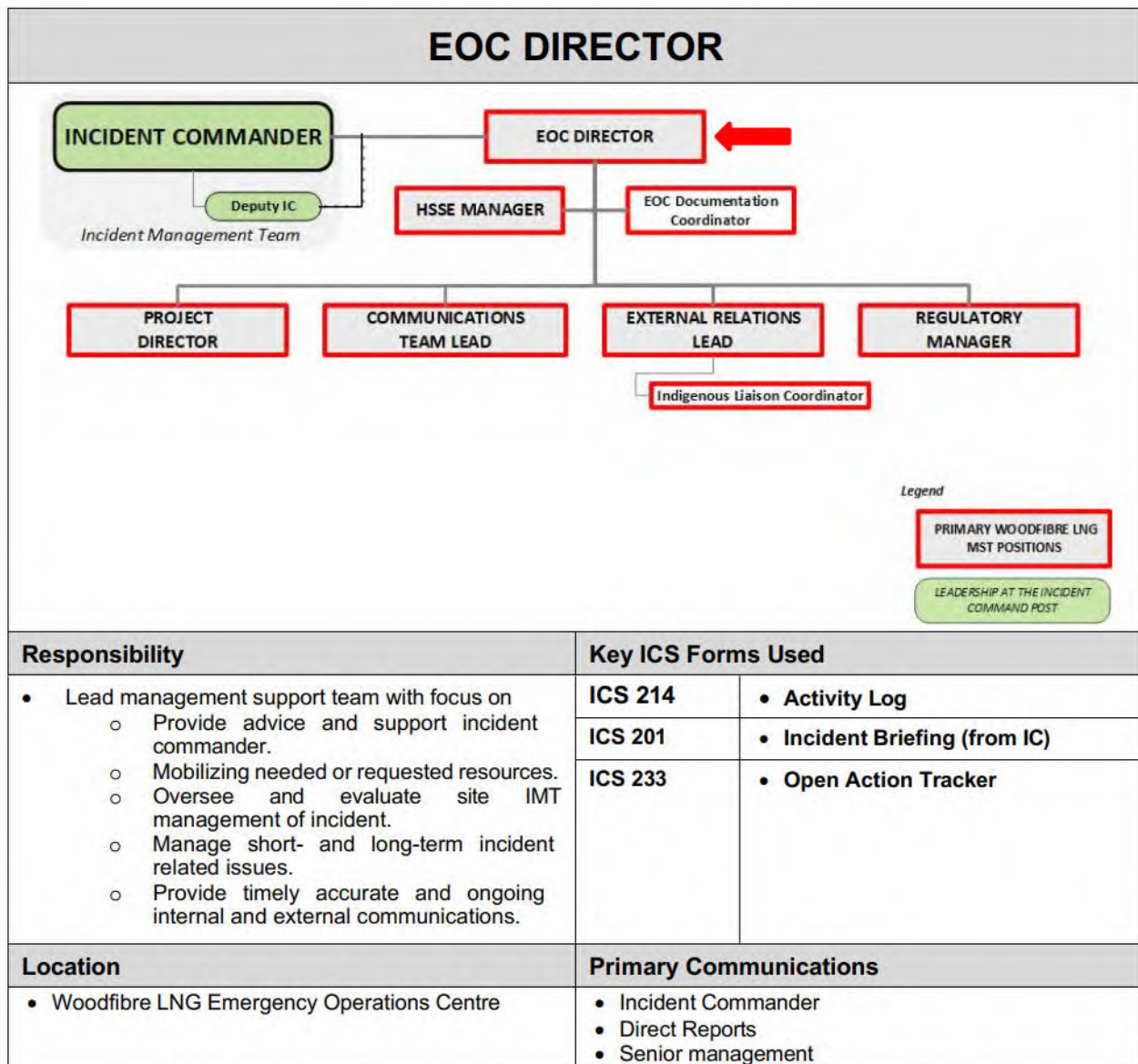
<i>EOC Director</i>	<i>3</i>
<i>HSSE Manager</i>	<i>7</i>
<i>Project Director</i>	<i>9</i>
<i>Regulatory Manager</i>	<i>11</i>
<i>External Relations Lead</i>	<i>13</i>
<i>Indigenous Liaison Coordinator.....</i>	<i>15</i>
<i>Communications Team Lead</i>	<i>17</i>
<i>EOC Documentation Coordinator</i>	<i>19</i>

Additional Woodfibre LNG MST Position Checklists

<i>HSE Specialist</i>	<i>22</i>
<i>Security Specialist.....</i>	<i>24</i>
<i>Legal Lead</i>	<i>26</i>
<i>Construction Director</i>	<i>28</i>
<i>Logistics Support Coordinator.....</i>	<i>30</i>
<i>Finance Coordinator</i>	<i>32</i>
<i>Contractor Mgmt. Liaison.....</i>	<i>34</i>
<i>Business Support Coordinator</i>	<i>35</i>
<i>Media Coordinator</i>	<i>36</i>
<i>Spokesperson</i>	<i>38</i>
<i>Social Media Coordinator.....</i>	<i>40</i>
<i>Human Resources Lead</i>	<i>42</i>
<i>Communication Support Coordinator.....</i>	<i>44</i>
<i>Stakeholder Coordinator</i>	<i>46</i>

Primary Woodfibre LNG MST Position Checklists





Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Clarify and document information from the on-scene Incident Commander.	
	Document information. Start your own ICS-214 Activity Log	
	Obtain Incident Briefing Form 201 from the Incident Commander or at least the information contained in the ICS 201 Briefing Form via phone.	
	Provide advice and support to the site-based Incident Commander	
	Emergency Level - Ask and understand the Incident Commander's classification	
	Discuss the potential for this incident to escalate in severity with the Incident Commander and clarify the Incident Commander's current objectives & status.	

Time	Initial Tasks	Done
	Decide whether to activate the Emergency Operations Centre (EOC). When in doubt activate all MST Leads and evaluate the situation together.	
	Call out Corporate EOC resources – MST Leads and their direct reports. <ul style="list-style-type: none"> Remind personnel to bring any required laptops or tablets for use. 	
	If not already done so, prepare EOC for arrival of MST members (sign in sheet, conference line, computer start-up, etc.).	
	Ensure that the Project Lead keeps the Project Sponsor and Woodfibre LNG President regularly updated.	
	Hold MST briefing meeting and assign roles. <ul style="list-style-type: none"> Remind ICP staff to delegate their prior normal work responsibilities to others or look after themselves personally. 	
	Identify current and potential threats or impacts to P-E-A-R values: People – Environment - Assets - Reputation/ Restoration:	
	Activate and implement the Woodfibre LNG Communications Plan Implement internal and external communication to senior leadership, project partners, contractor management, stakeholders, media, public & employees. NOTE: all media releases should be submitted to the BCER before release.	
	Ensure that proper MST documentation is taking place and as required prepare regular MST Status Reports for Senior Management briefings	
	Determine notification requirements to Squamish Nation, District of Squamish, Provincial and federal agencies, other Indigenous Groups, and other groups and ensure they are initiated in a timely manner. Refer to Contact Listing.	

The EOC Director provides advice and support to the Incident Commander. However, in some (extremely rare) circumstances the EOC Director may see a need to intervene and “take control” of the emergency response management from the designated Incident Commander.

Only when required to mitigate corporate risk, and when agreed to by the designated MST Project Director, the EOC Director may:

- Remove the person filling the role of Incident Commander and appoint another person to fill this function, and/or
- Override the Incident Commander’s decision, and as such being both responsible and accountable for that overriding decision.

Time	Ongoing Tasks	Done
	Hold an initial briefing with MST Team Leads and support staff. Solicit immediate evaluations from each of the MST Leads and Advisors on: <ul style="list-style-type: none"> Risk / potential impacts to Woodfibre LNG - short- & long-term exposures Required corporate involvement / additional MST functions and needed. Recommended course of action 	
	Establish communication with Project Sponsor and Woodfibre LNG President, and ensure they are kept aware of the situation through regular briefings.	

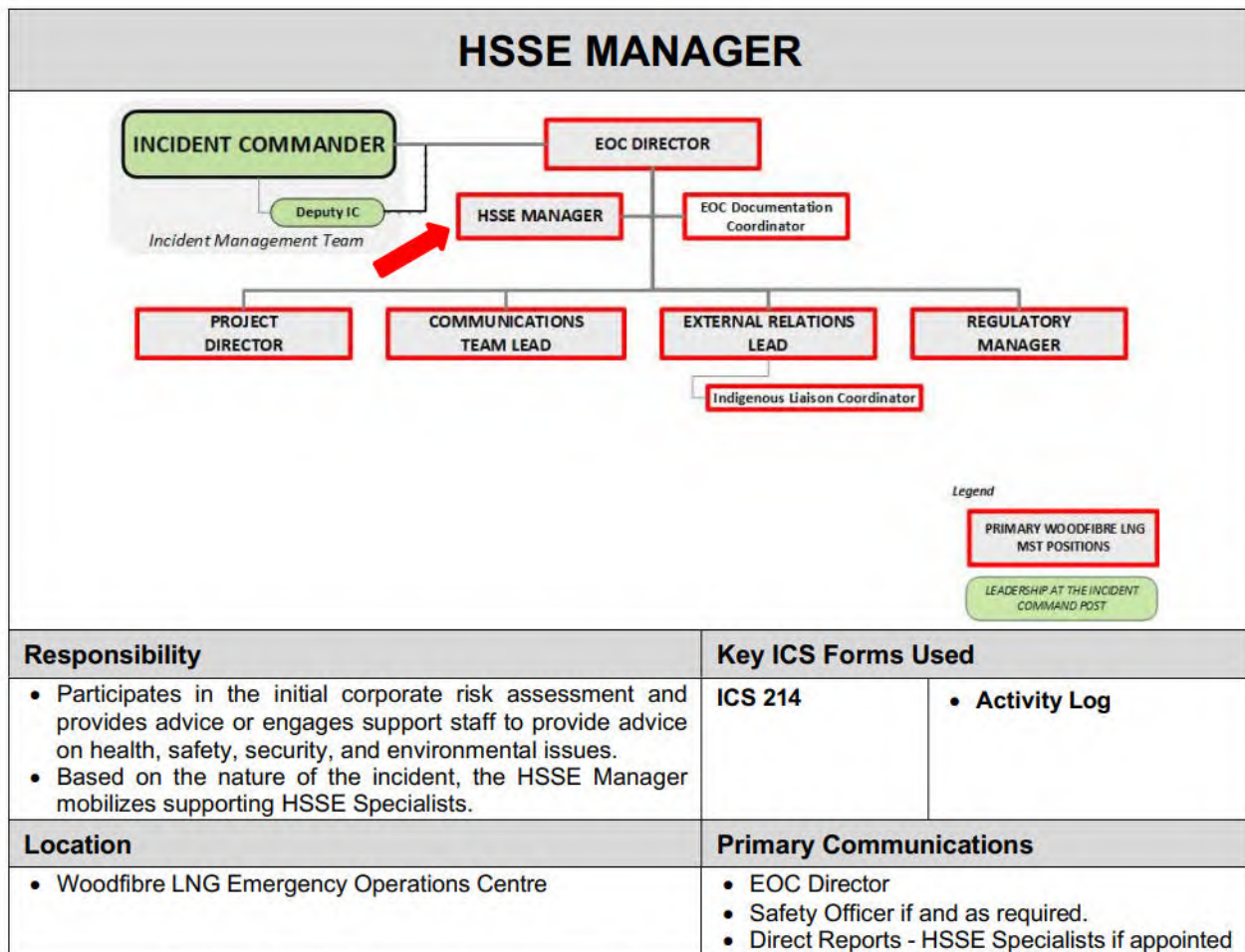
Time	Ongoing Tasks	Done
	Raise purchase orders and AFE's, as necessary. Ensure that adequate documentation is being maintained.	
	Maintain communication with Incident Commander and your direct reports in MST. Determine additional staff needs / specialized support.	
	Be prepared to send a designate to any government EOC if established.	
	Decide if the MST should stay in the EOC for the duration or demobilize into Meet/Break Cycle?	
	Establish communications plan and briefing and planning meeting schedules in conjunction with Incident Management Team and other response agencies as applicable.	
	Arrange for Backup. If the incident is prolonged, members of MST will need to be relieved of their duties. All members need to arrange for backup to be relieved.	

Once the situation improves, the decision to downgrade a Level 1, 2 or 3 Emergency is made by Incident Command in consultation with the BCER and EMCR.

All affected persons and the media must be kept informed of the status of an emergency, including notification that the emergency has been downgraded or concluded.

Management Oversight Considerations

- ☐ Assessment of potential exposure from incident?
- ☐ Are response mitigation efforts consistent with severity of incident?
- ☐ Is everything possible being done?
- ☐ Are needs of ALL impacted being considered?
- ☐ Is the response effort being perceived as credible?
- ☐ Does Incident Command and site have enough resources to manage all aspects of response?
- ☐ What are the needs of involved regulatory agencies?
- ☐ Have those needs been considered and balanced with the needs of the Squamish Nation and the District of Squamish?
- ☐ Is there a mechanism set up to manage the potential long-term effects of the incident?
- ☐ Is there an appropriate Incident Investigation process planned or in place?
- ☐ Is there a process in place to monitor effectiveness of crisis communication strategies and to modify when required?
- ☐ Are timely, accurate, and ongoing communications being conveyed to Project partners?
 - **Project partners:** Pacific Energy/RGE, Pacific Canbriam Energy, Squamish Nation / Nch'Kay Corporation, Tsleil-Waututh Nation, Enbridge, FortisBC
 - **Stakeholders:** Regulators, B.C. Government, Federal Government, District of Squamish
 - **Media & Community/General public**
 - **Employees**
- ☐ Is there a need for a member of Senior Management to visit site?

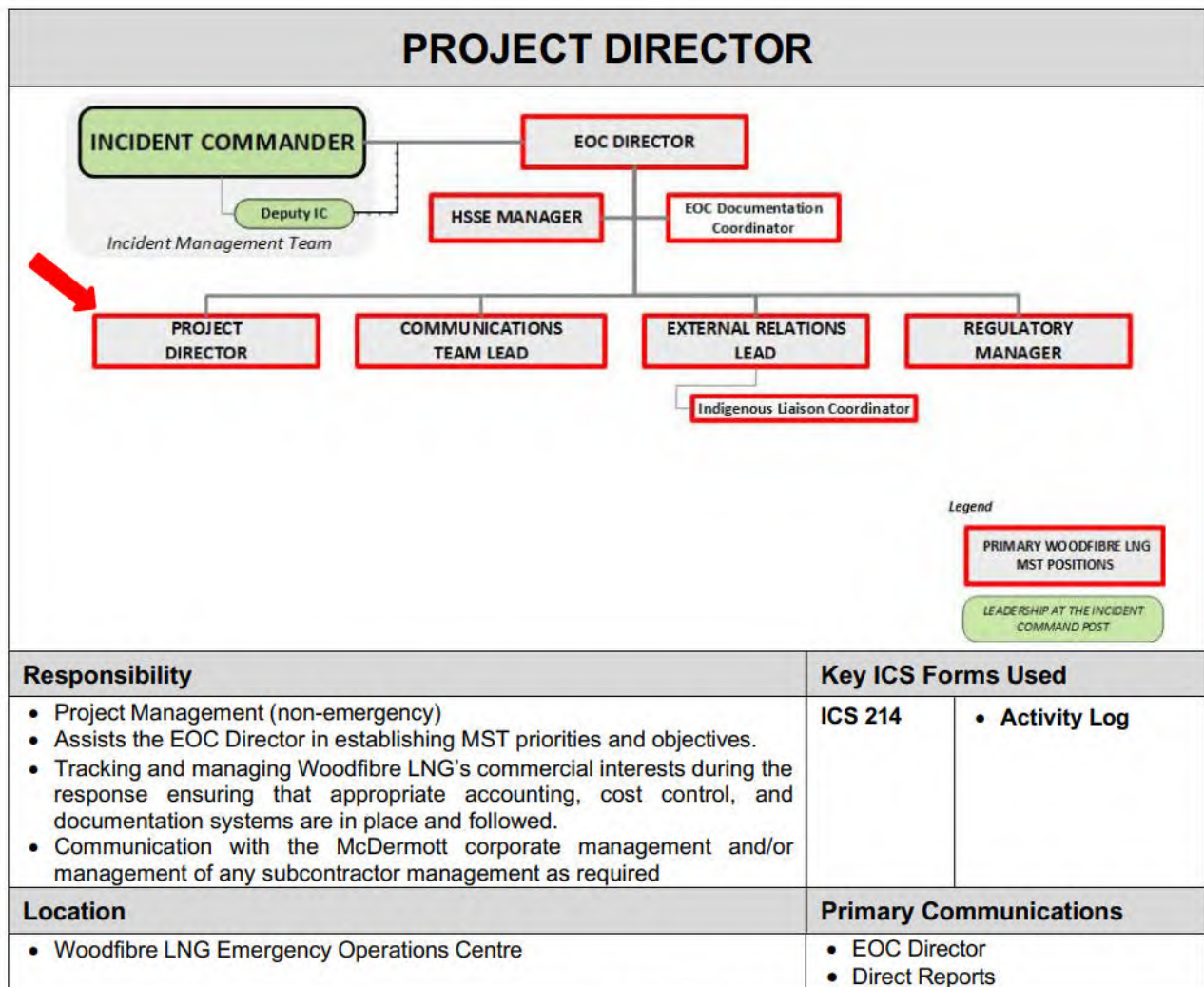


Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Report to the EOC, check-in with EOC Director and obtain a briefing.	
	Provide advice regarding EOC set up and the ERP implementation	
	Help (or assign HSSE Specialist to help) display incident information in the EOC and support the risking / priority setting.	
	Start your own ICS-214 Activity Log.	
	Provide the EOC Director with your immediate evaluation regarding: <ul style="list-style-type: none"> Priority safety, environmental issues. Additional safety support or resources needed. Recommended course of action. 	
	As required, provide advice and support to the Safety Officer, as required – keeping in mind that the Safety Officer reports to, and only takes assignments from the Incident Commander	
	Based on the incident and potential implications - mobilize additional safety and/or environmental expertise and support as required.	

Time	Initial Tasks	Done
	Be prepared to participate in the status update Briefing Meetings regarding: <ul style="list-style-type: none"> Status/ completed tasks / issues. Go forward priorities / additional staff requirements. 	
	As requested, support EOC Director and HR Lead with administration of Employee Assistance Program and/or Critical Incident stress counselling for response personnel and/or clarification of the next of kin notification process	
	Ensure that air quality, water quality and any other toxicological / LEL monitoring is performed as required.	
	Ensure that adequate documentation is being maintained - Refer to Forms.	
	Advise the EOC Director of any need to arrange Critical Incident Stress Debriefing for personnel who you suspect could be psychologically impacted.	
	If the incident continues , arrange for backups for your role on the team and within the base business, as required.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	

Time	Post Incident Tasks	Done
	Ensure that personnel that could be psychologically impacted are identified, provided Critical Incident Stress Debriefing as required.	
	Participate in the incident response debriefing meeting	
	Deactivate your position when authorized by the EOC Director.	
	Support preparation of incident investigation and reporting.	
	Submit all documentation to the EOC Director.	



Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Report to the EOC, check-in with EOC Director and obtain a briefing.	
	Clarify information and start your own ICS-214 Activity Log.	
	Notify the Project Sponsor and the Woodfibre LNG President and keep the Project Sponsor and the Woodfibre LNG President regularly updated.	
	Only as requested, support the EOC Director with communications with the Incident Commander and /or the Deputy IC.	
	Engage and supervise the Construction Director role in support of the incident,	
	Determine need for any other additional subordinate roles on the MST and/or and specialized resources in support of the incident and activate necessary additional project support personnel.	
	Raise purchase orders and AFE's, as necessary.	
	Identify current and potential financial / accounting support requirements	

Time	Initial Tasks	Done
	Determine what interaction needs to be established and maintained between Woodfibre LNG and involved Contractor management/ head offices.	
	Determine what financial tracking is being undertaken by site based Finance / Admin Section Chief (and/or contractors head offices) and ensure that a sound tracking system is established and maintained between Woodfibre LNG and involved Contractors.	
	Determine the level of Logistics resources necessary to support the incident, and notify / activate, as required.	
	As required or requested, establish direct contact, and maintain communication with field-based Logistics Section Chief (if appointed).	
	Ensure the EOC has nourishment (food, water, rest) to sustain operations	
	Consider whether hotel rooms will be required to provide rest areas and offsite support for the Management Support Team personnel for extended operations.	
	If the incident continues , arrange for backups for your role on the team and within the base business, as required.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	

The EOC Director provides advice and support to the Incident Commander.

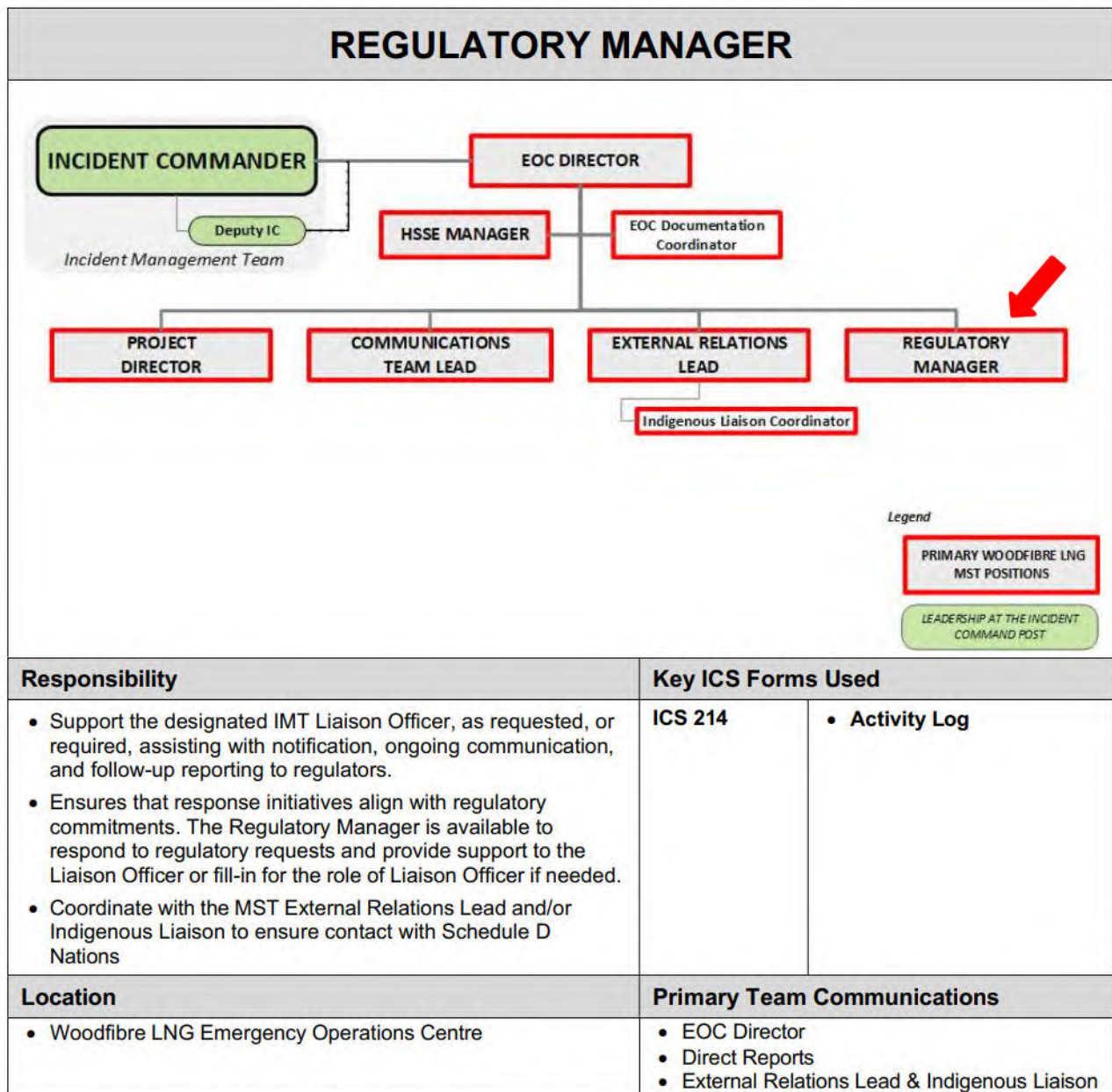
However, in some (extremely rare) circumstances the EOC Director may see a need to intervene and "take control" of the emergency response management from the designated Incident Commander.



Only when required to mitigate corporate risk, and when agreed to by the designated MST Project Director, the EOC Director may:

- Remove the person filling the role of Incident Commander and appoint another person to fill this function, and/or
- Override the Incident Commander's decision, and as such being both responsible and accountable for that overriding decision.

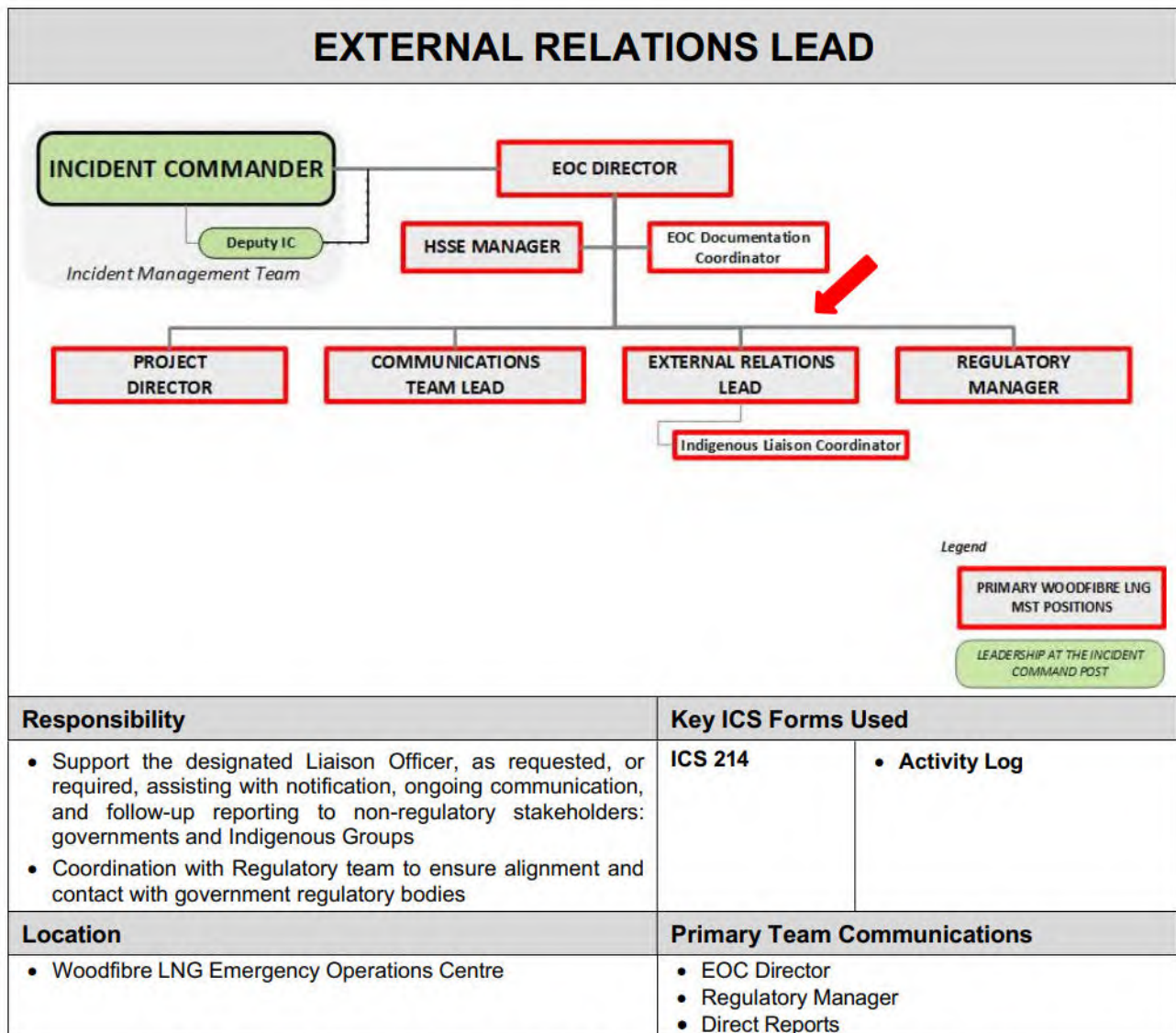
Time	Post Incident Tasks	Done
	Participate in the incident response debriefing meeting	
	Deactivate your position when authorized by the EOC Director.	
	Submit all documentation to the EOC Director.	



Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Report to the EOC, check-in with EOC Director and obtain a briefing.	
	Clarify information and start your own ICS-214 Activity Log.	
	<u>Prepare</u> to support IMT Liaison Officer with notification to all regulators.	
	Clarify the Emergency Level declared by Incident Command (IC/UC) and understand how it was determined (situation and potential to increase in severity).	

Time	Initial Tasks	Done
	Refer to Construction ERP Sections P3-3, P3- and P3-5 for detail guidance for external agency reporting requirements. More than one event type may occur during a single incident, resulting in multiple reporting requirements	
	Only as requested by the IMT Liaison Officer (directly or via the EOC Director) make all your assigned notifications. <ul style="list-style-type: none"> Document details of each conversation, the name of the representative contacted and the file number 	
	Advise the EOC Director and other MST Leads of any outstanding questions or concerns from regulators and/or other government agencies.	
	After initial notifications have been made, follow up with regulators and act as a clearing house for their concerns back into the response.	
	Ensure regulators' concerns are communicated to the IMT Liaison Officer addressed within the response.	
	Provide regular updates to Agency Representatives and notify the IMT Liaison Officer and EOC Director of any interorganizational issues.	
	If the incident continues , arrange for backups for your role on the team and within the base business, as required.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	
Time	Post Incident Tasks	Done
	Participate in the incident response debriefing meeting	
	Deactivate your position when authorized by the EOC Director.	
	Submit all documentation to the EOC Director.	

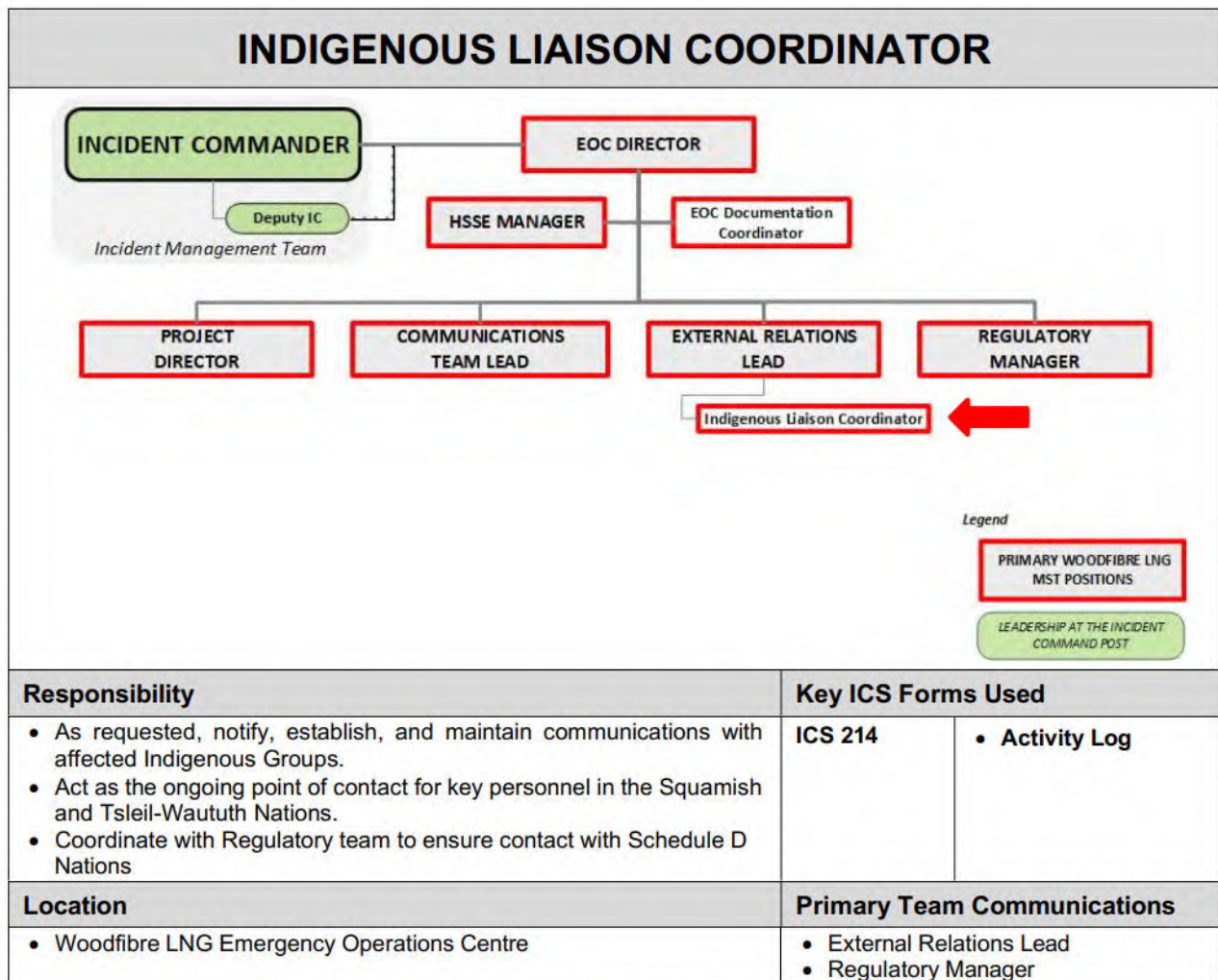


Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Report to the EOC, check-in with EOC Director and obtain a briefing.	
	Clarify information and start your own ICS-214 Activity Log.	
	Confirm the Emergency Level Classification made by the Incident Commander, understand the current situation and how the emergency level was determined.	
	Refer to Construction ERP Sections P3-3, P3- and P3-5 for detail guidance for external agency reporting requirements. More than one event type may occur during a single incident, resulting in multiple reporting requirements	
	Only as requested by the IMT Liaison Officer (directly or via the EOC Director) make all your assigned notifications.	

Time	Initial Tasks	Done
	<ul style="list-style-type: none"> Document details of each conversation, the name of the representative contacted and the file number 	
	<p>Appoint a Stakeholder Coordinator to support the designated IMT Liaison Officer, as requested or required, with initial notification and/or ongoing communications with non-regulatory stakeholders: government, community.</p> <ul style="list-style-type: none"> The Stakeholder Coordinator will communicate with Regulatory team to ensure alignment and contact with government regulatory bodies 	
	<p>Appoint an Indigenous Liaison Coordinator, to support the designated IMT Liaison Officer, as requested or required, with initial notification and/or ongoing communications with the Squamish and Tsleil-Waututh Nations.</p> <ul style="list-style-type: none"> Squamish and Tsleil-Waututh Nations must be notified of any Level 2 or above emergency. The Indigenous Liaison will coordinate with Regulatory team to ensure contact with Schedule D Nations 	
	Determine if there is a need for your function or service at the site.	
	Complete all Stakeholder Liaison responsibilities, including any additional tasks given by the EOC Director	
	Provide regular updates to Agency Representatives and notify the EOC Director and IMT Liaison Officer of any interorganizational issues.	
	If the incident continues , arrange for backups for your role on the team and within the base business, as required.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	

Time	Post Incident Tasks	Done
	Participate in the incident response debriefing meeting	
	Deactivate your position when authorized by the EOC Director.	
	Submit all documentation to the EOC Director.	



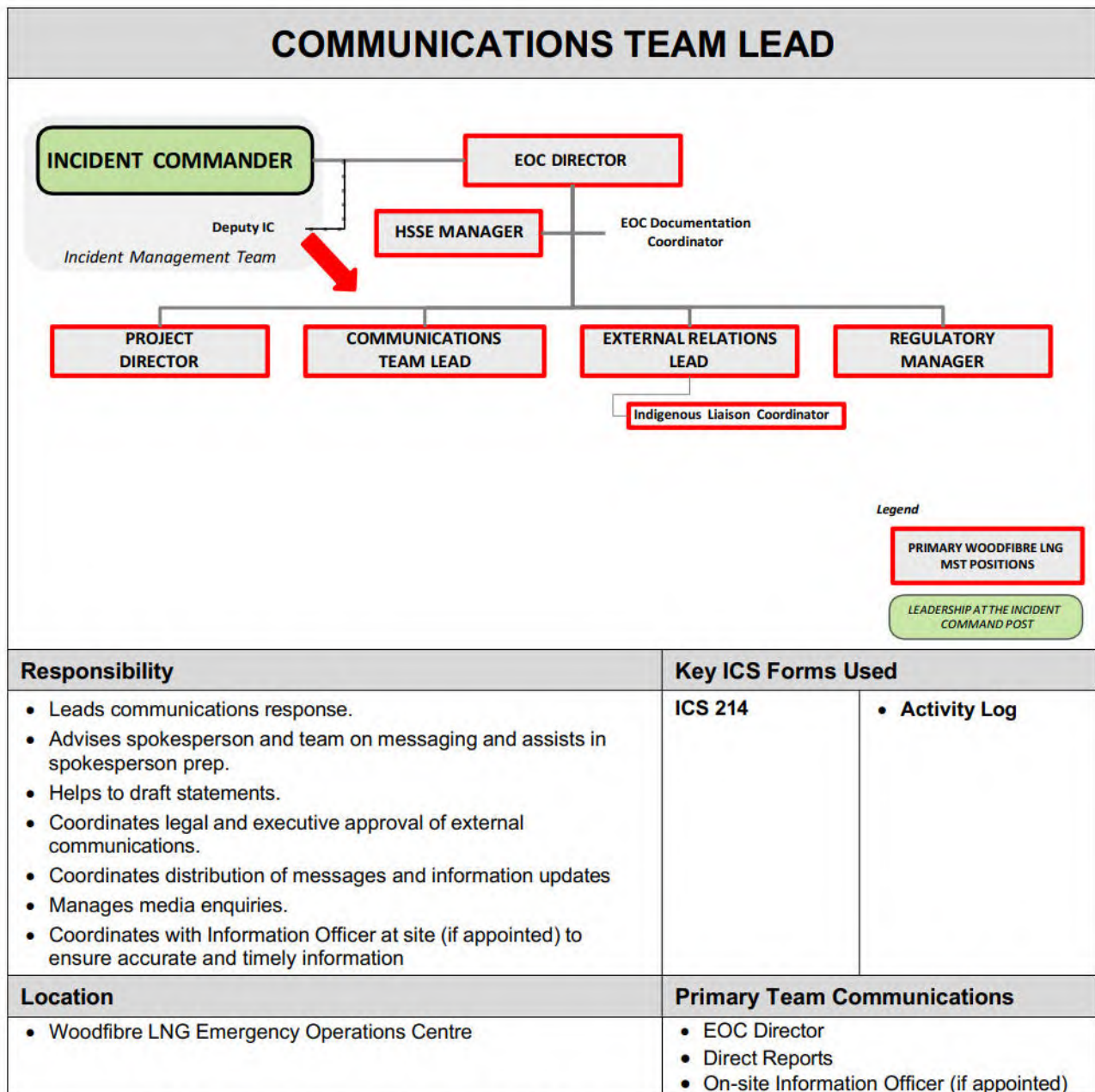
Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Report to the EOC, check-in with EOC Director and obtain a briefing.	
	Clarify information and start your own ICS-214 Activity Log.	
	Confirm the Emergency Level Classification made by the Incident Commander, understand the current situation and how the emergency level was determined.	
	Refer to Construction ERP Sections P3-3, P3- and P3-5 for detail guidance for external agency reporting requirements. More than one event type may occur during a single incident, resulting in multiple reporting requirements	
	Only as requested (directly by the IMT Liaison Officer or via the EOC Director or the External Relations Lead)) make all your assigned notifications to indigenous groups. Document details of each conversation, the name of the representative contacted and the file number	
	As requested, notify and act as the ongoing point of contact for key personnel <ul style="list-style-type: none"> The Indigenous Liaison will coordinate with Regulatory team to ensure contact with additional Indigenous Groups (Schedule D Nations) 	

Time	Initial Tasks	Done
	<ul style="list-style-type: none"> Cowichan Tribes First Nation, Halalt First Nation, Lake Cowichan First Nation, Lyackson First Nation, Musqueam Indian Band, Penelakut Tribe, Stz'uminus Nation, Snuneymuxw First Nation, Metis Nation British Columbia 	
	Communicate with the External Relations Lead and the Regulatory Manager to confirm the notifications that you have made.	
	Complete all Indigenous Liaison responsibilities within the Communications Plan, including any additional tasks given by the External Relations Lead.	

Time	Ongoing Tasks	Done
	Provide regular updates to Indigenous representatives and notify the External Relations Lead and EOC Director of any interorganizational issues.	
	Monitor for trends and/or areas of concern that may develop with Indigenous Groups	
	Identify and/or communicate requests for Indigenous participation in monitoring	
	Share media releases with leader of Indigenous Groups.	
	If the incident continues , arrange for backups for your role on the team and within the base business, as required.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	

Time	Post Incident Tasks	Done
	Participate in the incident response debriefing meeting	
	Deactivate your position when authorized by the External Relations Lead.	
	Submit all documentation to the EOC Director.	



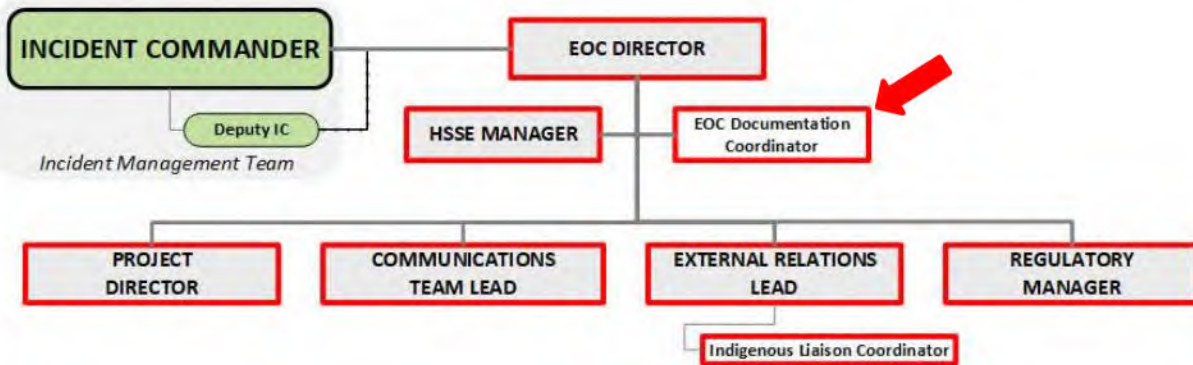
Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Report to the EOC, check-in with EOC Director and obtain a briefing.	
	Clarify information and start your own ICS-214 Activity Log.	
	Confirm the Emergency Level Classification made by the Incident Commander, understand the current situation and how the emergency level was determined.	

Time	Initial Tasks	Done
	Find out if there has been any media inquiries or public concern expressed at the Site, in Squamish or in Vancouver. If so, determine when and by whom and what has been communicated.	
	Advise Vancouver Switchboard Operator where to direct any public / media calls related to the incident.	
	Activate and implement the Woodfibre LNG Communications Plan. Mobilize and co-ordinate the activities of additional communications support staff, as required	
	Separate verified "known facts" from unverified information or hearsay.	
	If / when media is contacted, confirm with External Relations Lead and the Regulatory Manager that the BC Oil & Gas Commission, Local Authority, and Indigenous Groups have been notified	
	Ensure information releases are appropriate, accurate and timely. NOTE: all media releases should be submitted to the BCER before release.	
	Appoint and assign a Media Spokesperson and decide whether this individual needs to travel to the incident site to fill the ICS Information Officer function.	
	<i>NOTE: If appointed by the Incident Commander, a site-based Information Officer (If appointed) will be the point of contact with any <u>on-scene</u> media representatives</i>	
	As directed by the EOC Director, help disseminate information to Woodfibre LNG employees and / or to the families of Woodfibre LNG responders.	
	Ensure that personnel DO NOT RELEASE: <ul style="list-style-type: none"> Names of injured or deceased. Nature of injuries. Any opinion as to the cause of the incident. 	
	In the event of an emergency with significant public or media concern, set up an Information Centre from which media can work.	
	Media Access: The number one priority in any emergency is life safety, including the safety of any media representatives. During an emergency, media access to the incident site is strictly prohibited, unless approved by the Incident Commander, the EOC Director and Communications Team Lead. If denied, provide explanation to media that for their own safety, they are denied access to area.	
	Discuss longer-term communications needs (news releases / conferences).	
	If incident continues , arrange for backups for your role and business, as required.	
	Shift Change: Communicate your shift change to all direct reports.	

Time	Post Incident Tasks	Done
	Ensure that any required post incident media releases are completed.	
	Participate in the incident response debriefing meeting	
	Deactivate your position when authorized by the EOC Director.	
	Submit all documentation to the EOC Director.	

EOC DOCUMENTATION COORDINATOR



Legend

PRIMARY WOODFIBRE LNG
MST POSITIONS

LEADERSHIP AT THE INCIDENT
COMMAND POST

Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> Gathering, compiling, and organizing the Management Support Team (MST) documentation and forms Supporting the ICP Documentation Unit Leader when requested and as required 	ICS 214	<ul style="list-style-type: none"> Activity Log
Location	Primary Communications	
<ul style="list-style-type: none"> Woodfibre LNG Emergency Operations Centre 	<ul style="list-style-type: none"> EOC Director Legal Lead ICS Documentation Unit Leader 	

Order of consideration depends on the specific factors of each emergency.

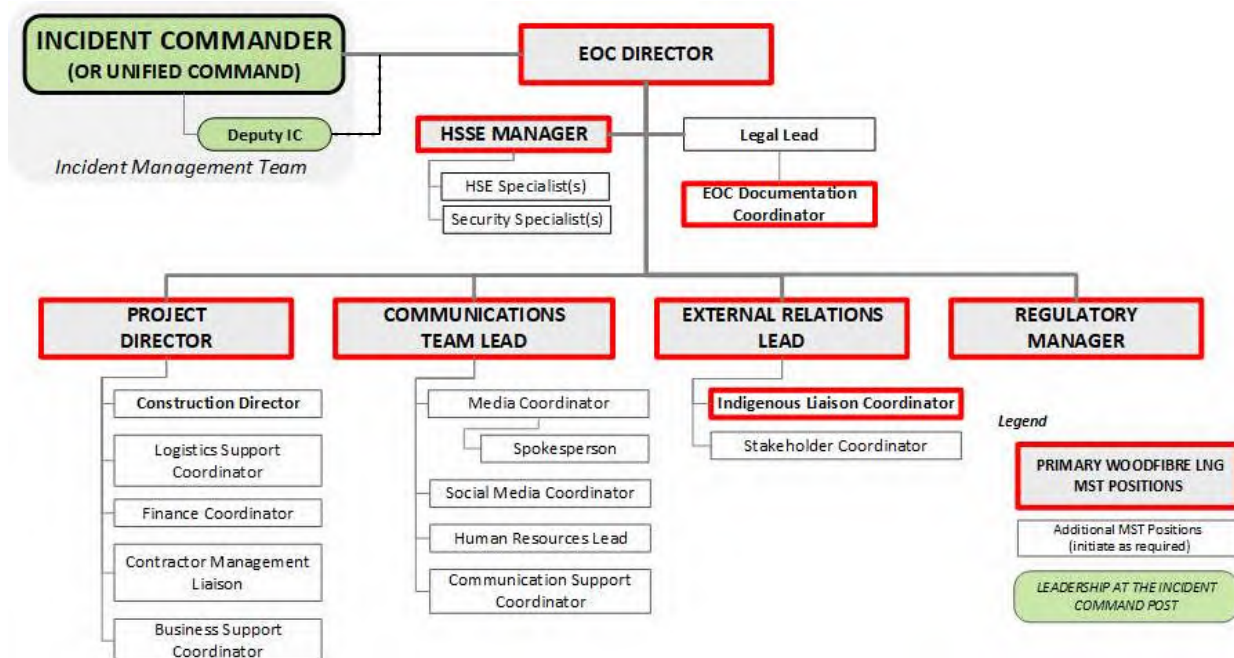
Time	Initial Tasks	Done
	Report to the EOC, check-in with EOC Director (or Legal Lead if already appointed) and obtain a briefing.	
	Consider using a local computer to assist with documentation.	
	Start tracking events especially the communication / decisions made by the EOC Director Use whiteboards, PC, or log forms.	
	Ask the EOC Director for a copy of the initial ICS-201 Form (that should have been prepared by Incident Command (IC/UC) & submitted to the EOC Director)	
	Use the ICS-201 Form Headings to set up Information Display in the Emergency Operations Centre (EOC) as per example on the following page	
	If not already done, post a copy of MST Organization Chart near the entrance to the Emergency Operations Centre and support arriving team members by printing their names and phone numbers legibly under their roles	

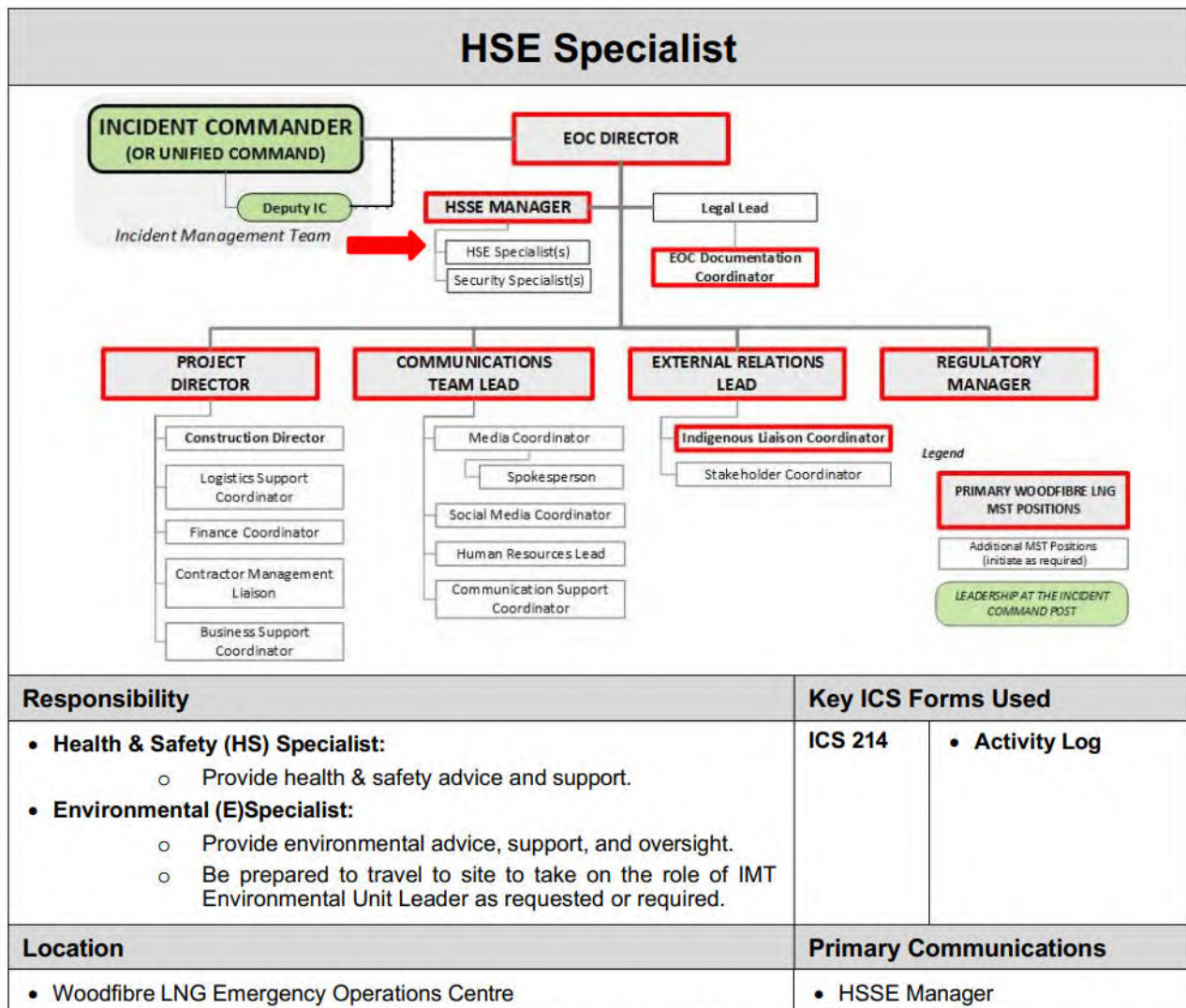
Time	Initial Tasks	Done
	Be prepared to document the EOC Director's status update meetings	
	Request and supervise additional documentation personnel as needed.	
	Provide and/or exchange status report updates with the Site Documentation Unit Leader as required.	
	Determine your 24-hour staffing requirements as required.	
	File copies of all completed ICS forms and reports.	
	Establish duplication service and respond to requests.	
	Review all documentation for accuracy and completeness of records submitted for files and correct errors or omissions by contacting MST Leads or support staff.	
	Participate in and document MST meetings.	
	Ensure that all documentation is completed and consolidated.	
	Secure all incident documentation prior to demobilization.	
	Compile all final documentation and provide to the EOC Director.	

INFORMATION DISPLAY EXAMPLE

Incident Map / Sketch	Emergency Level:	Time Declared:	Current Incident Command Objectives		
ICS Organization Chart	Current and potential threats or impacts to P-E-A-R values: People: Environment: Assets: Reputation/ Restoration:		Management Support Team Priorities		
MST Organization Chart	Meeting Schedule		List of Agencies/ Nations Notified		
	Safety Message		Agency/ Nation	Time	Contact Name

Additional Woodfibre LNG MST Position Checklists



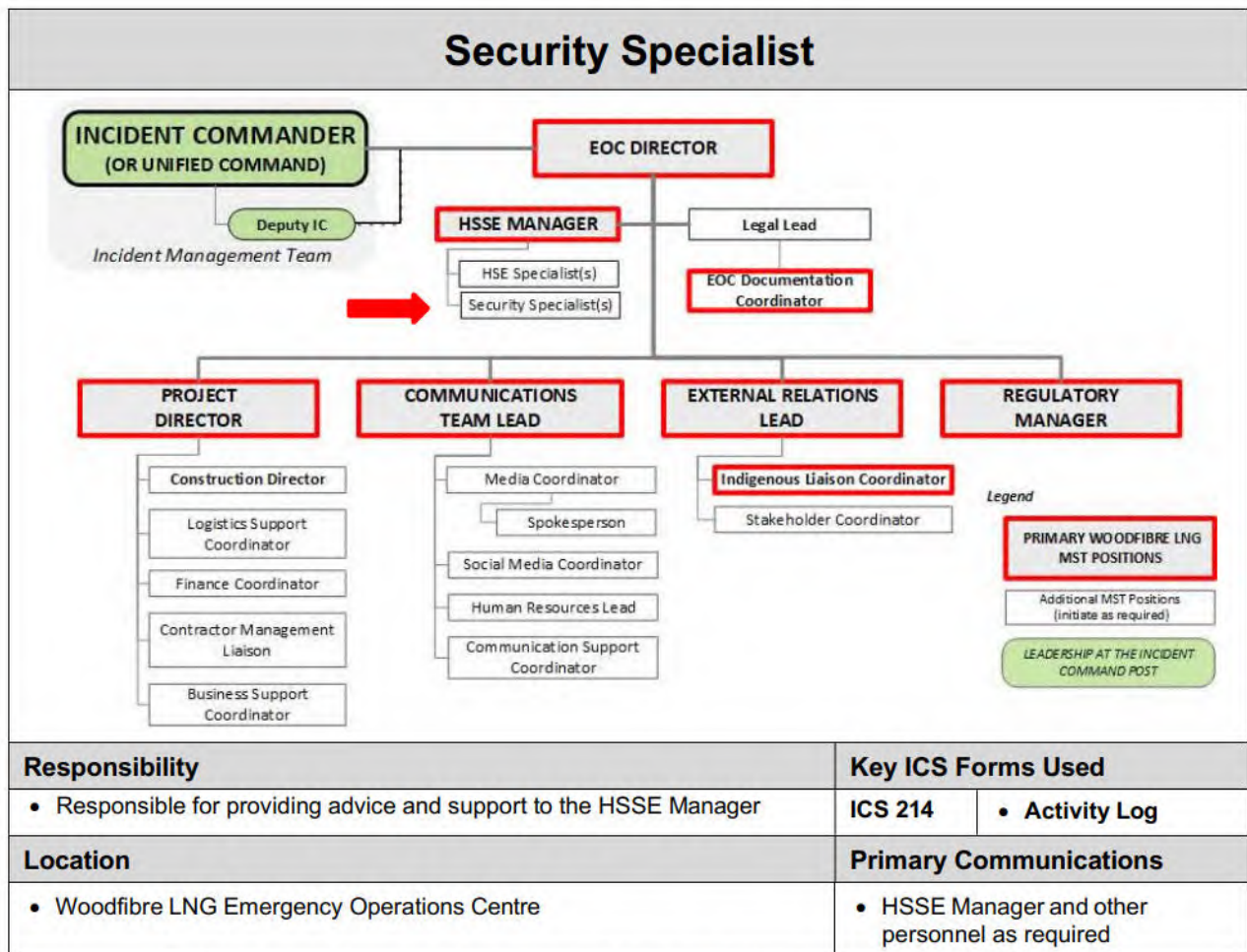


Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Report to the EOC, check-in with the HSSE Manager if appointed, or directly to the EOC Director and obtain a briefing.	
	Provide advice regarding EOC set up and the ERP implementation	
	Start your own ICS-214 Activity Log.	
	Talk with and provide HSSE Manager with your immediate evaluation regarding: <ul style="list-style-type: none"> Priority safety and /or environmental issues. Additional safety and / or environmental support or expertise needed. Recommended course of action. 	
	Health & Safety Specialist: Only when approved by the HSSE Manager, contact, and provide support to the on-scene Safety Officer – keeping in mind that the Safety Officer reports to, and only takes assignments from the Incident Commander	

Time	Initial Tasks	Done
	<p>Environmental Manager / Specialist: Meet with HSSE Manager regarding the IMT role of on-scene <i>Environmental Unit Leader</i>. (See IMT Role Checklist)</p> <p>Confirm if this IMT function is currently being filled and who should best be in this role and / or supporting the Environmental Unit Leader.</p> <p>As required, offer to go to site to fill the role of on-scene Environmental Unit Leader – or provide direct support to whoever is filling that role.</p> <p>Keep in mind that the on-scene Environmental Unit Leader reports to, and only takes assignments from the Planning Section Chief (if appointed) or the Incident Commander directly.</p>	
	Based on the incident and potential implications – provide additional safety and/or environmental support and expertise as required.	
	Support HSSE Manager, as requested or as required.	
	Ensure that adequate documentation is being maintained - Refer to Forms.	
	If the incident continues , arrange for backups for your role on the team and within the base business, as required.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	

Time	Post Incident Tasks	Done
	Support incident investigation process.	
	Participate in the incident response debriefing meeting	
	Deactivate your position when authorized by the HSSE Manager.	
	Submit all documentation to the EOC Director.	

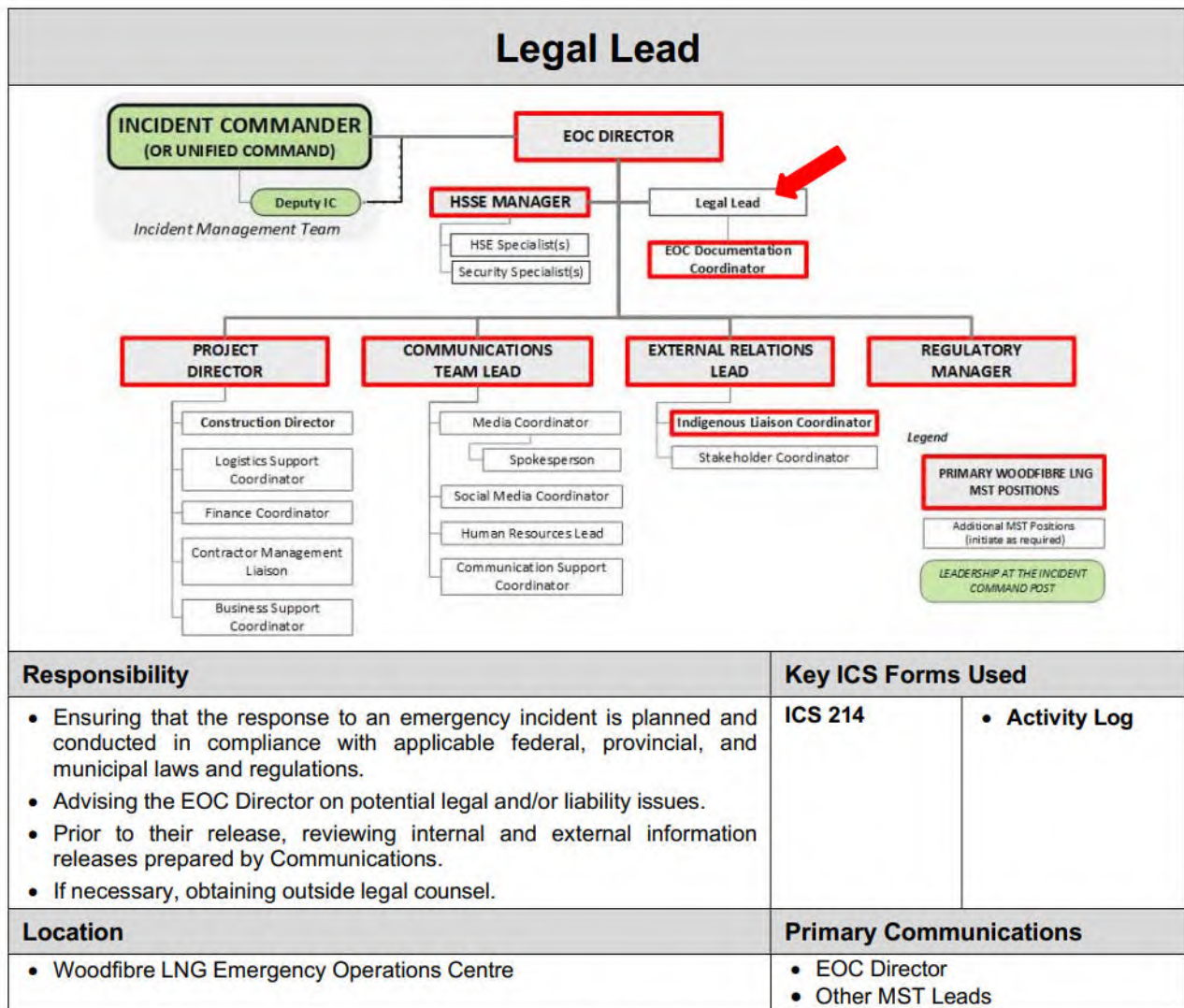


Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Report to the EOC, check-in with the HSSE Manager if appointed, or directly to the EOC Director and obtain a briefing.	
	Start your own ICS-214 Activity Log.	
	Provide your immediate evaluation regarding: <ul style="list-style-type: none"> Priority security issues. Additional security support or resources needed. Recommended course of action. 	
	Provide ongoing advice regarding security issues, risk, and mitigation implementation	
	Only if requested to do so by the HSSE Manager , contact and provide support to the on-site Security staff – keeping in mind that the on-site Security Lead on-site reports to, is an assistant to, and only takes assignments from the site Safety Officer	
	Based on the incident and potential implications - mobilize additional security and law enforcement support as required.	

Time	Initial Tasks	Done
	Support HSSE Manager, as requested or as required.	
	Ensure that adequate documentation is being maintained - Refer to Forms.	
	If the incident continues , arrange for backups for your role on the team and within the base business, as required.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	

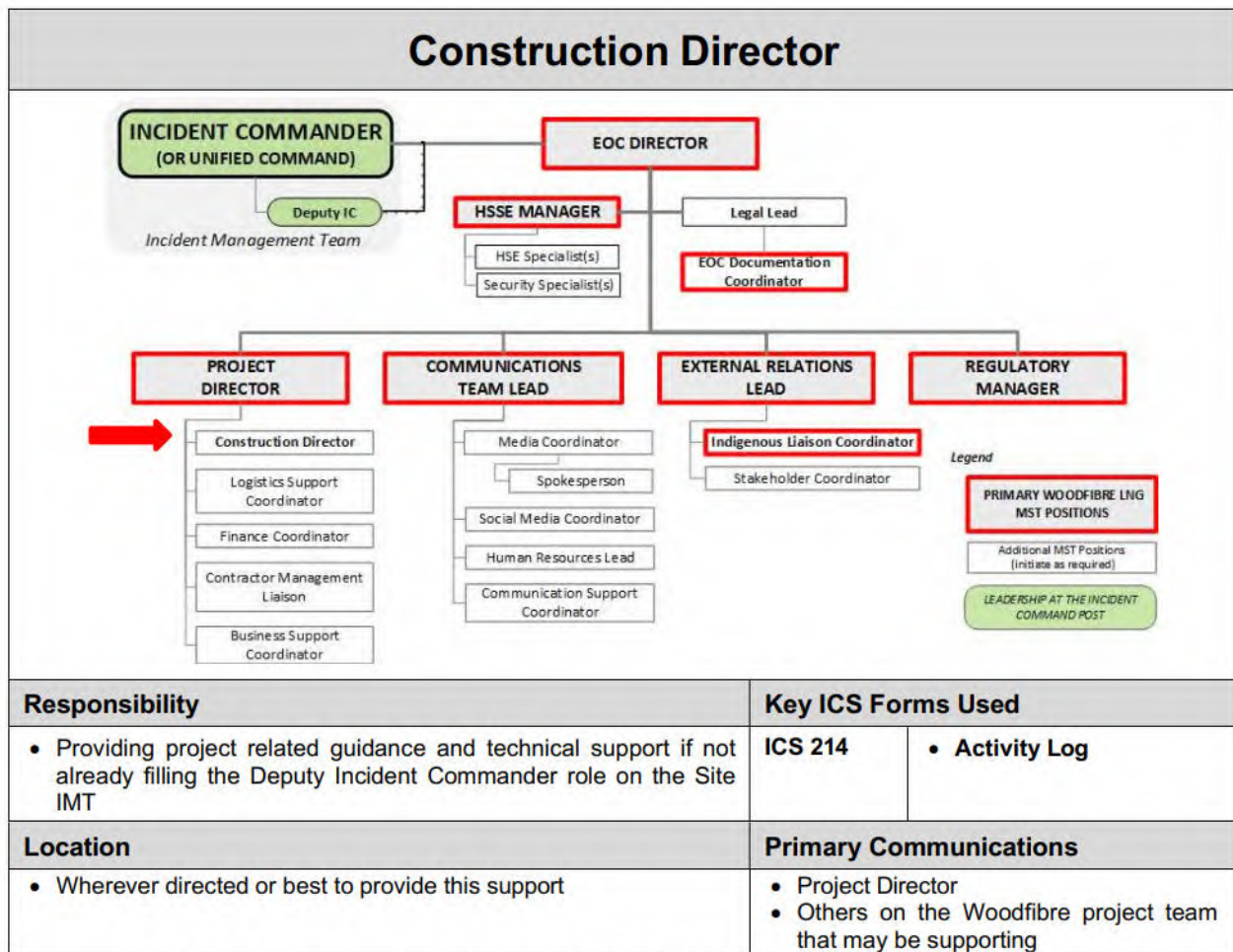
Time	Post Incident Tasks	Done
	Support incident investigation process.	
	Participate in the incident response debriefing meeting	
	Deactivate your position when authorized by the HSSE Manager.	
	Submit all documentation to the EOC Director.	



Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Report to the EOC, check-in with EOC Director and obtain a briefing.	
	Clarify information and start your own ICS-214 Activity Log.	
	Notify, as necessary: <ul style="list-style-type: none"> Other legal department personnel General counsel Outside counsel 	
	If the incident continues for an extended period, arrange for backups for your role: <ul style="list-style-type: none"> On the Management Support Team (MST) Within the Legal Department 	
	Evaluate the legal aspects of the response related to due diligence and recovery. Consider:	

Time	Initial Tasks	Done
	<ul style="list-style-type: none"> • When the incident took place. • Where the incident took place: • Marine: near-shore? off-shore? -impacts on Howe Sound? Environmentally sensitive areas? • Land: Impacts? Soil composition? Level of groundwater? Environmentally sensitive areas? <p>The extent of injuries/damage and the risk of further damage.</p> <ul style="list-style-type: none"> • If the incident is continuing or is it under control. • How the incident happened. 	
	Through the Regulatory Manager, confirm provincial, federal, and municipal authorities or agencies have been notified and if government is actively involved in response.	
	Determine if impacted third parties and /or involved Contractor's management have been notified	
	Determine if Mutual Aid Agreements have been invoked. (Or should be)	
	Determine what the legal reporting requirements are.	
	Regarding cleanup, determine what: <ul style="list-style-type: none"> • Woodfibre LNGs statutory cleanup duties are. • Government orders or requests have been made/issued. 	
	Determine what contractual arrangements are in place for: <ul style="list-style-type: none"> ▪ Lease of land (access, staging areas, etc.) ▪ Contractor (Prime / Sub) agreements ▪ Lease of equipment and vehicles ▪ Transportation arrangements: charter party agreement, hired vessels. ▪ Salvage / Volunteers ▪ Applicable mutual aid plans or agreements - WCMRC 	
	Determine if additional contracts are required and check precedents.	
	Protect the company by: <ul style="list-style-type: none"> • Doing a legal review of Corporate Communications press releases, reports to employees at the site and at Calgary office. • Using solicitor-client privilege for investigations and legal advice. • Attending press briefings as required. 	
	Determine if any third-party responders are involved; review contracts	
	If the incident continues , arrange for backups for your role on the team and within the base business, as required.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	
Time	Post Incident Tasks	Done
	Participate in the incident response debriefing meeting	
	Submit all documentation to the EOC Director.	

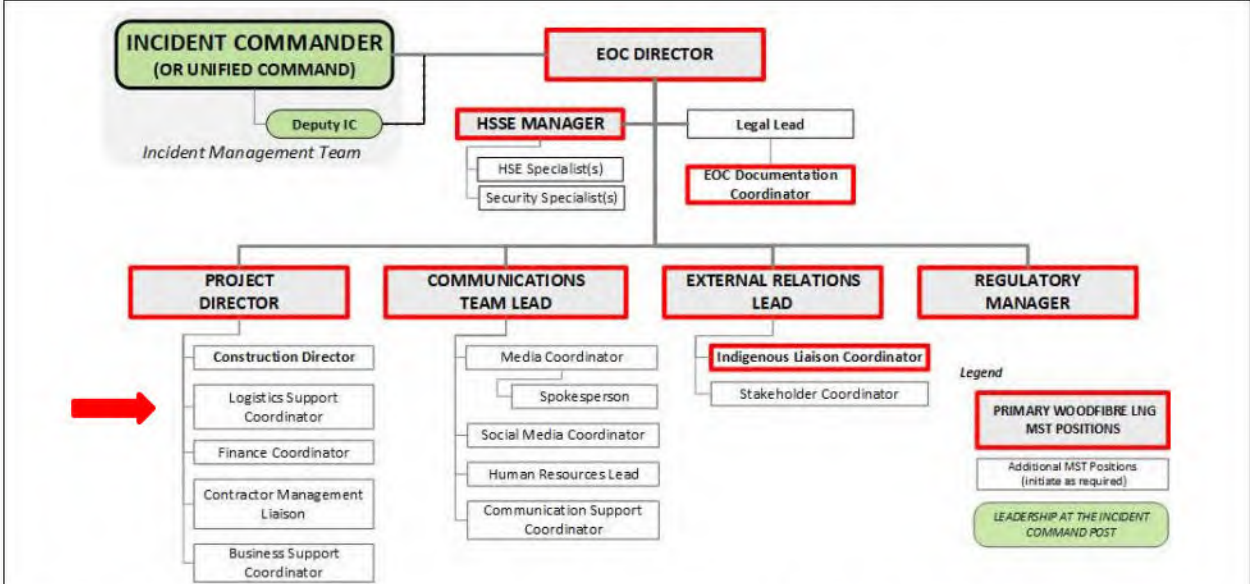


Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Communicate with the Project Director and obtain a briefing.	
	Clarify information and start your own ICS-214 Activity Log.	
	Obtain understanding of support required – needed skills & staffing requirements.	
	Provide advice and support to Project Director as requested.	
	Make recommendations and provide technically sound solutions.	
	Determine need for any specialized resources in support of the incident and activate necessary additional project support personnel.	
	Support ongoing evaluation of response strategies and tactics.	
	Determine your 24-hour staffing requirements as required.	
	If the incident continues , arrange for backups for your role on the team and within the base business, as required.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	

Time	Post Incident Tasks	Done
	Participate in the incident response debriefing meeting	
	Deactivate your position when authorized by the Project Director.	
	Submit all documentation to the EOC Director.	

<p>Logistics Support Coordinator</p>



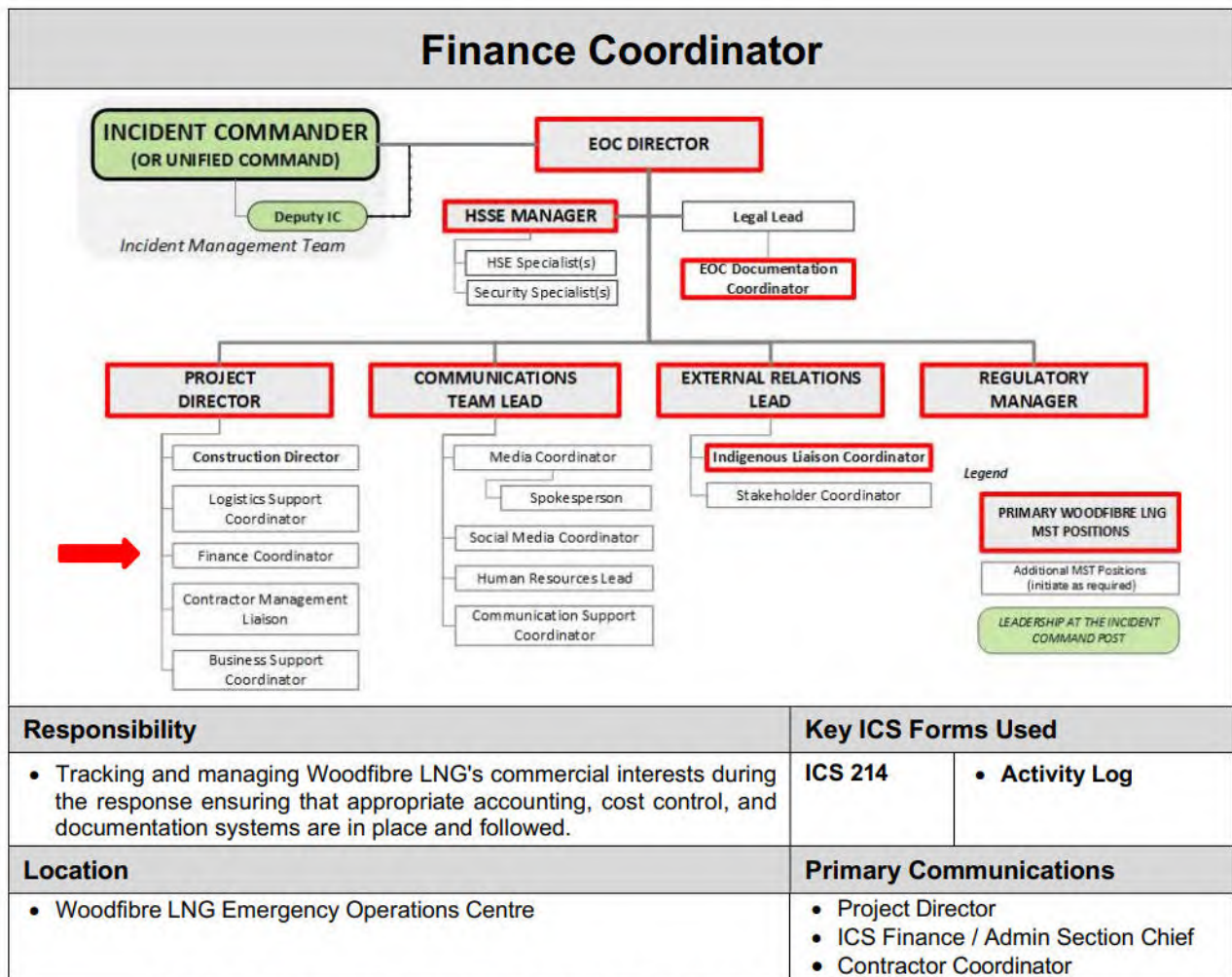
Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> Responsible for providing additional logistical services, and material in support of the incident, when needed. 	ICS 214	<ul style="list-style-type: none"> Activity Log
Location	Primary Communications	
<ul style="list-style-type: none"> Woodfibre LNG Emergency Operations Centre 	<ul style="list-style-type: none"> Project Director ICS Finance / Admin Section Chief Contractor Coordinator 	

Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Report to the EOC, check-in with Project Director and obtain a briefing.	
	Clarify information and start your own ICS-214 Activity Log	
	Establish and equip an Emergency Operations Centre (EOC) and communicate location to MST team.	
	If there is a site-based Logistics Section Chief established, contact the Logistics Section Chief, exchange contact information, and offer support.	
	As requested , proactively mobilize resources and support materials such as equipment, food, etc.	
	Track the status of ordered resources and their estimated time of arrival.	
	Review the longer-term resource requirements and arrange for additional resources if the need is anticipated.	
	Place additional resources on standby, as necessary.	
	Arrange procedures for spending authorities with the Project Director and EOC Director.	

Time	Initial Tasks	Done
	Determine food, accommodation, and transportation requirements and make the appropriate arrangements to provide what is required – preferably in advance of it being needed.	
	Engage additional logistical support personnel as required.	
	Update the Project Director and/or the EOC Director on an ongoing basis	
	Place additional resources on standby, as necessary.	
	Engage additional logistical support personnel as required.	
	Ensure that all documentation is completed and consolidated.	
	If the incident continues , arrange for backups for your role on the team and within the base business, as required.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	

Time	Post Incident Tasks	Done
	Participate in the incident response debriefing meeting	
	Deactivate your position when authorized by the Project Director.	
	Submit all documentation to the EOC Director.	



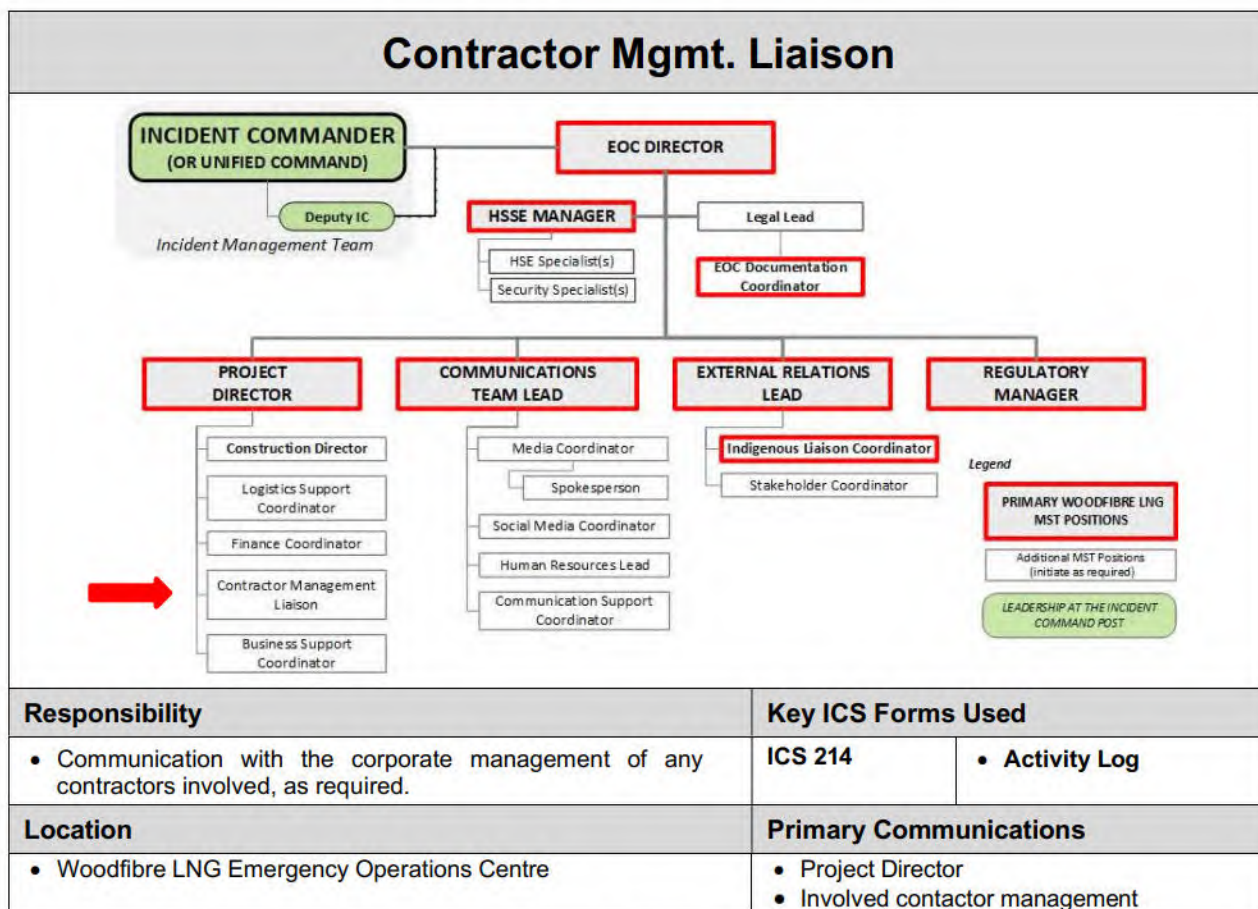
Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Report to the EOC, check-in with Project Director and obtain a briefing.	
	Clarify information and start your own ICS-214 Activity Log.	
	Support the EOC in assessing the situation based on known information and develop a preliminary estimate of costs generated by the site response and MST.	
	If there is a site-based Finance Section Chief established, contact the Finance Section Chief, exchange contact information, and offer your support.	
	Ensure that appropriate accounting procedures are in place to monitor costs and provide cost estimates for the response as requested by the Project Director and /or the EOC Director.	
	Support Woodfibre LNG costing and purchasing. <ul style="list-style-type: none"> Establish all POs, AFEs, etc. Access cash as required 	
	Ensure sufficient spending authorities are established to support the response.	

Time	Initial Tasks	Done
	As requested, support in contacting the company's insurer and/or contractor head office personnel (re: policies for handling outside claims for compensation, damages, and other costs as required by the situation).	
	Update the Project Director and/or the EOC Director on an ongoing basis	
	If the incident continues , arrange for backups for your role on the team and within the base business, as required.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	

Time	Post Incident Tasks	Done
	Participate in the incident response debriefing meeting	
	Deactivate your position when authorized by the Project Director.	
	Submit all documentation to the EOC Director.	

Contractor Mgmt. Liaison

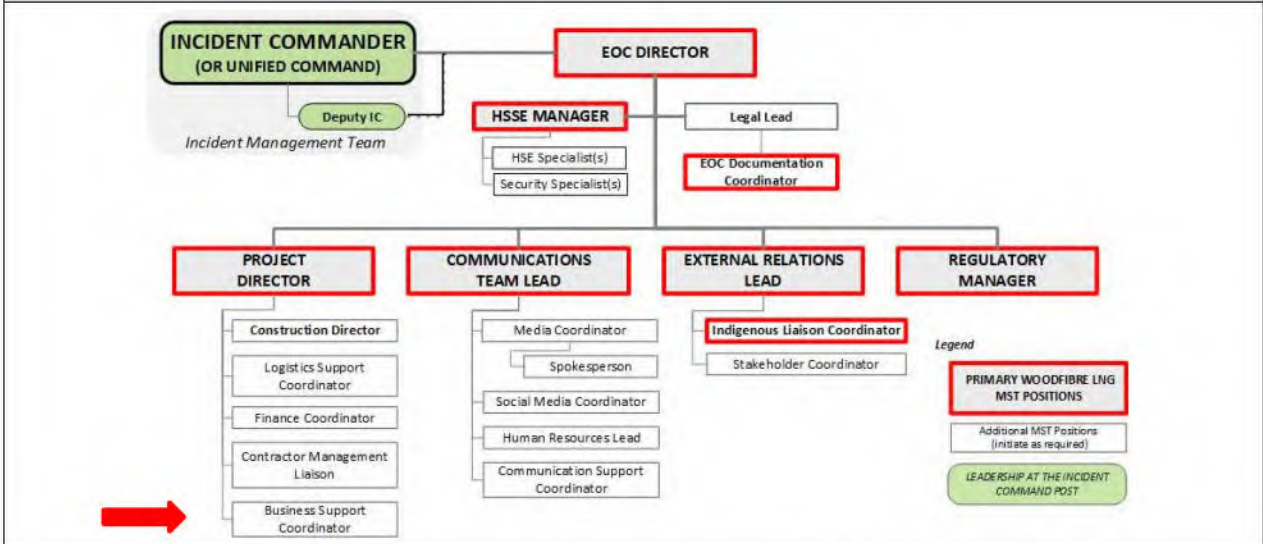


Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> Communication with the corporate management of any contractors involved, as required. 	ICS 214	<ul style="list-style-type: none"> Activity Log
Location	Primary Communications	
<ul style="list-style-type: none"> Woodfibre LNG Emergency Operations Centre 	<ul style="list-style-type: none"> Project Director Involved contractor management 	

Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Report to the EOC, check-in with Project Director and obtain a briefing.	
	Clarify information and start your own ICS-214 Activity Log.	
	Confirm the contractors affected and / or involved in the response effort.	
	Determine the priority contractor head office notifications that need to be made.	
	As directed, notify corporate management of any contractors involved	
	Provide regular updates to Contractor Management Representatives and notify the Project Director and EOC Director of any interorganizational issues.	
	If the incident continues , arrange for backups for your role on the team and within the base business, as required.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	
Time	Post Incident Tasks	Done
	Deactivate your position when authorized by the Project Director.	
	Submit all documentation to the EOC Director.	

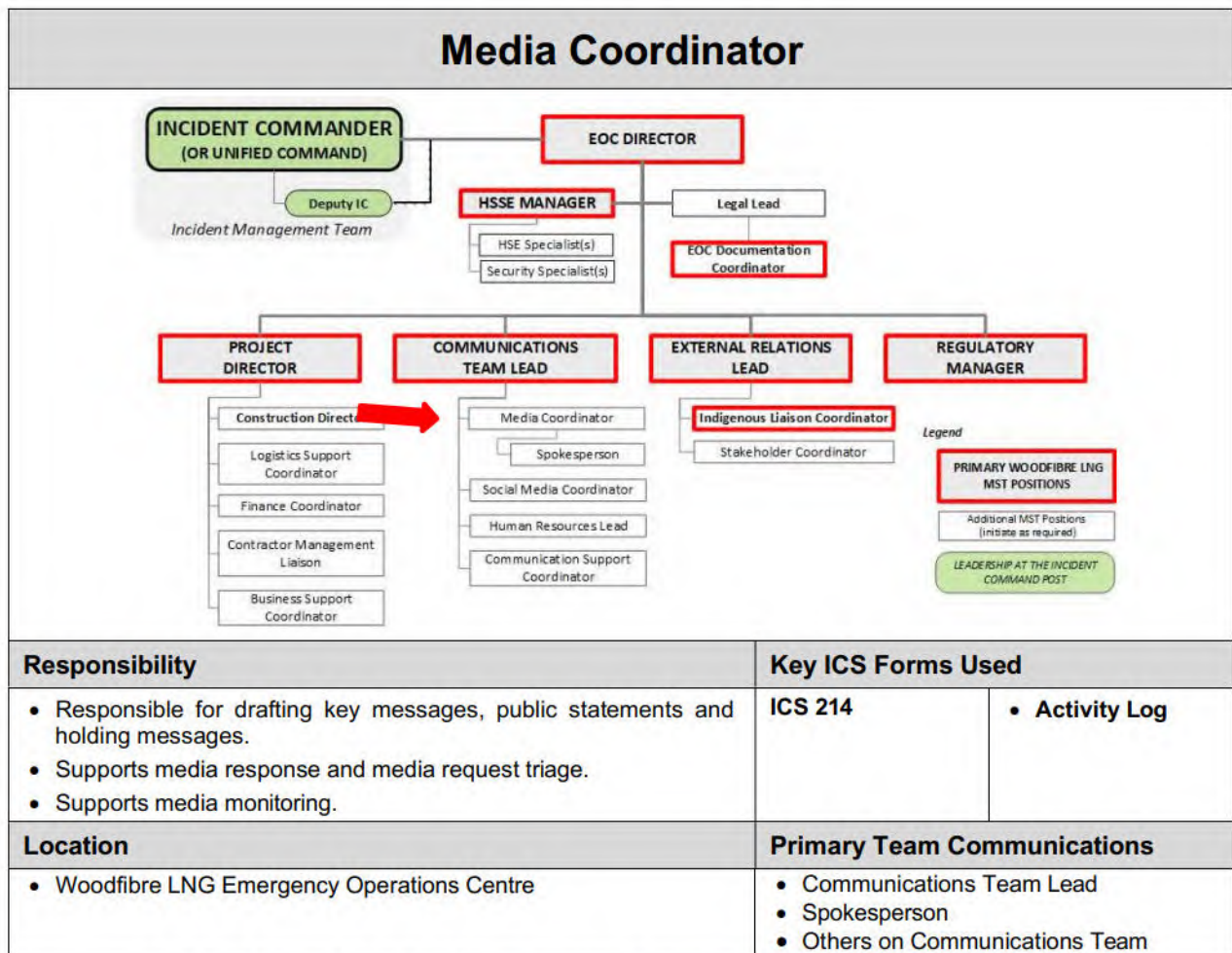
Business Support Coordinator



Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> Coordinate the support from any other needed Woodfibre LNG department of service wot support the MST and the response. 	ICS 214	<ul style="list-style-type: none"> Activity Log
Location	Primary Communications	
<ul style="list-style-type: none"> Woodfibre LNG Emergency Operations Centre 	<ul style="list-style-type: none"> Project Director Involved contactor management 	

Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Report to the EOC, check-in with Project Director and obtain a briefing.	
	Clarify information and start your own ICS-214 Activity Log.	
	Determine the priority support needed by the Management Support Team	
	Activate and mobilize required support, department, or personnel (I.e., IT Support, Telecommunications Support, Travel Coordination etc.)	
	Appoint a leader of each company department / service group engages and clarify what is needed – by when. Then track work to completion.	
	Provide regular updates to Project Director and notify the Project Director and EOC Director of any delays, problems, or organizational issues.	
	If the incident continues , arrange for backups for your role on the team and within the base business, as required.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	
Time	Post Incident Tasks	Done
	Deactivate your position when authorized by the Project Director.	
	Submit all documentation to the EOC Director.	



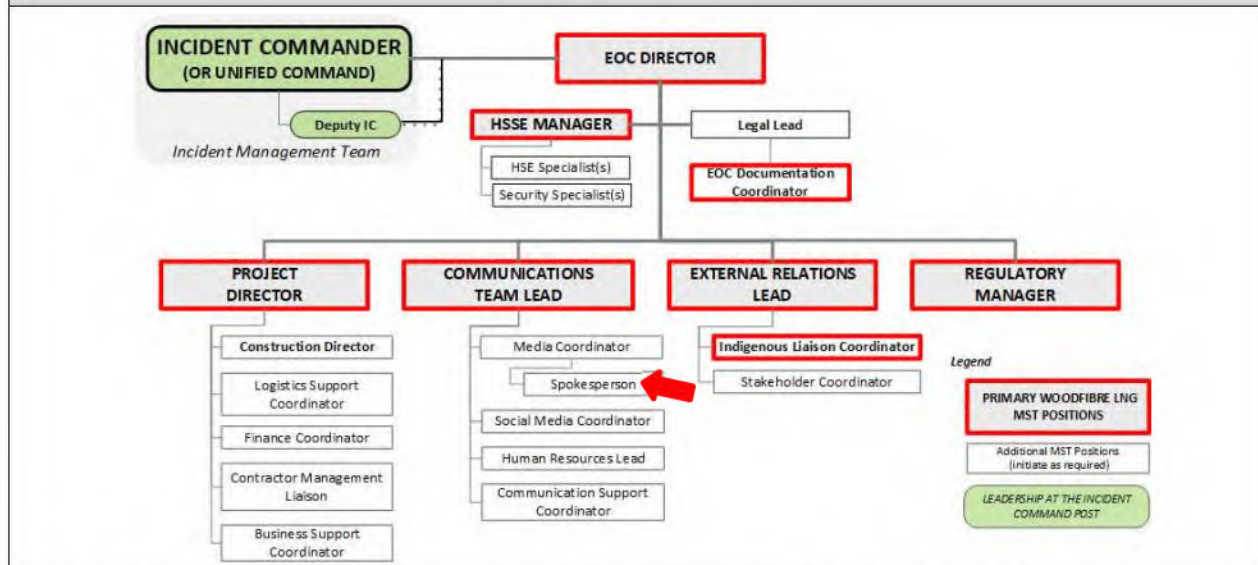
Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Report to the EOC, check-in with Communications Team Lead and obtain a briefing.	
	Clarify information and start your own ICS-214 Activity Log.	
	Clarify facts and draft key messages, public statements and holding messages	
	Work with the Communications Team Lead, Incident Commander, and Legal Lead to get key messages approved for external communications	
	Activate and implement the Woodfibre LNG Communications Plan	
	Support media response and media request triage.	
	Support media monitoring.	
	Support media response and media request triage.	
	Complete all Media Coordinator responsibilities within the Communications Plan, including any additional tasks given by the Communications Team Lead	
	Keep a record of all telephone calls or emails from the public. Questions from concerned family members will be forwarded to the Communications Team Lead.	

Time	Initial Tasks	Done
	If an issue or crisis directly harms or affects a Woodfibre LNG employee, contractor, worker, stakeholder, or member of the public, special messages to this person, or to their family and friends will be developed by the Media Coordinator.	
	If the incident continues , arrange for backups for your role on the team and within the base business, as required.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	

Time	Post Incident Tasks	Done
	Participate in the incident response debriefing meeting	
	Deactivate your position when authorized by the Communications Team Lead.	
	Submit all documentation to the EOC Director.	

Spokesperson



Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> Available for media response Notification and contact for stakeholders. Notification and contact for project partners, RGE. Calls to families of victims 	ICS 214	<ul style="list-style-type: none"> Activity Log
Location	Primary Team Communications	
<ul style="list-style-type: none"> Woodfibre LNG Emergency Operations Centre 	<ul style="list-style-type: none"> Media Coordinator 	

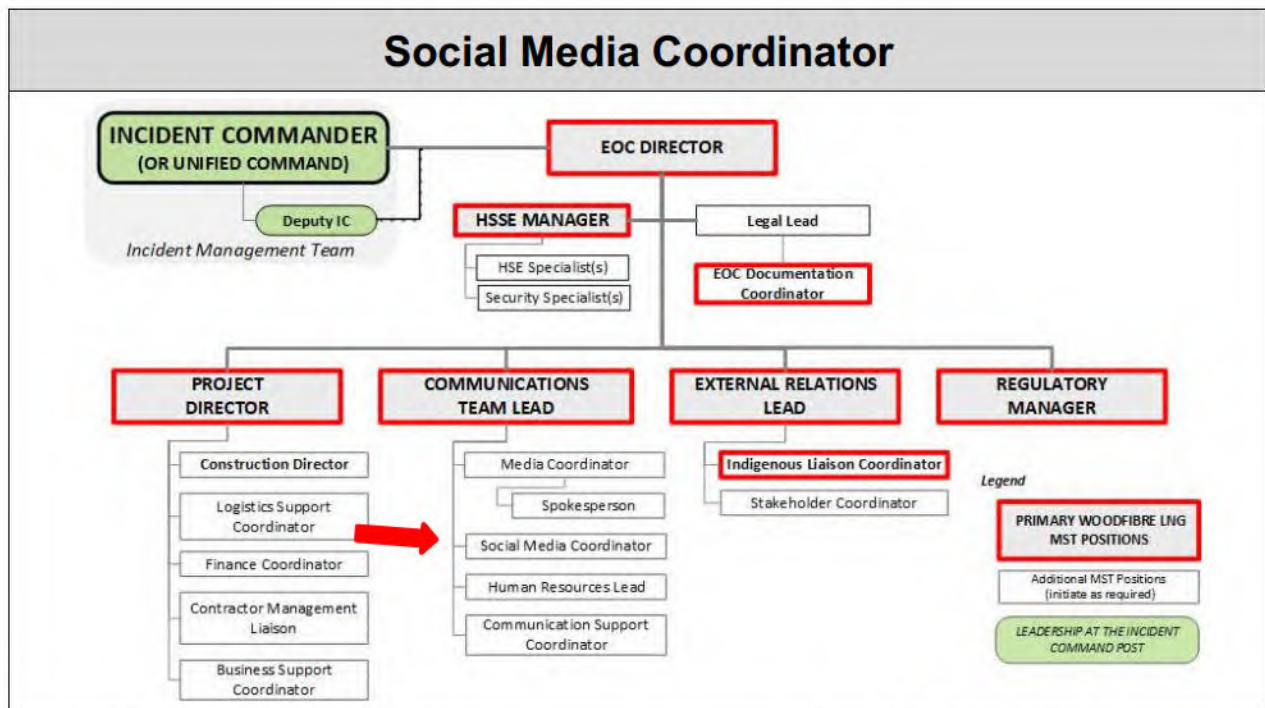
Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Report to the EOC, check-in with Media Coordinator and Communications Team Lead. Obtain a briefing.	
	Clarify information and start your own ICS-214 Activity Log.	
	Read draft key messages, public statements and holding messages if already drafted prepared by Media Coordinator	
	Support the Media Coordinator as requested in get key messages approved for external communications. Communications Team Lead, Incident Commander, and Legal Lead must approve messages.	
	Complete all Spokesperson responsibilities within the Communications Plan, including any additional tasks given by the Media Coordinator.	
	Maintain availability and prepare for media response	
	Only when directed, provide notification, and contact for project partners, RGE	
	Only when directed, and when casualty identification has been triple-checked and confirmed; provide personal notification and caring support to families/next of kin of any injured Woodfibre LNG employees.	

Time	Initial Tasks	Done
	Obtain advice on messaging and get assistance in spokesperson preparation from Media Coordinator and/or Communications Team Lead.	
	Act as Spokesperson: The goal for the spokesperson will be to remain factual and transparent while also expressing humanity and empathy.	
	If the incident continues, arrange for backups for your role on the team and within the base business, as required.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	

Time	Post Incident Tasks	Done
	Participate in the incident response debriefing meeting	
	Deactivate your position when authorized by the Media Coordinator or Communications Team Lead.	
	Submit all documentation to the EOC Director.	

Social Media Coordinator



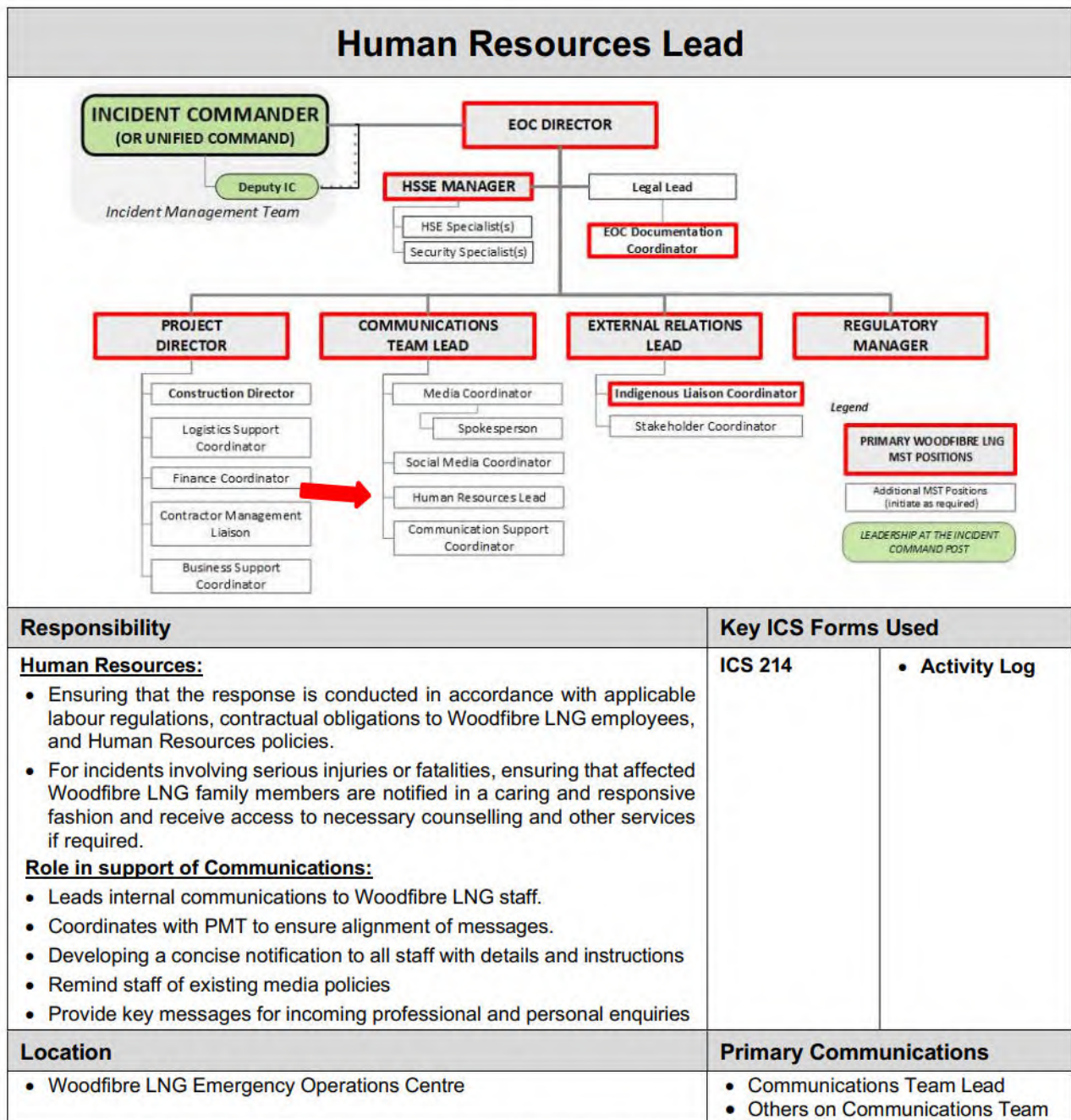
Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> Monitors social media and major media for reaction and developments. Posts online messages. Triage and management of incoming requests through digital channels 	ICS 214	<ul style="list-style-type: none"> Activity Log
Location	Primary Communications	
<ul style="list-style-type: none"> Woodfibre LNG Emergency Operations Centre 	<ul style="list-style-type: none"> Communications Team Lead Others on Communications Team 	

Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Report to the EOC, check-in with Communications Team Lead and obtain a briefing.	
	Clarify information and start your own ICS-214 Activity Log.	
	Clarify facts and draft key messages, draft social media posts and draft tweets.	
	Work with the Communications Team Lead, Incident Commander, and Legal Lead to get key messages approved for external social media communications	
	Activate and implement the Woodfibre LNG Communications Plan	
	Monitor social media and major media for reaction and developments	
	Post <u>approved</u> public updates to the requested digital channels, including Facebook, Twitter, and the company's webpage.	
	Triage and manage incoming requests through digital channels	
	Complete all Social Media Coordinator responsibilities within the Communications Plan, including any additional tasks given by the Communications Team Lead	

Time	Initial Tasks	Done
	Monitor digital channels for public enquiries. This includes social media, the Ask Woodfibre LNG website, and the public email addresses. Enquiries will be responded to using the Response Assistance Sheet (see Woodfibre Crisis Communications Plan).	
	Keep a record of all telephone calls or emails from the public. Questions from concerned family members will be forwarded to the Communications Team Lead.	
	If the incident continues , arrange for backups for your role on the team and within the base business, as required.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	

Time	Post Incident Tasks	Done
	Participate in the incident response debriefing meeting	
	Deactivate your position when authorized by the Communications Team Lead.	
	Submit all documentation to the EOC Director.	



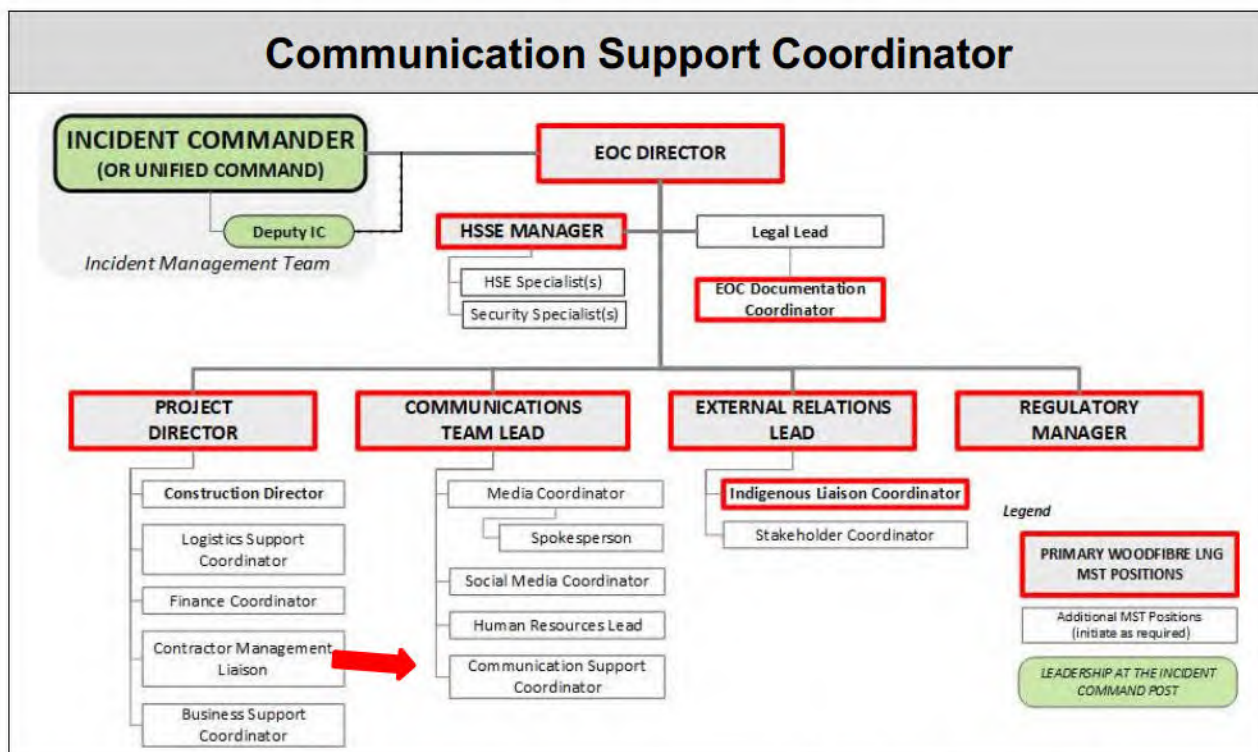
Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Report to the EOC, check-in with EOC Director and obtain a briefing.	
	Clarify information and start your own ICS-214 Activity Log.	
	Find out if any company or contract employees have been seriously injured and if there are any fatalities.	
	Determine if Woodfibre LNG responders will need:	

Time	Initial Tasks	Done
	<ul style="list-style-type: none"> Extended work hours Extended periods away from home Family visits Special compensation Special counselling (i.e., critical incident stress debriefing) Medical exams or testing 	
	Advise benefits group of injured Woodfibre LNG employees to begin case management.	
	Advise payroll of any payroll implications with respect to Woodfibre LNG related hours worked, overtime, deaths, etc.	
	Complete all HR responsibilities within the Communications Plan, including any additional tasks given by the Communications Team Lead	
	Advise on additional Woodfibre LNG staff requirements; consider the potential duration of the response and recovery, number of Woodfibre LNG involved in the response, the number of casualties and potential employee psychological impacts.	
	Link with the Communications Team Lead to get speaking points and key messages for others who may be communicating externally with Woodfibre LNG employee family members.	
	If the incident continues , arrange for backups for your role on the team and within the base business, as required.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	

Time	Post Incident Tasks	Done
	Participate in the incident response debriefing meeting	
	Deactivate your position when authorized by the EOC Director.	
	Submit all documentation to the EOC Director.	

Communication Support Coordinator



Responsibility	Key ICS Forms Used	
<ul style="list-style-type: none"> Helps to set up EOC and collaborates with Project Director to ensure EOC staff have food / refreshments. Coordinates a meeting point for families and staff. Coordinates media briefing room Ensures Woodfibre LNG office and Sirocco building are secure 	ICS 214	<ul style="list-style-type: none"> Activity Log
Location	Primary Communications	
<ul style="list-style-type: none"> Woodfibre LNG Emergency Operations Centre 	<ul style="list-style-type: none"> Communications Team Lead Others on Communications Team 	

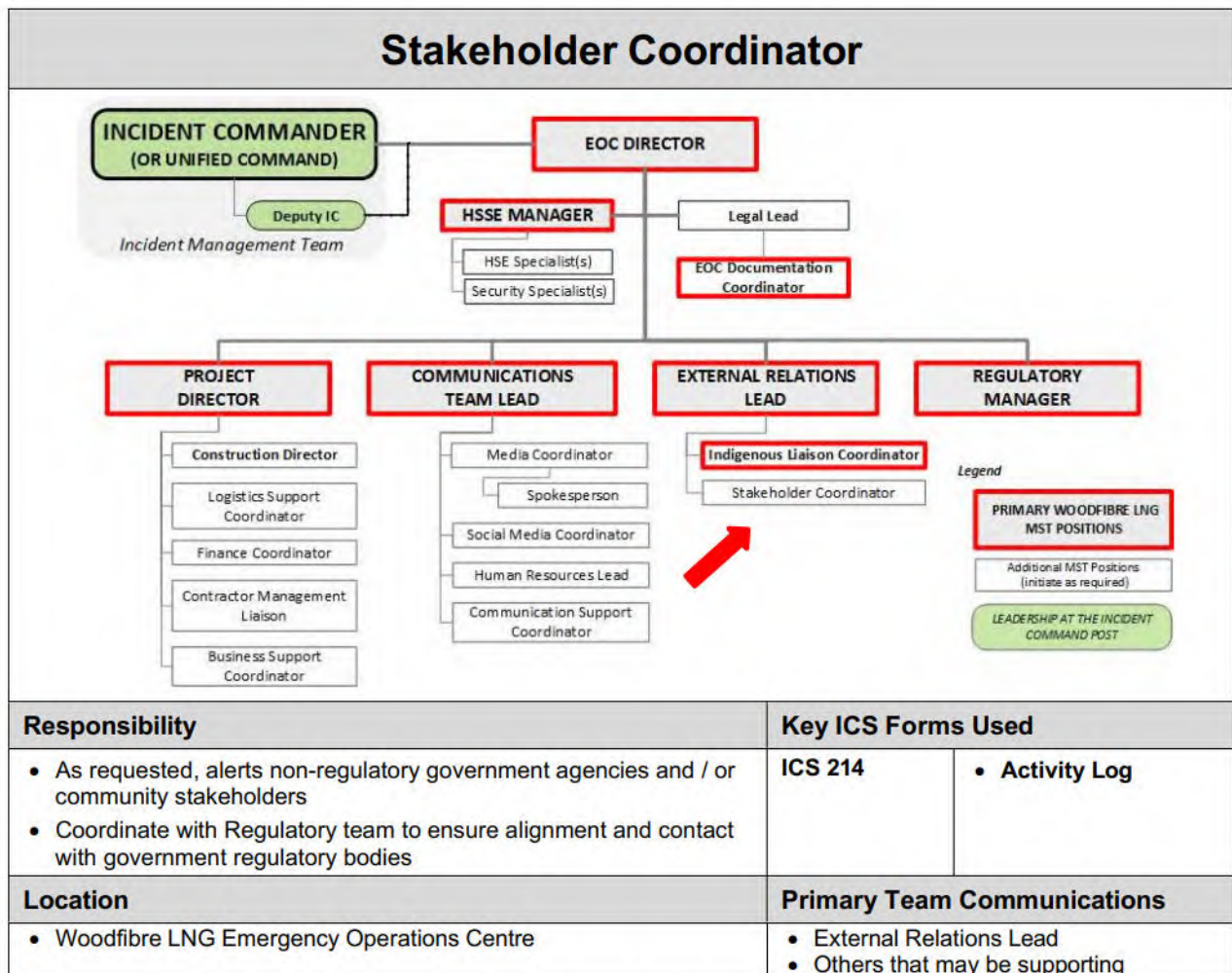
Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Report to the EOC, check-in with Communications Team Lead and obtain a briefing.	
	Clarify information and start your own ICS-214 Activity Log.	
	Confirm if the MST Logistics Coordinator and / or EOC Documentation Coordinator positions have been appointed. If so, work closely with the Logistics Coordinator and / or EOC Documentation Coordinator, to set up the Emergency Operations Centre. (EOC) and ensure that the MST have refreshments and food as required.	
	Assist the EOC Documentation Coordinator in setting up and keeping the EOC Information Display current	
	Complete all Communication Support responsibilities within the Communications Plan, including any additional tasks given by the Communications Team Lead.	
	Ensure Woodfibre LNG office and Sirocco building are secure	

Time	Initial Tasks	Done
	If the incident continues , arrange for backups for your role on the team and within the base business, as required.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	

Time	Post Incident Tasks	Done
	Participate in the incident response debriefing meeting	
	Deactivate your position when authorized by the Communications Team Lead.	
	Submit all documentation to the EOC Director.	

Stakeholder Coordinator



Order of consideration depends on the specific factors of each emergency.

Time	Initial Tasks	Done
	Report to the EOC, check-in with External Relations Lead and obtain a briefing.	
	Clarify information and start your own ICS-214 Activity Log.	
	Confirm the Emergency Level Classification made by the Incident Commander.	
	Determine the priority external notifications that need to be made.	
	Activate and implement the Woodfibre LNG Communications Plan	
	As requested, alert non-regulatory stakeholders: government, community stakeholders. Communicate with Regulatory team to ensure alignment and contact with government regulatory bodies	
	Complete all Stakeholder Coordinator responsibilities within the Communications Plan, including any additional tasks given by the External Relations Lead.	
	Provide regular updates to Agency Representatives and notify the External Relations Lead and EOC Director of any interorganizational issues.	

Time	Initial Tasks	Done
	If the incident continues , arrange for backups for your role on the team and within the base business, as required.	
	Shift Change: Communicate your shift change to all direct reports. Fully brief your relief on events and status of actions being taken.	

Time	Post Incident Tasks	Done
	Participate in the incident response debriefing meeting	
	Deactivate your position when authorized by the External Relations Lead.	
	Submit all documentation to the EOC Director.	

Appendix E Media Guidelines

All communications with media to be managed by the Woodfibre LNG Communications Team Lead in Vancouver, who will implement the Woodfibre Communication Plan and designate a Spokesperson.

- Do NOT engage with the media unless authorized to do so.
- Be polite and helpful, but do not comment on the situation.
- Do not distribute the Communications Director's contact information to the reporter.
- Notify Sean Beardow Woodfibre LNG Communications Director of any media at the location.

Responding to a Telephone Call from the Media

All personnel should use these prompts when responding to a telephone call from a reporter.

1. **Woodfibre LNG has a Communications Director to answer your questions, his name is Sean Beardow.**
2. **Sean has requested that your inquiry be forwarded to him immediately. He will call you back as soon as information is available.**
3. **Can I get your contact information please?**

Reporter's first and last name	•
Media affiliation	•
Information requested by the reporter.	•
Phone number where the reporter can be reached	•
Time the reporter called	•

4. **I do not have any information, but I will notify the Communications Director, who will get back to you as soon as possible. THANK YOU.**

IMMEDIATELY DELIVER THIS INFORMATION TO

Woodfibre LNG Director, Communications Planning and Media Relations

Confidential contact information has been removed from this copy of the plan.

Media Access to the Site:

The number one priority in any emergency is life safety, including the safety of any media representatives.

During an emergency, media access to the incident site is strictly prohibited, unless approved by the Incident Commander, the EOC Director and Communications Team Lead.

If denied, provide explanation to media that for their own safety, they are denied access to area. If access is granted, limited numbers of media personnel should be safely escorted by Woodfibre LNG personnel while on Woodfibre LNG property and activities such as photographing / filming are only allowed when safe to do so and in compliance with Woodfibre LNGs requirements.

Media Releases

All media releases should be submitted to the BC Energy Regulator and reviewed by other supporting or assisting agencies before release.

Appendix F Post Incident Guideline

POST INCIDENT GUIDELINE	
Actions	Considerations
Assess & Consultation	<ul style="list-style-type: none"> After the emergency has been brought under control, the Incident Commander, <u>in consultation with the EOC Director and appropriate agencies</u>, will assess the situation and determine when the emergency can be declared over, and response activities terminated.
Declare ALL CLEAR Stand down & terminate response	<ul style="list-style-type: none"> Incident Commander will reduce Emergency Level and then remove the emergency level, declaring an ALL CLEAR, terminating the emergency response. The ALL-CLEAR stand down needs to be communicated internally and externally. The Incident Commander will ensure that agencies, stakeholders, or any other parties that have been notified during the incident are re-notified and told that the emergency has been downgraded or resolved and that the ALL CLEAR has been given.
Regulatory Approval	<ul style="list-style-type: none"> Depending on the nature and severity required of the incident, regulatory approval may be required to restart or return operations to normal.
Restart and/or return to normal operations	<p>Once the emergency has been declared over, work can begin to return operations to normal.</p> <p>The Incident Commander will:</p> <ul style="list-style-type: none"> Continue to keep the accident area isolated and leave the area undisturbed until investigations have been completed and approval has been given to resume operations. Ensure that records are kept of all investigations, the names and addresses of all witnesses are recorded, and that all reports are completed and distributed. Support the EOC Director with notification to families of injured persons, as required. Manage outstanding matters related to any employees or contractors directly involved with the emergency response. Assess the need for Critical Incident Stress Debriefing for site staff. Ensure all responders provide all incident related documents. Compile and secure records and conduct incident response debriefing and reporting as required.

POST INCIDENT GUIDELINE

Actions	Considerations
	<ul style="list-style-type: none"> ▪ Work closely with and support the EOC Director and Communications Team in liaison with government agencies, community stakeholders, and Indigenous Groups. ▪ Prepare reports and analysis to assess the overall effectiveness of the response, the sequence of events causing the incident, and potential improvements to the Construction ERP. ▪ Continuing ongoing monitoring is required to assess environmental or health effects. <p>The EOC Director will:</p> <ul style="list-style-type: none"> ▪ Ensure the appropriate notification to family of injured persons: <ul style="list-style-type: none"> ○ If casualty is an employee, this will be undertaken by the EOC Director with support from the Woodfibre LNG Management Support Team (HR Lead) ○ If the casualty is a contractor, this will need to be undertaken by the contractor head office management. <p><u>Critical Incident Stress</u></p> <p>At the conclusion of the emergency, discuss with Incident Command (IC/UC) regarding the need for Critical Incident Stress Debriefing for any emergency responders. Symptoms of trauma include severe agitation, emotional upset, or other signs of stress, such as inability to sleep. The goal is to reduce the distress that workers and employers may experience immediately following an event, and to mitigate the development of further, more serious difficulties.</p> <ul style="list-style-type: none"> ▪ Proactively and promptly make the decision to provide counselling and/or Critical Incident Stress Debriefing to personnel through the Woodfibre LNG Management Support Team (Human Resources) employee assistance program. ▪ WorkSafeBC also provides critical incident response (free) support from trained professionals. <ul style="list-style-type: none"> ○ https://www.worksafebc.com/en/claims/report-workplace-injury-illness/critical-incident-response ○ Phone (toll-free answering service): 1.888.922.3700 ○ Hours of operation: 7 days a week, 9 a.m. to 11 p.m.

POST INCIDENT GUIDELINE	
Actions	Considerations
	<ul style="list-style-type: none"> ▪ Ensure all corporate responders / teams provide all incident related documents to Incident Command (IC/UC) who will compile and secure records and conduct incident response debriefing and reporting as required. ▪ Appoint a representative as the ongoing contact for any stakeholders affected by the emergency.
Evaluation of Emergency Response Post Incident After Action Report	<p>In accordance with BCER Emergency Management Regulations, Woodfibre LNG will conduct a debriefing and evaluation of any response to an emergency.</p> <p>A Post-Incident After Action Report will be prepared listing corrective action items that may drive updates and/or improvements to the emergency response plan, policies, procedures, resourcing, and training. The BCER Form D-Permit Holder Post Incident Report (See Construction ERP Appendix E) is required for all emergencies [level 1-3 incidents,] all pipeline incidents, and may also be requested by the BCER for minor incidents.</p>
Submission of Post Incident Report to BCER	<p>Post incident reports are to be submitted to the BCER within 60 days of an incident; however, extensions may be granted when weather or other site conditions are impeding access, or when the results of a technical investigation or third-party report require additional time to complete.</p> <p>Extensions should be requested prior to the 60-day submission deadline.</p>

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Appendix G Interface Management

Construction work scopes will be executed almost entirely by specialized construction firms (MDR (EPC Contractor) and Subcontractors) with the requisite skills and resources, with CB&I Canada Ltd, a McDermott Company (McDermott) fulfilling MDR (EPC Contractor) responsibilities during the project execution.

Prior to mobilization to site, each Subcontractor must provide McDermott with their key personnel contact list. The contact list of vendor technicians working on site is maintained by Site Security. This list of key Subcontractor and vendor personnel will be made available in the Incident Command Post to supplement this ERP Appendix A. A general overview of this Construction Emergency Response Plan and site emergency procedures is provided to all personnel during the site orientation process.

McDermott will provide medical and emergency response coverage for Woodfibre LNG Employees while on-site during the construction project and McDermott will coordinate Site access for any agency representatives and visitors to ensure their safety is prioritized without compromising nor delaying their visit purposes. While onsite, all agency representatives and visitors will follow the Site's HSSE requirements and will be provided with the medical care necessary in the event of an emergency.

Woodfibre LNG holds the responsibility to directly interface with other companies not under McDermott management control (i.e., FortisBC and BC-Hydro). Woodfibre LNG will maintain regular communication with McDermott regarding their planned activities and will provide a Hazard Identification Register to ensure any potential events have the proper level of response planned.

FortisBC

FortisBC employees and Contractors will use the Project Site as access to their workplaces (Tunnel and V2 Compressor Station). Woodfibre LNG is developing an Access Agreement with FortisBC where all aspects of the Site and Access Period, Purposes, Right of Way, and Property rights related to the Eagle Mountain – Woodfibre Gas Pipeline Project have been clearly defined.

Once the Woodfibre LNG – FortisBC Access Agreement is executed, McDermott will include the commitments and requirements applicable to the Construction Project MDR (EPC Contractor) within the Project HSSE Interface Plan (350106-HS-PL-000004) and Access Control Plan (350106-SY-PL-000004).

- McDermott will develop coordination protocols with FortisBC through Woodfibre LNG dialogue and leadership, to ensure site access and communication is made available to FortisBC.
- FortisBC compliance with MDR (EPC Contractor) obligations and HSSE plans and procedures is required to maintain a safe work environment for all project personnel.
- McDermott will coordinate the emergency response and first aid support with FortisBC when its employees and/or contractors need those services while performing activities within McDermott controlled areas or locations.

Other Organizations

Woodfibre LNG will interface with other organizations and entities such as BC-Hydro and Indigenous Groups when they need access to the site for different purposes, including:

- BC-Hydro – Access to inspect, modify and/or troubleshoot all equipment and services related to the electrical transmission located in Woodfibre LNG property boundaries.
- Indigenous Groups – Access to their unceded traditional land surrounding Woodfibre LNG's property boundaries to exercise their right for assembly, hunting, and other cultural activities.

Woodfibre LNG will advise McDermott if any impacts to the MDR (EPC Contractor)'s scope of work is anticipated regarding BC-Hydro or Indigenous group interface and, of any support required to provide safety, medical and/or emergency response coverage for these other organizations.

Appendix H Maps

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West Laydown	7
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MARINE-LAND TRANSPORT TO SQUAMISH GENERAL HOSPITAL



AIR TRANSPORT TO VANCOUVER GENERAL HOSPITAL

Subject to review and approval by McDermott and Woodfibre LNG

Option 1 – Non-Stand-By EC135T2+ Aircraft to Vancouver General



Option 2 – Non-Stand-By AS350B2 Aircraft to Vancouver Harbour Helipad and ground transport to Vancouver General Hospital



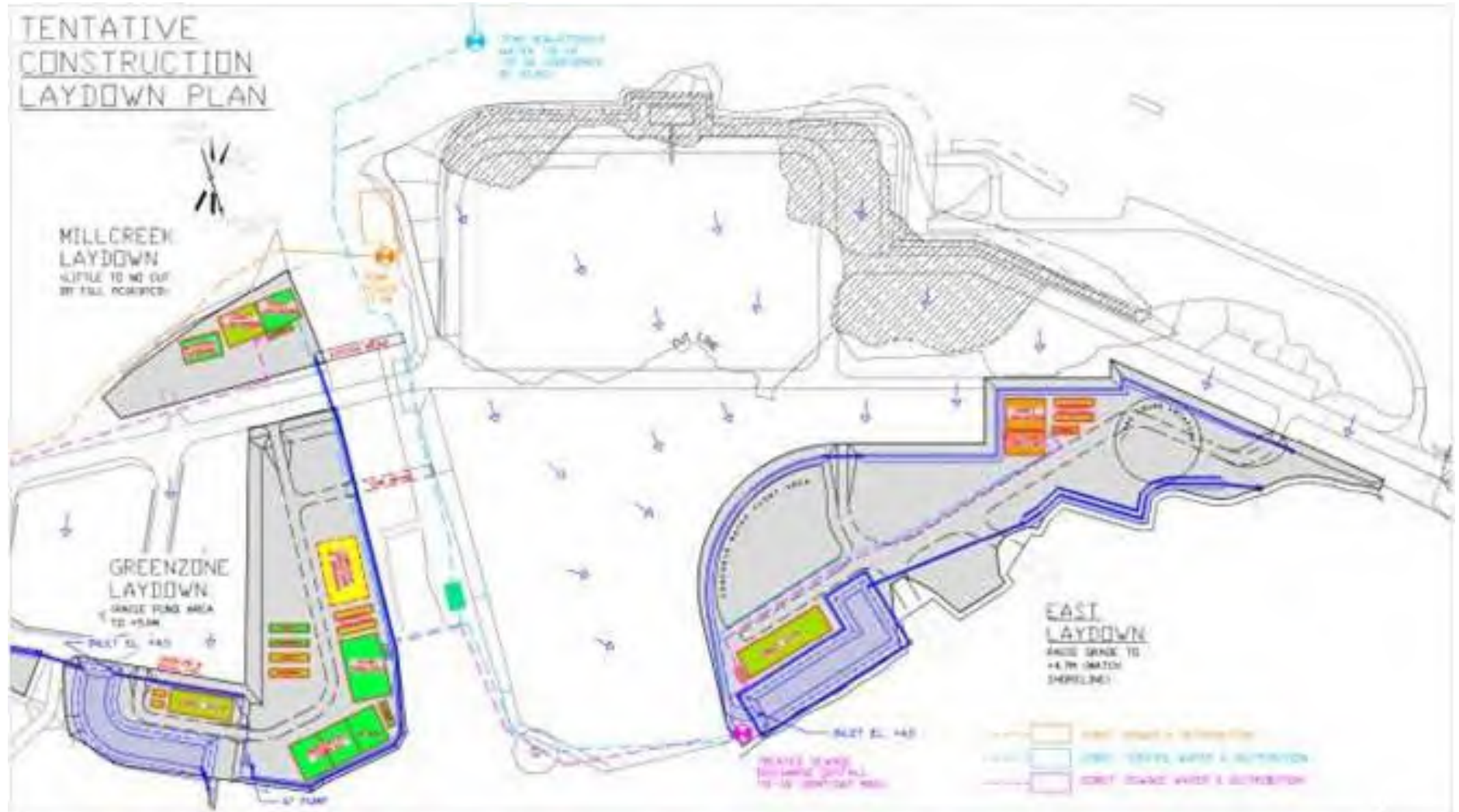
SITE EVACUATION AND MUSTER POINTS

The Plot Plan below reflects the Site's active roads and pedestrian access as of November 2024.

Subject to change



GREENZONE LAYDOWN AND EAST LAYDOWN



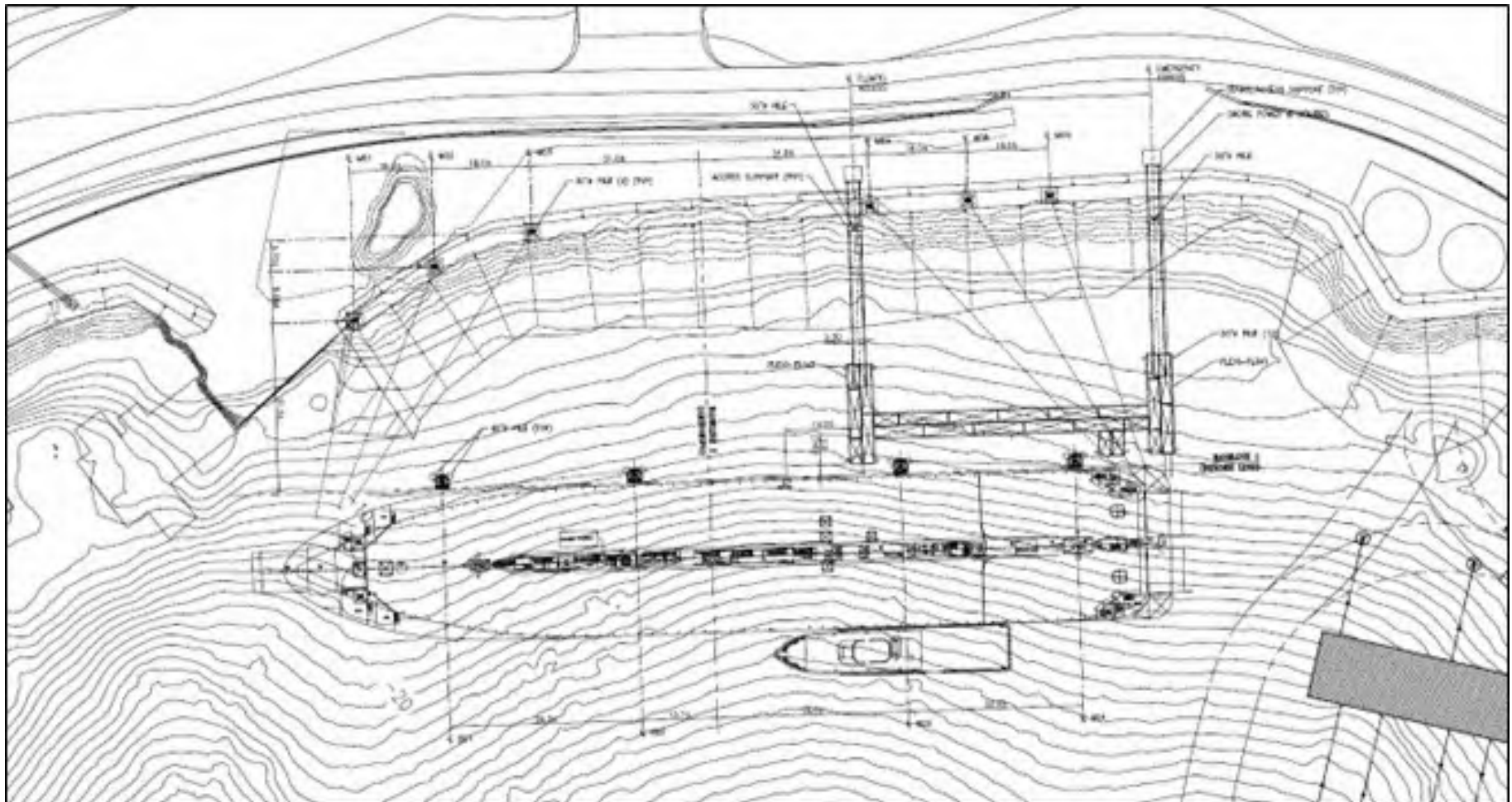
Subject to change

WEST LAYDOWN



Subject to change

FLOATEL LAYOUT



Subject to change

Appendix I Hazardous Products

Included below is a list of most probable health effects that could occur at the construction project location. During the course of the Construction Project, other hazardous materials may be present.

Refer to SDS sheets and the [Transportation Canada Emergency Response Guidebook](#) for a description and health effects of unlisted hazardous products.

Hazardous Product	Volume / Locations	General Description	Health Effects
Diesel	<ul style="list-style-type: none"> 43,000L diesel storage tank – FKM – Located near North barge landing 23,000L diesel storage tank – WLNG – Located near main boat dock 2,000L diesel storage tank – WLNG – Located near Leachate plant 453L diesel tidy tank – WLNG – Located in ½ ton light vehicle 	<ul style="list-style-type: none"> Bright, oily liquid; clear to yellow in colour with mild hydrocarbon /diesel odour. Flammable liquid and vapour. 	<ul style="list-style-type: none"> May be fatal if swallowed and enters airways. Causes skin irritation. Harmful if inhaled. May cause damage to organs through prolonged or repeated exposure.
Gasoline	<ul style="list-style-type: none"> 4,600L gasoline storage tank – WLNG – Located near main boat dock 	<ul style="list-style-type: none"> Clear to slightly amber with Hydrocarbon / Gasoline odour. Extremely flammable liquid and vapour. 	<ul style="list-style-type: none"> May be fatal if swallowed and enters airways. - Causes skin irritation. - May cause drowsiness or dizziness. - May cause cancer. - May cause damage to organs through prolonged or repeated exposure.

Hazardous Product	Volume / Locations	General Description	Health Effects
Hydraulic and Lube Oil	<ul style="list-style-type: none"> 25L Hydraulic oil – in Leachate plant 	<ul style="list-style-type: none"> Amber liquid with petroleum / hydrocarbon odour 	<ul style="list-style-type: none"> May cause skin and eye irritation. - Repeated or long term exposure may cause dizziness or drowsiness.
Propane / LPG	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> Colourless, liquefied petroleum gas. - Extremely flammable and may explode when heated. Will be easily ignited by heat, sparks, or flames. Will form explosive mixtures with air. - Vapours from liquefied gas are initially heavier than air and spread along ground. <p>With flame impingement on LPG cylinders – the liquefied gas may begin to boil inside the cylinder, increasing pressure and may explode and rocket (BLEVE)</p>	<ul style="list-style-type: none"> May displace oxygen and cause rapid suffocation. - May cause respiratory irritation. • Contact with rapidly expanding or liquefied gas may cause irritation and/or frostbite. • May cause eye and skin irritation
Methanol	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> Clear, colourless liquid. - Alcohol-like odour. • Highly flammable in liquid and vapour. 	<ul style="list-style-type: none"> • Toxic if swallowed. - Toxic in contact with skin. - Toxic if inhaled. • Causes damage to organs.
Compressed Air	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> High pressure air 	<ul style="list-style-type: none"> • Possible burns, abrasions and skin punctures or irritation

Hazardous Product	Volume / Locations	General Description	Health Effects
Carbon Dioxide (CO₂)	<ul style="list-style-type: none"> 10000 kg storage vessel 	<ul style="list-style-type: none"> Carbon Dioxide 	<ul style="list-style-type: none"> May displace oxygen and cause rapid suffocation. Asphyxiant in high concentrations Symptoms may increase respiration and heart rate. May cause permanent damage to organs including the brain and heart. Symptoms of mild frostbite include numbness, prickling and itching. Symptoms of more severe frostbite include a burning sensation and stiffness. The skin may become waxy white or yellow. Blistering, tissue death and infection may develop in severe cases.
Emissions	<ul style="list-style-type: none"> From vehicle internal combustion engines 	<ul style="list-style-type: none"> Carbon monoxide 	<ul style="list-style-type: none"> Very toxic. <ul style="list-style-type: none"> Can harm the blood (decreased ability to carry oxygen). Symptoms may include headache, nausea, dizziness, drowsiness, and confusion. May cause permanent damage to organs including the brain and heart. Symptoms of mild frostbite include numbness, prickling and itching. Symptoms of more severe frostbite include a burning sensation and stiffness. The skin may become waxy white or yellow. Blistering, tissue death and infection may develop in severe cases.
Nitrogen	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> Ruptured cylinders may rocket. 	<ul style="list-style-type: none"> May displace oxygen causing dizziness or asphyxiation

<p>Low concentrations of Hydrogen Sulphide (H₂S)</p>	<ul style="list-style-type: none"> • Potentially in old mill groundwork 	<ul style="list-style-type: none"> • Rotten egg smell at low concentrations –inhibits olfactory senses at high concentrations. • Heavier than air; will tend to disperse slower in sheltered or low lying areas. • Extremely toxic • Flammable - explosive when mixed with air – forms SO₂ when combusted 	<ul style="list-style-type: none"> - May cause irritation of eyes, nose and throat, dizziness, and drowsiness. Contact with skin may cause irritation and possibly dermatitis. • Initial odour of H₂S detected at about 0.1 ppm. • While on-site concentrations are not this high, H₂S may cause a loss of sense of smell at 100 ppm. At even higher concentrations, severe irritation of eyes, nose, throat and lungs, dizziness, headache, nausea, unconsciousness, and respiratory failure / death may occur if not revived promptly
<p>Steam</p>	<ul style="list-style-type: none"> • TBD (possibly in winter) 	<ul style="list-style-type: none"> • High pressure, high temperature air/water 	<ul style="list-style-type: none"> • Possible burns and skin irritation.

Hazardous Product	Volume / Locations	General Description	Health Effects
Other	<ul style="list-style-type: none"> • 1L Base – in Leachate plant • 1L Acid – in Leachate plant • (1) X 1000L tote of waste oil – chemical shed • (12) x 12v batteries – WLNG laydown on Woodfibre Main Road 	<ul style="list-style-type: none"> • Refer to SDS 	<ul style="list-style-type: none"> • Refer to SDS

Appendix J Emergency Equipment

Included below is a list of emergency equipment at the construction project location.

1. McDermott Work Area:

Equipment		Location
Communication Equipment		
Phone – Cellular phones for voice communication		Authorized persons
Field Communication – VHF Radios		Authorized site persons
Data Entry – iPads, tablets		Project Site
Internet – satellite link or a site temporary communications network for internet access will be used with VoIP service.		Site office buildings
First Aid Equipment		
WorkSafeBC Level 3 First Aid Kit		Project Site
WorkSafeBC Oxygen Kit		Project Site
WorkSafeBC Compliant First Aid Room – Trailer		Project Site
WorkSafeBC Compliant First Aid Room – Floatel Facility		Floatel Accommodation
4x4 Industrial Ambulance		Project Site
4x4 Industrial Ambulance		Squamish Dock
Automated External Defibrillators		Project Site & Floatel
Rescue Equipment		
General	Pulley systems	Project Site
	Rope systems	
	Block and tackle systems	
	Carabiners and swivels	
	Radio system (VHF) with site frequencies	
	Sked® Rescue basket	
	Wire basket	
	Retrieval Winch	
	Edge protectors	
High Angle	Descenders: Petzl®, figure eight or equivalent	Project Site
	Ascenders	
Confined Space	Rescue Tripod(s)	Project Site
	Self-Contained Breathing Air (SCBA) equipment	
	4-Gas Air Monitors (O ₂ , H ₂ S, LEL, CO) w/ pump	
	Lockout/Tagout devices, as applicable	
Vehicle Rollover	Cutters	Project Site
	Spreaders,	
	Vehicle Stabilization tools,	
	Telescopic ram,	
	Spine boards,	
Trench	Rapid deployment AirShore Struts or equivalent,	Project Site
	Uprights, waler systems,	
	Trench cushions,	
	Davit arm(s),	

ppendix I – Hazardous

Equipment		Location
Fire Response Equipment		
Structural Fire	Fire Truck	Project Site
	Halligan Bars (or similar)	Authorized Persons
	Thermal Imaging Devices	
	Self-Contained Breathing Air (SCBA) equipment	
	Firefighter Turnout Gear	
Wildfire	Fire Rake(s)	Authorized Persons
	Brush Hook(s)	Light vehicles on the Project Site
	Pulaski tool(s)	
	Shovel	
	18L Hand Tank Pump (Piss Can)	
	Fire Extinguisher (5lb ABC minimum)	
Spill Containment Equipment		
The list and quantity of spill materials and equipment, and locations is subject to change and will be updated as construction evolves		
General Notes:		
<ul style="list-style-type: none">• Spill kits and drums must be suitable for the conditions i.e., hydrophobic vs hydrophilic. Subcontractors must inspect the spill kits and update the inventory for weather conditions. Subcontractors must have replacement spill pads and socks for drums and kits stored on site so the content can be replaced after each use.• Depending on the size of land-based spill additional heavy equipment (i.e., Skidsteer, dozer) may be required to build a earth berm to contain the spill and prevent it from spreading.• Below is a list of spill materials and equipment that must be on site and readily available in the event of a medium to large spill to land, stormwater, creeks and marine. The marine items must be staged at the marine for fast and effective deploy. The number of individual items is an estimate and will need to be assessed by the land and marine subcontractors based on the spill risk, number of work fronts open, equipment operating, and volumes of chemicals being stored and/or used.		
Land Based	Spagsorb (or equivalent) – 40 bags	Project Site
	Hydrophobic absorbent pads - 500	
	Hydrophilic absorbent pads - 1000	
	Hydrophobic absorbent socks 3" - 24	
	Hydrophobic absorbent boom 6" connectable - 8	
	Submersible pump -2	
	Shop vac - 1	
	Garbage bags (extra strong) - 50	
	PPE (long rubber gloves, goggles, life jackets, waders, Tyvek suits/coveralls) – 4 each	
	Shovels - 2	
	Brooms - 2	
	Ice chisels - 2	
	Containment for free product (pop up or an empty 1000L tote) - 2	
	Disposal sac for contaminated material (lined super sacs) - 2	
	Rope – 50 ft	

Equipment		Location
	Zip ties - 50	
	Delineation cones – 4	
	Spill trays - 4	
Marine Based	Floating spill containment booms – 100 ft	Project Site
	Connectable floating absorbent booms (hydrophobic) – 100 ft	
	Hydrophobic absorbent pads – 1000	
	Hydrophobic absorbent socks 3" - 40	
	Hydrophobic absorbent boom 6" connectable – 8	
	Hydrophobic absorbent boom 8" connectable – 8	
	Oil skimmer - 1	
	Pike poles - 2	
	Boat + operator - 1	
	PPE (long rubber gloves, goggles, life jackets, waders, Tyvek suits/coveralls) – 4 each	
	Containment for free product (pop up or an empty 1000L tote) - 2	
	Disposal sac for contaminated materials (lined super sacs) - 2	
	Rope – 100 ft	
	Zip ties - 50	
	Garbage bags (extra strong) – 50	
	Spill trays - 4	
Heavy Equipment Available		
Excavator – 25T		Project Site – Land Based
Excavator – 45T		Project Site – Land Based
Excavator – 90T		Marine and Shoreline
Flat Deck Barges		Marine and Shoreline
Dozer – D6		Project Site – Land Based
Skidsteer Tracked – Large		Project Site – Land Based
Skidsteer Tracked – Medium		Project Site – Land Based
Loader – 950/380		Project Site – Land Based
Loader – 980/500		Project Site – Land Based

2. FKM Work Area

Supplies	Location
FKM MTC/ ETV w/ ETV Supplies/ Materials	FKM Portal
Equipment - Spill Kits	Each Piece of Equipment
Large Spill Kit Stations	Portal & Quarry
OFA First Aid Room –	Portal Location
Marine Emergency Transport Vessel	WLNG Dock
Wildfire Tools	<ul style="list-style-type: none"> • Pulaski's • Shovels • Pickaxes • Water Delivery System x2 (450 meter of hose, toolkit, pump) • Backpack Water Suppression • All heavy equipment has 20lbs fire extinguishers. • All heavy equipment with Pulaski and shovels. • All pick-up and vehicle have Pulaski, shovel, and hand pumps
Mine Rescue	<ul style="list-style-type: none"> • Trained Mine Rescue Personnel • 6 Bio Marine Rescue Packs are on surface at WLNG and BCR sites • W65 Rebreather Self Rescuer Packs
Automatic External Defibrillator	FKM First Aid Room

3. SMJV Work Area

Emergency Type	Equipment
Injury / Illness	First aid kits, first aid attendants, radio communication and transportation according to regulatory requirements based on number of workers and distance to a hospital.
Fire	The type of firefighting equipment must be appropriate to deal with the hazard identified and may include dry chemical fire extinguishers, water hoses and tanks, water back packs.
Spills	Spill kits commonly contain absorbents, neutralizing materials and PPE. Equipment and material required depends on the type and volume of substances present and nature and distance to receptors (land/water).
Traffic incidents	Radio communications, sat/cell phones, reflectors first aid kits and minimum equipment according to SMJV Light Vehicle Management Standard and PSSP.
Avalanche / Rockslides	Radio communications, sat/cell phones, mobile treatment centre, heavy equipment, locate beacons if necessary.
Other – Natural Hazard Emergencies (Flood, High Winds, Tornado, Severe Weather)	Radio communications, cell phones, heavy equipment, first aid supplies, locate beacons if necessary. Refer to SMJV Severe Weather Standard.

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Spill Reporting Form

Ministry of Emergency Management and Climate Readiness (EMCR): 1-800-663-3456

Information with * are not required under the Spill Reporting Regulation but may be useful.

*Date of reporting:	*Time of reporting:
Person reporting the spill to EMCR:	Phone number:
Address:	Email:
Responsible Person (RP): The person/company in possession, charge, and/or control of the substance when it was spilled	RP Phone number:
Address:	Email:
Owner of the substance spilled:	Phone number:
Address:	Email:
Date of spill:	Time of spill:
Location of Spill Site:	
Description of spill location and surroundings:	
Description of source of spill:	
Type of substance spilled:	Quantity of substance spilled:
Description of the circumstances, cause, and adverse effects of the spill:	
Actions taken to address the threat or hazard caused by the spill:	

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Appendix I – Hazardous

Reporting to Other Agencies: Check Agency reported or present at the incident, provide name of Agency Contact and name of Woodfibre person who contacted the agency.

Notified	Present	Agency	Agency Representative	
			Print Name	Contact Number
		EMCR 1-800-663-3456		
		BC Energy Regulator (BCER)		
		Ministry of Environment and Climate Change (MOE)		
		Environment and Climate Change Canada (ECCC)		
		Canadian Coast Guard		
		CANUTEC		
		Squamish Nation (SN)		
		Tsleil-Waututh Nation (TWN)		
		District of Squamish (DoS)		
		Other:		

Other comments/actions taken:

*

*Information Form completed by:
*Phone number:

*Title:
*Date:

When a spill or the risk of a spill occurs, report it immediately by calling 1-800-663-3456.
For more information refer to the British Columbia [Report a Spill](#) webpage.

Threatening Phone Call Form

DATE:		<input type="checkbox"/>		
TIME:				
CALLER <input type="checkbox"/> MALE <input type="checkbox"/> FEMALE				
APPROX. AGE:				
ACCENT:				
CALL DISPLAY				
THREAT: <i>(Exact Wording)</i>				
IF BOMB THREAT:				
QUESTIONS:	WHEN WILL THE BOMB GO OFF? <i>(Date and time)</i>			
	WHERE IS IT LOCATED?			
	WHAT DOES IT LOOK LIKE?			
	WHY DID YOU PLACE IT?			
DID CALLER REVEAL ANY IDENTIFYING PARTICULARS? <i>(i.e.: nickname, familiarity with staff, etc.)</i>				
DID CALLER APPEAR FAMILIAR WITH BUILDING / SITE BY DESCRIPTION OF BOMB LOCATION?				
VOICE:	SPEECH:	LANGUAGE:	MANNER:	BACKGROUND:
<input type="checkbox"/> Loud	<input type="checkbox"/> Fast	<input type="checkbox"/> Excellent	<input type="checkbox"/> Calm	<input type="checkbox"/> Quiet
<input type="checkbox"/> Soft	<input type="checkbox"/> Slow	<input type="checkbox"/> Good	<input type="checkbox"/> Angry	<input type="checkbox"/> Voices
<input type="checkbox"/> High Pitched	<input type="checkbox"/> Distinct	<input type="checkbox"/> Fair	<input type="checkbox"/> Rational	<input type="checkbox"/> Street Traffic
<input type="checkbox"/> Deep	<input type="checkbox"/> Distorted	<input type="checkbox"/> Poor	<input type="checkbox"/> Irrational	<input type="checkbox"/> Airplanes
<input type="checkbox"/> Raspy	<input type="checkbox"/> Stutter	<input type="checkbox"/> Foul	<input type="checkbox"/> Coherent	<input type="checkbox"/> Trains
<input type="checkbox"/> Pleasant	<input type="checkbox"/> Nasal	<input type="checkbox"/> Use of certain Words or Phrases	<input type="checkbox"/> Incoherent	<input type="checkbox"/> Animals
<input type="checkbox"/> Intoxicated	<input type="checkbox"/> Slurred	<input type="checkbox"/>	<input type="checkbox"/> Deliberate	<input type="checkbox"/> Party Noise
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Emotional	<input type="checkbox"/> Music
REMARKS:			<input type="checkbox"/> Laughing	<input type="checkbox"/> Office
OTHERS ADVISED:				
<input type="checkbox"/> Your supervisor	<input type="checkbox"/> INCIDENT COMMANDER	<input type="checkbox"/> RCMP		
Time		Time		

(24:00):

Time (24:00):

(24:00):

Confined Space Rescue Plan Template

MCDERMOTT

Woodfibre LNG Project



Document Title:	Document No.	Rev:
Confined Space Rescue Form	350106-HS-FM-000013.0001	A

Work details			
Rescue Plan #		Developed By:	
Site name:	Woodfibre LNG	Contractor:	
Specific Location:		Specific Work Area:	
Confined space access point:		Date:	
Related permits/Certificates	<input type="checkbox"/> Confined Space Entry Permit <input type="checkbox"/> Lockout/Tagout Permit <input type="checkbox"/> Hot Work Permit <input type="checkbox"/> Excavation and Trenching Permit		
Description of Task:			

Emergency communication requirements	
Emergency phone number (ERT):	Emergency Channel:
Incident hotline (Clinic):	Emergency assembly location:

Potential rescue situations
<input type="checkbox"/> Entrapment <input type="checkbox"/> Height <input type="checkbox"/> Hazardous atmosphere <input type="checkbox"/> Hazardous chemicals <input type="checkbox"/> Fire <input type="checkbox"/> Electrical <input type="checkbox"/> Other:
Will entry and exit to the work area impact on any emergency rescue? <input type="checkbox"/> Yes <input type="checkbox"/> No (if YES, it must be addressed in rescue strategy)

Emergency equipment ERT will respond with:		
<input type="checkbox"/> Harness <input type="checkbox"/> Life / rescue line <input type="checkbox"/> Tripod / davit arm / anchor points <input type="checkbox"/> Backboard with webbing straps <input type="checkbox"/> Hazardous chemical suit <input type="checkbox"/> Crane / AWP (boom lift)	<input type="checkbox"/> First aid kit <input type="checkbox"/> Basket stretcher/SKED <input type="checkbox"/> Roll-up stretcher <input type="checkbox"/> Ropes/Carabiners/Pulleys <input type="checkbox"/> Satellite / mobile phone <input type="checkbox"/> Gas detector (4-Gas)	<input type="checkbox"/> Breathing apparatus <input type="checkbox"/> Oxygen resuscitation equipment (Oxy-Viva) <input type="checkbox"/> Lighting <input type="checkbox"/> Firefighting equipment <input type="checkbox"/> Ventilation equipment <input type="checkbox"/> Defibrillator

Confined Space Diagram:	ERT Member List:

Rescue Strategy:	
<ul style="list-style-type: none"> Option 1: Option 2: Option 3: Entry and exit points: Air quality monitoring: PPE: 	
Entry Supervisor Name (Print):	Signature:

Briefing requirements	
Participants in the rescue party have been briefed on the rescue plan prior to the work commencing	Yes <input type="checkbox"/> Rescue equipment checked Yes <input type="checkbox"/> By:

Uncontrolled Copy if Printed

Page 1 of 1




BCER Form C - Emergency Incident Form

	<p>FORM C EMERGENCY INCIDENT FORM BC Oil and Gas Commission 6534 Airport Road Fort St. John BC V1J 4M6 Phone: (250) 794-5200 emp@bcogc.ca</p>
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This is an internal Commission document provided to Industry for reference purposes only.

This document outlines the information that will be requested by Commission emergency management staff following any Level 1, 2 or 3 incident, as defined in the [Emergency Management Matrix](#) available on the Commission's website.

Source: <https://www.bc-er.ca/files/operations-documentation/Emergency-Response-and-Safety/form-c-emergency-incident-form-nov-release-2017.pdf>

 BC.COMMISSION	FORMC EMERGENCY INCIDENT FORM RCOOC 6534 Airport Road P.O. Box 1, John BC V1J 4M6 Phone: (250) 794-5200 enlp@bcog.ca

This form is to be used for emergencies which meet OGC Level 1, 2, or 3 Classification.

The emergency must be reported to the Commission within 1 hour of the incident.

Oil and Gas Commission 24 hour Emergency Number:

250-794-5200

EMBC 24 hour Emergency Number: 1-800-663-3456

MISCELLANEOUS INFORMATION		
DGIR#:	Ledger Number:	Kelmit Number:
Incident Date (YYYY-MM-DD):		Incident Time (24 hour clock): 0 PST QMST
Received Date (YYYY-MM-DD):		Received Time (24 hour clock): QPST Q MST
INFORMATION of PERSON REPORTING INCIDENT TO OGC		
Permit holder Name:		Reported by (name):
Phone Number:		Alternate Number:
E-mail:		Fax Number:
INCIDENT DETAILS		

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LEVEL OF EMERGE: <CY		
Risk Score: (attach risk matrix) 0 Level 1 0 Level 2 0 Level 3		
D Informed company they must contact the OGC to downgrade or stand down the level.		
SITE TYPE (Select one only)		
0 Well (Active)	0 Well (Abandoned/Suspended)	0 Remote Sump
0 Well (Drilling & Completions): Rig Name:		
D Battery/Plant/facility	0 Tank Farm/Storage	0 Pipeline
0 Riser (Pipeline)		
D Road or Road Structure: Name:		Location on road:
0 Other -Specify:		
INCIDENT TYPE (check all that apply)		
0 Spill (releases and discharges)	0 fire/Explosion	0 Drilling Kick
0 Worker Injury	0 Security (theft, theft, sabotage, terrorism)	0 Induced Seismicity
0 Well Bore Communication	0 Pipeline Boring	0 Vehicle
0 Equipment/Structure Damage		
0 Other -Specify:		
ACTIVITY (check all that apply)		
D Construction (road, lease, pipeline, facility)	0 Drilling/Exploration	D Waste-Management
D Processing (natural gas, petroleum liquids, other)	D Well Fracturing	D Servicing
<input type="checkbox"/> Repair	D Flaring (emergency)	0 Well Testing
D Pressure testing	D Transportation	
0 Other: Specify:		
CONSEQUENCE OR IMPACTS (check all that apply) (If none, leave blank)		
0 Worker Safety (fatality, injuries)	0 Property (government, public, private)	0 Economic (loss of and/or damage to equipment or infrastructure, loss of production, work stoppage)
0 Other -Specify:		
AREA INFORMATION		
Land Type: 0 Private Land 0 Crown Land		Field Name:
Area Type: 0 Forest 0 Muskeg	0 Farmland	0 Residential 0 Other

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Access: <input type="checkbox"/> ATV <input type="radio"/> Helicopter <input type="radio"/> Four-wheel-drive <input type="radio"/> Two-wheel-drive <input type="radio"/> Unknown			
Name of road the asset is located on:			
Km where the incident occurred:			
Distance to nearest residence/public facility:			
Nearest City/Town/Open Camp:			
CAUSE (check all that apply)			
<input type="radio"/> Third Party	<input type="radio"/> Manufacturing Defect	<input type="radio"/> Corrosion (internal, external)	
<input type="radio"/> Employee (negligence, procedural, behavioural)	<input type="radio"/> Natural (weather, flood, fire)	<input type="radio"/> Failure (materials, mechanical, equipment, system)	
<input type="radio"/> Geological	<input type="radio"/> Over Pressuring Equipment		
<input type="radio"/> Unknown at this time Explain:			
<input type="radio"/> Other Factors - Specify:			
CAUSE/REMEDIAL ACTIONS			
Describe the cause and remedial actions in more detail:			
WEATHER			
Weather Conditions:		<input type="radio"/> Clear	<input type="radio"/> Cloudy <input type="radio"/> Other
Wind Direction: From:		N NE NW E SE S SW W	
Wind Strength:		<input type="radio"/> Calm <input type="radio"/> Moderate <input type="radio"/> Strong <input type="radio"/> Gusty	
Temperature:		°C	
Comments:			
PUBLIC INJURIES/ MEDICAL EMERGENCIES			
<input type="checkbox"/> First Aid		<input type="radio"/> Hospitalization	<input type="radio"/> Fatality
Other:			

NOTIFICATION		
What government agencies has the permh holder notified?		
<input type="checkbox"/> OEMBC	<input checked="" type="checkbox"/> Ministry of Environment	<input checked="" type="checkbox"/> Ministry of Transportation
<input type="checkbox"/> Public Works	<input type="checkbox"/> WorkSafe BC	<input checked="" type="checkbox"/> Local Health Authority
<input checked="" type="checkbox"/> Regional/Local Authority	<input type="checkbox"/> RCMP	<input checked="" type="checkbox"/> Ministry of Forest
<input type="checkbox"/> National Energy Board	<input type="checkbox"/> Other Specify:	
Permit Holder instructed to call:		
MATERIAL INFORMATION		
Is spill/leak? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Spill Material Type: <input type="checkbox"/> Corrosive Acid <input checked="" type="checkbox"/> Emulsion (oil, gas, water) <input type="checkbox"/> Fresh Water <input type="checkbox"/> Liquid Hydrocarbon (crude, oil, diesel, fuel) <input type="checkbox"/> Methanol <input checked="" type="checkbox"/> Non-Toxic Gases (Nitrogen, Carbon Dioxide, Inert Gases) <input checked="" type="checkbox"/> Non-Toxic liquids <input type="checkbox"/> Salt Water <input type="checkbox"/> Sour Natural Gas <input type="checkbox"/> Sour Liquid (H ₂ S) <input type="checkbox"/> Sweet Natural Gas <input type="checkbox"/> Toxic Gas <input type="checkbox"/> Toxic Liquid <input type="checkbox"/> Other		
GAS		
Does this material contain any H ₂ S? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A		
If Yes, how much? _____ ppm		
Gas Rate: _____ tCYm 3d or mcf/d	Gas Volume: _____ 10 ³ m ³ or mmscf	
Can you hear/smell gas? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Is Propane/NGLs/LPGs? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
LIQUID		
Does this material contain any H ₂ S (Oil, water, condensate)? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A		
If Yes, how much? _____ ppm		
Liquid Rate: _____ m ³ /hr or BOPD	Liquid Volume: _____ m ³ or bbls or litres	
Other (Describe):		
Has spill been cleaned up? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A		
Date of Clean Up/Proposed Clean Up: _____ (mm/dd/yyyy)		
Estimated Cost of clean up: \$		

SAFETY ISSUES	
Hazard Response Zone Size:	km
Are responders in danger? <input checked="" type="radio"/> Unknown <input type="radio"/> No <input type="radio"/> Yes:	
Are public in danger? <input type="radio"/> Unknown <input type="radio"/> No <input type="radio"/> Yes	
First Nations Band Affected: <input type="radio"/> No <input checked="" type="radio"/> Yes Name of Band:	
Public safety actions taken:	
<input checked="" type="checkbox"/> Evacuation <input checked="" type="checkbox"/> Sheltering (Instruct Permit holder to contact local Authority) <input checked="" type="checkbox"/> Roadblock <input type="checkbox"/> Do you need or do you have a Closure Order? (Instruct Permit holder to contact M.O.T up to mile 82 on Alaska Highway, or Public Works from 82 north on Alaska highway for any public roads, and the OGC for Petroleum Development Resource roads, or Ministry of Forestry for forestry roads) <input type="checkbox"/> Do you need or do you have a NOTAF? <input type="checkbox"/> <input checked="" type="checkbox"/> Have you conducted a Transient Survey? <input type="checkbox"/> <input checked="" type="checkbox"/> Any radio Releases must be done in conjunction with OGC <input type="checkbox"/> <input type="checkbox"/> Have you or do you need to dispatch a mobile Air Quality Monitoring (Instruct Permit holder to contact Health Authority if public are involved) <input type="checkbox"/> <input type="checkbox"/> Have you or will you need to Ignite? <input type="checkbox"/> <input type="checkbox"/> Have you notified all tenure holders? Non-resident landowners/Trappers/Guide-Outfitters/Range Allotments/Grazing Lease <input type="checkbox"/>	
ASSETS	
GEOPHYSICAL PROGRAM (A UTM location is required)	
Geophysical #:	Program Name:
Client Name:	
UTM (NAD 83):	m easting m northing
(Place on the plan of the area that the incident happened. REQUIRED)	
SITE (On lease equipment, wells, or facilities) Fill in information in for asset with incident.	
Location of asset: NTS _____ or DLS _____, SEC _____, TWP _____, R _____ E _____ W6M	
OGC Site#:	Site Detail (on lease equipment):
WELL	
Well Authorization #:	Status of well:
Depth/Perforation:	Wellbore Fluid Density:
mKB	kg/ml

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 Effective: 01-Dec-2017

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Pit Gain	m	Kill Fluid Density	kg/ml
•SIDPP/SITP	kPa	•s1cr	kPa
...RSPP	kPa	Equipment:	
Operating Pressure:	kPa	Shut In Pressure:	kPa
•SIDPP •Stu, l. l in 01 ilt l > ipe Pr f. 'Suw' SITP - Shut in Tilt bi ng l > r 5t, l l re/SICP - Shut, io Cns. - ing P s l u • 6/ll. \$PP - Reduced SP (Pump Pressure)			
FACILITY.5			
OGC Facility Code# :		Equipment Site:	
Design Capacity:		Actual Output:	
Operating Pressure:		Operating Temperature:	
PROJECT (PIPELINES) (A UTM location is required)			
Project Location NTS from _____ NTSTo _____ OT DLS From _____, SEC _____, TWP _____ RGE _____ W6M DLSTo _____, SEC _____, TWP _____ RGE _____ W6M UTM (NAD 83): _____ m casting _____ m northing (Place on Pipeline where incident happened REQUIRED)			
Project #		Pipeline Segment #	
Product:		Line length between valves: _____ km	
ID	mm	OD	mm
Operating Pressure kPa		Maximum Operating Pressure kPa	
ESD or Block Valve Closure? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown			

OTHER LOCATION			
(Any asset that does not apply to above such as a road, remote sump, borrow pit, etc)			
(A UTM location must be filled out in the Location Section.)			
Location Type:		Location Description :	
Location of asset:		NTS _____ - _____ - _____ / _____ - _____ - _____ or	
		DLS _____, SEC _____, TWP _____, RGE _____ W6M	
UTM (NAD 83):		m easting	m northing REQUIRED
GPS:	Latitude:	Longitude:	

OTHER LOCATION			
(Any asset that does not apply to above such as a road, remote sump, borrow pit, etc)			
(A UTM location must be filled out in the Location Section.)			
Location Type:		Location Description :	
Location of asset:		NTS _____ - _____ - _____ / _____ - _____ - _____ or	
		DLS _____, SEC _____, TWP _____, RGE _____ W6M	
UTM (NAD 83):		m easting	m northing REQUIRED
GPS:	Latitude:		Longitude:

OTHER LOCATION			
(Any asset that does not apply to above such as a road, remote sump, borrow pit, etc)			
(A UTM location must be filled out in the Location Section.)			
Location Type:		Location Description :	
Location of asset:		NTS _____ - _____ - _____ / _____ - _____ - _____ or	
		DLS _____, SEC _____, TWP _____, RGE _____ W6M	
UTM (NAD 83):		m easting	m northing REQUIRED
GPS:	Latitude:		Longitude:

OTHER LOCATION			
(Any asset that does not apply to above such as a road, remote sump, borrow pit, etc)			
(A UTM location must be filled out in the Location Section.)			
Location Type:		Location Description :	
Location of asset:		NTS _____ - _____ - _____ / _____ - _____ - _____ or	
		DLS _____, SEC _____, TWP _____, RGE _____ W6M	
UTM (NAD 83):		m easting	m northing REQUIRED
GPS:	Latitude:		Longitude:

OTHER LOCATION			
(Any asset that does not apply to above such as a road, remote sump, borrow pit, etc)			
(A UTM location must be filled out in the Location Section.)			
Location Type:		Location Description :	
Location of asset:		NTS _____ - _____ - _____ / _____ - _____ - _____ or	
		DLS _____, SEC _____, TWP _____, RGE _____ W6M	
UTM (NAD 83):		m easting	m northing REQUIRED
GPS:	Latitude:		Longitude:

OTHER LOCATION			
(Any asset that does not apply to above such as a road, remote sump, borrow pit, etc)			
(A UTM location must be filled out in the Location Section.)			
Location Type:		Location Description :	
Location of asset:		NTS _____ - _____ - _____ / _____ - _____ - _____ or	
		DLS _____, SEC _____, TWP _____, RGE _____ W6M	
UTM (NAD 83):		m easting	m northing REQUIRED
GPS:	Latitude:		Longitude:

OTHER LOCATION			
(Any asset that does not apply to above such as a road, remote sump, borrow pit, etc)			
(A UTM location must be filled out in the Location Section.)			
Location Type:		Location Description :	
Location of asset:		NTS _____ - _____ - _____ / _____ - _____ - _____ or	
		DLS _____, SEC _____, TWP _____, RGE _____ W6M	
UTM (NAD 83):		m easting	m northing REQUIRED
GPS:	Latitude:		Longitude:

OTHER LOCATION			
(Any asset that does not apply to above such as a road, remote sump, borrow pit, etc)			
(A UTM location must be filled out in the Location Section.)			
Location Type:		Location Description :	
Location of asset:		NTS _____ - _____ - _____ / _____ - _____ - _____ or	
		DLS _____, SEC _____, TWP _____, RGE _____ W6M	
UTM (NAD 83):		m easting	m northing REQUIRED
GPS:	Latitude:		Longitude:

OTHER LOCATION			
(Any asset that does not apply to above such as a road, remote sump, borrow pit, etc)			
(A UTM location must be filled out in the Location Section.)			
Location Type:		Location Description :	
Location of asset:		NTS _____ - _____ - _____ / _____ - _____ - _____ or	
		DLS _____, SEC _____, TWP _____, RGE _____ W6M	
UTM (NAD 83):		m easting	m northing REQUIRED
GPS:	Latitude:		Longitude:

ICS FORMS

- In the following table, the ICS Forms identified with an asterisk (*) are typically included in an IAP.
- Forms identified with two asterisks (**) are additional forms that could be included in the IAP.
- The other ICS Forms are used in the ICS process but are not typically included in the IAP.
- The date and time entered, unless indicated in the form blocks, should be determined by the Incident Command or Unified Command. Local time is typically used.

ICS Form #:	Form Title:	Typically Prepared By:
ICS 201	Incident Briefing	Initial Incident Commander
ICS 202*	Incident Objectives	Planning Section Chief
ICS 203*	Organization Assignment List	Resources Unit Leader
ICS 204*	Assignment List	Resources Unit Leader and Operations Section Chief
ICS 205*	Incident Radio Communications Plan	Communications Unit Leader
ICS 205A	Communications List	Communications Unit Leader
ICS 206*	Medical Plan	Medical Unit Leader (reviewed by Safety Officer)
ICS 207	Incident Organization Chart	Resources Unit Leader
ICS 208**	Safety Message/Plan	Safety Officer
ICS 209	Incident Status Summary	Situation Unit Leader
ICS 210	Resource Status Change	Communications Unit Leader
ICS 211	Incident Check-In List	Resources Unit/Check-In Recorder
ICS 213RR	Resource Request Message	Any Resource Request Originator
ICS 214	Activity Log	All Sections and Units
ICS 215	Operational Planning Worksheet	Operations Section Chief
ICS 215A	Incident Action Plan Safety Analysis	Safety Officer
ICS 221	Demobilization Check-Out	Demobilization Unit Leader
ICS 230	Daily Meeting Schedule	Situation Unit Leader
ICS 232	Resources at Risk Summary	Environmental Specialist/Unit Leader
ICS 233	Incident Open Action Tracker	Planning Section Chief
ICS 234	Work Analysis Matrix	Operations/Planning Section Chiefs

Not all ICS forms are displayed.

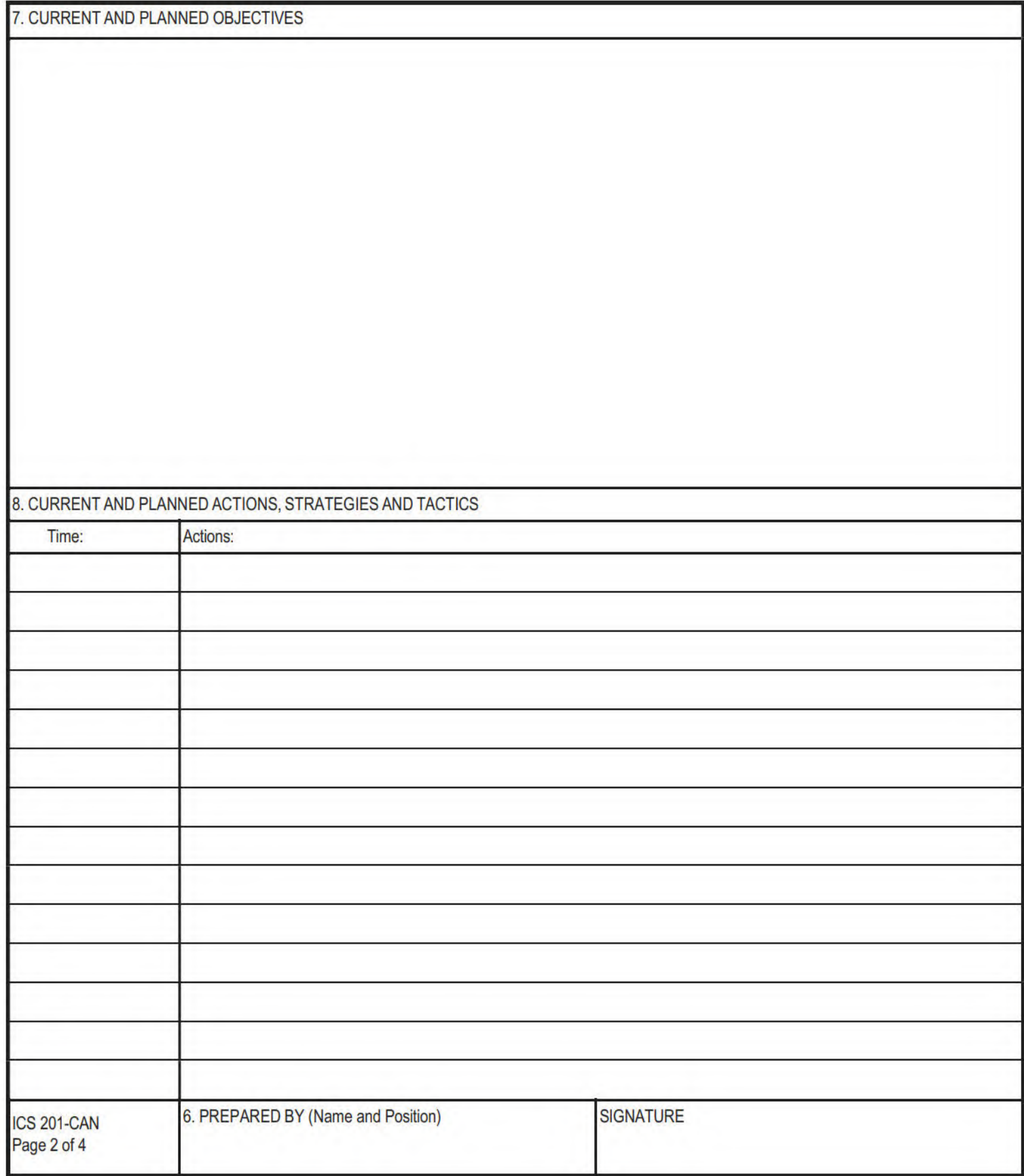
See ICS Canada website for electronic version and additional ICS forms.

<https://icscanada.ca/en/Forms.html>

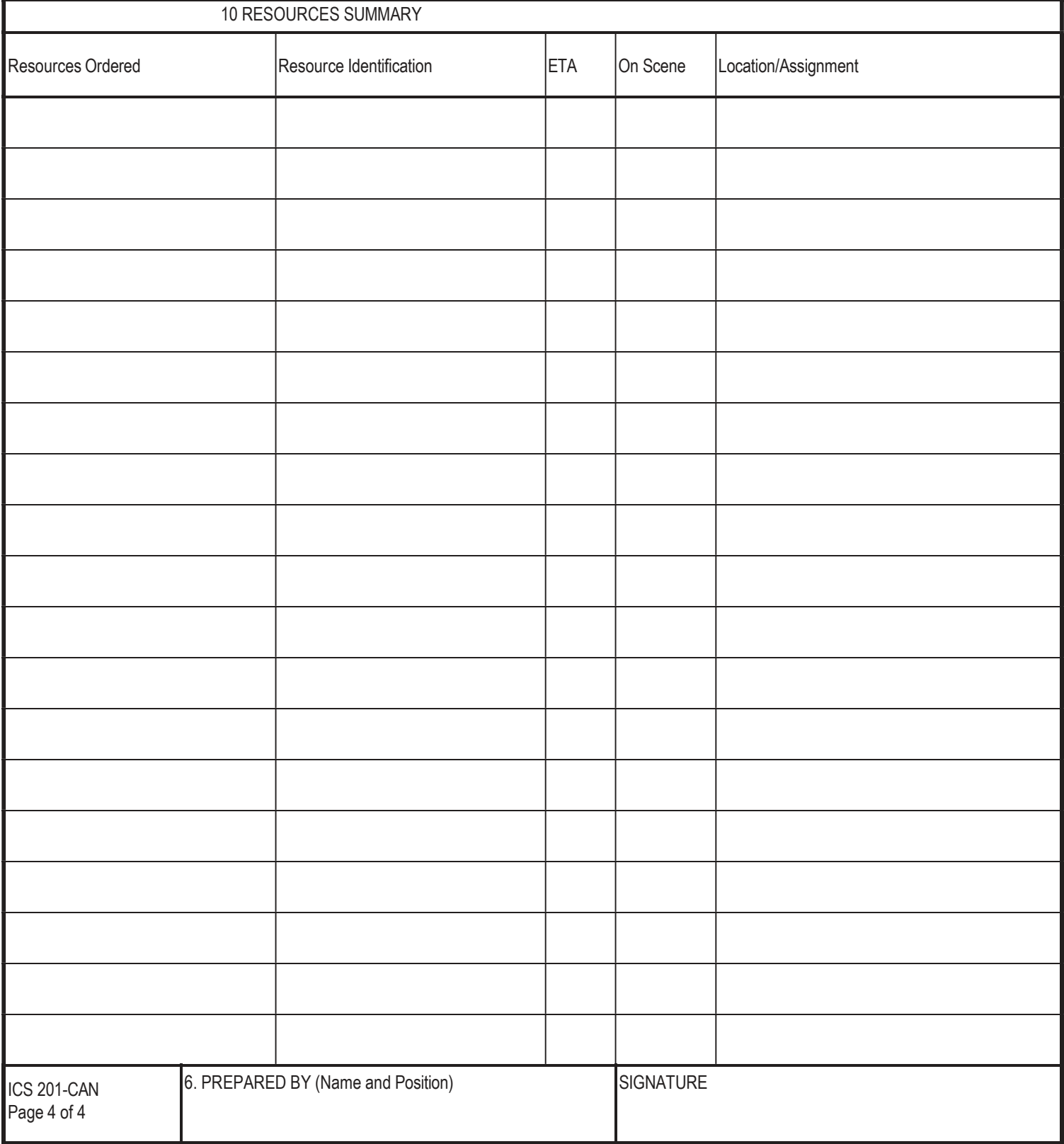
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1. INCIDENT NAME/NUMBER		2. DATE PREPARED	3. TIME PREPARED
4. MAP SKETCH			
5. SITUATION SUMMARY AND SAFETY BRIEFING			
ICS 201-CAN Page 1 of 4	6. PREPARED BY (Name and Position)		SIGNATURE



9. CURRENT ORGANIZATION



ICS 201

Incident Briefing

Purpose. The Incident Briefing (ICS 201) provides the Incident Commander (and the Command and General Staffs) with basic information regarding the incident situation and the resources allocated to the incident. In addition to a briefing document, ICS 201 also serves as an initial action worksheet. It serves as a permanent record of the initial response to the incident. Form 201 is intended to be a "handwritten" form, best reproduced on 11"x17", printed on both sides, and folded in booklet format.

Preparation. The briefing form is prepared by the Incident Commander for presentation to the incoming Incident Commander along with a more detailed oral briefing.

Distribution. Ideally, the ICS 201 is duplicated and distributed before the initial briefing of the Command and General Staffs or other responders as appropriate. The "Map/Sketch" and "Current and Planned Actions, Strategies, and Tactics" sections (pages 1-2) of the briefing form are given to the Situation Unit, while the "Current Organization" and "Resource Summary" sections (pages 3-4) are given to the Resources Unit.

Notes:

- The ICS 201 can serve as part of the initial Incident Action Plan (IAP).
- If additional pages are needed for any form page, use a blank ICS 201, and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name/Number	Enter the name and/or number assigned to the incident.
2	Date Prepared	Enter date initiated (month/day/year)
3	Time Prepared	Enter time form is initiated (using the 24- hour clock).
4	Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment)	Show perimeter and other graphics depicting situational status, resource assignments, incident facilities, and other special information on a map/sketch or with attached maps. Utilize commonly accepted ICS map symbology. If specific geospatial reference points are needed about the incident's location or area outside the ICS organization at the incident, that information should be submitted on the Incident Status Summary (ICS 209).
5	Situation Summary and Safety Briefing (For briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.	Self-explanatory.
6	Prepared by <ul style="list-style-type: none">• Name• Position/Title• Signature	Enter the name, ICS position/title, and signature of the person preparing the form.

7	Current and Planned Objectives	Enter the objectives used on the incident and note any specific problem areas.
Block Number	Block Title	Instructions
8	Current and Planned Actions, Strategies, and Tactics <ul style="list-style-type: none"> • Time • Actions 	Enter the current and planned actions, strategies, and tactics and time they may or did occur to attain the objectives. If additional pages are needed, use a blank sheet or another ICS 201 (Page 2), and adjust page numbers accordingly.
9	Current Organization (fill in additional organization as appropriate) <ul style="list-style-type: none"> • Incident Commander(s) • Liaison Officer • Safety Officer • Information Officer • Planning Section Chief • Operations Section Chief • Finance/Administration Section Chief • Logistics Section Chief 	<ul style="list-style-type: none"> • Enter on the organization chart the names of the individuals assigned to each position. • Modify the chart as necessary and add any lines/spaces needed for Command Staff Assistants, Agency Representatives, and the organization of each of the General Staff Sections. • If Unified Command is being used, split the Incident Commander box. • Indicate agency for each of the Incident Commanders listed if Unified Command is being used.
10	Resource Summary	Enter the following information about the resources allocated to the incident. If additional pages are needed, use a blank sheet or another ICS 201 (Page 4), and adjust page numbers accordingly.
	• Resource Ordered	Enter the number and appropriate category, kind, or type of resource ordered.
	• Resource Identifier	Enter the relevant agency designator and/or resource designator (if any).
	• ETA	Enter the estimated time of arrival (ETA) to the incident (use 24-hour clock).
	• Arrived On scene	Enter an "X" or a checkmark upon arrival to the incident.
	• Location/Assignment	Enter notes such as the assigned location of the resource and/or the actual assignment and status.



Incident Objectives (ICS 202)

1. Incident Name:	2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____	
3. Objective(s):		
4. Operational Period Command Emphasis:		
General Situational Awareness		
5. Site Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/>		
Approved Site Safety Plan(s) Located at:		
6. Incident Action Plan (the items circled below are included in this Incident Action Plan):		
<input type="checkbox"/> ICS 203 <input type="checkbox"/> ICS 204 <input type="checkbox"/> ICS 205 <input type="checkbox"/> ICS 205A <input type="checkbox"/> ICS 206	<input type="checkbox"/> ICS 208 <input type="checkbox"/> Map/Chart <input type="checkbox"/> Weather Forecast/Tides/Currents <input type="checkbox"/> Blank ICS 214	Other Attachments: <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____
7. Prepared by: Name: _____ Position/Title: _____ Signature: _____		
8. Approved by Incident Commander: Name: _____ Signature: _____		
ICS 202-CAN	IAP Page _____	Date/Time: _____

ICS 202

Incident Objectives

Purpose. The Incident Objectives (ICS 202) describes the basic incident strategy, incident objectives, command emphasis/priorities, and safety considerations for use during the next operational period.

Preparation. ICS 202 is completed by the Planning Section following each Command and General Staff meeting conducted to prepare the Incident Action Plan (IAP). In case of a Unified Command, one Incident Commander (IC) may approve the ICS 202. If additional IC signatures are used, attach a blank page.

Distribution. ICS 202 may be reproduced with the IAP and may be part of the IAP and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels. All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 202 is part of the IAP and can be used as the opening or cover page.
- If additional pages are needed, use a blank ICS 202, and repaginate as needed.

Block	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident. If needed, an incident number can be added.
2	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Objective(s)	<p>Enter clear, concise statements of the objectives for managing the response. Ideally, these objectives will be listed in priority order. These objectives are for the incident response for this operational period as well as for the duration of the incident. Include alternative and/or specific tactical objectives as applicable.</p> <p>Objectives should follow the SMART model or a similar approach:</p> <p>Specific – Is the wording precise and unambiguous?</p> <p>Measurable – How will achievements be measured?</p> <p>Action-oriented – Is an action verb used to describe expected accomplishments?</p> <p>Realistic – Is the outcome achievable with given available resources?</p> <p>Time-sensitive – What is the timeframe?</p>
4	Operational Period Command Emphasis	Enter command emphasis for the operational period, which may include tactical priorities, or a general weather forecast for the operational period. It may be a sequence of events or order of events to address. This is not a narrative on the objectives, but a discussion about where to place emphasis if there are needs to prioritize based on the Incident Commander's or Unified Command's direction. Examples: Be aware of falling debris, secondary explosions, etc.
	General Situational Awareness	General situational awareness may include a weather forecast, incident conditions, and/or a general safety message. If a safety message is included here, it should be reviewed by the Safety Officer to ensure it is in alignment with the Safety Message/Plan (ICS 208).
5	Site Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/>	Safety Officer should check whether a site safety plan is required for this incident.
	Approved Site Safety Plan(s) Located At	Enter the location of the approved Site Safety Plan(s).

Block Number	Block Title	Instructions
6	Incident Action Plan (the items checked below are included in this Incident Action Plan): <input type="checkbox"/> ICS 203 <input type="checkbox"/> ICS 204 <input type="checkbox"/> ICS 205 <input type="checkbox"/> ICS 205A <input type="checkbox"/> ICS 206 <input type="checkbox"/> ICS 208 <input type="checkbox"/> ICS 208 <input type="checkbox"/> ICS 214 <input type="checkbox"/> Weather Forecast/ Tides/ Currents <u>Other Attachments:</u>	Check appropriate forms and list other relevant documents that are included in the IAP. <input type="checkbox"/> ICS 203 – Organization Assignment List <input type="checkbox"/> ICS 204 – Assignment List <input type="checkbox"/> ICS 205 – Incident Radio Communications Plan <input type="checkbox"/> ICS 205A – Communications List <input type="checkbox"/> ICS 206 – Medical Plan <input type="checkbox"/> ICS 208 – Safety Message/Plan <input type="checkbox"/> ICS 214 – Activity Log (Blank)
7	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature 	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
8	Approved by Incident Commander <ul style="list-style-type: none"> • Name • Signature • Date/Time 	In the case of a Unified Command, one IC may approve the ICS 202. If additional IC signatures are used, attach a blank page.

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ICS 203

Organization Assignment List

Purpose. The Organization Assignment List (ICS 203) provides ICS personnel with information on the units that are currently activated and the names of personnel staffing each position/unit. It is used to complete the Incident Organization Chart (ICS 207) which is posted on the Incident Command Post display. An actual organization will be incident or event specific. **Not all positions need to be filled.** Some blocks may contain more than one name. The size of the organization is dependent on the magnitude of the incident and can be expanded or contracted as necessary.

Preparation. The Resources Unit prepares and maintains this list under the direction of the Planning Section Chief. Complete only the blocks for the positions that are being used for the incident. If a trainee is assigned to a position, indicate this with a "T" in parentheses behind the name (e.g., "A. Smith (T)").

Distribution. ICS 203 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit.

Notes:

- ICS 203 serves as part of the IAP.
- If needed, more than one name can be put in each block by inserting a slash.
- If additional pages are needed, use a blank ICS 203, and repaginate as needed.
- ICS allows for organizational flexibility, so the Intelligence/Investigations Function can be embedded in several different places within the organizational structure.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Date	Enter the Date the form was initiated (Month/Day/Year)
3	Time	Enter the Time the form was initiated
4	Operational Period	Enter the Date/Time of the Operational Period for this IAP
5	Incident Commander(s) and Command Staff <ul style="list-style-type: none"> • IC/UCs • Deputy • Safety Officer • Information Officer • Liaison Officer 	Enter the names of the Incident Commander(s) and Command Staff. Label Assistants to Command Staff as such (for example, "Assistant Safety Officer"). For all individuals, use at least the first initial and last name. For Unified Command, also include agency names.
6	Agency/Organization Representatives <ul style="list-style-type: none"> • Agency/Organization • Name 	Enter the agency/organization names and the names of their representatives. For all individuals, use at least the first initial and last name.
7	Planning Section <ul style="list-style-type: none"> • Chief • Deputy • Resources Unit • Situation Unit • Documentation Unit • Demobilization Unit • Technical Specialists 	Enter the name of the Planning Section Chief, Deputy, and Unit Leaders after each position title. List Technical Specialists with an indication of specialty. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.

Block Number	Block Title	Instructions
8	Logistics Section <ul style="list-style-type: none"> • Chief • Deputy Support Branch <ul style="list-style-type: none"> • Director • Supply Unit • Facilities Unit • Ground Support Unit Service Branch <ul style="list-style-type: none"> • Director • Communications Unit • Medical Unit • Food Unit 	Enter the name of the Logistics Section Chief, Deputy, Branch Directors, and Unit Leaders after each position title. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
9	Operations Section <ul style="list-style-type: none"> • Chief • Deputy Branch <ul style="list-style-type: none"> • Branch Director • Deputy • Division/Group Air Operations Branch <ul style="list-style-type: none"> • Air Operations Branch Director • Air Tactical Group Sup. • Air Support Group Sup. 	Enter the name of the Operations Section Chief, Deputy, Branch Director(s), Deputies, and personnel staffing in each of the listed positions. For Divisions/Groups, enter the Division/Group identifier in the left column and the individual's name in the right column. Branches and Divisions/Groups may be named for functionality or by geography. For Divisions/Groups, indicate Division/Group Supervisor. Use an additional page if more than three Branches are activated. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
10	Finance/Administration Section <ul style="list-style-type: none"> • Chief • Deputy • Time Unit • Procurement Unit • Compensation/Claims Unit • Cost Unit 	Enter the name of the Finance/Administration Section Chief, Deputy, and Unit Leaders after each position title. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
11	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature 	Enter the name, ICS position, and signature of the person preparing the form.



Assignment List (ICS 204)

1. BRANCH				2. DIVISION/GROUP/STAGING						
3. INCIDENT NAME				4. OPERATIONAL PERIOD		From: Date _____ Time _____ To: Date _____ Time _____				
5. OPERATIONAL PERSONNEL										
Operations Chief _____				Division/ Group Supervisor _____						
Branch Director _____				Staging Area Manager _____						
6. RESOURCES ASSIGNED TO THIS PERIOD										
Resource Identifier		Leader	No. of Persons	Contact Cell #, radio freq. etc.		Reporting Location, Special Equipment and Supplies, Remarks				
7. WORK ASSIGNMENTS										
8. SPECIAL INSTRUCTIONS										
9. DIVISION/GROUP COMMUNICATIONS SUMMARY										
Function		Frequencies		System	Chan.	Function		Frequencies	System	Chan.
Command	Local					Logistics	Local			
	Repeat						Repeat			
Div./Group Tactical						Ground to Air				
PREPARED BY (Resource Unit Leader)				APPROVED BY (Planning Section Chief)				Date		Time
Signature				Signature						

ICS 204

Assignment List

Purpose. The Assignment List(s) (ICS 204) informs Division and Group supervisors of incident assignments. Once the Command and General Staffs agree to the assignments, the assignment information is given to the appropriate Divisions and Groups.

Preparation. ICS 204 is normally prepared by the Resources Unit, using guidance from the Incident Objectives (ICS 202), Operational Planning Worksheet (ICS 215), and the Operations Section Chief. It must be approved by the Incident Commander, but, when possible, be reviewed and initialed by the Planning Section Chief and Operations Section Chief as well.

Distribution. ICS 204 is duplicated and attached to the ICS 202 and given to all recipients as part of the Incident Action Plan (IAP). In some cases, assignments may be communicated via radio/telephone/fax. All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 204 details assignments at Division and Group levels and is part of the IAP.
- Multiple pages/copies can be used if needed.
- If additional pages are needed, use a blank ICS 204, and repaginate as needed.

Block Number	Block Title	Instructions
1	Branch	This block is for use in a large IAP for reference only. Write the number (roman numerals) or name of the Branch for this form.
2	Division/Group	Write the "Letter" (A, B, C,)assigned to the division or the functional name of the Group.
3	Incident Name	Enter the name assigned to the incident.
4	Operational Period <ul style="list-style-type: none">• Date and Time	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
5	Operations Personnel <ul style="list-style-type: none">• Name, Contact Number(s)<ul style="list-style-type: none">– Operations Section Chief– Branch Director– Division/Group Supervisor– Staging Area Manager	Enter the name and contact numbers of the Operations Section Chief, applicable Branch Director(s), and Division/Group Supervisor(s), Staging Area Manager

Block Number	Block Title	Instructions
6	Resources Assigned to this Period	Enter the following information about the resources assigned to the Division or Group for this period:
	• Resource Identifier	The identifier is a unique way to identify a resource (e.g., ENG-13, IA-SCC-413). If the resource has been ordered but no identification has been received, use TBD (to be determined).
	• Leader	Enter resource leader's name.
	• # of Persons	Enter total number of persons for the resource assigned, including the leader.
	• Contact (e.g., phone, pager, radio frequency, etc.)	Enter primary means of contacting the leader or contact person (e.g., radio, phone, pager, etc.). Be sure to include the area code when listing a phone number.
	• Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	Provide special notes or directions specific to this resource. If required, add notes to indicate: (1) specific location/time where the resource should report or be dropped off/picked up; (2) special equipment and supplies that will be used or needed; (3) whether the resource received briefings; (4) transportation needs; or (5) other information.
7	Work Assignments	Provide a statement of the tactical objectives to be achieved within the operational period by personnel assigned to this Division or Group.
8	Special Instructions	Enter a statement noting any safety problems, specific precautions to be exercised, drop-off or pickup points, or other important information.
9	Division/Group Communications Summary (radio and/or phone contact numbers needed for this assignment) Name/Function Primary Contact: indicate cell, pager, or radio (frequency/system/channel) Prepared by: Name of and signature of person preparing form. Approved by: Name of and signature of PSC approving the form. Date/Time form was approved	Enter specific communications information (including emergency numbers) for this Branch/Division/Group. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Cell phones, landlines, and pager numbers should include the area code and any satellite phone specifics. Considering potential IAP distribution, use sensitivity when including cell phone number. Add a secondary contact (phone number or radio) if needed.



Radio Communications Plan (ICS-205)

1. INCIDENT NAME		2. DATE/TIME PREPARED		3. OPERATIONAL PERIOD From: Date _____ Time _____ To: Date _____ Time _____	
4. BASIC RADIO CHANNEL UTILIZATION					
System/Type	Channel	Function	Frequency/Tone	Assignment	Remarks
5. PREPARED BY (Communications Unit)			SIGNATURE		

Incident Radio Communications Plan

Purpose. The Incident Radio Communications Plan (ICS 205) provides information on all radio frequency or trunked radio system talk group assignments for each operational period. The plan is a summary of information obtained about available radio frequencies or talk groups and the assignments of those resources by the Communications Unit Leader for use by incident responders. Information from the Incident Radio Communications Plan on frequency or talk group assignments is normally placed on the Assignment List (ICS 204).

Preparation. ICS 205 is prepared by the Communications Unit Leader and given to the Planning Section Chief for inclusion in the Incident Action Plan.

Distribution. The ICS 205 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit. Information from the ICS 205 is placed on the Assignment Lists.

Notes:

- The ICS 205 is used to provide, in one location, information on all radio frequency assignments down to the Division/Group level for each operational period.
- The ICS 205 serves as part of the IAP.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Date/Time Prepared	Enter date prepared (month/day/year) and time prepared (using the 24- hour clock).
3	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
4	Basic Radio Channel Utilization	Enter the following information about radio channel use:
	System/Type	Use this field to describe the owner of the radio system (if multi systems are used on same incident. I.e., DNR, DOT, DFO, and "Type" examples are: Cellular, Satellite, UHF, VHF, etc.
	Channel Number	Use at the Communications Unit Leader's discretion. Channel Number (Ch #) may equate to the channel number for incident radios that are programmed or cloned for a specific Communications Plan, or it may be used just as a reference line number on the ICS 205 document.
	Function	Enter the Net function each channel or talk group will be used for (Command, Tactical, Ground-to-Air, Air-to-Air, Support, Dispatch).
	Frequency/Tone	Enter the transmit(TX) and receive (RX) frequencies for each channel if available. Also include any sub audible, Network Access or CTCSS tones if applicable. This information is useful for field programmable radios.
	Assignment	Enter the name of the ICS Branch/Division/Group/Section to which this channel/talk group will be assigned.
	Remarks	Include any comments or remarks specific to the channel assignment
5	Prepared By	Name, position, and signature of person preparing the form, typically it will be the Communications unit leader

Communications List (ICS 205a)

[illegible]

This document may contain sensitive personal information.

Not to be posted on information boards or in documents distributed to the general incident population or the public.

Communications List

Purpose. The Communications List (ICS 205A) records methods of contact for incident personnel. While the Incident Radio Communications Plan (ICS 205) is used to provide information on all radio frequencies down to the Division/Group level, the ICS 205A indicates all methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers, etc.), and functions as an incident directory.

Preparation. The ICS 205A can be filled out during check-in and is maintained and distributed by Communications Unit personnel. This form should be updated each operational period.

Distribution. The ICS 205A is distributed within the ICS organization by the Communications Unit and posted as necessary. All completed original forms must be given to the Documentation Unit. If this form contains sensitive information such as cell phone numbers, it should be clearly marked in the header that it contains sensitive information and is not for public release.

Notes:

ICS 205A is an optional part of the Incident Action Plan (IAP). This optional form is used in conjunction with the ICS 205.

If additional pages are needed, use a blank ICS 205A and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period Date and Time from Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Basic Local Communications Information	Enter the communications methods assigned and used for personnel by their assigned ICS position.
	Incident Assigned Position	Enter the ICS organizational assignment.
	Name	Enter the name of the assigned person.
	Method(s) of Contact (phone, pager, cell, etc.)	For each assignment, enter the radio frequency and contact number(s) to include area code, etc. If applicable, include the vehicle license or ID number assigned to the vehicle for the incident (e.g., HAZMAT 1, etc.).
4	Prepared by Name Position/Title Signature Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).



Medical Plan (ICS 206)

1. INCIDENT NAME		2. DATE/ TIME PREPARED		Date	3. OPERATIONAL PERIOD	From: Date	Time
				Time	To: Date		Time
4. INCIDENT MEDICAL AID STATION							
Medical Aid Stations	Location		Contact (number or frequency)		Paramedics Yes No		
5. TRANSPORTATION (indicate air or ground)							
Ambulance Service	Location		Contact (number or frequency)		Level of Serv. ALS BLS		
6. HOSPITALS							
Hospital Name	Address (Lat. and Long. if Helipad)	Travel Time Air Gmd		Contact (number or frequency)	Helipad Yes No		Burn Ctr. Yes No
7. SPECIAL MEDICAL EMERGENCY PROCEDURES							
8. PREPARED BY (Medical Unit Leader)				9. APPROVED BY (Safety Officer)			
SIGNATURE				SIGNATURE			

Medical Plan

Purpose. The Medical Plan (ICS 206) provides information on medical aid stations, transportation services, hospitals, and medical emergency procedures.

Preparation. The ICS 206 is prepared by the Medical Unit Leader and reviewed by the Safety Officer to ensure ICS coordination. If aviation assets are utilized for rescue, coordinate with Air Operations.

Distribution. The ICS 206 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). Information from the plan pertaining to incident medical aid stations and medical emergency procedures may be noted on the Assignment List (ICS 204). All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 206 serves as part of the IAP.
- This form can include multiple pages.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Date I Time Prepared	Enter the date the plan was prepared. A medical plan could remain unchanged throughout the duration of the incident
		Enter the time (24-hour clock) plan was prepared.
3	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
4	Incident Medical Aid <ul style="list-style-type: none"> • Name • Location • Paramedics on Site? <input type="checkbox"/> Yes <input type="checkbox"/> No 	Enter the following information on the incident medical aid station(s): Enter name of the medical aid station. Enter the location of the medical aid station (e.g., Staging Area, Campground). Indicate (yes or no) if paramedics are at the site indicated.
5	Transportation (indicate air or ground) <ul style="list-style-type: none"> • Ambulance Service • Location • Contact Number(s)/Frequency • Level of Service <input type="checkbox"/> ALS <input type="checkbox"/> BLS 	Enter the following information for ambulance services available to the incident: Enter name of ambulance service. Enter the location of the ambulance service. Enter the contact number(s) and frequency for the ambulance service. Indicate the level of service available for each ambulance, either ALS (Advanced Life Support) or BLS (Basic Life Support).

Block Number	Block Title	Instructions
6	Hospitals	Enter the following information for hospital(s) that could serve this incident:
	<ul style="list-style-type: none"> Hospital Name 	Enter hospital name and identify any predesignated medivac aircraft by name a frequency.
	<ul style="list-style-type: none"> Address, Latitude & Longitude if 	Enter the physical address of the hospital and the latitude and longitude if the hospital has a helipad.
	<ul style="list-style-type: none"> Travel Time <ul style="list-style-type: none"> Air Ground 	Enter the travel time by air and ground from the incident to the hospital.
	<ul style="list-style-type: none"> Contact Number(s)/ Frequency 	Enter the contact number(s) and/or communications frequency(s) for the hospital.
	<ul style="list-style-type: none"> Helipad <input type="checkbox"/> Yes <input type="checkbox"/> No 	Indicate (yes or no) if the hospital has a helipad. Latitude and Longitude data format need to compliment Medical
	<ul style="list-style-type: none"> Burn Center <input type="checkbox"/> Yes <input type="checkbox"/> No 	Indicate (yes or no) if the hospital has a burn center.
7	Special Medical Emergency Procedures	Note any special emergency instructions for use by incident personnel, including (1) who should be contacted, (2) how should they be contacted; and (3) who manages an incident within an incident due to a rescue, accident, etc. Include procedures for how to report medical emergencies.
8	Prepared by (Medical Unit Leader) <ul style="list-style-type: none"> Name Signature 	Enter the name and signature of the person preparing the form, typically the Medical Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).
9	Approved by (Safety Officer) <ul style="list-style-type: none"> Name Signature Date/Time 	Enter the name of the person who approved the plan, typically the Safety Officer. Enter date (month/day/year) and time reviewed (24-hour clock).



Incident Organization Chart (ICS 207)

1. Incident Name:		2. Operational Period:	Date From: Time From:	Date To: Time To:
3. Organization Chart				
<div><div>INCIDENT COMMANDER</div><div><div>LIAISON OFFICER</div><div>SAFETY OFFICER</div><div>INFORMATION OFFICER</div></div><div><div>OPERATION SECTION CHIEF</div><div>PLANNING SECTION CHIEF</div><div>LOGISTICS SECTION CHIEF</div><div>FINANCE/ADMIN SECTION CHIEF</div></div><div><div><div>STAGING AREA MANGER</div><div>BRANCH/DIVISION/GROUP</div><div>BRANCH/DIVISION/GROUP</div><div>BRANCH/DIVISION/GROUP</div></div><div><div>RESOURCE UNIT</div><div>SITUATION UNIT</div><div>DOCUMENTATION UNIT</div><div>DEMOBILIZATON UNIT</div></div><div><div><div>SERVICE BRANCH DIRECTOR</div><div>COMMUNICATIONS UNIT LEADER</div><div>MEDICAL UNIT LEADER</div><div>FOOD UNIT LEADER</div><div>SUPPORT BRANCH DIRECTOR</div><div>SUPPLY UNIT LEADER</div><div>FACILITIES UNIT LEADER</div><div>GROUND SUPPORT UNIT LEADER</div></div><div><div>TIME UNIT</div><div>COST UNIT</div><div>PROCUREMENT UNIT</div><div>COMPENSATON/CLAIMS UNIT</div></div></div></div></div>				
Page of	4. Prepared by: (Name & Position)		Signature:	Date/ Time:



Incident Organization Chart (ICS 207)

1. Incident Name: _____

2. Operational
Period: _____

From: Date _____

Time _____

To: Date _____

Time _____

3. Organization Chart

Use the chart below to display branch organization for complex incidents. Branches are functional (label with functional name) or geographic (label with capitalized roman numerals).

Page of

4. Prepared by:
(Name & Position)

Signature:

Date/
Time:

Incident Organization Chart (ICS 207)

Purpose. The Incident Organization Chart (ICS 207) provides a **visual wall chart** depicting the ICS organization position assignments for the incident. ICS 207 is used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element. The actual organization will be event specific. The size of the organization is dependent on the specifics and magnitude of the incident and is scalable and flexible. Personnel responsible for managing organizational positions are listed in each box as appropriate.

Preparation. ICS 207 is prepared by the Resources Unit Leader and reviewed by the Incident Commander. Complete only the blocks where positions have been activated, and add additional blocks as needed, especially for Agency Representatives and all Operations Section organizational elements. The ICS 207 is intended to be used as a wall-size chart and printed on a plotter for better visibility. A chart is completed for each operational period, and updated when organizational changes occur.

Distribution. The ICS 207 is intended to be **wall mounted** at Incident Command Posts and other incident locations as needed and is not intended to be part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 207 is intended to be **wall mounted** (printed on a plotter). Document size can be modified based on individual needs.
- ICS allows for organizational flexibility, so the Intelligence/Investigative Function can be embedded in several different places within the organizational structure.

Block Number	Block Title	Instructions
1	Incident Name	Print the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Organization Chart*	<ul style="list-style-type: none"> • Complete the incident organization chart. • For all individuals, use at least the first initial and last name. • List agency where it is appropriate, such as for Unified Commanders. • If there is a shift change during the specified operational period, list both names, separated by a slash.
4 ICS 207-CAN	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature • Date/Time 	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

Organizational Chart* - use the second page of the Organizational Chart for charting additional branches and divisions.



1. INCIDENT NAME		2. OPERATIONAL PERIOD: From: Date _____ Time _____ To: Date _____ Time _____	
3. SAFETY MESSAGE/EXPANDED SAFETY MESSAGE, SAFETY PLAN, SITE SAFETY PLAN:			
<div><input type="checkbox"/> <input type="checkbox"/></div>			
4. SITE SAFETY PLAN REQUIRED? Yes No Approved Site Safety Plan(s) Located At:			
5. PREPARED BY (Name and Position)		Date Prepared:	
SIGNATURE		Time Prepared:	

ICS 208

Safety Message/Plan

Purpose. The Safety Message/Plan (ICS 208) expands on the Safety Message and Site Safety Plan.

Preparation. The ICS 208 is an optional form that may be included and completed by the Safety Officer for the Incident Action Plan (IAP).

Distribution. The ICS 208, if developed, will be reproduced with the IAP, and given to all recipients as part of the IAP. All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 208 may serve (optionally) as part of the IAP.
- Use additional copies for continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan	Enter clear, concise statements for safety message(s), priorities, and key command emphasis/decisions/directions. Enter information such as known safety hazards and specific precautions to be observed during this operational period. If needed, additional safety message(s) should be referenced and attached.
4	Site Safety Plan Required? Yes No	Check whether a site safety plan is required for this incident.
	Approved Site Safety Plan(s) Located At	Enter where the approved Site Safety Plan(s) is located.
5	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature • Date/Time 	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

*1. INCIDENT NAME		2. INCIDENT NO.	
*3. REPORT VERSION <small>(Check one box on left)</small> Initial Rpt # Update <small>(if used)</small> Final		*4. INCIDENT COMMANDER(S) & AGENCY OR ORGANIZATION	
5. INCIDENT MANAGEMENT ORGANIZATION		*6. INCIDENT START DATE/ TIME Date Time	
7. CURRENT INCIDENT SIZE OR AREA INVOLVED <small>(Use unit label - e.g., "sq km", "city block")</small>		8. PERCENT (%) CONTAINED COMPLETED	*9. INCIDENT DEFINITION
10. INCIDENT COMPLEXITY LEVEL		*11. FOR TIME PERIOD From Date/Time To Date/Time	

APPROVAL & ROUTING INFORMATION

12. PREPARED BY Print Name Signature		ICS Position Date/Time Prepared	*13. DATE/TIME SUBMITTED
*14. APPROVED BY Print Name Signature		ICS Position Date/Time Prepared	
*15. PRIMARY LOCATION, ORGANIZATION, OR AGENCY SENT TO			

INCIDENT LOCATION INFORMATION

*16. PROVINCE/TERRITORY		*17. COUNTY, REGIONAL/RURAL MUNICIPALITY, REGIONAL/MUNICIPAL DISTRICT		*18. CITY
19. UNIT OR OTHER		*20. INCIDENT JURISDICTION		21. INCIDENT LOCATION OWNERSHIP <small>(if different than jurisdiction)</small>
22. LONGITUDE	LATITUDE	23. DATUM		24. LEGAL DESCRIPTION <small>(township, section, range)</small>
*25. SHORT LOCATION OR AREA DESCRIPTION <small>(list all affected areas or a reference point)</small>				*26. UTM COORDINATES
27. NOTE ANY ELECTRONIC GEOSPATIAL DATA INCLUDED OR ATTACHED <small>(indicate data format, content, and collection time information and labels)</small>				

INCIDENT SUMMARY

*28. SIGNIFICANT EVENTS FOR THE TIME PERIOD REPORTED <small>(summarize significant progress made, evacuations, incident growth, etc.)</small>				
29. PRIMARY MATERIALS OR HAZARDS INVOLVED <small>(hazardous chemicals, fuel types, infectious agents, radiation, etc.)</small>				
30. DAMAGE ASSESSMENT INFORMATION <small>(Summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure, and key resources, etc.)</small>	A. Structural Summary	B. # Threatened (72 hrs)	C. # Damaged	D. # Destroyed
	E. Single Residences			
	F. Nonresidential Commercial Property			
	Other Minor Structures			
Page 1 of 4 * Required when applicable	Other			

ADDITIONAL INCIDENT DECISION SUPPORT INFORMATION

*31. PUBLIC STATUS SUMMARY	A. # This Reporting Period	B. Total # to Date	*32. RESPONDER STATUS SUMMARY	A. # This Reporting Period	B. Total # to Date
C. INDICATE NUMBER OF CIVILIANS (PUBLIC) BELOW			C. INDICATE NUMBER OF CIVILIANS (PUBLIC) BELOW		
D. Fatalities			D. Fatalities		
E. With Injuries/Illness			E. With Injuries/Illness		
F. Trapped/In Need of Rescue			F. Trapped/In Need of Rescue		
G. Missing (note if estimated)			G. Missing (note if estimated)		
H. Evacuated (note if estimated)			H. Evacuated (note if estimated)		
I. Sheltering in Place (note if estimated)			I. Sheltering in Place (note if estimated)		
J. In Temporary Shelters (note if estimated)			J. In Temporary Shelters (note if estimated)		
K. Have Received Mass Immunizations			K. Have Received Mass Immunizations		
L. Require Immunizations (note if estimated)			L. Require Immunizations (note if estimated)		
M. In Quarantine			M. In Quarantine		
N. Total # Civilians (Public) Affected			N. Total Responders Affected		
33. LIFE, SAFETY, AND HEALTH STATUS/THREAT REMARKS			*34. LIFE, SAFETY, AND HEALTH THREAT MGMT.		A. Check if Active
			A. No Likely Threat		
			B. Potential Future Threat		
			C. Mass Notifications in Progress		
			D. Mass Notifications Completed		
			E. No Evacuation(s) Imminent		
			F. Planning for Evacuation		
			G. Planning for Shelter-in-Place		
			H. Evacuation(s) in Progress		
			I. Shelter-in-Place in Progress		
35. WEATHER CONCERNS (synopsis of current and predicted weather, discuss related factors that may cause concern)			J. Repopulation in Progress		
			K. Mass Immunization in Progress		
			L. Mass Immunization Complete		
			M. Quarantine in Progress		
			N. Area Restriction in Effect		
36. PROJECTED INCIDENT ACTIVITY, POTENTIAL, MOVEMENT, ESCALATION, OR SPREAD					
and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes					
12 hours					
24 hours					
48 hours					
72 hours					
Anticipated after 72 hours					
37. OBJECTIVES (define planned end-state for incident)					

*1. INCIDENT NAME	2. INCIDENT NO.
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ADDITIONAL INCIDENT DECISION SUPPORT INFORMATION (continued)

38. CURRENT INCIDENT THREAT SUMMARY AND RISK INFORMATION IN 12-, 24-, 48-, AND 72-HOUR TIMEFRAMES AND BEYOND

Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic, cultural, or cascading impacts.

12 hours

24 hours

48 hours

72 hours

Anticipated after 72 hours

39. CRITICAL RESOURCE NEEDS in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order:

12 hours

24 hours

48 hours

72 hours

Anticipated after 72 hours

40. STRATEGIC DISCUSSION: EXPLAIN IN RELATION TO OVERALL STRATEGY, CONSTRAINTS, AND CURRENT AVAILABLE INFORMATION TO

- 1) critical resource needs identified above,
- 2) the Incident Action Plan and management objectives,
- 3) anticipated results.

Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, cultural, or environmental concerns or impacts.

41. PLANNED ACTIONS FOR NEXT OPERATIONAL PERIOD

42. PROJECTED FINAL INCIDENT SIZE/AREA (use unit label - e.g., "sq km")

43. ANTICIPATED INCIDENT MANAGEMENT COMPLETION DATE

44. PROJECTED SIGNIFICANT RESOURCE DEMOBILIZATION START DATE

45. ESTIMATED INCIDENT COSTS TO DATE

46. PROJECTED FINAL INCIDENT COST ESTIMATE

47. REMARKS (or continuation of any blocks above - list block number in notation)

INCIDENT RESOURCE COMMITMENT SUMMARY

[illegible]



Resource Status Change (ICS 210)

1. Incident Name:			2. Operational Period:		From :Date _____ Time _____	
					To: Date _____ Time _____	
3. Resource Number	4. New Status (Available, Assigned, O/S)	5. From (Assignment and Status):	6. To (Assignment and Status):	7. Time and Date of Change:		
8. Comments:						
9. Prepared by: Name and Position			Signature:		Date/ Time:	

Resource Status Change

Purpose. The Resource Status Change (ICS 210) is used by the Incident Communications Center Manager to record status change information received on resources assigned to the incident. This information could be transmitted with a General Message (ICS 213). The form could also be used by Operations as a worksheet to track entry, etc.

Preparation. The ICS 210 is completed by radio/telephone operators who receive status change information from individual resources, Task Forces, Strike Teams, and Division/Group Supervisors. Status information could also be reported by Staging Area and Helibase Managers and fixed-wing facilities.

Distribution. The ICS 210 is maintained by the Communications Unit and copied to Resources Unit and filed by Documentation Unit.

Notes:

The ICS 210 is essentially a message form that can be used to update Resource Status Cards or T-Cards (ICS 219) for incident-level resource management.

If additional pages are needed, use a blank ICS 210, and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period Date and Time from Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Resource Number	Enter the resource identification (ID) number (this may be a letter and number combination) assigned by either the sending unit or the incident.
4	New Status (Available, Assigned, Out of Service)	Indicate the status of the resource: Available - Indicates resource is available for incident use immediately. Assigned - Indicates resource is checked in and assigned a work task on the incident. Out of Service - Indicates resources are assigned to the incident but unable to respond for mechanical, rest, or personnel reasons. If space permits, indicate the estimated time of return (ETR). It may be useful to indicate the reason a resource is out of service (e.g., "O/S - Mech" (for mechanical issues), "O/S - Rest" (for off shift), or "O/S - Pers" (for personnel issues).
5	From (Assignment and Status)	Indicate the current location of the resource (where it came from) and the status. When more than one Division, Staging Area, or Camp is used, identify the specific location (e.g., Division A, Staging Area, Incident Command Post, Western Camp).
6	To (Assignment and Status)	Indicate the assigned incident location of the resource and status. When more than one Division, Staging Area, or Camp is used, identify the specific location.
7	Time and Date of Change	Enter the time and location of the status change (24-hour clock). Enter the date as well if relevant (e.g., out of service).
8	Comments	Enter any special information provided by the resource or dispatch center. This may include details about why a resource is out of service, or individual identifying designators (IDs) of Strike Teams and Task Forces.
9	Prepared by Name Position/Title Signature Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).



Check In (ICS 211)

1. INCIDENT NAME						2. INCIDENT NUMBER				3. CHECK-IN LOCATION <input type="checkbox"/> Base <input type="checkbox"/> Camp <input type="checkbox"/> Staging Area <input type="checkbox"/> ICP <input type="checkbox"/> Helibase <input type="checkbox"/> Other						4. START DATE/TIME Date: _____ Time: _____									
CHECK-IN INFORMATION (use reverse of form for remarks or comments)																									
5. LIST PERSONNEL (overhead) BY AGENCY & NAME - OR - LIST RESOURCES BY THE FOLLOWING FORMAT:						7. ORDER		8. DATE/		10. TOTAL		11. CONTACT INFORMATION		12. HOME		13. DEPARTURE		14. METHOD		15. INCIDENT		16. OTHER		17. SENT TO	
P/T	AGENCY CAT.	KIND	TYPE	ST/TF	RESOURCE NAME OR I.D. #	6. LDW	REQUEST NUMBER	TIME CHECK-IN	9. LEADER'S NAME	NUMBER PERSONNEL			UNIT /AGENCY	POINT	OF TRAVEL	ASSIGNMENT	QUALIFICATIONS	RESOURCE UNIT							
18. REMARKS or COMMENTS																									

Check-In List

Purpose. Personnel and equipment arriving at the incident can check in at various incident locations. Check-in consists of reporting specific information, which is recorded on the Check-In List (ICS 211). The ICS 211 serves several purposes, as it: (1) records arrival times at the incident of all overhead personnel and equipment, (2) records the initial location of personnel and equipment to facilitate subsequent assignments, and (3) supports demobilization by recording the home base, method of travel, etc., for resources checked in.

Preparation. The ICS 211 is initiated at several incident locations including: Staging Areas, Base, and Incident Command Post (ICP). Preparation may be completed by: (1) overhead at these locations, who record the information and give it to the Resources Unit as soon as possible, (2) the Incident Communications Center Manager located in the Communications Center, who records the information and gives it to the Resources Unit as soon as possible, (3) a recorder from the Resources Unit during check-in to the ICP. As an option, the ICS 211 can be printed on colored paper to match the designated Resource Status Card (ICS 219) colors. The purpose of this is to aid the process of completing a large volume of ICS 219s. The ICS 219 colors are:

- 219-1: Header Card – Gray (used only as label cards for T-Card racks)
- 219-2: Crew/Team Card – Green
- 219-3: Engine Card – Rose
- 219-4: Helicopter Card – Blue
- 219-5: Personnel Card – White
- 219-6: Fixed-Wing Card – Orange
- 219-7: Equipment Card – Yellow
- 219-8: Miscellaneous Equipment/Task Force Card – Tan
- 219-10: Generic Card – LightPurple

Distribution. ICS 211s, which are completed by personnel at the various check-in locations, are provided to the Resources Unit, Demobilization Unit, and Finance/Administration Section. The Resources Unit maintains a master list of all equipment and personnel that have reported to the incident.

Notes:

- Use the reverse side of form for remarks or comments.
- If additional pages are needed for any form page, use a blank ICS 211, and repaginate as needed.
- Contact information for senders and receivers can be added for communications purposes to confirm resource orders.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Incident Number	Enter the number assigned to the incident.
3	Check-In Location <input type="checkbox"/> Base <input type="checkbox"/> Staging Area <input type="checkbox"/> ICP <input type="checkbox"/> Helibase <input type="checkbox"/> Camp <input type="checkbox"/> Other	Check the appropriate box and enter the check-in location for the incident. Indicate specific information regarding the locations under each checkbox. ICP is for Incident Command Post.

Block Number	Block Title	Instructions
4	Start Date/Time <ul style="list-style-type: none"> Date Time 	Enter the date (month/day/year) and time (using the 24-hour clock) that the form was started.
	Check-In Information	Self-explanatory.
5	List single resource personnel (overhead) by agency and name, OR list resources by the following format <ul style="list-style-type: none"> P/T Agency Category Kind Type ST/TF Resource Name or Identifier Number 	Enter the following information for resources: OPTIONAL: Indicate if resource is a single resource versus part of Strike Team or Task Force. Fields can be left blank if not necessary.
		Enter abbreviations for the Province or Territory
		Use this section to list agency name (or designator), and individual names for all single resource personnel (e.g., ORC, ARL, NBDNR).
		If applicable, enter the category of the resource being checked in: I.e., Boats, Aircraft, etc.
		Use this section to list the resource kind based on discipline, or jurisdiction guidance.
		Use this section to list the resource type based on discipline, or jurisdiction guidance.
		Indicate if checking in a Strike Team (ST) or Task Force (TF)
		Use this section to enter the resource name or unique identifier. If it is a Strike Team or Task Force, list the unique identifiers.
6	<ul style="list-style-type: none"> LDW 	Last Day Worked
7	<ul style="list-style-type: none"> Order Request # 	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
8	Date/Time Check-In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
9	Leader's Name	<ul style="list-style-type: none"> For equipment, enter the operator's name. Enter the Strike Team, or Task Force leader's name.
10	Total Number of Personnel	Enter the total number of personnel associated with the resource. Include leaders.
11	Contact Information	Enter any other contact information for the resource
12	Home Unit or Agency	Enter the home unit or agency to which the resource or individual is normally assigned (may not be departure location).
13	Departure Point, Date and Time	Enter the location from which the resource or individual departed for this incident. Enter the departure time using the 24-hour clock.
14	Method of Travel	Enter the means of travel the individual used to bring himself/herself to the incident (e.g., bus, truck, engine, personal vehicle, etc.).

Block Number	Block Title	Instructions
15	Incident Assignment	Enter the incident assignment at time of dispatch.
16	Other Qualifications	Enter any other qualifications pertinent to the incident
17	Sent to Resources Unit	Enter the date and time that the information pertaining to that entry was transmitted to the Resources Unit, and the initials of the person who transmitted the information.
18	Remarks or Comments	Enter comments and remarks in this field. Use back of sheet if required.
19	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature • Date/Time 	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).



RESOURCE REQUEST MESSAGE (ICS 213 RR)

1. Incident Name:				2. Date/Time		3. Resource Request Number:	
4. Order (Use additional forms when requesting different resource sources of supply.):	Qty.	Kind	Type	Detailed Item Description: (Vital characteristics, brand, specs, experience, size, etc.) and, if applicable, purpose/use, diagrams and other info	Arrival Date and Time		Cost
					Requested	Estimated	
	5. Requested Delivery/Reporting Location:						
6. Suitable Substitutes and/or Suggested Sources:							
7. Requested by Name/Position:				8. Priority: <input type="checkbox"/> Urgent <input type="checkbox"/> Routine <input type="checkbox"/> Low		9. Section Chief Approval:	
10. Logistics Order Number:	11. Supplier Phone/Fax/Email:						
	13. Notes:						
	14. Approval Signature of Auth Logistics Rep:						
16. Order placed by (check box): <input type="checkbox"/> SPUL <input type="checkbox"/> PROC							
17. Reply/Comments from Finance:							
18. Finance Section Signature:					19. Date/Time:		



Activity Log (ICS 214)

1. INCIDENT NAME		2. DATE PREPARED	3. TIME PREPARED
4. NAME	5. ICS POSITION	6. OPERATIONAL PERIOD From: Date _____ Time _____ To: Date _____ Time _____	
7. PERSONNEL ASSIGNED			
Name	ICS Position	Home Base	
8. ACTIVITY LOG			
Time	Major Events		
9. PREPARED BY (Name and Position)		SIGNATURE	

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Purpose. The Activity Log (ICS 214) records details of notable activities at any ICS level, including single resources, equipment, Task Forces, etc. These logs provide basic incident activity documentation, and a reference for any after-action report.

Preparation. An ICS 214 can be initiated and maintained by personnel in various ICS positions as needed or appropriate. Personnel should document how relevant incident activities are occurring and progressing, or any notable events or communications.

Distribution. Completed ICS 214s are submitted to supervisors, who forward them to the Documentation Unit. All completed original forms must be given to the Documentation Unit, which maintains a file of all ICS 214s. It is recommended that individuals retain a copy of their own records.

Notes:

- The ICS 214 can be printed as a two-sided form using the continuation sheet if required.
- Use additional copies of the continuation sheet as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Date Prepared	Enter the start date (month/day/year).
3	Time Prepared	Enter the time using 24-hour clock
4	Unit Name	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
5	ICS Position	Enter the name and ICS position of the individual in charge of the Unit.
6	Operational Period	Enter the date and time of for the operational period; From/To
7	Resources Assigned	Enter the following information for resources assigned:
	• Name	Use this section to enter the resource's name. For all individuals, use at least the first initial and last name. Cell phone number for the individual can be added as an option.
	• ICS Position	Use this section to enter the resource's ICS position (e.g., Finance Section Chief).
	• Home Agency (and Unit)	Use this section to enter the resource's home agency and/or unit (e.g., City of Vancouver Public Works Department, Water Management)
8	Activity Log • Date/Time • Notable Activities/Major Activities	<ul style="list-style-type: none"> • Enter the time (24-hour clock) and briefly describe individual notable activities. Note the date as well if the operational period covers more than one day. • Activities described may include notable occurrences or events such as task assignments, task completions, injuries, difficulties encountered, etc. • This block can also be used to track personal work habits by adding columns such as "Action Required," "Delegated To," "Status," etc.
9	Prepared by • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

Ops Planning Worksheet (ICS 215)

1. Incident Name:								2. Operational Period: Date From:									
3. Branch	4. Division, Group, or Other	5. Work Assignment & Special Instructions	6. Resources											7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time
			Req.														
			Have														
			Need														
			Req.														
			Have														
			Need														
			Req.														
			Have														
			Need														
			Req.														
			Have														
			Need														
			Req.														
			Have														
			Need														
		11. Total Resources Required												14. Prepared by:			
		12. Total Resources - Have on Hand												Name: _____			
		13. Total Resources Need to Order												Position/Title: _____			
														Signature: _____			
														Date/Time: _____			

Purpose. The Operational Planning Worksheet (ICS 215) communicates the decisions made by the Operations Section Chief during the Tactics Meeting concerning resource assignments and needs for the next operational period. ICS 215 is used by the Resources Unit to complete the Assignment Lists (ICS 204) and by the Logistics Section Chief for ordering resources for the incident.

Preparation. ICS 215 is initiated by the Operations Section Chief and often involves logistics personnel, the Resources Unit, and the Safety Officer. The form is shared with the rest of the Command and General Staffs during the Planning Meeting. It may be useful in some disciplines or jurisdictions to prefill ICS 215 copies prior to incidents.

Distribution. When the Branch, Division, or Group work assignments and accompanying resource allocations are agreed upon, the form is distributed to the Resources Unit to assist in the preparation of the ICS 204. The Logistics Section will use a copy of this worksheet for preparing requests for resources required for the next operational period.

Notes:

- This worksheet can be made into a wall mount.
- It can be reproduced as 8½ x 14 (legal size) and 11 x 17 chart.
 - If additional pages are needed, use a blank ICS 215, and re- paginate as needed.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Branch	Enter the Branch of the work assignment for the resources.
4	Division, Group, or Other	Enter the Division, Group, or other location (e.g., Staging Area) of the work assignment for the resources.
5	Work Assignment & Special Instructions	Enter the specific work assignments given to each of the Divisions/Groups and any special instructions, as required.
6	Resources	Complete resource headings for description, category, kind/type as appropriate for the incident.
	• Required	Enter, for the appropriate resources, the number of resources by type (engine, squad car, Advanced Life Support ambulance, etc.) required to perform the work assignment.
	• Have	Enter, for the appropriate resources, the number of resources by type (engines, crew, etc.) available to perform the work assignment.
	• Need	Enter the number of resources needed by subtracting the number in the "Have" row from the number in the "Required" row.
7	Overhead Position(s)	List any supervisory and nonsupervisory ICS position(s) not directly assigned to a previously identified resource (e.g., Division/Group Supervisor, Assistant Safety Officer, Technical Specialist, etc.).
8	Special Equipment & Supplies	List special equipment and supplies, including aviation support, used, or needed. This may be a useful place to monitor span of control.
9	Reporting Location	Enter the specific location where the resources are to report (Staging Area, location at incident, etc.).

10	Requested Arrival Time	Enter the time (24-hour clock) that resources are requested to arrive at the reporting location.
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Block Number	Block Title	Instructions
11	Total Resources Required	Enter the total number of resources required by category/kind/type as preferred (e.g., engine, squad car, ALS ambulance, etc.). A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/ Task Forces in the bottom portion of the slash.
12	Total Resources Have on Hand	Enter the total number of resources on hand that are assigned to the incident for incident use. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
13	Total Resources Need to Order	Enter the total number of resources needed. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
14	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature • Date/Time 	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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ICS 221

Demobilization Check-Out

Purpose. The Demobilization Check-Out (ICS 221) ensures that resources checking out of the incident have completed all appropriate incident business and provides the Planning Section information on resources released from the incident. Demobilization is a planned process, and this form assists with that planning.

Preparation. The ICS 221 is initiated by the Planning Section, or a Demobilization Unit Leader if designated. The Demobilization Unit Leader completes the top portion of the form and checks the appropriate details in Block 11 that may need attention after the Resources Unit Leader has given written notification that the resource is no longer needed. The individual resource will have the appropriate overhead personnel sign off on any checked box(es) in Block 11 prior to release from the incident.

Distribution. After completion, the ICS 221 is returned to the Demobilization Unit Leader or the Planning Section. All completed original forms must be given to the Documentation Unit. Personnel may request a copy of ICS 221.

Notes:

- Members are not released until the form is complete when all the items checked in Block 6 have been signed off.
- If additional pages are needed for any form page, use a blank ICS 221, and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name/Number	Enter the name/number assigned to the incident.
2	Date Time	Enter the Date and Time the form was prepared
3	Demobilization Number	Each ICS 221 form will be assigned a consecutive number.
4	Unit or Personnel	Enter name of the individual or resource being released.
5	Transportation Type/Number	Enter flight number, bus number, name of transportation service if applicable - enter N/A if travelling in POV.
6	Actual Release/Date Time	Enter the actual date of release and time resource was released
7	Manifest Completed? Y or N	Manifests for crews will be required for any agency aircraft, charter flights, buses, as an inventory of personnel travelling with the group. Not all resources will require manifests.
8	Destination	Enter the destination of the resource being released
9	Notify	Enter location, date, and name of the contact from the agency the person is returning to
10	Unit Leader Responsible for Collecting Performance	Self-explanatory
11	Resource or Personnel You and your resources are in the process of being released. Subject to Sign-Off from the following	Resources are not released until the checked boxes below have been signed off by the appropriate overhead. Blank boxes are provided for any additional unit requirements as needed (e.g., Safety Officer, Agency Representative, etc.).
	Logistics Section <input type="checkbox"/> Supply Unit <input type="checkbox"/> Communications Unit <input type="checkbox"/> Facilities Unit <input type="checkbox"/> Ground Support Unit	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.

Block Number	Block Title	Instructions
11 (continued)	Finance/Administration Section <input type="checkbox"/> Time Unit	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
	Other Section/Staff <input type="checkbox"/>	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
	Planning Section Documentation <input type="checkbox"/> Leader Demobilization Leader	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
	Remarks	Enter any additional information pertaining to demobilization or release (e.g., transportation needed, destination, etc.). This section may also be used to indicate if a performance rating has been completed as required by the discipline or jurisdiction.
	Prepared by	Enter the Name and signature of person creating the form and include the Date and Time form was completed.



Daily Meeting Schedule (ICS-230)

1. INCIDENT NAME		2. OPERATIONAL PERIOD From: Date _____ Time _____ To: Date _____ Time _____		
3. Meeting Schedule				
Date / Time	Meeting Name	Purpose	Attendees	Location
5. PREPARED BY (Situation Unit)			Date / Time	

Daily Meeting Schedule

Purpose. The Daily Meeting Schedule (ICS 230) records and is used to display the scheduled times for IMT meetings during the operational period.

Preparation. The ICS 230 is completed by the Situation Unit personnel at the beginning of each operational period.

Distribution. The ICS 230 is distributed to the command staff and sections, also to be posted on information boards.

Notes:

The ICS 230 is an optional form and can be displayed as a wall chart.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period Date and Time from Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Meeting Schedule •	Self-explanatory
4	Prepared by • Name Position/Title Signature Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).



Resources At Risk Summary (ICS 232)

1. Incident Name		2. Operational Period (Date/Time) From: To	
3. Environmentally Sensitive Areas and Wildlife Issues			
Site #	Priority	Site Name and/or Physical Location	Site Issues
Narrative			
4. Archaeo-cultural and Socio-economic Issues			
Site #	Priority	Site Name and/or Physical Location	Site Issues
Narrative			
5. Prepared by: (Environmental Specialist / Unit Leader)		Date / Time	

Resources at Risk Summary

Purpose: The Resources at Risk Summary provides information about sites in the incident area which are sensitive due to environmental, archaeo-cultural, or socio-economic resources at risk, and identifies incident-specific priorities and issues. The information recorded here may be key to the Area Contingency Plan (ACP) or Geographic Response Plan (GRP) site numbers shown on the Situation Map.

Prepared by: The Environmental Specialist / Unit Leader (ENSP / EUL), with input from resource trustees, will complete this form for each operational period. It should be updated prior to the Planning Meeting.

Distribution: The completed ICS 232 is forwarded to the Planning Section Chief for possible inclusion in the IAP. All completed original forms MUST be given to the Documentation Unit for inclusion in the Incident Record.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none"> Date and Time From Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Environmental Sensitive Area & Wildlife Issues Site Number Priority Site Name or Physical Location Site Issues Narrative	Enter site number. Can come from Area Contingency Plan (ACP) or Geographic Response Plan (GRP) or can be created during an incident. Priority specific to this incident. Can come from an ACP/GRP or can be created during an incident. Name of the site (e.g., Marsh Pt., Glacier Creek, etc.) and/or location (e.g., address, lat/long, landmarks, etc.). Environmental concerns associated with this site and season. Use the Narrative section to clarify any issues.
4	Archaeo-cultural and Socio-economic issues Site Number Priority Site Name and/or Physical Location Site Issues Narrative	Enter site number. Can come from Area Contingency Plan (ACP) or Geographic Response Plan (GRP) or can be created during an incident. Priority specific to this incident. Can come from an ACP/GRP or can be created during an incident. Name of the site (e.g., Marsh Pt., Glacier Creek, etc.) and/or physical location (e.g., address, lat/long, landmarks, etc.). Archaeo-cultural and Socio-economic concerns associated with this site and season. Use the Narrative section to clarify any issues.
5	Prepared by Date and Time	Enter the name/title of person preparing form. Enter date (m,d,y) and time prepared (24 hour clock)



Open Action Tracker Worksheet (ICS-233)

1. Incident Name:							
2. No.	3. Action Item	4 For / EOC	5. Briefed / EOC	6. Start Date	7. Status	8. Target Completion Date/Time	9. Date Time Action Completed

Incident Open Action Tracker

Purpose:

1. Is used by the Incident Commander/Unified Command (IC/UC) to assign and track tasks/actions to IMT personnel that do not rise to the level of being an Incident Objectives
2. Is duplicated and provided to Command and General Staff members, giving them the PSC open tasks/actions needing to be completed and a means to track the open tasks/actions they have been assigned.

Note: This form may also be used by Command and General Staff for tracking tasks/actions within a Section/Staff element.

Prepared by: The Planning Section Chief (PSC) is responsible for maintaining the Open Actions Tracker for the IC/UC and typically utilizes the Documentation Unit Leader (DOCL) to assist in this form's development and updating. They should ensure all Command and General Staff are prepared to discuss their assigned tasks/actions during the Command and General Staff and Planning Meetings.

Distribution: When completed, the form is duplicated, and copies are distributed to the Unified Command and Command and General Staff. It is also posted on a status board located at the ICP. All completed original forms MUST be given to the Documentation Unit.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	No.	Enter number of tasks in sequential order (1, 2, 3,)
3	Item	Enter a short description of the task/action to be completed. Tasks/Actions are important to be completed but are not an Incident Objective which are documented on the ICS-202 form.
4	For/POC	Enter the Point of Contact (POC), the responsible person/section.
5	Briefed to POC	Enter "X" when the task/action has been briefed to the POC/responsible person. This is to ensure that tasks/actions identified outside of the POC's presence (during Unified Command Meeting for example) are briefed to and acknowledged by the identified POC.
6	Start Date	Enter the date the task/action was initially assigned under "Start Date."
7	Status	Enter status of item. For example, "Awaiting LE Gear", "Update needed", "Awaiting Feedback". When the item is completed, the word "completed" is entered and if working in MS Excel, the task is cut and pasted into the worksheet labeled "COMPLETED."
8	Target Date	Enter deadline task/action should be completed. In the Excel Worksheet, there is a hidden formula that shows green, yellow, and red blocks. When the target date is one day away, the block turns yellow. When it is overdue it turns red. When the block is yellow, it serves as a reminder to the UC/POC that the target date is nearing and the POC needs to complete the task, or the target date needs to be updated
9	Actual Date	Enter actual date task/action completed



Work Analysis Matrix (ICS 234)

1. Incident Name		2. Operational Period From: To:	
3. Operation's Objectives DESIRED OUTCOME	4. Strategies HOW	5. Tactics/Work Assignments WHO, WHAT, WHERE WHEN	
6. Prepared by: (Operations Section Chief)		7. Date/Time:	
Signature: _____			

ICS Form 234

Work Analysis Matrix

Purpose. The Work Analysis Matrix is designed to help select the best strategies and tactics to achieve the operational objectives. This optional form assists staff in carrying out incident objectives by outlining the who, what, where, when, and how of the response. The tactics from this form carry forward to the “Work Assignment” on the ICS-215. Another purpose of the ICS-234 is that it presents alternative (or what-if) strategies and tactics to respond to bad weather, sudden changes in operational conditions, etc. This form is simply a formalized version of how most OSCs tend to think to turn objectives into tactical field work.

Preparation. The Work Analysis Matrix, if used, is usually completed by the Operations Section Chief and Planning Section Chief prior to the Tactics Meeting.

Distribution. All completed original forms must be submitted to the Documentation Unit.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none">• Date and Time From• Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Operational Objectives	Enter the relevant Operational Objectives from the ICS 202, with numbers.
4	Strategies	Enter all strategies that could be used to meet the objective (“how”).
5	Tactics/Work Assignments	Enter details, including as much as possible, who, what, where, and when, of work assignments to carry out Operational Strategies.
6	Prepared By	Enter the name and position of the person preparing the form.
7	Date/Time	Enter the date and time (24-hour format) the form was prepared.

BCER Form D - Post Incident Report Form

Source: <https://www.bc-er.ca/files/operations-documentation/Emergency-Response-and-Safety/Form-D-Permit-Holder-Post-Incident-Report-August-Release-2021.pdf>

	FORM D PERMIT HOLDER POST INCIDENT REPORT				
DGIR# (if known): OGC Incident #:	<p><i>Must be submitted by the permit holder within 60 days for:</i></p> <ol style="list-style-type: none"> 1. Level 1, 2 or 3 emergency incident*; and 2. Any pipeline incident. <p><i>*Note: in addition to the above a permit holder may be required to complete and submit a "Form D" when requested by a representative of the Commission.</i></p> <p>This report and accompanying documentation must be emailed electronically to EMP@bcogc.ca</p>				
PART A—PERMIT HOLDER					
Permit Holder Name					
Contractor(s) Name(s)					
PART B – DATE, TIME AND OIL AND GAS ACTIVITY IDENTIFICATION OF INCIDENT					
Incident Date: (YYYY/MM/DD)	Incident Time: (24-hr system & time zone)				
Well Authorization, Facility Id., Pipeline Project # and Segment #, Road # and Segment #, Other (Describe)					
PART C—SPILLS AND RELEASES (Check all that apply)					
Type of Product	Volume Released (m ³)	Volume Recovered (m ³)	Type of Product	Volume Released (m ³)	Volume Recovered (m ³)
<input type="checkbox"/> Natural Gas (sweet)			<input type="checkbox"/> Produced Water		
<input type="checkbox"/> Natural Gas (sour)			<input type="checkbox"/> Fresh Water		
<input type="checkbox"/> Oil			<input type="checkbox"/> HVP fluids (ethane, propane, butane)		
<input type="checkbox"/> Condensate			<input type="checkbox"/> LVP fluids (pentane plus)		
<input type="checkbox"/> Emulsion					
<input type="checkbox"/> Other (specify product and CAS# or attach MSDS)					
<input type="checkbox"/> Other (specify product and CAS# or attach MSDS)					
<input type="checkbox"/> Other (specify product and CAS# or attach MSDS)					
Was there a fire? <input type="checkbox"/> Yes <input type="checkbox"/> No			Was there an explosion? <input type="checkbox"/> Yes <input type="checkbox"/> No		
Was anyone directly exposed to the spill product? <input type="checkbox"/> Yes <input type="checkbox"/> No			Was medical treatment required? <input type="checkbox"/> Yes <input type="checkbox"/> No (if yes, complete Part D)		
For any spills where clean-up can not be completed within 30 days, an initial report / clean-up plan must be submitted within 30 days, with updates every 30 days following until clean-up has been completed.					
Has the spill cleanup been completed? <input type="checkbox"/> Yes (attach relevant reports) <input type="checkbox"/> No (Interim Report or initial clean-up plan attached)					

Updated: Aug. 24, 2021

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PART J PREVENTIVE AND CORRECTIVE ACTIONS

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PART K NAME OF PERSON CONCERNED IN COMPANY INCIDENT INVESTIGATION

Name of Person	Address
Phone Number	Email

PART L NAME AND TITLE OF COMPANY REPRESENTATIVE FOR REPORT

Name	Title
Signature	Company
Address	
City/State/Zip	Country

EOC Sign-In / Sign-Out Log

[illegible]

EOC Position Log

Incident/ Event Name:

Section/ Function:

Position:

Date	Time	To/From	Action/Decision/Enquiry	Follow-up Required

EOC Status Report

Incident/ Event Name:	<input type="text"/>	Section/Function	<input type="text"/>
Date:	<input type="text"/>	Reporting:	<input type="text"/>
Prepared by:	<input type="text"/>	Time:	<input type="text"/>
		Tracking No.	<input type="text"/>
		Contact Number	<input type="text"/>
	<input type="text"/>	Dept/Agency	<input type="text"/>
	<input type="text"/>		

Current Situation: What is currently occurring within the area of responsibility for the Section/Function?

Outstanding Issues/Challenges: What issues within the current operational period still need to be resolved?

Anticipated Priorities/Activities: What will the Section/Function priorities be during the next operational period?

Other Comments/Issues: Are there any public information (media), safety or other issues that need to be reviewed?

Distribution: EOCB Other:

From: Kyle Wong <kyle_wong@wlng.ca>
Sent: Saturday, November 9, 2024 1:18 PM
To: Dalton, Peter
Cc: Tim Kowbel; Christine Kennedy; ERP and Safety
Subject: Woodfibre LNG Emergency Response Exercise Report
Attachments: WLNG_FSX_Revised_2024_10_02.pdf; WLNG National Exercise After Action Report Final Version.pdf

Peter,

Please find attached our final internal after-action report from the emergency response exercise we conducted on October 1st. This report was produced by our ER service provider as the exercise facilitator, but is approved by WLNG and all actions identified will be managed directly by WLNG. We've also attached the signed confirmation of the assessment report you provided.

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If you have any questions or comments, please let us know. Just as a note

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so I've included Tim Kowbel (my delegate) in this email as well for any follow-up. Tim was present for the exercise and familiar with our report.

Regards,

Kyle Wong

HSSE Director

Woodfibre Management Limited

900 -1185 W. Georgia St, Vancouver, BC, V6E 4E6

Tel:

s22

Email: kyle_wong@wlng.ca

Website: <http://www.woodfibrelng.ca/>

Located on the unceded traditional territories of the Squamish (Skwxwú7mesh Úxwumixw), Tsleil-Waututh (Səlilwətaʔ/Selilwitulh), and Musqueam (xʷməθkʷəy̓əm) First Nations



AFTER ACTION REPORT
WLNG Construction Emergency Response Plan
Functional ERP Exercise – ‘National’
October 1, 2024



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Calgary, AB, Canada
T2P 3H7
www.pmoglobal.com

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Exercise Description

Plan	WLNG Construction ERP (Ver 1)
Type	Functional Exercise (with external agency observers / evaluators)
Conduct Location	Construction Site and Vancouver Office
Conduct Date	October 1, 2024.
Exercise Director	Paul Harris, Emergency Management Lead pharris@pmogs.com
AAR Writer	Chyenne Shaw, Intermediate HSE Specialist. cshaw@pmogs.com

Acronyms

AAR	After Action Report
BCER	British Columbia Energy Regulator
BCML	British Columbia Marien Logistics
EOC	Emergency Operations Centre
EMCR	Ministry of Emergency Management and Climate Readiness
ERP	Woodfibre LNG Construction Emergency Response Plan (Version 1)
ERT	Emergency Response Team
HSSE	Health, Safety, Security, and Environment
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IMT	Site Incident Management Team
ISOS	International SOS
MST	Woodfibre LNG Management Support Team
PMO	PMO Global Services
TTX	Tabletop Exercise
WLNG	Woodfibre LNG
SMUV	Surerus Murphy Joint Venture

1. EXECUTIVE SUMMARY

This report presents the findings from the activation of the Woodfibre LNG Construction Emergency Response Plan (ERP) Exercise conducted on October 1, 2024, at both the Woodfibre LNG (WLNG) Construction Site and the WLNG Vancouver Office. It offers a comprehensive overview of the exercise scenario, the ERP activation process, and the overall response from participants. Additionally, it summarizes key feedback, and observations from attendees, and provides actionable recommendations for enhancing future emergency preparedness.

1.1 Purpose

The purpose of the Functional ERP Exercise, codeword 'National' held on October 1, 2024, was to test and evaluate the effectiveness of the Woodfibre LNG Construction Emergency Response Plan (ERP) in a simulated real-time emergency scenario. This exercise aimed to create a realistic environment where multiple stakeholders—including Woodfibre LNG, McDermott International, Ledcor Bird, FortisBC, and the Frontier-Kemper Michels Joint Venture— could collaboratively assess their response capabilities in handling an escalating emergency involving an injured worker, severe weather conditions and potential escalating hazards.

1.2 Results

Overall, the exercise successfully met most objectives, particularly in areas of exercise structure, ERP activation, effective communication, and stakeholder engagement. However, there are opportunities for improvement concerning role clarity, external communications, and coordination with subcontractors. These insights will inform enhancements for future exercises.

1.2.1 Achievement of Exercise Objectives

Table 1 provides a summary of the pre-defined exercise objectives along with an assessment of the degree to which those objectives were accomplished.

Table 1 – Achievement of Exercise Objectives

Exercise Objectives	Achieved?	Comments
1. Maintain compliance with Woodfibre LNG Construction ERP Exercise Requirements and provide an opportunity for Squamish Nation and external agencies to participate/observe.	✓ YES	<ul style="list-style-type: none"> Engagement of multiple stakeholders, including various external agencies, contributed to a comprehensive response experience.
2. Validate the ability to activate and implement the Woodfibre LNG Construction ERP procedures in response to a simulated land-based emergency event.	✓ YES	<ul style="list-style-type: none"> Feedback confirms effective activation and implementation of the ERP, with participants reporting a clear understanding of their roles.
3. Validate the ICP's coordination, decision-making, and communication processes	✓ YES	<ul style="list-style-type: none"> Improved communication and decision-making were noted, particularly among the Operations

Exercise Objectives	Achieved?	Comments
with the limited deployment of tactical resources.		Section Chief and team members, although some concerns over role clarity were raised.
4. Validate coordination between Woodfibre LNG and FortisBC, and their subcontractors.	✓ YES	<ul style="list-style-type: none"> Positive feedback on teamwork and collaboration was received; however, confusion about command structures indicated a need for clarity regarding roles and communication pathways. Effective communication was confirmed at the site level, but not at the management level between the WLNG EOC and FortisBC management.
<ul style="list-style-type: none"> Escalate the emergency scenario during the exercise, to prompt and validate the use of the Floatel for a mass evacuation of the site. 	*Partially Met	<ul style="list-style-type: none"> The scenario was successfully escalated to necessitate a mass evacuation, yet validation was hindered due to site personnel not following pre-exercise instructions.
5. Validate communication between the on-site Incident Command Post (ICP) and the Woodfibre LNG Emergency Operations Centre (EOC)	✓ YES	<ul style="list-style-type: none"> Communication channels between the ICP and EOC were effectively utilized, resulting in a well-coordinated response.
6. Validate external notification and communications with (real and/ or simulated) external agencies, Indigenous groups, media, and other stakeholders.	✓ YES	<ul style="list-style-type: none"> External communications were positively received. All simulated agencies were provided with timely information regarding the level of emergency and affected parties, and the Liaison Officer successfully coordinated with the Vancouver EOC for support.
7. Validate coordination of external messaging between the Woodfibre LNG EOC and FortisBC	*Partially Met	<ul style="list-style-type: none"> Coordination and messaging strategies were developed; however, while effective communication was noted among on-site parties, similar validation was lacking at the management level between the WLNG EOC and FortisBC management

1.3 Improvement Action Plan

The following outlines an action plan with timelines to address the opportunities for improvement identified during the conduct of this exercise.

Table 2 – Improvement Action Plan

Improvement Action	Responsible	Target Completion
Short Term		
1. Refresher Training and Organizational Discussion <ul style="list-style-type: none"> a) Conduct Refresher Training: Schedule immediate refresher training sessions focused on the aspect of the ERP and organizational structure, including discussions on the roles and responsibilities of the Section Chiefs, ERT Group Supervisor, and Medical Task Force Leader. • Role Clarification Session: Arrange a dedicated meeting between WLNG, McDermott International (MDR), and Fortis to discuss and define the best locations for critical roles during an emergency (on-scene VS. ICP) to enhance communication effectiveness. b) Designate a Situation Unit Leader whose primary responsibility will be to keep status boards updated during exercises and actual emergencies. This role will enhance situational awareness and improve overall operations. c) Designate a Planning Section Chief who will be responsible for coordinating and leading the Incident Command Post (ICP) including meetings during exercises and actual emergencies. This role will ensure that effective planning and communication occur, thereby enhancing situational awareness and optimizing decision-making processes within the ICS framework. d) Continue to train and engage backup and alternate personnel assigned to the MST. With the mobility of all team members, having trained people able to step into roles is essential. e) Train and enhance the utilization of the ICS 201 form and other ICS forms such as the ICS 233 form, this could further streamline information sharing and improve situational awareness. f) Provide training on the ICS PPOST which is the process for identifying impacts and threats to response priorities and in setting SMART objectives to manage each. 	Kyle Wong (WLNG) and John Kinsella (MDR)	December 15, 2024.
2. Improve Information Flow from ICP to EOC <ul style="list-style-type: none"> a) Develop a stakeholder notification wall chart for ICP and EOC b) Revise and post the wall size site map to include the area off site and off-site hazards such as the Henrietta Dam. 	Kyle Wong (WLNG)	February 15, 2025.

3. Improve Visibility of Command Personnel: a) Ensure that all Incident Command Post (ICP) vests are ready for use and align with the Emergency Response Plan.	John Kinsella (MDR)	January 15, 2025.
Longer Term		
4. Explore appropriate Communication Tools in the EOC and ICP. a) Evaluate advance communication tool options to streamline communication and coordination among different teams and stakeholders during exercises and real emergencies. b) A speakerphone or Bluetooth speaker is required for team calls. c) A Conference Call Phone with a dedicated number is required.	Kyle Wong (WLNG)	March 31, 2025.
5. Conduct Site-Wide Muster and Head Count a) Plan and execute a Site-Wide Muster Drill: Organize a full site-wide muster and headcount drill to validate the ability of all personnel to hear alarms and understand the mustering evacuation procedure. This drill should also assess and validate the site method to alert workers of an emergency, ensuring that all personnel can hear the emergency alarm. Additionally, it will evaluate the on-site emergency notification process and strengthen the overall response capability.	Kyle Wong (WLNG) and John Kinsella (MDR)	March 31, 2025.
6. Emergency Response Plan Updates a) Additional admin and documentation support is recommended. This would include admin/scribe support for the EOC Director, personnel filling out the wall charts and updating them, and other support as needed. b) Review of the MST structure and duties assigned to the Project Director and sub-roles reporting to the Project Director to identify other ways of structuring MST to ensure these duties are covered by others.	Kyle Wong (WLNG)	March 31, 2025.
7. Future Exercise Components: a) Consider future exercises to start where the last exercise left off to ensure all components of the exercise are completed. b) Validate external contact numbers during future exercises.	Kyle Wong (WLNG)	As part of future exercise conduct.

1.4 Report Appendices

This After-Action Report presents the findings from the activation of the WLNG Construction 'National' ERP Exercise conducted on October 1, 2024, below is a summary of the contents of the report appendices:

[APPENDIX A: Attendance Record](#)

The attendance record details the number of participants from various entities involved in the exercise at both site and EOC locations.

[APPENDIX B: Post Exercise Debriefing Comments](#)

This appendix compiles debriefing comments from participants at both the Site and the Emergency Operations Centre (EOC).

Construction Site

The comments from site participants highlight positive aspects such as improved communication, strong teamwork, timely medical response, better documentation use, and professionalism among team members. Additionally, areas for improvement were identified, including the need for clearer role definitions, enhanced decision-making autonomy, improved visibility of key personnel, better information-sharing processes, increased realism in simulations, development of backup communication strategies, consistency in documentation, and updates to the Emergency Response Plans.

Vancouver Emergency Operations Centre

The feedback from Vancouver EOC participants emphasizes the importance of effective coordination and communication with the site. Positive points include efficient management of information flow and the effective use of the Emergency Operations Centre's resources. Areas for improvement noted by EOC participants include the need for clearer communication channels with on-site personnel, better integration of external agency responses, and enhancements to training materials based on real-time feedback during the exercise.

[APPENDIX C: Agency Simulators Feedback](#)

Feedback from simulators discusses the quality of communication during external calls, noting transparency and accuracy as strengths. Areas needing attention include ensuring the accuracy of initial information and improving understanding of incident protocols.

[APPENDIX D: Facilitator Comments](#)

This section presents facilitator observations from the exercise, highlighting both strengths and areas for improvement of the Site, the Incident Command Post (ICP), and the Emergency Operations Centre (EOC).

[APPENDIX E: Exercise Scenario](#)

This appendix provides a thorough description of the exercise scenario, outlining the sequence of events, from the initial weather warnings to the escalation involving worker injuries and subsequent evacuation decisions.

[APPENDIX F: Rules of Engagement](#)

This appendix includes the Rules of Engagement delivered before the start of the National Exercise.

[APPENDIX G:](#) Incident Action Plan – ICS 201

This appendix includes photos of the Incident Action Plan developed in the ICP.

[APPENDIX H:](#) Pre-Exercise Personnel Communication Message

Communications that the FortisBC Tunneling contractor sends out to their personnel before the exercise.

[APPENDIX I:](#) Photos

It contains photographs documenting various aspects of the exercise, including scenes from the site and the Emergency Operations Centre.

APPENDIX A – ATTENDANCE

Woodfibre LNG Construction Site

Page 1

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	Employee Name	Company
1	DARIA HASSELMANN	WLNG
2	Pascale St. Louis	District of Squamish
3	Tasha Wesley	Squamish Nation
4	Whitney Joseph	" "
5	Alex Barker	SN
6	Brook Schneider	SN
7	David Harrison	SN
8	Scott Wozniak	MOR
9	Adam Wozniak	MOR
10	Vic Locke	WLNG
11	Kyle Neil	MOR
12	Paul H. H. H.	PMO
13	PETER DALTON	BCFL
14	RYAN DONOHUE	DOS
15	PAUL KERENAN	BCML
16	Tim ACKATH-SANZAH	FORTISBC
17	Rebecca Billy	SQUAMISH Nation
18	plekik Vacheco	Bridgemaas
19	JOEL BOT	FORTISBC
20	Alexander Geban	Bridgemaas

Page 2

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	Employee Name	Company
1	Karen Robinson	WLNG HSE
2	Gregory M. Lacombe	MOR
3		
4		
5		
6		

Woodfibre LNG Vancouver Emergency Operations Centre (EOC)

Exercise Name:	NATIONAL	ERP	Woodfibre LNG Construction ERP Ver 1	
Exercise Director:	Paul Harris	Location:	<input type="checkbox"/> Site	<input type="checkbox"/> Vancouver
Type	ERP Exercise (functional)		Date:	October 1, 2024

Name (Please Print Clearly) FIRST LAST	COMPANY / AGENCY	ERP ROLE TODAY	SIGNATURE
Sean BearJaw	WLNG	Communications Lead	s22
Marnie Yohemas	WLNG	EOC Director	
Natalia Timacheva	WLNG	HSSB Manager	
Todd Boychuk	WLNG	IR coordinator	
Setena Basi	WLNG	External Relations Lead	
Jerome Buser	WLNG	Dep EOC Dir	

Page 2

Name (Please Print Clearly) FIRST LAST	COMPANY / AGENCY	ERP ROLE TODAY	SIGNATURE
Matthew Kemble	WLNG	EOC Document Coordinator	s22
Femi Farinde	WLNG	EOC Social Media Coordinator	
PETER DEVENIS	PMO6S	EOC FACILITATOR	

APPENDIX B - DEBRIEFING COMMENTS

The following exercise participant comments have been compiled from the debriefing discussion.

Positives - Noted by Participants

Construction Site Participant – Positive Comments

1. Communication:

- ✓ Improved communication was noted, especially between the Operations Section Chief and other team members, contributing to a more organized response compared to previous exercises.
- ✓ Effective communication was observed among ERT personnel, with clear updates and verification of information being shared.

2. Teamwork:

- ✓ Strong teamwork among participants, with members assisting and respecting each other's roles, avoiding interference with ongoing tasks.
- ✓ A clear acknowledgment of support from different agencies (Woodfibre LNG and FortisBC, and their subcontractors), showing collaboration and engagement during the incident.

3. Response to Critically Injured Workers:

- ✓ The medical crew handled the critically injured worker professionally, with timely patient assessments and transfer preparations.
- ✓ The exercise allowed quick patient packaging and readiness for transfer, demonstrating efficiency in emergency medical response.

4. Learning from Past Exercises:

- ✓ Improvements were noted in response time and organization compared to the last exercise, indicating that feedback and lessons learned were effectively implemented.

5. Documentation and Visual Aids:

- ✓ Good use of documentation, including taking photos of forms to assist communication with the Emergency Operations Center (EOC).
- ✓ Visible organization charts and materials were maintained, aiding in clarity of organization and roles.

6. Professionalism:

- Participants acted professionally, treating the exercise like a genuine incident, which fostered a serious and focused environment.

7. Calmness Under Pressure:

- ✓ Several participants mentioned feeling calmer and more collected during this exercise compared to previous ones, indicating an increase in confidence within the team.

Vancouver EOC Participant – Positive Comments

8. Exercise Scenario and Planning:

- ✓ The approach to the exercise was great.
- ✓ The team was organized, and the prior training and experience helped.
- ✓ Actual engagement with the role players/simulators was a plus.
- ✓ The exercise helped to build confidence in the team members.

8. Teamwork and Leadership:

- ✓ Great coordination from the EOC Director
 - Good flow and delegation of tasks worked well.
 - The use of regular check-ins every 20 minutes helped.
 - Early on, the EOC Director established who was available, who was needed, and who was available in the office.
 - The EOC Director asked for clarification on key information – double checked the data.
- ✓ Better linkage between the Deputy IC and EOC Director
 - Good cadence with the ICP
 - There was a good cadence of meetings and regular scheduled updates between the ICP and EOC.
- ✓ Overall, a calmer atmosphere with this EOC and response
 - The MST showed less stress in response to the scenario – effective use of thinking ahead.
- ✓ Joint agency call was practiced and worked well.
 - Good update meeting conducted with agencies and stakeholders, which was learning from the previous exercise – worked well to keep all informed at the same time.
 - The joint agency update call was good to practice and provided effective information on the incident to all on the call.
- ✓ Everyone was confident in their roles with a good sense of teamwork.
 - A positive team approach to the scenario
 - Good work as a team in the EOC. Regularly heard "Do you need anything?" and "Do you have what you need?" in conversations between the ICP and EOC and within the room.
- ✓ Good flow within the EOC team. Responsive to each other. Tasks were done and done well. Overall communication improved.
 - Communication with stakeholders was well-coordinated.
 - Good communications

9. Situational Awareness:

- ✓ The team started to anticipate future issues – focus on the role of MST and longer-term impacts.

10. EOC Tools And Technology:

- ✓ The Liaison Officer at ICP did a great job reducing background noise compared to the previous exercise.
- ✓ Good collaboration between team members using WhatsApp.
 - WhatsApp was very effective in keeping team members in the loop.
- ✓ This exercise was more visually immersive due to the use of maps, charts, and the 201 Incident Briefing form.
 - The use of the wall charts was helpful for a quick reference.
- ✓ There was less noise in this exercise in the EOC room. There was a better use of communications tools by using the planned update calls between the ICP and EOC.
- ✓ The use of breakout rooms was good.

Improvement Suggestions - Made by Participants

Construction Site Participant - Improvement Suggestions

1. Role Clarity and Communication Overlap:

- △ Participants felt that there was a bit of confusion when multiple personnel reported on the same information resulted in unclear lines of responsibility. An understanding of the defined role and responsibilities of each ICS function is required to prevent overlap and ensure efficient communication.

a) ICP personnel need to have foundational ICS training and

b) Designated response personnel should be involved in regular scheduled refresher training on the ICS roles and responsibilities within the Construction ERP

2. Space for Decision-Making:

- △ Some comments suggested that team members need more autonomy and space to perform their assessments without being interrupted for updates. This could be reinforced in training that would improve efficiency and outcomes during critical response operations.

3. Identification of Key Personnel:

- △ Recommendations were made for better visibility and identification of key roles, particularly for those in charge. Implementing clear markings or vests for key personnel would help all participants recognize designated response roles.

4. Information Sharing Processes:

- △ Need for improved processes for sharing critical information with the EOC and among agencies. Ensuring timely updates and clear communication will help avoid misinformation and confusion regarding the incident status.

5. Simulation Realism:

- △ Some participants made suggestions for further enhancing the realism of the exercise, such as more complete dramatization and the inclusion of additional elements in the scenario, to better approximate a real incident.

6. Backup Communication Strategies:

- △ We may need to develop alternative site emergency notification methods (e.g., sirens, site-wide speaker systems) as not all personnel may have access to radios. It is critical to alert those on site.

7. Documentation Consistency:

- △ Reports indicated some confusion regarding documentation and form completion, suggesting a need for training on the importance and proper use of documentation throughout exercises.

8. Emergency Response Plans (ERPs):

- △ During the debriefing, several participants emphasized the significance of regularly updating and enhancing the Emergency Response Plan (ERP) based on insights gained from the exercise. They recommended that ERPs and training materials be continuously

revised to reflect exercise feedback, ensuring they effectively address the evolving demands of emergency response.

Vancouver EOC Participant - Improvement Suggestions

9. EOC Room and Technology

- △ Utilize more wall chart checklists (e.g., agency notifications and updates)
- △ Even though the noise was less, there are still opportunities to reduce the noise even further.
- △ Need additional role binders and more pages (ICS 214) for notes.
- △ Could have made more use of the Teams site to display common information and provide updates.
- △ Consider having everyone on their computer, which would allow for email to be used within the team and for inputs.

10. Focus and Roles

- △ Prepare electronic (PDF) versions of the role responsibilities books.
- △ Prepare duplicate role responsibilities hard-copy books for team members to keep when.
 - △ away from the office
- △ Identify and assign backup/alternate personnel for each role within the MST.
 - Consider expanding the core team with backup personnel identified. Provide training and practice in future drills.
- △ More support for documentation and record keeping. Pull in help as needed.
 - More support is required for documents, notes, etc.
 - Involve more people in the exercise. Bring in more admin support.
 - Involving more people in admin and process management support
- △ Consider bringing in HR support for people implications, etc.

11. Situational Awareness

- △ Need to remember to consider related projects such as FortisBC, etc., and the effects of emergencies on these related activities.
 - It is unclear how we notify other subcontractors on site (e.g., FortisBC, etc.) for a situation like a work shutdown.
 - Take more time to discuss the significance and impact of new developments (second incident)
- EOC was unable fully explore the second emergency scenario because the exercise was concluded prior to the opportunity for response. The External Relations Officer recommended that EOC Director revisit the risk matrix to assess the risk associated with the second scenario when it was reported by ICC, ensuring that any necessary escalations are appropriately addressed.

-
- It would have been good to have another set of roundtable conversations on where we are at with things.
 - When the second incident (weather, risk of flooding, and muster) was revealed, the MST could have taken a time-out to re-assess the situation, alert level, and potential impacts.
 - Remember also to include communication with external business and partners (FortisBC because of the Mill Creek evacuation)
- △ Should have a conversation as to when the site is allowed to be shut down. Who makes the call? EOC? Site? WorkSafeBC? Need to discuss and clarify.
 - △ An important question needs to be addressed about who stays after the Floatel evacuation and when and how they eventually leave.
 - △ Need to ensure all facts are correct before launching into external calls. Need to understand the issues.
 - △ The objectives from the ICP were not received (or captured perhaps) by the EOC until much later in the incident.

Participant – Prebriefing Written Comments

Construction Site

(Twelve-12) feedback forms were received, with results as follows:

1. Positive Observations:

- *Gareth is on top of the incident and does well at looking forward.*
- *The Team WLNG/MDR works well together.*
- *Communications seemed better with single-point contacts.*
- *Pre-scenario meeting instead of handout.*
- *“No Comment” seemed effective.*
- *Involve workers, eliminate moving vehicles.*
- *Be truer with dealing with a real-life scenario.*
- *Communications – ICP to Field.*
- *Professional Attitude – Commitment to Exercise.*
- *Medical Response – Decision Makers.*
- *Clear communication and concise.*
- *All ICS Members communicated very well. This was a loud and small room, but everyone was able to speak and listen.*
- *The Incident Commander did a great job during the very fast-paced ever-changing exercise.*
- *Professionalism – everyone involved was very professional and acted as if it was a real situation.*
- *There were a lot of supplemental items that were considered that most people were not aware of.*
- *Very calm and well run.*
- *IC was great.*
- *Using both WhatsApp and Teams was very helpful in communicating with the EOC.*
- *Medical / BCML was very organized.*
- *The ICP team gathered quickly, IC took charge and had workers' communication set up.*
- *Clear communication for the ICS Team and others involved.*
- *BCML / ERT team gave the care needed.*
- *ICS Command was clear and concise in radio communications.*
- *The MDR Operational Leader was calm and collected, asked for clarification when needed information and provided observations and updates.*

- *ISOS Lead was professional in his duties dealing with critically injured workers.*
 - *Good Response time – BCML/ISOS.*
 - *Good Communication through the Operations Officer.*
 - *Good patient assessment & packaging. Quick time to have patients transported.*
 - *Activation time from time to ALL CALL to the time the ERT made to their responsible vehicles and departed for the scene was done in an efficient and timely manner. Big improvement from the last drill.*
 - *The ERT appeared to be very collected and professional while on scene, all their actions were calculated and planned versus being in a state of panic.*
- The BCML ambulance crew kept calm and had clear and concise communication within the group and with the ISOS Lead and BCML lead via radio ensuring the message was received and understood.*

2. Improvement Opportunities

- *Make sure anyone responsible is trained.*
- *I was confused at times about who was responsible for what tasks.*
- *The whole picture was not captured.*
- *Mustering Participation – More from Subcontractors.*
- *Marine Scale is not involved.*
- *Muster and follow-up information.*
- *A vest is not worn in the ICP to identify the IMT.*
- *I would like to have a better connection with EOC in Vancouver.*
- *Not sure if there was a need for a quick intro of who is who at the start, if it was a real situation, this would not happen.*
- *Limit the amount of people coming into contact with the IC.*
- *Limit the amount of people with access to the ICP.*
- *ICP was not quick to get to the medical team to the IC Post.*
- *Allow the medical team to take care of the IP.*
- *Dramatization should be more complete in drill to approximate the real times in handling an injured patient.*
- *Provide an alternate Land-based ICS Command center in case the Floatel is unsafe to use in an emergency event.*
- *Another Method is to alert site personnel of an emergency. Siren? Horn Blasts? Site-wide speaker system?*
- *Weather information was confusing.*
- *Communication on site was challenging.*
- *Bit of side communication that needed to go through the operations officer – IC.*

- *Scenario had to be set up at the last minute – be nice to know what equipment or personnel required telehandler/ppl as patients.*
- *Ensure that no vehicles are left parked and unattended around emergency vehicle parking and staging area. Place signage (No Parking or leaving vehicle unattended in this zone – Landing/Unloading only)*
- *Understand what is visible from Britannia to the site with regards to emergency vehicle lights as this could cause premature posting on social media making assumptions. Perhaps have an observer in Britannia to see what is visible.*
- *Continue looking at an opportunity for the BCML lead/delegate to have side-by-side dispatch to the scene first to better understand needs, hazards, and access/egress requirements. The fire truck was dispatched first followed by an ambulance, upon arriving the ambulance was directed towards the incident vs backed in.*
- *Account for Vessel Staff that don't come to the site but are on the dock.*
- *Trouble hearing in EOC due to radio conversations cellphones and video conferencing.*
- *Ensure all operations chiefs are present and give reports to the IC for a more consistent flow of information and an increase in the number of scribes.*

Vancouver EOC

(Six 6) feedback forms were received, with results as follows:

1 Positive Observations:

- *More visually immersive with the map, charts, incident briefing, etc.*
- *Everyone was confident in their roles & a good sense of teamwork.*
- *Less noisy overall & better maps of communication by the minute, phone call updates.*
- *Communication improved.*
- *Less stress – More thinking ahead.*
- *Better Link between Deputy and ECO Director.*
- *Calmer and usage of tools such as WhatsApp.*
- *Good work as the team at the EOC, (Regular Check-ins) checking in to see if anyone needs anything.*
- *Established who should be identified, double-checked information, and asked for key information confirmation.*
- *Started to anticipate future issues.*
- *Good Flow within the team, responsive to each other, Jobs were well done.*
- *Good Communication.*
- *Good Flow – delegation of tasks.*
- *Good Charts for quick refreshers.*

- *Use of break-out rooms.*
- *Organized group.*
- *Team approach.*
- *Actual engagement with the simulation.*
- *Good collaboration between team members using WhatsApp.*
- *Good meetings were conducted with agencies and stakeholders which were learning from previous exercise.*
- *The Liaison officer did a great job reducing background noise from the previous exercise.*
- *Communication with stakeholders was well coordinated - Joint Agency Call.*

2 Issues for Improvement

- *Although the noise was better, there is perhaps still an opportunity for improvement.*
- *Take more time to discuss internally as mentioned after the second incident.*
- *Expand the core team, provide training, and engage in drills.*
- *Involve more people – bring in more admin people.*
- *Communication to external business – Fortis for example: Millcreek evacuation.*
- *When do we shut down the site? Who makes the call? EOC -Site-WorkSafeBC?*
- *It would be good to have another set of round tables where we are.*
- *Need more postable checklists. (regulator callouts)*
- *More support with records, roles, etc.*
- *HR implications and support.*
- *Ensure all facts are straight: Launching call and understanding issues.*
- *Documentation – Everyone record keeping/pull in more help.*
- *It is unclear how we will notify other subcontractors on site, for work shutdowns.*
- *Prepare electronic version of role responsibilities.*
- *Remember to think of related projects such as Fortis and the effects of emergencies.*
- *Ensure each role of EOC has an alternate designated.*
- *Could have made more use of the team's site for information sharing and display on the main screen.*
- *When the second 'Incident' involving site muster started to happen, the EOC team could have done a time-out to reassess.*

Participant - Exercise Design and Conduct Feedback

Construction Site

(Twelve-12) feedback forms were received, with results as follows:

- 1 Participants felt the exercise was very **good**, with an average participant rating of **8** out of 10.
- 2 The exercise was rated by participants being **Above Average** than previous tabletop exercises they participated in, with an average rating of **7.17** out of 10. Two participants wrote N/A, which could be an indication that this was their first tabletop exercise.
- 3 **ALL participants** stated that through the exercise **they understood their role and responsibilities better and how they needed to work with each other in an emergency.**
- 4 **All** stated that the exercise provided an opportunity to practice implementation of the Construction Emergency Response Plan.
- 5 **All** stated that the exercise practiced deployment of emergency responders and activation of the Site Incident Command Post and the Vancouver Emergency Operations Center.
- 6 **All** stated that the exercise practiced and validated the communication between the on-site ICEP and the Vancouver EOC and with simulated agencies and stakeholders.
- 7 **All** stated that the exercise helped to increase the understanding and competence of Key Personnel.
- 8 **11 out of 12** stated the exercise and debriefing help identify opportunities for improving emergency preparedness/readiness.
- 9 When asked how we could make future exercises more effective, participants stated:
 - *Create software to streamline.*
 - *Swap Roles Site and EOC for better understanding.*
 - *This was a great drill.*
 - *Was great – Liked it was mostly a real scenario.*
 - *Have more clear prep for IP and their injuries.*
 - *Tabletop exercises on scenarios.*
 - *A meeting before the exercise Re; guidelines ETC.*
 - *No Ips names during exercise.*
 - *Be specific on the day the drill happens; rather say between specified days that a drill will occur.*
 - *Improve EOC Internal Communication – Chief to IC*
- 10 Additional written comments:
No comments have been provided.

Vancouver EOC

(Six - 6) feedback forms were received, with results as follows:

- 11 Participants felt the exercise was **very good**, with an average participant rating of **8** out of 10.
- 12 The exercise was rated by participants being **Above Average** than previous tabletop exercises they participated in, with an average rating of **8** out of 10.
- 13 **ALL participants** stated that through the exercise **they understood their role and responsibilities better and how they needed to work with each other in an emergency.**
- 14 **All** stated that the exercise provided an opportunity to practice implementation of the Construction Emergency Response Plan.
- 15 **All** stated that the exercise practiced deployment of emergency responders and activation of the Site Incident Command Post and the Vancouver Emergency Operations Center.
- 16 **All** stated that the exercise practiced and validated the communication between the on-site ICP and the Vancouver EOC and with simulated agencies and stakeholders.
- 17 **All** stated that the exercise helped to increase the understanding and competence of Key Personnel.
- 18 **ALL** stated the exercise and debriefing help identify opportunities for improving emergency preparedness/readiness.
- 19 When asked how we could make future exercises more effective, participants stated:
 - *This method was great.*
 - *Every time we do this it gets better.*
 - *Have everyone on a computer as it allows emails to be used within the Team for inputs.*
- 20 Additional written comments:
 - *Take home binders for each role/backup.*

APPENDIX C – SIMULATOR FEEDBACK

Positives:

1. Communication Quality:

- ✓ Calls to agencies and stakeholders were timely, calm, and courteous.
- ✓ All callers were knowledgeable and reassuring, effectively anticipating recipient inquiries.
- ✓ Incident updates and callbacks were provided as promised, enhancing reliability.

2. Transparency and Accuracy:

- ✓ Callers maintained transparency, sharing information based on known facts without speculation.
- ✓ The call to BC Ambulance Service was particularly strong, with accurate location details, patient information, and proactive follow-ups.

3. Effective Information Flow:

- ✓ Clear communication was noted in calls to various stakeholders such as the District of Squamish, RCMP, BC Hydro, EMCR, Squamish First Nation, and Tsleil-Waututh First Nation. Callers demonstrated an understanding of what information was necessary, leading to efficient exchanges.
- ✓ The Team's call to key regulators was marked by professionalism, with a strong presentation that conveyed confidence and credibility.

Areas for Improvement:

1. Accuracy of Information:

- △ There were instances of incorrect initial incident information; specifically, the report initially cited a crane accident, which later changed to a telehandler incident.
- △ This discrepancy highlighted the need to confirm all key facts before making external communications.

2. Understanding Protocols:

- △ An apparent misunderstanding regarding work stoppage requirements arose, particularly concerning whether WorkSafeBC requested an incident site shutdown versus an overall worksite shutdown.

3. Communication Protocols:

- △ There were minor oversights in calls, such as the failure to introduce roles during the call to EMCR and neglecting to ask for a case number initially.

APPENDIX D – FACILITATOR COMMENTS

Site

- ✓ Dedicated ERT Personnel: The presence of trained Emergency Response Team (ERT) personnel on-site, along with the high level of skills shown by BCML responders, was a significant strength.
- ✓ Agency Observers: Observers from Squamish Nation, the District of Squamish, BC Energy Regulator (BCER), and FortisBC attended, providing valuable external insights.
- ✓ Prompt ICP Activation: The Incident Command Post (ICP) was activated promptly once the call came in, and the ERT was quickly dispatched to the scene.
- ✓ Initial ICP Setup: The ICP was efficiently set up with support from the Safety Officer and Deputy Incident Commander (IC), who worked on ICS charts and drafted incident objectives.
- ✓ Clear On-Scene Leadership: The Operations Section Chief, Safety Officer, and Medical Leaders were all clearly identified and wearing vests, which facilitated effective leadership and coordination on the scene.
- ✓ Ongoing Communication: The Incident Commander maintained ongoing communication with the Operations Section Chief, ensuring clear coordination.
- ✓ Briefing at 1052 hrs.: The IC took the initiative to pause and give an all-hands briefing in the ICP at 1052 hours, which was beneficial for situational awareness.
- ✓ EOC Support: The use of WLNG Vancouver Emergency Operations Centre (EOC) staff to assist the Liaison Officer worked well as per the plan.
- ✓ Emergency Level Declaration: The IC effectively understood and declared the emergency level, though it's unclear if this was consistently communicated to the EOC and external agency simulators like BCER.
- ✓ Flotel Captain Engagement: Engaging the Flotel Captain and Ship Engineer in the ICP was valuable for addressing weather concerns and exploring operational options for the crew.
- ✓ Realistic Approach: All participants treated the exercise seriously, acting as if it were a real event.
- ✓ Use of ERP and Checklists: Many ICP personnel actively referred to the Emergency Response Plan (ERP) and role-specific checklists throughout the exercise.
- △ Lack of Initial ICP Briefing: An ICP briefing after activation would have been ideal, especially while the ERT was en route to the accident scene.
- △ Role and Chain of Command Confusion: There were inconsistencies in applying roles and understanding the chain of command as outlined in the ER, such as:
 - The Liaison Officer often provided updates to the Vancouver EOC instead of the Deputy IC.
 - The ERT Group Supervisor was located in the ICP, but it was unclear if they were reporting to the on-scene Operations Section Chief.
 - No Logistics Section Chief appointed.

- △ Objectives Development: The Deputy IC worked on objectives without the IC's involvement or confirmation, and there was no clear communication to the team or team reference to the objectives.
- △ Missed Evacuation Objective: Despite pre-exercise meetings and written instructions, FortisBC's contractor SMJV and MDR supervisory staff did not conduct the planned evacuation of at least one designated person per crew to the Flotel, missing a key exercise objective. Facilitators observed that FortisBC's contractor SMJV was prepared to do this, but MDR was not.
- △ Role Scope Creep: The Deputy IC stopped providing EOC updates, as these were managed solely by the Liaison Officer, causing a role overlap.
- △ ERT Group Supervisor Dual Role: The ERT Group Supervisor was heavily involved in radio communication with on-scene responders, which worked well for coordinating with BC Ambulance Service. However, this role might face challenges if communication had to occur from the scene due to potential cell service issues.
- △ Chain of Command Confusion: The ERT Group Supervisor was communicating with the on-scene Operations Section Chief, but the exact reporting structure during the exercise was unclear. According to the ERP, the chain of command should be IC → Operations Section Chief → ERT Group Supervisor → Medical Task Force Leader.

Vancouver EOC

- ✓ The team members displayed more confidence in taking on and executing their roles for this scenario.
- ✓ Better rhythm with the ICP in terms of updates and scheduled calls rather than the haphazard way it occurred in the last exercise.
- ✓ With more of the MST members available for this exercise, there was no double-hatting of the roles as occurred in the last exercise.
- ✓ The response in the EOC was much more systematic, planned, and less stressful than the prior exercise. The team members had indeed learned from the previous practice exercise.
- ✓ It was obvious that the majority of recommendations from the observation of the prior exercise were taken to heart and implemented by the MST members during this exercise.
- ✓ The test call with all key regulators and stakeholders was held and proved to be a successful way to transfer updated information and garner any concerns that the regulators or stakeholders may still have.
- ✓ Excellent job by the Indigenous Nations Coordinator (Todd B.), who stepped into the role without any prior training or practice.
- ✓ Strong and thoughtful leadership from the External Liaison, Regulator Manager, and Communications Team Lead during the exercise
- ✓ Due to the nature of the scenario, the role of the HSSE Manager was not tested as fully as it could have been. However, they were engaged in managing the room and information updates.

Teamwork and Leadership

- ✓ Good prompt activation by the EOC Director. She was notified at approximately 1020. She activated the EOC and MST members to convene at 1023. Microsoft Teams was set up immediately and an update from the Liaison Officer was held at 1025. Formal ICS roles were then assigned at 1030. By 1040 the ICS wall charts were being filled in by the HSSE Manager.
- ✓ The EOC Director was calm and focused during the exercises and did a great job identifying who was needed and who was available in the office and delegating and assigning ICS roles right away. She made a point after initial prompting to always get critical information repeated or confirmed and continued this verification throughout all the subsequent information updates.
- ✓ Great job by the team in pausing and getting the facts before jumping into action (prompted by the EOC facilitator first during a time-out, then the team made it a habit for subsequent information updates)
- ✓ The Executive was kept in the loop throughout by the EOC Director, especially regarding the injured workers and family notification.
- ✓ MST was able, after the initial response, to turn to anticipating issues and look at "What's Next" items as their role stayed strategic.

EOC and Tools

- ✓ Overall, better use of the tools in this exercise: wall charts, WhatsApp, Teams link, photos, and information from ICP as well as the breakout rooms. After some prompts, the team asked for photos of the key information in the ICP as well as the initial ICS 201 form. This was sent via email and then distributed to the team members via the WhatsApp channel.
- ✓ The WhatsApp channel was a very positive tool and should continue to be utilized in further training, drills, and incidents.
- ✓ Effective use by every one of their role checklists and the ICS 214 forms, for the most part
- ✓ The EOC Director decided to have her team go out to use the breakout rooms or their offices to make the external calls. This lowered the overall noise and activity in the EOC.
- ✓ After prompting, the Management Support Team utilized the Resources Listing chart as the External notification list. They were able to make the ICS forms work for their needs.

Communication And Notification

- ✓ Good planning for each update call with the Liaison Officer or the Deputy Incident Commander. After some initial confusion, the team focused on what happened, when, who, how for follow-up information calls with the ICP.
- ✓ Strong lead role by the External Liaison Lead to identify what regulators and stakeholders were to be contacted using information from the ERP. This included Indigenous groups, and she also identified courtesy calls to interested agencies apart from the mandatory calls.

- ✓ The team decided to bring in an HR representative to provide information on accessing employees' and contractors' next of kin contacts and phone numbers. A number of learnings were identified as a result.
- ✓ Communications prepared several social media responses based on the injects provided at various times. There was a clear strategy, and they were able to get a Media Statement prepared for distribution.
- ✓ The ability to get approval for Social Media posts from the President was quick and timely in this exercise. Communications did a strong job anticipating and getting ahead of the incident.

Improvement Opportunities

- △ General guidance for the MST is not to be shy to take more "pauses" or "timeouts" to gather and discuss key information. For example, "Where is everyone at?" and "What do we know now?" type of conversations. This will allow everyone to get up to speed and then go back to the rhythm of the response.
- △ Continue to train and engage backup and alternate personnel assigned to the MST. With the mobility of all team members, having trained people able to step into roles is essential.

EOC Room

- △ A Stakeholder Notification wall chart is needed. As mentioned during the debrief, it should include the following basic information:
 - Who: Agency or Stakeholder to be Notified (and their contact info if available)
 - Who is going to Notify them, and when?
 - When the notification is completed (note the date and time)
 - If a follow-up call is required and by when it was promised
 - Any key concerns raised?
- △ The room was quieter with the use of breakout rooms and scheduled update calls with the ICP; however, investing in a speakerphone or Bluetooth speaker for the team calls would provide for clearer sound.
- △ The use of a conference call phone with a dedicated number should also be considered, as calls were coming directly to the EOC Director at times. Consider also putting up a wall-sized chart of the Open Action Tracker (ICS 233) to assist the MST with EOC items that need to be dealt with and that are not objectives for the Incident Commander. The chart would include key issues for the MST, who is doing them, and when they are closed out.
- △ Consider identifying someone to manage the ICS wall charts, update the information, etc., along with a backup. These individuals must have a good knowledge of ICS, the forms and what information goes where.

EOC Roles

- △ The identification of HR as a needed resource was learned as a result of the exercise. Further discussions should be held to confirm the availability of worker contact information and next of kin details and how to access them. The protocol for notification

of families of injured workers also needs to be spelled out. Names, alternates, contact information, etc., should be included for the MST members' use.

- △ As mentioned by the participants, additional admin and documentation support is recommended. This would include admin/scribe support for the EOC Director, personnel filling out the wall charts and updating them, and other support as needed.
- △ Similarly, the identification of backup/alternate persons to fill the key EOC roles was also mentioned, as the team recognized that not everyone is always in the office.
- △ The absence of the Project Manager role was again discussed. A conversation should be held as to whether this role is indeed required for the MST or not.

APPENDIX E – EXERCISE SCENARIO

On October 1, 2024, the scenario began with worsening severe weather conditions affecting the site. At 0900 PST, personnel were informed via radio that the weather was deteriorating, with strong winds and heavy rain expected. Workers were instructed to assess their surroundings and manage the risks posed by the conditions.

Event 1: Dropped Load from Telehandler

At 1006 PST, a Ledcor-Bird Supervisor reported that a telehandler dropped a load at the Woodfibre Lay Down Yard, damaging nearby equipment, including a supporting crane and a JLG lift. As a result, two workers were injured:

1. A Ledcor-Bird worker was found unconscious under twisted metal, with a suspected broken hip and possible internal injuries.
2. A McDermott (MDR) worker was also injured, with a broken lower left arm.
3. A Woodfibre LNG worker was hit by a steel cable on the hard hat and shoulder, resulting in scrapes and pain.

Event 2: Sudden Escalation in Severe Weather

At 1216 PST, weather conditions significantly worsened, making it unsafe for personnel to remain outdoors. By 1015 PST, there was a significant increase in the flow and turbidity of Mill Creek, raising concerns about potential debris flow and the risk of landslides. Concerns about the increased risk to workers on site prompted the decision for a site-wide evacuation of the workforce.

At 1120 PST, the exercise was terminated. Post exercise debriefing sessions took place in the Incident Command Post (ICP) and the Vancouver Emergency Operations Centre (EOC) to review key insights, communication protocols, and areas for improvement.

Participants in the exercise included designated personnel from McDermott, Woodfibre LNG, FortisBC, Ledcor, and BCML. Exertional observers and evaluators included BCER, Squamish nation and the District of Squamish representatives.

Table 2 – Participant Table provided to BCER

	Field	ICP	EOC
Employees working in field/facility ()	607	16	15
Employees in attendance ()	34	9	8
Participation (%)	5.65	56%	53%

APPENDIX F – RULES OF ENGAGEMENT – NATIONAL EXERCISE

Purpose

The October 1, 2024, WLNG National Exercise tests the Woodfibre LNG Construction Emergency Response Plan (ERP) in a controlled, realistic environment. The exercise will evaluate decision-making, coordination, and communication between on-site tactical responders, the Incident Command Post (ICP), and the Vancouver Emergency Operations Centre (EOC).

Participants must treat this as a real emergency while adhering to these Rules of Engagement.

General Guidelines

1. Safety

- Safety is paramount. If an action is unsafe, adjust immediately.
- On-Scene Facilitators will not intervene unless there is an immediate danger. Consequences like delays or injuries will reflect participants' decisions.
- If there is a safety threat or a real incident occurs, any facilitator or the Incident Commander can stop the exercise by announcing:
 - *"No Duff No Duff - The National Exercise has been stopped. Stand by for further instructions."*

2. Realism

- Treat the exercise as a real emergency and follow the Construction ERP and standard procedures.
- **The exercise will simulate weather and sea conditions.** For example: *"Current weather is rainy with winds at 18 knots and a sea height of 0.5 meters. Conditions may worsen throughout the day."*

3. Exercise Timeline

- The exercise will begin without prior notice and run for approximately 2.5 hours, followed by a debrief session.

4. Participation

- All personnel will hear the emergency call via radio, but only designated personnel from Woodfibre LNG, McDermott, Ledcor, Bird, FortisBC, Frontier-Kemper, and Michels Joint Venture will actively participate.
- Representatives of the BC Energy Regulator (BCER), the Squamish Nation, and the District of Squamish will attend as observers / evaluators, not as exercise participants. All observers and Evaluators will be hosted and guided by Exercise Facilitators and 'invisible' to exercise participants. Observers only observe, however designated Evaluators are allowed to ask exercise participants or facilitators clarification questions, if required.
- **McDermott's muster and evacuation protocols for this exercise will apply:** This means that during the muster, **one contractor representative (with a radio) will be**

responsible for their crew's headcount. When instructed, each contractor representative will evacuate with an estimated headcount for their crew.

Communication Protocol

5. Internal Notifications

- All communications must begin and end with:
"THIS IS EXERCISE NATIONAL" to make it clear this is a simulation.

6. External Agency Communications

- Do not contact real agencies (e.g., 9-1-1). Use the National Exercise Telephone Directory for simulated agency communications.
- If a simulated agency doesn't answer, treat it like a busy signal and call again.

7. External Supplier/Service Provider Communications

- If you need to contact a supplier during a real emergency, you may do so, but ensure to:
 1. State that this is an exercise.
 2. Request availability and estimated time of arrival (ETA), but do not mobilize real equipment.
- Facilitators will simulate the arrival of resources based on the information you obtained.

Exercise Mechanics

8. Flow of Exercise

- The exercise will proceed in real time, evolving based on participant actions. Decisions by on-site tactical responders, the Incident Command Post (ICP) and Vancouver EOC will influence its progression.
- On-Scene Facilitators will observe and apply natural consequences (e.g., injuries, delays) for unsafe actions or protocol deviations.

9. Emergency Equipment

- Participants can use equipment or resources that are actually available. If certain equipment or personnel is needed, it must be realistically requested and obtained.
- Facilitators will clarify the extent to which emergency equipment is to be used or demonstrated.

10. Incident Command Post (ICP) and Emergency Operations Centre (EOC)

- Pre-designation of personnel to fill key response positions during the exercise is allowed.
- However, participants must continue their normal duties and not pre-establish positions within the ICP or EOC until they are notified that the exercise has started.

Debriefing and Documentation

11. Debriefing

- A debrief will follow the exercise at both the ICP and EOC. Participants will reflect on their actions, successes, and areas for improvement.

12. Documentation

- Ensure all exercise logs, forms, communication records, and other materials are collected and submitted to facilitators for inclusion in the After Action Report (AAR).

13. Confidentiality

- Participants must maintain confidentiality about the exercise scenario, outcomes, and insights until the After Action Report is finalized.

Questions

14. Before the Exercise:

- Contact one of the following if you have any questions:
 - Kyle Wong: kyle_wong@wlng.ca
 - Paul Harris: pharris@pmogs.com
 - Tim Kowbel: tim_kowbel@wlng.ca
 - John Kinsella: JKinsella@mcdermott.com

15. During the Exercise:

- If you have questions or are unsure of your next steps, follow these guidelines.
 - Consult your emergency response plan (ERP) and the checklist for your role or roles.
 - Talk to your supervisor or the Incident Commander (IC) or the EOC Director.
 - If further clarification is needed, contact a nearby Exercise Facilitator.

APPENDIX G – INCIDENT ACTION PLAN (ICS 201 WALL CHARTS)

ICS Incident Briefing (WLNG ICS 201)

7. CURRENT INCIDENT OBJECTIVES (WHAT – BY WHEN)

1. SECURE BCML BORT + CREW - ON STAND BY
2. BCML + MDR - ASSEST CHECK - 12:10
- 3.
- 4.
5. CONTACT BC Hydro - SUB STATION - POSSIBLE SHUT DOWN
LEACHIDE PLANT - WLNG - REMOTE OPERATION

IMPACTS OR THREATS TO P-E-A-R

PEOPLE (Human Life): 1 CRITICAL - LEG + ARM INJURY.
2 NON - CRITICAL 1-PTSD

ENVIRONMENT: NONE

ASSETS (includes project success):

RESTORATION (includes reputation):

CURRENT EMERGENCY LEVEL:
Declared by Incident Commander


8. CURRENT AND PLANNED ACTIONS, STRATEGIES AND TACTICS

Time:	Actions:
10:30 AM	PERMITS CLOSED FOR AREA SCENE SECURED
11:22 AM	MUSTER SCENE LOCATION - MUSTER POINT B CONTACT ALL REGULARS FOR CRITICAL EQUIPMENT

ICS 201-CAN-WLNG
Page 2 of 4

9. PREPARED BY (Name and Response Position):

SIGNATURE


 Incident Briefing (WLNG ICS 201)

1. INCIDENT NAME LEVEL 2 OPTIONAL ETMR 5-1724	2. DATE PREPARED OCT 1, 2024	3. TIME PREPARED 10:20AM	ICS-201 Number
--	---------------------------------	-----------------------------	----------------

MAP SKETCH

INCIDENT LOCATION - MECHANICS YARD

- TOTE CAME OFF FORKS OF TELEHANDLER
- LB - 1 WORKER CRITICAL - HELIPAC
- MOR - 1 WORKER NON-CRITICAL - RE AMBULANCE - SQUAMISH HOSPITAL
- WANG - 1 WORKER NON-CRITICAL - FLOATEL EMERGENCY ROOM
- LB - 1 WORKER (ZOOM BOOM) - NON CRITICAL - FLOATEL EMERGENCY ROOM
- PTSD
- WEATHER CONDITIONS HAVE WORSENE
- POSSIBLE MILL CREEK SLIDE
- NO 30 KNOT WINDS - NO PERSONNEL ALLOWED TO COME TO SITE
- SHELTER IN PLACE - FLOATEL - 11:45AM

FKM-37	LB-352	 607 - DOES NOT INCLUDE FLOATEL AND 2 BOMBS IN SQUAMISH
FACOTS-7	MOR-150	
DMJV-21	WANG-40	

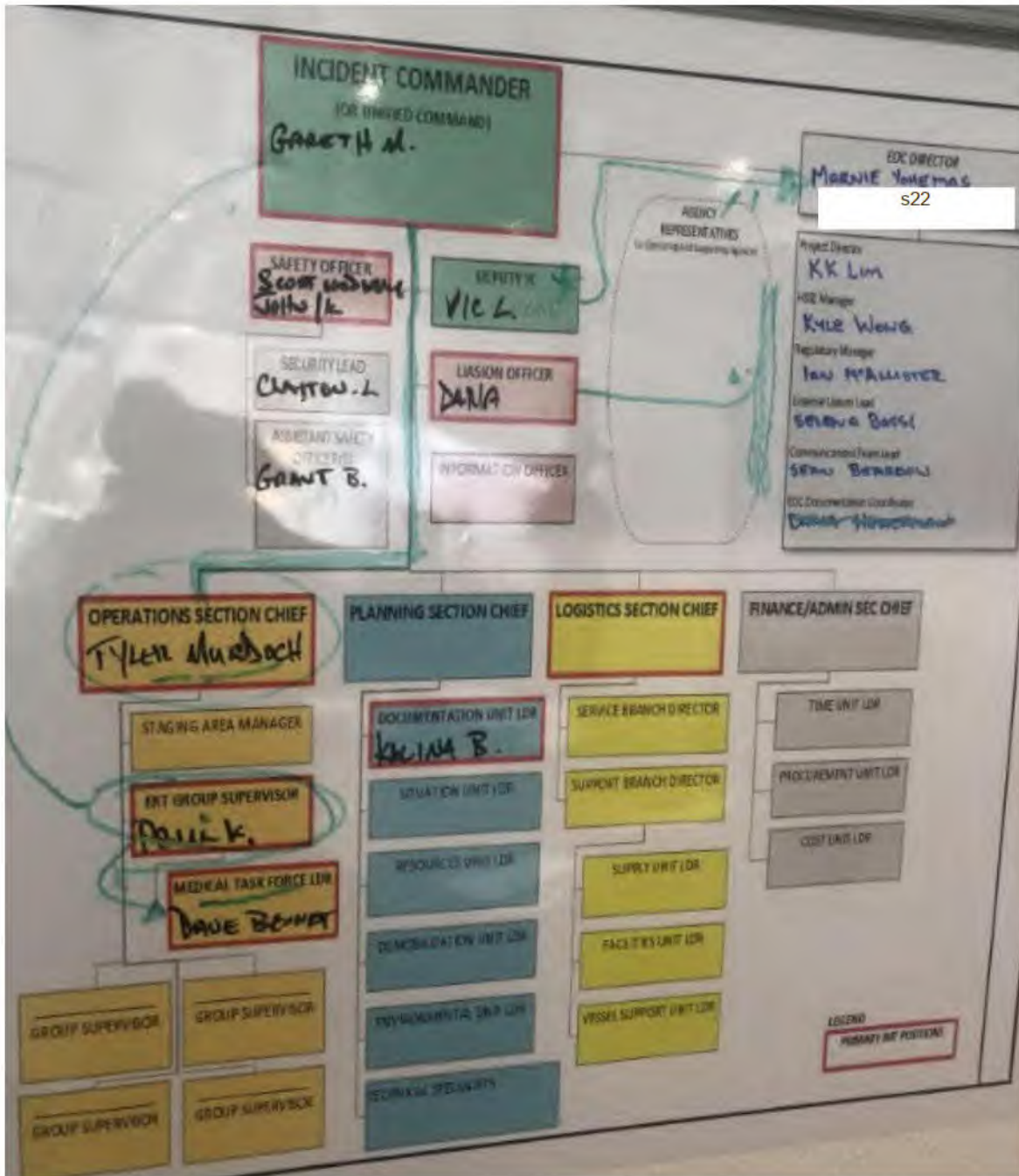
6. SITUATION SUMMARY AND SAFETY BRIEFING

ICS 201-CAN-WLNG
Page 1 of 4

7. PREPARED BY (Name and Response Position)

SIGNATURE

[illegible]



APPENDIX H – PRE-EXERCISE PERSONNEL COMMUNICATION MESSAGE

Internal



HSES COMMUNICATIONS

EMERGENCY - Practice Drill



Please be advised that the Project will be holding an Emergency Exercise in the near future. The communication via radio will be presented as "Exercise, Exercise, Exercise - National".

If the call to Muster and/or evacuate is made during the exercise, ONLY ONE Contractor representative with a radio is to Muster at the nearest Muster Location and Evacuate as instructed. An estimated head count for their work crew based on the work permitted is to be performed and documented.

Basic Emergency Response Information

Muster Points (MPs) are the locations where workers gather / proceed to during a site wide, or area specific, evacuation for head counts. (Muster A & Muster B)

Emergency Meeting Point (EMP) (1-6) Are pre-designated locations where assigned personnel meet with the tending site medic and/or Emergency Response Team (ERT) during an emergency to guide the site medic, and/or ERT to the specific location of Emergency. (Example: Fire with serious injury requiring immediate medical attention).

See attached map for updated Emergency Meeting Points and Emergency Muster Locations

If you have any questions / concerns, please contact: MDR HSES / Permit Office



McDermott.com

19 September 2024

Internal



HSES COMMUNICATIONS



Basic Emergency Response Information

Emergency Protocol

1. **Stay Calm** – very important!
 - *Protect yourself, warn others as required.*
 - *All personnel in area MUST stop work.*
 - *If evacuation is required then, go to safe Muster Area as directed and conduct head count.*
2. **Secure the Hazardous Area** – Isolate and Deny Entry
 - Prevent others from entering the area
3. **Call Out on Radio** - Channel 1 – Zone 1
 - If site radios become non-operational due to repeater or transmitter failure...
 - Contact iSOS / BCML Emergency Number
 1. 780-516-0509 or
 2. 587-986-2464
4. **If using a radio / phone, say “Emergency, Emergency, Emergency - National”**
 - Provide the following information:
 - *Give your name*
 - *Exact Location*
 - *Description of the emergency, and injury, if known*
 - *Provide specific EMP (1-6)*
 - Send a competent person to the specified EMP to meet medic/ERT (BCML).
 - When medic/ERT arrives, the competent person shall provide directions for the access route to the emergency incident location.

See attached map for updated Emergency Meeting Points and Emergency Muster Locations

If you have any questions / concerns, please contact: MDR HSES / Permit Office



HSES COMMUNICATIONS

EMERGENCY - Practice Drill

Please be advised that the Project will be holding an Emergency Exercise in the near future. The communication via radio will be presented as "Exercise, Exercise, Exercise - National".

If the call to Muster and/or evacuate is made during the exercise, ONLY ONE Contractor Representative with a radio is to Muster on behalf of the crew. When instructed, the Contractor Representative will evacuate to the evacuation location with an estimated head count for the work crew size they are representing.

Basic Emergency Response Information

Muster Points (MPs) are the locations where workers gather / proceed to during a site wide, or area specific, evacuation for head counts.

See below map for current Emergency Muster Locations

If you have any questions / concerns, please contact: SMJV Safety



28 September 2024



HSES COMMUNICATIONS

Basic Emergency Response Information

Emergency Protocol

1. **Stay Calm** – very important!
 - *Protect yourself, warn others as required.*
 - *All personnel in area MUST stop work.*
 - *If evacuation is required then, go to safe Muster Area as directed and conduct head count.*
2. **Secure the Hazardous Area** – Isolate and Deny Entry
 - Prevent others from entering the area.
3. **Call Out on Radio** - Channel 1 – Zone 1
 - If site radios become non-operational due to repeater or transmitter failure...
 - Contact iSOS / BCML Emergency Number
 1. 780-516-0509 or
 2. 587-986-2464
4. **If using a radio / phone, say "Emergency, Emergency, Emergency - National"**
 - Provide the following information:
 - *Give your name*
 - *Exact Location*
 - *Description of the emergency, and injury, if known*

If you have any questions / concerns, please contact: SMJV Safety

28 September 2024

APPENDIX I – PHOTOS

Telehandler Accident Site



s22

s22



Construction Site Incident Command Post (ICP) in the Flotel on Deck 11
s22

Woodfibre LNG Vancouver Emergency Operations Centre (EOC)

s22

APPENDIX J – BCER EXERCISE REPORT

See next page

Functional/Full-Scale Exercise Evaluation Form

The BC Energy Regulator (BCER) evaluates emergency exercises as part of our safety management program, supporting our commitment to public trust and access to energy information. Through exercises, the BCER can confirm each company has the trained and certified staff and resources identified in their emergency response plan, that staff participating in the exercise are knowledgeable in their roles and responsibilities during incidents and emergencies, and that they can act effectively to provide for public safety and environmental protection.

Assessment of emergency management exercises supports the effective stewardship of our natural resources and contributes to the BCER's overall understanding of the safety culture within each company. Our intent is to provide each permit holder with a fair and accurate account of how their staff met regulatory expectations and to identify any areas of concern or necessary remedial actions which the exercise may have highlighted.

The tool has been designed for use across the full range of exercise types, and there may be occasions when some fields within the form are not applicable due to the type or design of a specific exercise. In such cases, the overall assessment may be adjusted to reflect the elements that were present and evaluated.

The BC Energy Regulator works with many Indigenous communities across the province, and it is our intention that each have the opportunity to understand how the BCER regulates and ensures the protection of persons, the environment and culturally sensitive areas. This activity is also supported through the [Natural Resource Aboriginal Liaison Program](#) and is being extended to include invitations to representatives of Indigenous groups to attend and observe exercises with BCER staff.

The purpose of an emergency management exercise is to provide all participants with an opportunity to take part in a validation of the response plans, structures, and interdependencies in a realistic and meaningful way. We encourage job-shadowing and mentorship during exercises by a permit holder's response team as effective ways to build depth and resilience within the organization, as these are important attributes of an effective emergency management program.

It is important that a common vision exists between evaluators and exercise participants of these key objectives:

- Promote overall emergency preparedness
- Test a new plan or amendments to a plan
- Reveal planning weaknesses
- Identify potential resource gaps
- Test equipment and standard operating procedures
- Improve coordination
- Clarify role and responsibilities
- Improve individual performance
- Demonstrate operational capability
- Fulfill regulatory requirements

Additional benefits that may be achieved through emergency management exercises include:

- Gain public recognition of the emergency management program.
- Develop confidence in the knowledge and skills necessary to act effectively during emergencies.

The evaluation tool on the following pages has been developed in consultation with experienced emergency management professionals, and reflects priorities and requirements embedded in CSA Z246.2, "*Emergency Preparedness and Response for Petroleum and Natural Gas Industry Systems*" which is included as part of the BC Energy Regulator's *Emergency Management Regulation*.

Item	Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times	
Section 1: PREPARATION					
Pre-Exercise					
1.1	Was there a sign in sheet for participants?	Yes		<input type="checkbox"/>	
1.2	Did the exercise have objectives?	Yes		<input type="checkbox"/>	
1.3	Were rules set out for the exercise?	Yes		<input type="checkbox"/>	
1.4	Does the company use the ICS system effectively?		3	<input checked="" type="checkbox"/>	Initial portion of the exercise was an injured worker / casualty evacuation drill. On site, there was some minor confusion around leads on the response. Within the ICP, need to consider how to better identify who is acting in what role. When coordinating with other agencies,
1.5	Were inputs used in the exercise?		4	<input type="checkbox"/>	
Emergency Response Plans					
1.6	Do all supplemental ERPs have the same date or version?	N/A		<input type="checkbox"/>	CORE plan only during construction phase
1.7	Has the supplemental ERP been updated in the last year?	Choose an item.		<input type="checkbox"/>	Revision date: Not applicable, only CORE plan required during construction
1.8	Has the core ERP been updated in the last year?	Yes		<input type="checkbox"/>	Revision date: 24 Aug 2023 (updated version on site)

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
1.9	Did all participants have an ERP manual or some form of it? <i>Truck book, electronic access, hard copy, etc.</i>	Yes		<input type="checkbox"/>	
Section 2: EXERCISE ACTIONS					
Internal Communication & Information Sharing Processes					
2.1	Did the first person on site activate the ERP in a timely manner?	Yes		<input type="checkbox"/>	
2.2	Was a primary mode of communication discussed and designated for the emergency?	Yes		<input type="checkbox"/>	Radios were primary As construction activity and staff on site increase, cell boosters are planned.
2.3	Was a backup communication system selected or discussed?	Yes		<input checked="" type="checkbox"/>	Cell phone alternate, however a cell booster is needed to ensure connectivity, some areas at risk.
2.4	When incident management spans multiple time zones, was a single zone used for all records / communications?	N/A		<input type="checkbox"/>	
2.5	Were call times set? <i>External updates, field safety check-ins, etc.</i>		Not Observed	<input checked="" type="checkbox"/>	For complex and multi-agency incidents, a consistent briefing time provides all participants with a clear timeline to organize any updated information that needs to be shared, and ensures key staff are available to participate in calls. Noted by permit holder that a meeting time had been set but exercise ended prior to implementation.
2.6	Were set times given and adhered to for incident briefing meetings?		1	<input checked="" type="checkbox"/>	Observed briefings were conducted ad-hoc. Company has indicated future exercises would focus on this for improvement.

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
2.7	Did each key ICS role attend briefings and give a status update report?		3	<input checked="" type="checkbox"/>	Planning section should run the meeting, allowing the incident commander to focus on information being provided – this also supports regular status updates to the incident action plan. Incident commander took on planning role, this is a significant workload challenge for a complex scenario.
2.8	Did briefings effectively convey essential information in a concise, timely and accurate manner?		4	<input type="checkbox"/>	The floatel creates a very unique situation, with an outside agency as the primary for managing evacuations of WLNG staff. Communications with ship staff was efficient and effective, allowing the incident commander good situational awareness of how an evacuation would proceed.
2.9	Were subordinates of assigned roles appropriately updated?		4	<input type="checkbox"/>	Feedback to / from ICP to casualty site was effective.
2.10	Did key positions name a designated alternate if leaving the ICP / EOC for other calls or meetings?	Not Observed		<input type="checkbox"/>	
External Communication					
2.11	Was EMCR contacted within one hour?	Partially		<input checked="" type="checkbox"/>	Initial incident was focused on staff injuries and casualty clearance – these would be Worksafe BC jurisdiction with no need for notice to EMCR / BCER. The escalation to anticipated landslide event would be reportable. While a sim cell was used, we always encourage permit holders to make the call to the EMCR reporting line as this helps establish process with responders.
2.12	Was all essential contact information listed in the ERP correctly?	Yes		<input type="checkbox"/>	
2.13	Was a method of communicating with external responders established/ tested?	N/A		<input type="checkbox"/>	Sim cell used
2.14	Was the BCER updated regularly?		Not Observed	<input type="checkbox"/>	Sim cell used

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
2.15	<p>Were all appropriate agencies and authorities contacted?</p> <p><input checked="" type="checkbox"/> EMCR (Includes BCMOE, BCER)</p> <p><input type="checkbox"/> Federal Agencies (ENV, CCG, ETC)</p> <p><input type="checkbox"/> MOTI/Public Works <input type="checkbox"/> FLNRORD</p> <p><input type="checkbox"/> WorkSafe <input type="checkbox"/> Emerg. Services</p> <p><input type="checkbox"/> Local Gov. Auth. <input type="checkbox"/> Local Indig. Auth.</p> <p><input type="checkbox"/> Local School District <input type="checkbox"/> Local Health Auth.</p>	Choose an item.		<input type="checkbox"/>	<p>Sim cell used</p> <p>We strongly encourage permit holders to validate external contact numbers when exercising their emergency plans. Pre-exercise contact can verify if the external agency wished to participate and offer a brief summary of how they would receive and manage the information.</p>
2.16	Was the external communication strategy or procedure consistent with what is listed in the ERP?	Yes		<input type="checkbox"/>	
2.17	Were media releases coordinated with BCER?	Not Observed		<input type="checkbox"/>	This was discussed, as a potential incident, there was no BCER related actions that would likely be reported.
Emergency Level					
2.18	Was the level of emergency selected promptly?	Yes		<input checked="" type="checkbox"/>	<p>Risk was initially set based on injury portion of the scenario – unless an injury is coupled with some form of wider failure, it would just be reported to Worksafe.</p> <p>A worker injury would not typically be classified using the matrix; we look for the classification process to reflect an assessment of the risks to public, environment and infrastructure.</p>
2.19	Was the risk matrix applied appropriately?	Yes		<input type="checkbox"/>	Staff injury events don't fall within BCER scope unless there is also reportable damages or spills.
2.20	Was the level of emergency confirmed with the BCER?	Yes		<input checked="" type="checkbox"/>	Revised based on permit holder documentation. Reporting through to EMCR's call centre would have engaged the BCER duty emergency officer, which we also encourage, and which would also have provided validation of this process.

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
Action Plan and Response Priorities					
2.21	Was an Incident Action Plan (IAP) created with appropriate information?	Partially		<input checked="" type="checkbox"/>	IAP should be considered a living document, and will include objectives, strategies, tactics, accountabilities
2.22	Were correct response priorities used? <i>1. Responder Safety</i> <i>2. Public Safety</i> <i>3. Control of the Incident</i>	Yes		<input type="checkbox"/>	Given site isolation, minimal public safety impacts during construction phase.
2.23	Was the IAP updated throughout the incident?	Partially		<input checked="" type="checkbox"/>	Should be revised as needed to show current status (such as 50% complete, 1 of 3 roadblocks set, etc.) and accountabilities. Information shown could be improved and would assist in resource management. Note that BCER supports continuous improvement in these processes, and that customization of ICS forms to meet specific organizational needs is an acceptable practice.
2.24	Did responders have a clear understanding of, and act promptly on, relevant immediate tactical priorities?	Yes		<input type="checkbox"/>	
Hazard Assessment					
2.25	Were the hazard procedures or material safety sheets referenced in the ERP?	Not Observed		<input type="checkbox"/>	With landslide scenario, there was potential for equipment and fluids to be carried into water body.
2.26	Was a situational assessment or site safety plan completed prior to entering the site of the incident?	Yes		<input type="checkbox"/>	Decision to evacuate the site put staff safety in the correct space, with a landslide scenario, situational assessment would likely require external expertise to verify if slope stability was sufficient to re-enter the area.
2.27	Were mitigations for risks to responders developed and implemented prior to on-site response actions?	Yes		<input type="checkbox"/>	Mitigation measure was to evacuate.

Item	Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
Ignition sources, air monitoring, exposures, tracking air time for SCBAs, etc.				
Mapping & Hazard Response Zone Determination (HRZ)				
2.28 Was the map pulled out and referenced when the incident started?	Yes		<input type="checkbox"/>	
2.29 Was an HRZ for the hazard determined and communicated effectively?		3	<input checked="" type="checkbox"/>	Area at risk for slide impacts not marked up on map – opportunity to improve situational awareness.
2.30 Was the HRZ reviewed and updated if the nature of the incident evolved?		N/A	<input type="checkbox"/>	
2.31 Was the map correct and did it contain all essential information?	Partially		<input checked="" type="checkbox"/>	Off-site hazards should be indicated, such as the dam site, dam outlet piping.
2.32 Was the map regularly updated and posted or digitally shared for everyone to see?	No		<input checked="" type="checkbox"/>	
2.33 Were personnel able to interpret the map well?	Yes		<input type="checkbox"/>	
Roles & Assignments				
2.34 Were roles assigned appropriate for the needs of the response?	Yes		<input type="checkbox"/>	
2.35 Did the Incident Commander have a working knowledge of section responsibilities and assume roles that were not assigned?	Yes		<input type="checkbox"/>	

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
2.36	Did the responders adhere to their assigned roles?	Yes		<input type="checkbox"/>	
2.37	Was span of control maintained? <i>Ideally 3-7</i>	Yes		<input type="checkbox"/>	
2.38	Was a chain of command understood during the exercise?		3	<input type="checkbox"/>	
2.39	Were the names and phone numbers of the roles documented on a chart or whiteboard and made accessible for all responders?	Not Observed		<input checked="" type="checkbox"/>	Sim cell used – we encourage permit holders to use their exercises as a tool to validate external agency and contract response service numbers, and verify expectations on time-to-site. In response to permit holder feedback, /photo provided of the ICS org chart, we note that it does not indicate contact numbers. We acknowledge that radios were the primary form of communications, and cell was secondary, but external / EOC roles were not indicated, not shown on photos provided. This is an opportunity for improvement - we want participating staff to develop / use - to the greatest extent possible - the situational awareness tools that contributes to successful incident resolution.
2.40	Did external agencies / local authorities assume key roles in the response?	N/A		<input type="checkbox"/>	External agencies in observer roles.
2.41	Did everyone have and use roles & responsibility checklists or quick start guides?		4	<input type="checkbox"/>	
2.42	Were appropriate forms easily available for, and used by, each assigned role?		4	<input type="checkbox"/>	
Residents, Transients & Area Access					
2.43	Was the resident section of the ERP referenced?	N/A		<input type="checkbox"/>	

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
2.44	Was there discussion on how potentially affected public would be contacted? <i>Residents/renters, industry users, tenure holders, cultural & recreational users, local Indigenous Nations, etc.</i>	Partially		<input checked="" type="checkbox"/>	In response to permit holder feedback, while the scenario did include challenging weather conditions, that should not preclude an assessment of possible public impacts and how boaters would be warned of the hazard area. Landslide risks could easily extend past a period of bad weather, having notifications in place would help ensure public safety. (see CCG's Notice to Mariners processes.) Acknowledge that notification was made to regional district.
2.45	Were impacted parties sheltered/evacuated in a timely manner with appropriate prioritization?	N/A		<input type="checkbox"/>	
2.46	Were residents given appropriate information on how to evacuate or shelter as needed?	N/A		<input type="checkbox"/>	
2.47	Were there enough available resources to evacuate/shelter the public?	N/A		<input type="checkbox"/>	
2.48	Was a reception center opened and staffed in a timely manner?	N/A		<input type="checkbox"/>	
2.49	Were an appropriate number and type of rovers dispatched quickly?	N/A		<input type="checkbox"/>	
2.50	Were roadblocks determined in appropriate locations and set up in a timely manner?	N/A		<input type="checkbox"/>	
2.51	Were there enough resources for roadblocks, including kits?	N/A		<input type="checkbox"/>	
2.52	Was a closure order requested from an applicable agency in a timely manner?	N/A		<input type="checkbox"/>	

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
2.53	Were actions taken to prevent access into the HRZ by other means? <i>Railways, water courses, etc.</i>	No		<input type="checkbox"/>	
2.54	Was a NOTAM / NOTMAR order considered?	No		<input checked="" type="checkbox"/>	In response to permit holder feedback: Risks could easily extend past a period of bad weather, having notifications in place would help ensure public safety. You can not depend on weather to establish a closure area, and the potential impacts from a major landslide could extend beyond the construction area.
2.55	Was consideration given to notification of schools and school buses?	N/A		<input type="checkbox"/>	
2.56	Was consideration given to potential impact on animals and livestock?	No		<input checked="" type="checkbox"/>	In response to permit holder feedback Potential for impacts on marine mammals from a landslide (introduction of hydrocarbons from site / equipment)
Command Posts					
2.57	Were command posts (ICP/EOC) established and communicated?	Yes		<input type="checkbox"/>	
2.58	Were check in procedures established and utilized for each post/site?	Yes		<input type="checkbox"/>	
2.59	Was a staging area established, communicated, and effectively managed for external resources to report to?	Not Observed		<input type="checkbox"/>	
2.60	Were EOC staff involved in the exercise?	Yes		<input checked="" type="checkbox"/>	For a major incident, additional roles within the EOC would typically be filled, or roles transferred from site to EOC (such as liaison [listed as external relations] and public information officer [listed as communications], to enable staff on site to focus on operational / tactical actions.

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
2.61	Did the personnel at the EOC understand their role?	Yes		<input type="checkbox"/>	
2.62	Were incident events recorded and posted so everyone could see?	Yes		<input type="checkbox"/>	Good use of wall forms to record / display key details
2.63	Did command posts have and use good visual references? <i>ICS Org Chart, Incident Action Plan, Hazard Assessment, etc.</i>		3	<input type="checkbox"/>	Hazard assessment did not appear to have been shared.
Mitigation Actions					
2.64	Was active air sampling initiated by company personnel immediately?	N/A		<input type="checkbox"/>	
2.65	Was mobile air monitoring called and dispatched promptly from nearest available center?	N/A		<input type="checkbox"/>	
2.66	Was the air monitoring procedure used consistent with that listed in the ERP?	N/A		<input type="checkbox"/>	
2.67	Was there consideration for how the hazard might impact wider areas or remain over a length of time?	Partially		<input type="checkbox"/>	Consider how a transfer of command would be managed given the location and access challenges.
2.68	Did the company properly follow their ignition criteria and procedures?	N/A		<input type="checkbox"/>	
2.69	Were liquid spills contained promptly?	N/A		<input type="checkbox"/>	

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
2.70	Were sensitive environmental or cultural receptors considered?	Not Observed		<input type="checkbox"/>	
Equipment					
2.71	Was permit holder equipment available?	Yes		<input type="checkbox"/>	
2.72	Were necessary external equipment and resources promptly located?	Yes		<input type="checkbox"/>	
2.73	Was essential first response equipment accessible in 2 hours or less?	Yes		<input type="checkbox"/>	
2.74	Did responders deploy/test/verify equipment for functionality?	Yes		<input type="checkbox"/>	
Stand-Down Processes					
2.75	Was the decision to downgrade/stand-down the incident done in consultation with the BCER?	Not Observed		<input checked="" type="checkbox"/>	Since the landslide was only a potential threat, it is likely that the hazard level would be maintained until after a geotechnical assessment had been completed. In response to permit holder feedback The assessment provided indicates that the downgrade process was not observed - this is consistent with your feedback.
2.76	Were any evacuated public notified to return to their homes?	N/A		<input type="checkbox"/>	
2.77	Was decontamination considered or in place during the exercise?	N/A		<input type="checkbox"/>	

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
2.78	Were Indigenous Nations, local authorities and external agencies notified when the response phase was completed?	Partially		<input type="checkbox"/>	Both were attending as observers, greatest hazard was the potential / anticipated landslide. Notice to all authorities of anticipated risks would be best practice. In response to permit holder feedback : Acknowledge that Liaison officer communicated to Nations, although exercise terminated before risks were deemed to have been mitigated (response phase)
2.79	Was consideration given to securing the site and evidence for investigation?	N/A		<input type="checkbox"/>	
Section 3: POST EXERCISE					
3.1	Was the ERP or some form of it referenced during the exercise?		4	<input type="checkbox"/>	
3.2	Were participants easily able to find key information in the ERP?		4	<input type="checkbox"/>	
3.3	Were facilitators used to evaluate the exercise at the site, ICP, and EOC?	Yes		<input type="checkbox"/>	
3.4	Were forms collected after the exercise?	Yes		<input type="checkbox"/>	
3.5	Was an exercise debrief held and were comments and action items captured?	Yes		<input type="checkbox"/>	
3.6	Were exercise goals and objectives met?	Yes		<input type="checkbox"/>	
3.7	Were the action items from the last exercise completed?	N/A		<input type="checkbox"/>	First evaluated exercise for permit holder.

ADDITIONAL OBSERVATIONS

- Look for planning section chief to run briefings, this allows the incident commander to remain strategic and focused on each report.
- Consider adding status to incident objectives – this helps to flag areas that may need additional resources, and shows where unmitigated risks may still be present.

EXERCISE OUTCOME: Pass

OBSERVATIONS

Successes

- Good outreach with Floatel managers to ensure evacuation processes were understood, and available at short notice.
- Incident command was clear, decisive and effective. Good consideration of current and potential risks.
- Inclusion of attending / observing agencies in the post-exercise debrief provided good information to the WLNG team

Opportunities For Improvement

- Mapping should be used more extensively – lots of additional information could be added to enhance situational awareness, such as area of potential slide, any items at risk that would exacerbate impacts (POL storage, fueled equipment, barges, etc.) as well as wind speed / direction, tide direction, etc.
- Branch leaders should feel more empowered to act on role responsibilities outlined for their positions without needing specific direction.
- Not all roles made use of available checklists. These are a great resource and provide effective guidance when managing the first stages of a significant incident.
- Announce primary and secondary communications early in the incident, and add phone numbers to org chart.
- When pulling in external resources, a best practice is to establish a communications protocol so that they can be offered a situational update before arriving on site – this ensures they don't arrive into a newly at-risk area.

CONDITIONS AND REQUIREMENTS

None

BCER SIGN OFF

BCER Staff Member: Peter Dalton

Date: 2024-10-04

BCER Staff Member:

Date: Click or tap to enter a date.

COMPANY REPRESENTATIVE RECEIVING FORM

Comments

Note: Plans to address deficiencies should be included in permit holder's own post-exercise report

Acknowledgement of receipt and contents of the evaluation:

Senior Company Representative Name: _____

Senior Company Representative Signature: _____

Date: _____

From: Dalton, Peter
Sent: Thursday, October 31, 2024 10:07 AM
To: Kyle Wong
Cc: ERP and Safety; Tim Kowbel
Subject: RE: BCER Exercise Report
Attachments: WLNG_FSX_Revised_2024_10_02.pdf

Categories: Awaiting Internal

Good day Kyle, thank you for submitting additional information and your feedback on the exercise. We have reviewed that information and revised our exercise report (attached) which will be our final assessment.



Peter Dalton BA(Hons), CD, CEM
Director, Security & Emergency Management
Peter.Dalton@bc-er.ca

Fort St. John
[Office Address Directory](#)
[BCER Web Site](#)

T. 250-794-5231
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s22

We acknowledge and respect the many First Nations, each with unique cultures, languages, legal traditions and relationships to the land and water.

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From: Kyle Wong
Sent: October 30, 2024 9:03 AM
To: Dalton, Peter
Cc: ERP and Safety ; Tim Kowbel
Subject: RE: BCER Exercise Report

Good morning Peter,

Thanks again for participating in our exercise on October 1st and providing this evaluation with areas we can address for improvement. Please find attached some clarifications to the findings in your evaluation, including a summary of the event/activity that was happening in our EOC in Vancouver. We wanted to send this over in advance of sending our final internal report. We're hoping this response can help support/clarify some of the findings related to the exercise. If you have any further questions or comments regarding the attached, please let us know.

We're working to finalize our internal report and will submit, along with the signed evaluation form, in the next couple weeks.

Regards,

Kyle Wong
HSSE Director
Woodfibre Management Limited
900 -1185 W. Georgia St, Vancouver, BC, V6E 4E6

Tel:

Email: kyle_wong@wlng.ca

Website: <http://www.woodfibrelnng.ca/>

Located on the unceded traditional territories of the Squamish (Sḵwx̱wú7mesh Úxwumixw), Tsleil-Waututh (Səl̓íl̓wəṭaʔ/Selilwitulh), and Musqueam (xʷməθkʷəy̓əm) First Nations

From: Dalton, Peter <Peter.Dalton@bc-er.ca>

Sent: Tuesday, October 8, 2024 4:24 PM

To: Kyle Wong <kyle_wong@wlng.ca>

Cc: ERP and Safety <EMP@bc-er.ca>

Subject: BCER Exercise Report

WARNING: This email originated outside of our organisation. As a security measure, please exercise caution with E-Mail content and any links or attachments.

Good day Kyle,

Please find attached to this email the completed BCER Exercise Evaluation for WLNG's recent exercise held on October 1st, 2024.

Please take the time to review this document in its entirety – if you have any questions or concerns about our evaluation, please reach out to note your comments and provide any supporting documentation/photos that may prove useful for reconsideration.

Once your review is complete, please return your completed and signed version of this document, and your own post-exercise report, to the BCER at EMP@bc-er.ca within 60 days of this receipt.

If you have any questions, please contact us at EMP@bc-er.ca.



Peter Dalton BA(Hons), CD, CEM
Director, Security & Emergency Management
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Functional/Full-Scale Exercise Evaluation Form

The BC Energy Regulator (BCER) evaluates emergency exercises as part of our safety management program, supporting our commitment to public trust and access to energy information. Through exercises, the BCER can confirm each company has the trained and certified staff and resources identified in their emergency response plan, that staff participating in the exercise are knowledgeable in their roles and responsibilities during incidents and emergencies, and that they can act effectively to provide for public safety and environmental protection.

Assessment of emergency management exercises supports the effective stewardship of our natural resources and contributes to the BCER's overall understanding of the safety culture within each company. Our intent is to provide each permit holder with a fair and accurate account of how their staff met regulatory expectations and to identify any areas of concern or necessary remedial actions which the exercise may have highlighted.

The tool has been designed for use across the full range of exercise types, and there may be occasions when some fields within the form are not applicable due to the type or design of a specific exercise. In such cases, the overall assessment may be adjusted to reflect the elements that were present and evaluated.

The BC Energy Regulator works with many Indigenous communities across the province, and it is our intention that each have the opportunity to understand how the BCER regulates and ensures the protection of persons, the environment and culturally sensitive areas. This activity is also supported through the [Natural Resource Aboriginal Liaison Program](#) and is being extended to include invitations to representatives of Indigenous groups to attend and observe exercises with BCER staff.

The purpose of an emergency management exercise is to provide all participants with an opportunity to take part in a validation of the response plans, structures, and interdependencies in a realistic and meaningful way. We encourage job-shadowing and mentorship during exercises by a permit holder's response team as effective ways to build depth and resilience within the organization, as these are important attributes of an effective emergency management program.

It is important that a common vision exists between evaluators and exercise participants of these key objectives:

- Promote overall emergency preparedness
- Test a new plan or amendments to a plan
- Reveal planning weaknesses
- Identify potential resource gaps
- Test equipment and standard operating procedures
- Improve coordination
- Clarify role and responsibilities
- Improve individual performance
- Demonstrate operational capability
- Fulfill regulatory requirements

Additional benefits that may be achieved through emergency management exercises include:

- Gain public recognition of the emergency management program.
- Develop confidence in the knowledge and skills necessary to act effectively during emergencies.

The evaluation tool on the following pages has been developed in consultation with experienced emergency management professionals, and reflects priorities and requirements embedded in CSA Z246.2, "*Emergency Preparedness and Response for Petroleum and Natural Gas Industry Systems*" which is included as part of the BC Energy Regulator's *Emergency Management Regulation*.

Item	Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
Section 1: PREPARATION				
Pre-Exercise				
1.1	Was there a sign in sheet for participants?	Yes		<input type="checkbox"/>
1.2	Did the exercise have objectives?	Yes		<input type="checkbox"/>
1.3	Were rules set out for the exercise?	Yes		<input type="checkbox"/>
1.4	Does the company use the ICS system effectively?		3	<input checked="" type="checkbox"/> Initial portion of the exercise was an injured worker / casualty evacuation drill. On site, there was some minor confusion around leads on the response. Within the ICP, need to consider how to better identify who is acting in what role. When coordinating with other agencies,
1.5	Were inputs used in the exercise?		4	<input type="checkbox"/>
Emergency Response Plans				
1.6	Do all supplemental ERPs have the same date or version?	N/A		<input type="checkbox"/> CORE plan only during construction phase
1.7	Has the supplemental ERP been updated in the last year?	Choose an item.		<input type="checkbox"/> Revision date: Not applicable, only CORE plan required during construction
1.8	Has the core ERP been updated in the last year?	Yes		<input type="checkbox"/> Revision date: 24 Aug 2023 (updated version on site)

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
1.9	Did all participants have an ERP manual or some form of it? <i>Truck book, electronic access, hard copy, etc.</i>	Yes		<input type="checkbox"/>	
Section 2: EXERCISE ACTIONS					
Internal Communication & Information Sharing Processes					
2.1	Did the first person on site activate the ERP in a timely manner?	Yes		<input type="checkbox"/>	
2.2	Was a primary mode of communication discussed and designated for the emergency?	Yes		<input type="checkbox"/>	Radios were primary As construction activity and staff on site increase, cell boosters are planned.
2.3	Was a backup communication system selected or discussed?	Yes		<input checked="" type="checkbox"/>	Cell phone alternate, however a cell booster is needed to ensure connectivity, some areas at risk.
2.4	When incident management spans multiple time zones, was a single zone used for all records / communications?	N/A		<input type="checkbox"/>	
2.5	Were call times set? <i>External updates, field safety check-ins, etc.</i>		Not Observed	<input checked="" type="checkbox"/>	For complex and multi-agency incidents, a consistent briefing time provides all participants with a clear timeline to organize any updated information that needs to be shared, and ensures key staff are available to participate in calls. Noted by permit holder that a meeting time had been set but exercise ended prior to implementation.
2.6	Were set times given and adhered to for incident briefing meetings?		1	<input checked="" type="checkbox"/>	Observed briefings were conducted ad-hoc. Company has indicated future exercises would focus on this for improvement.

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
2.7	Did each key ICS role attend briefings and give a status update report?		3	<input checked="" type="checkbox"/>	Planning section should run the meeting, allowing the incident commander to focus on information being provided – this also supports regular status updates to the incident action plan. Incident commander took on planning role, this is a significant workload challenge for a complex scenario.
2.8	Did briefings effectively convey essential information in a concise, timely and accurate manner?		4	<input type="checkbox"/>	The floatel creates a very unique situation, with an outside agency as the primary for managing evacuations of WLNG staff. Communications with ship staff was efficient and effective, allowing the incident commander good situational awareness of how an evacuation would proceed.
2.9	Were subordinates of assigned roles appropriately updated?		4	<input type="checkbox"/>	Feedback to / from ICP to casualty site was effective.
2.10	Did key positions name a designated alternate if leaving the ICP / EOC for other calls or meetings?	Not Observed		<input type="checkbox"/>	
External Communication					
2.11	Was EMCR contacted within one hour?	Partially		<input checked="" type="checkbox"/>	Initial incident was focused on staff injuries and casualty clearance – these would be Worksafe BC jurisdiction with no need for notice to EMCR / BCER. The escalation to anticipated landslide event would be reportable. While a sim cell was used, we always encourage permit holders to make the call to the EMCR reporting line as this helps establish process with responders.
2.12	Was all essential contact information listed in the ERP correctly?	Yes		<input type="checkbox"/>	
2.13	Was a method of communicating with external responders established/ tested?	N/A		<input type="checkbox"/>	Sim cell used
2.14	Was the BCER updated regularly?		Not Observed	<input type="checkbox"/>	Sim cell used

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
2.15	<p>Were all appropriate agencies and authorities contacted?</p> <p><input checked="" type="checkbox"/> EMCR (Includes BCMOE, BCER)</p> <p><input type="checkbox"/> Federal Agencies (ENV, CCG, ETC)</p> <p><input type="checkbox"/> MOTI/Public Works <input type="checkbox"/> FLNRORD</p> <p><input type="checkbox"/> WorkSafe <input type="checkbox"/> Emerg. Services</p> <p><input type="checkbox"/> Local Gov. Auth. <input type="checkbox"/> Local Indig. Auth.</p> <p><input type="checkbox"/> Local School District <input type="checkbox"/> Local Health Auth.</p>	Choose an item.		<input type="checkbox"/>	<p>Sim cell used</p> <p>We strongly encourage permit holders to validate external contact numbers when exercising their emergency plans. Pre-exercise contact can verify if the external agency wished to participate and offer a brief summary of how they would receive and manage the information.</p>
2.16	Was the external communication strategy or procedure consistent with what is listed in the ERP?	Yes		<input type="checkbox"/>	
2.17	Were media releases coordinated with BCER?	Not Observed		<input type="checkbox"/>	This was discussed, as a potential incident, there was no BCER related actions that would likely be reported.
Emergency Level					
2.18	Was the level of emergency selected promptly?	Yes		<input checked="" type="checkbox"/>	<p>Risk was initially set based on injury portion of the scenario – unless an injury is coupled with some form of wider failure, it would just be reported to Worksafe.</p> <p>A worker injury would not typically be classified using the matrix; we look for the classification process to reflect an assessment of the risks to public, environment and infrastructure.</p>
2.19	Was the risk matrix applied appropriately?	Yes		<input type="checkbox"/>	Staff injury events don't fall within BCER scope unless there is also reportable damages or spills.
2.20	Was the level of emergency confirmed with the BCER?	Yes		<input checked="" type="checkbox"/>	Revised based on permit holder documentation. Reporting through to EMCR's call centre would have engaged the BCER duty emergency officer, which we also encourage, and which would also have provided validation of this process.

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
Action Plan and Response Priorities					
2.21	Was an Incident Action Plan (IAP) created with appropriate information?	Partially		<input checked="" type="checkbox"/>	IAP should be considered a living document, and will include objectives, strategies, tactics, accountabilities
2.22	Were correct response priorities used? <i>1. Responder Safety</i> <i>2. Public Safety</i> <i>3. Control of the Incident</i>	Yes		<input type="checkbox"/>	Given site isolation, minimal public safety impacts during construction phase.
2.23	Was the IAP updated throughout the incident?	Partially		<input checked="" type="checkbox"/>	Should be revised as needed to show current status (such as 50% complete, 1 of 3 roadblocks set, etc.) and accountabilities. Information shown could be improved and would assist in resource management. Note that BCER supports continuous improvement in these processes, and that customization of ICS forms to meet specific organizational needs is an acceptable practice.
2.24	Did responders have a clear understanding of, and act promptly on, relevant immediate tactical priorities?	Yes		<input type="checkbox"/>	
Hazard Assessment					
2.25	Were the hazard procedures or material safety sheets referenced in the ERP?	Not Observed		<input type="checkbox"/>	With landslide scenario, there was potential for equipment and fluids to be carried into water body.
2.26	Was a situational assessment or site safety plan completed prior to entering the site of the incident?	Yes		<input type="checkbox"/>	Decision to evacuate the site put staff safety in the correct space, with a landslide scenario, situational assessment would likely require external expertise to verify if slope stability was sufficient to re-enter the area.
2.27	Were mitigations for risks to responders developed and implemented prior to on-site response actions?	Yes		<input type="checkbox"/>	Mitigation measure was to evacuate.

Item	Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
Ignition sources, air monitoring, exposures, tracking air time for SCBAs, etc.				
Mapping & Hazard Response Zone Determination (HRZ)				
2.28 Was the map pulled out and referenced when the incident started?	Yes		<input type="checkbox"/>	
2.29 Was an HRZ for the hazard determined and communicated effectively?		3	<input checked="" type="checkbox"/>	Area at risk for slide impacts not marked up on map – opportunity to improve situational awareness.
2.30 Was the HRZ reviewed and updated if the nature of the incident evolved?		N/A	<input type="checkbox"/>	
2.31 Was the map correct and did it contain all essential information?	Partially		<input checked="" type="checkbox"/>	Off-site hazards should be indicated, such as the dam site, dam outlet piping.
2.32 Was the map regularly updated and posted or digitally shared for everyone to see?	No		<input checked="" type="checkbox"/>	
2.33 Were personnel able to interpret the map well?	Yes		<input type="checkbox"/>	
Roles & Assignments				
2.34 Were roles assigned appropriate for the needs of the response?	Yes		<input type="checkbox"/>	
2.35 Did the Incident Commander have a working knowledge of section responsibilities and assume roles that were not assigned?	Yes		<input type="checkbox"/>	

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
2.36	Did the responders adhere to their assigned roles?	Yes		<input type="checkbox"/>	
2.37	Was span of control maintained? <i>Ideally 3-7</i>	Yes		<input type="checkbox"/>	
2.38	Was a chain of command understood during the exercise?		3	<input type="checkbox"/>	
2.39	Were the names and phone numbers of the roles documented on a chart or whiteboard and made accessible for all responders?	Not Observed		<input checked="" type="checkbox"/>	Sim cell used – we encourage permit holders to use their exercises as a tool to validate external agency and contract response service numbers, and verify expectations on time-to-site. In response to permit holder feedback, /photo provided of the ICS org chart, we note that it does not indicate contact numbers. We acknowledge that radios were the primary form of communications, and cell was secondary, but external / EOC roles were not indicated, not shown on photos provided. This is an opportunity for improvement - we want participating staff to develop / use - to the greatest extent possible - the situational awareness tools that contributes to successful incident resolution.
2.40	Did external agencies / local authorities assume key roles in the response?	N/A		<input type="checkbox"/>	External agencies in observer roles.
2.41	Did everyone have and use roles & responsibility checklists or quick start guides?		4	<input type="checkbox"/>	
2.42	Were appropriate forms easily available for, and used by, each assigned role?		4	<input type="checkbox"/>	
Residents, Transients & Area Access					
2.43	Was the resident section of the ERP referenced?	N/A		<input type="checkbox"/>	

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
2.44	Was there discussion on how potentially affected public would be contacted? <i>Residents/renters, industry users, tenure holders, cultural & recreational users, local Indigenous Nations, etc.</i>	Partially		<input checked="" type="checkbox"/>	In response to permit holder feedback, while the scenario did include challenging weather conditions, that should not preclude an assessment of possible public impacts and how boaters would be warned of the hazard area. Landslide risks could easily extend past a period of bad weather, having notifications in place would help ensure public safety. (see CCG's Notice to Mariners processes.) Acknowledge that notification was made to regional district.
2.45	Were impacted parties sheltered/evacuated in a timely manner with appropriate prioritization?	N/A		<input type="checkbox"/>	
2.46	Were residents given appropriate information on how to evacuate or shelter as needed?	N/A		<input type="checkbox"/>	
2.47	Were there enough available resources to evacuate/shelter the public?	N/A		<input type="checkbox"/>	
2.48	Was a reception center opened and staffed in a timely manner?	N/A		<input type="checkbox"/>	
2.49	Were an appropriate number and type of rovers dispatched quickly?	N/A		<input type="checkbox"/>	
2.50	Were roadblocks determined in appropriate locations and set up in a timely manner?	N/A		<input type="checkbox"/>	
2.51	Were there enough resources for roadblocks, including kits?	N/A		<input type="checkbox"/>	
2.52	Was a closure order requested from an applicable agency in a timely manner?	N/A		<input type="checkbox"/>	

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
2.53	Were actions taken to prevent access into the HRZ by other means? <i>Railways, water courses, etc.</i>	No		<input type="checkbox"/>	
2.54	Was a NOTAM / NOTMAR order considered?	No		<input checked="" type="checkbox"/>	In response to permit holder feedback: Risks could easily extend past a period of bad weather, having notifications in place would help ensure public safety. You can not depend on weather to establish a closure area, and the potential impacts from a major landslide could extend beyond the construction area.
2.55	Was consideration given to notification of schools and school buses?	N/A		<input type="checkbox"/>	
2.56	Was consideration given to potential impact on animals and livestock?	No		<input checked="" type="checkbox"/>	In response to permit holder feedback Potential for impacts on marine mammals from a landslide (introduction of hydrocarbons from site / equipment)
Command Posts					
2.57	Were command posts (ICP/EOC) established and communicated?	Yes		<input type="checkbox"/>	
2.58	Were check in procedures established and utilized for each post/site?	Yes		<input type="checkbox"/>	
2.59	Was a staging area established, communicated, and effectively managed for external resources to report to?	Not Observed		<input type="checkbox"/>	
2.60	Were EOC staff involved in the exercise?	Yes		<input checked="" type="checkbox"/>	For a major incident, additional roles within the EOC would typically be filled, or roles transferred from site to EOC (such as liaison [listed as external relations] and public information officer [listed as communications], to enable staff on site to focus on operational / tactical actions.

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
2.61	Did the personnel at the EOC understand their role?	Yes		<input type="checkbox"/>	
2.62	Were incident events recorded and posted so everyone could see?	Yes		<input type="checkbox"/>	Good use of wall forms to record / display key details
2.63	Did command posts have and use good visual references? <i>ICS Org Chart, Incident Action Plan, Hazard Assessment, etc.</i>		3	<input type="checkbox"/>	Hazard assessment did not appear to have been shared.
Mitigation Actions					
2.64	Was active air sampling initiated by company personnel immediately?	N/A		<input type="checkbox"/>	
2.65	Was mobile air monitoring called and dispatched promptly from nearest available center?	N/A		<input type="checkbox"/>	
2.66	Was the air monitoring procedure used consistent with that listed in the ERP?	N/A		<input type="checkbox"/>	
2.67	Was there consideration for how the hazard might impact wider areas or remain over a length of time?	Partially		<input type="checkbox"/>	Consider how a transfer of command would be managed given the location and access challenges.
2.68	Did the company properly follow their ignition criteria and procedures?	N/A		<input type="checkbox"/>	
2.69	Were liquid spills contained promptly?	N/A		<input type="checkbox"/>	

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
2.70	Were sensitive environmental or cultural receptors considered?	Not Observed		<input type="checkbox"/>	
Equipment					
2.71	Was permit holder equipment available?	Yes		<input type="checkbox"/>	
2.72	Were necessary external equipment and resources promptly located?	Yes		<input type="checkbox"/>	
2.73	Was essential first response equipment accessible in 2 hours or less?	Yes		<input type="checkbox"/>	
2.74	Did responders deploy/test/verify equipment for functionality?	Yes		<input type="checkbox"/>	
Stand-Down Processes					
2.75	Was the decision to downgrade/stand-down the incident done in consultation with the BCER?	Not Observed		<input checked="" type="checkbox"/>	Since the landslide was only a potential threat, it is likely that the hazard level would be maintained until after a geotechnical assessment had been completed. In response to permit holder feedback The assessment provided indicates that the downgrade process was not observed - this is consistent with your feedback.
2.76	Were any evacuated public notified to return to their homes?	N/A		<input type="checkbox"/>	
2.77	Was decontamination considered or in place during the exercise?	N/A		<input type="checkbox"/>	

Item		Observed Condition	Score 0 to 4	Needs Improvement	Observations & Times
2.78	Were Indigenous Nations, local authorities and external agencies notified when the response phase was completed?	Partially		<input type="checkbox"/>	Both were attending as observers, greatest hazard was the potential / anticipated landslide. Notice to all authorities of anticipated risks would be best practice. In response to permit holder feedback : Acknowledge that Liaison officer communicated to Nations, although exercise terminated before risks were deemed to have been mitigated (response phase)
2.79	Was consideration given to securing the site and evidence for investigation?	N/A		<input type="checkbox"/>	
Section 3: POST EXERCISE					
3.1	Was the ERP or some form of it referenced during the exercise?		4	<input type="checkbox"/>	
3.2	Were participants easily able to find key information in the ERP?		4	<input type="checkbox"/>	
3.3	Were facilitators used to evaluate the exercise at the site, ICP, and EOC?	Yes		<input type="checkbox"/>	
3.4	Were forms collected after the exercise?	Yes		<input type="checkbox"/>	
3.5	Was an exercise debrief held and were comments and action items captured?	Yes		<input type="checkbox"/>	
3.6	Were exercise goals and objectives met?	Yes		<input type="checkbox"/>	
3.7	Were the action items from the last exercise completed?	N/A		<input type="checkbox"/>	First evaluated exercise for permit holder.

ADDITIONAL OBSERVATIONS

- Look for planning section chief to run briefings, this allows the incident commander to remain strategic and focused on each report.
- Consider adding status to incident objectives – this helps to flag areas that may need additional resources, and shows where unmitigated risks may still be present.

EXERCISE OUTCOME: Pass

OBSERVATIONS

Successes

- Good outreach with Floatel managers to ensure evacuation processes were understood, and available at short notice.
- Incident command was clear, decisive and effective. Good consideration of current and potential risks.
- Inclusion of attending / observing agencies in the post-exercise debrief provided good information to the WLNG team

Opportunities For Improvement

- Mapping should be used more extensively – lots of additional information could be added to enhance situational awareness, such as area of potential slide, any items at risk that would exacerbate impacts (POL storage, fueled equipment, barges, etc.) as well as wind speed / direction, tide direction, etc.
- Branch leaders should feel more empowered to act on role responsibilities outlined for their positions without needing specific direction.
- Not all roles made use of available checklists. These are a great resource and provide effective guidance when managing the first stages of a significant incident.
- Announce primary and secondary communications early in the incident, and add phone numbers to org chart.
- When pulling in external resources, a best practice is to establish a communications protocol so that they can be offered a situational update before arriving on site – this ensures they don't arrive into a newly at-risk area.

CONDITIONS AND REQUIREMENTS

None

BCER SIGN OFF

BCER Staff Member: Peter Dalton

Date: 2024-10-04

BCER Staff Member:

Date: Click or tap to enter a date.

COMPANY REPRESENTATIVE RECEIVING FORM

Comments

Note: Plans to address deficiencies should be included in permit holder's own post-exercise report

Acknowledgement of receipt and contents of the evaluation:

Senior Company Representative Name: _____

Senior Company Representative Signature: _____

Date: _____

Pages: 494-846
Redacted pursuant to:
s21