

Emergency Response Plan



NORTHWEST TERRITORIES
POWER
CORPORATION

Empowering Communities

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Associated Documents

- Policy S-14, Emergency Response
- Site-Specific Emergency Procedures
- Emergency Response Procedure

1.0 Introduction

An emergency is an abnormal situation that demands prompt, coordinated actions exceeding normal procedures to limit damage to persons, property and the environment. Emergency response planning facilitates immediate, effective, and sustained response to minimize and/or prevent losses caused by the emergency. NTPC's strategy for emergency response includes:

- Prevention
- Preparedness
- Response
- Recovery

2.0 Prevention

Prevention is defined as the measures implemented in advance of an event that prevent or mitigate incident impacts.

To prevent and mitigate the impacts of emergencies NTPC has developed procedures for hazard identification and risk assessment; hazard control; employee training; workplace inspections; and document control.

2.1 Risk Assessment to Identify Hazards

At NTPC risk assessments are performed by:

- identifying hazards;
- performing a risk assessment on the hazard and;
- determining appropriate ways to eliminate or control the hazard.

2.2 Controlling the Hazards

NTPC implements hazard controls using the NTPC Hierarchy of Controls. The most preferred control is “Eliminate the Hazard”. Sometimes hazard elimination is not possible. In this case, successive controls in the hierarchy should be used to reduce the risk to as low as reasonably possible.

The Hierarchy of Controls used by NTPC are as follows:

1. Eliminate the hazard (remove the source of hazardous energy)
2. Reduce energy to safe level (shock absorber)
3. Physical barrier (grounds, barricades, isolations, welding curtains)
4. Protective equipment (fall protection, breathing apparatus, PPE)
5. Warning device (fire alarm, CO2 detector)
6. Minimize chances of error (traffic control, sloped excavations, housekeeping, Switching Authorization)
7. Work procedure (detailed work plan, spill response, Welding & Cutting Permit, Confined Space Entry Permit, Clearance)
8. Training (Work Protection)
9. Observer (safety watch, fire watch)

10. Identify hazard only (Tailboard meeting, limits of approach)

2.3 Employee Training

The HSE department facilitates training on the emergency response plan for all NTPC employees. Employee-specific emergency response training sessions are conducted yearly at a minimum for all employees to ensure that each position within the corporation maintains an understanding of their responsibilities in the event of an emergency at NTPC.

2.4 Workplace Inspections

All NTPC emergency equipment and supplies are:

- inspected and maintained in accordance with standards of the manufacturer, as required by regulation, or as directed by NTPC policy;
- easily accessible to all emergency personnel;
- adequately secured against unauthorized access; and
- kept separate from normal operating inventories.

2.5 Housekeeping

HSE and the JOHSC conduct regular office inspections which highlight housekeeping conditions.

Regular inspections ensure:

- adequate aisles and passageways are maintained in all work areas;
- staging platforms, ramps, stairways, walkways, and aisles are kept clear of all tools, materials, and equipment except that which is in use;
- slippery conditions on walkways or working surfaces are eliminated as they occur;
- access is maintained to exits, fire-alarm boxes, and fire-extinguishing equipment at all times;
- oils, paints, thinners, and solvents are kept in fire resistant non-flammable cabinets or covered containers when not in use, and;
- waste oil, used rags, or other flammable substances are kept in the appropriate drums when not in use.

2.6 Document Control

A copy of the emergency plan will be available to all NTPC employees at the HSE office, on the Powerbox, and by distribution to each plant site.

3.0 Preparedness

Preparedness is a state of readiness achieved through planning and preparation for all types of emergencies.

NTPC prepares for emergencies by: identifying resources required for response; tracking equipment required for response; conducting drills and exercises; establishing mutual aid agreements with external agencies; defining emergency levels; and establishing roles and responsibilities.

3.1 Resource Identification for Response

NTPC maintains a list of key resources that are available for emergencies. This list includes:

- Facilities
- Equipment
- Supplies
- Trades persons and specialists (mechanics, plumbers, electricians, technologists, etc.)
- Department or system specific experience (years of experience in the K-Plant etc.)

3.2 Equipment Lists

NTPC maintains equipment lists for equipment to be used in emergencies including:

- First Aid Supplies
- Chemical spill absorbents
- Shovels, vacuums, and other pick-up equipment
- Spark-free equipment for flammable material
- Salvage pumps and other temporary containers
- Fire-fighting equipment
- Leak repair kits
- Self-contained breathing apparatus

- Respirators
- PPE equipment

3.3 Drills and Exercises

All NTPC departments in conjunction with HSE shall conduct emergency drills and exercises on an annual basis or in accordance with fire and safety legislation. Prior notification of each drill shall be given to the HSE department for record keeping purposes.

3.4 Mutual Aid with External Agencies

NTPC collaborates with external agencies to share emergency resources where possible to maximize protection and minimize emergency response costs.

3.5 Emergency Declaration Guidelines

In the event of an incident and anticipated emergency, the procedure for declaration of an emergency will follow the *NTPC Emergency Declaration Guidelines* (see Appendix A).

3.6 Roles and Responsibilities

3.6.1 Responsibilities – General

All employees at NTPC are required to be familiar with this emergency response plan and site-specific emergency response plans in their service area.

Directors

- Shall ensure that all required materials, equipment, and training for emergency response are made available.

Managers

- Shall assist the HSE department with the development of site-specific emergency response plans where necessary and facilitate testing of the site-specific plans on an annual basis.
- Shall ensure that employees understand their roles and responsibilities for the NTPC Emergency Response Plan and the site-specific emergency response plans in their service area.
- Managers shall be aware that employees working outside of their service area may require orientation to the site-specific emergency response plans.

Employees

- Shall understand the Emergency Response Plan and the site-specific emergency response plans in their work area.
- Shall assist when requested by HSE in the development of the site-specific and corporate emergency response plans.
- Shall assist in emergency response when requested.
- Shall participate in emergency response training and exercises.

Health Safety and Environment

- Shall develop the general NTPC emergency response plan and facilitate the development of site-specific emergency response plans.
- Site-specific emergency response plans shall be tested and updated on a yearly basis or as required by regulation.

4.0 Response

- Actions taken immediately before, during or directly after an emergency occurs
- The response is under public scrutiny at all times
- Includes first responders (fire, police, etc.)
- May involve fire suppression, emergency medical services, evacuation, search and rescue, temporary housing and feeding, road closures
- Requires coordination, communication, teamwork prior to and during
- Emergency response procedures

4.1 Communication Protocol

The emergency response plan shall include criteria for notification of appropriate department officials and outside emergency services.

NTPC senior management, Managers, and the HSE Manager, or designee shall determine the appropriate protocol for the following notifications:

- Appropriate emergency services such as fire department, ambulance, or police (municipal and/or RCMP). When in doubt, responders should call the fire department first and they can assist in determining if immediate notification to another response agency is required; and
- NTPC emergency response staff for specific emergencies (e.g. building wardens for evacuation and relocation of employees or injuries)

In the event of a serious injury or death of an employee while on duty, communication protocols shown in figures 1 and 2 shall be followed.

Detailed emergency specific communication protocols are included in the following section (4.2 Emergency Procedures).

Figure 1: Communication Flowchart for Serious Injury of Employee while on Duty

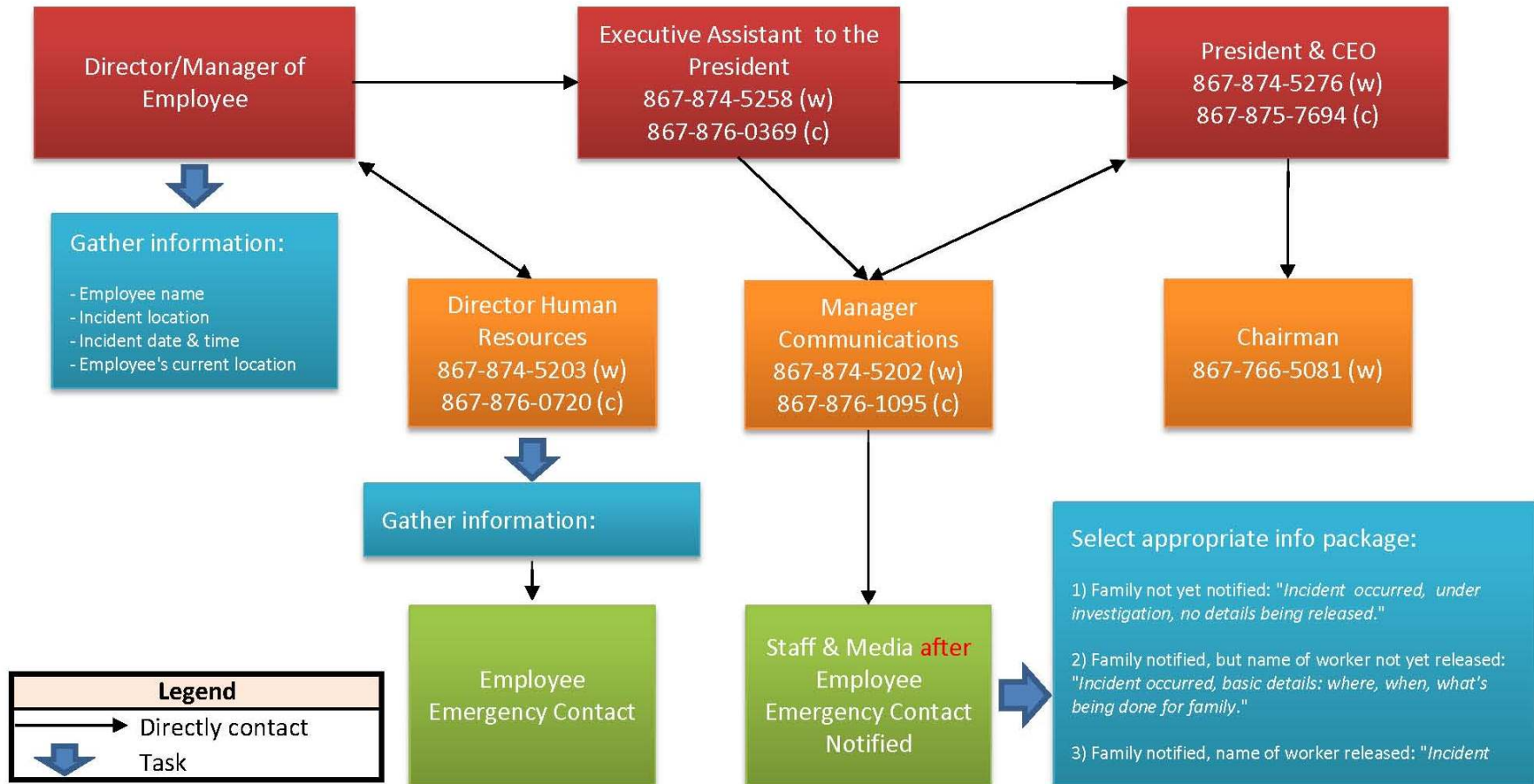
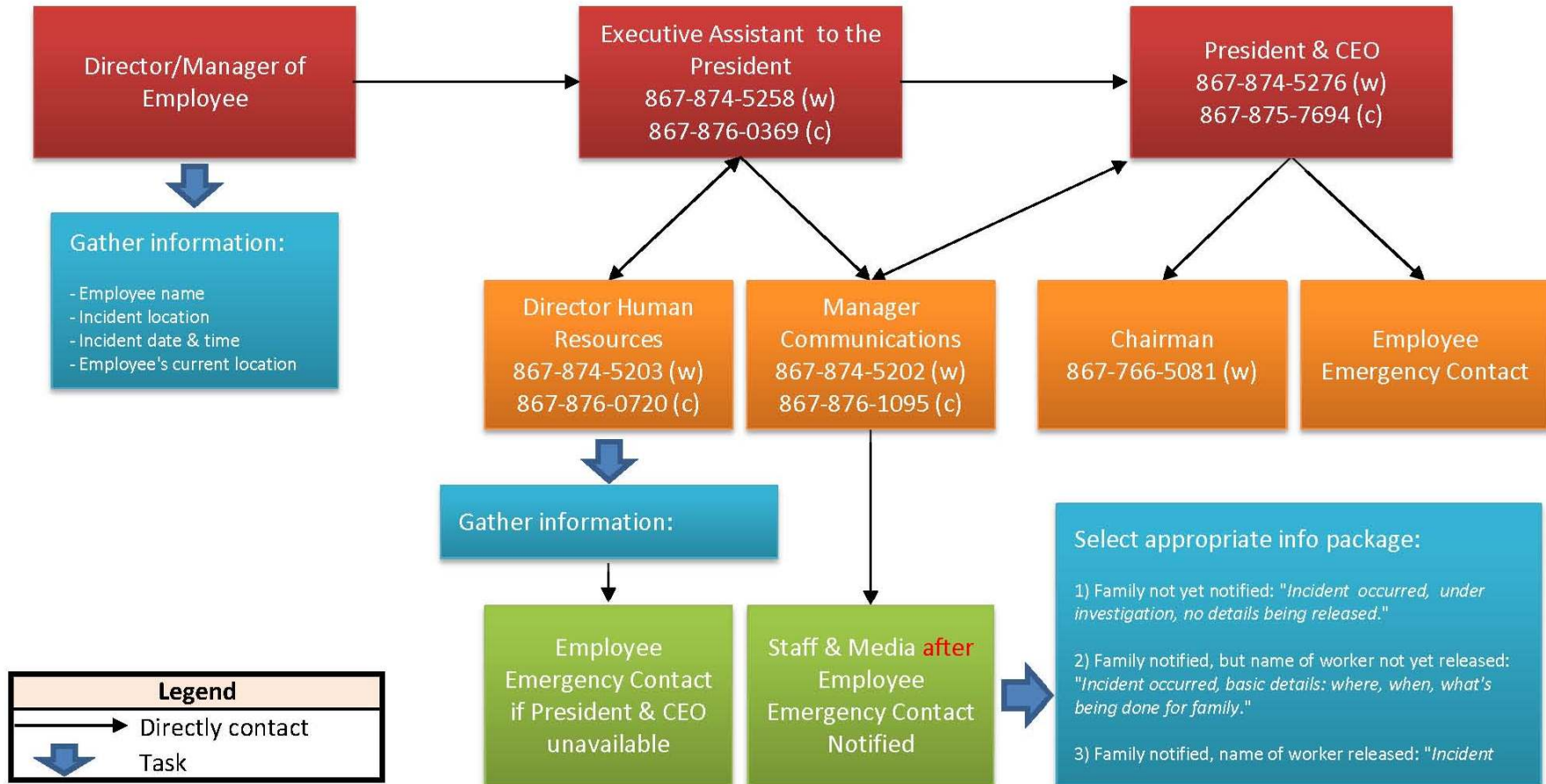


Figure 2: Communication Flowchart for Death of Employee while on Duty



4.2 Emergency Procedures

In the event of an emergency, actions taken may include:

- scheduling a meeting with affected parties, the Territorial Emergency Response Committee (TERC), community governments, NTPC shareholder (GNWT), regulators: Environment and Natural Resources (ENR); Fisheries and Oceans Canada (DFO); Aboriginal Affairs and Northern Development Canada (AANDC); and Workers' Safety & Compensation Commission (WSCC). Regular update meetings with affected parties shall be undertaken;
- timely press releases;
- timely and regular employee updates/bulletins;
- immediate notification of the appropriate authority if a third party may be at fault in the emergency;
- if deemed necessary, notification of the Board and Minister;
- detailed documentation of emergency response meetings to assist with insurance claims, court cases, PUB applications, press releases, etc.
- While each ERT member is expected to contribute to all areas of the emergency response, their primary responsibility is to ensure their area of corporate responsibility is adequately addressed in responding to the emergency:
 - Operations: to ensure the emergency is dealt with in a timely manner and the impact to customers is kept to a minimum;
 - Corporate Health, Safety & Environment: to ensure that our safety and environmental responsibilities, both under our Corporate Policy and as required by the Regulators, are dealt with properly. To liaise with Regulators and the Territorial Emergency Response Committee (TERC);
 - Finance: to set up projects and request coding from Financial Reporting;
 - Treasury: to ensure that all steps are taken to make the best possible case with the insurer for recovery of any costs incurred, to liaise with the broker and adjuster on a regular basis, Logistics: to focus on the efficient acquisition and mobilization of materials and equipment required to respond to the emergency;
 - Corporate Operations: to ensure communication materials are prepared and that the Board, Minister, employees and public are

adequately and appropriately informed. The President & CEO will assist with communications; and

- Senior Management: to provide overall guidance and support to the Emergency Response Team.

4.2.1 Emergency Response Declaration Guidelines

When an incident and/or anticipated emergency is detected the NTPC Emergency Response Declaration Guidelines should be used to determine the anticipated emergency level and response authority (see Appendix A).

4.2.2 Emergency – Level One

In a Level One Emergency, the Manager assumes overall authority and responsibility for the emergency response.

Manager on-call:

- Receive the initial emergency call and, if the emergency level increases, notifies the local Manager and Regional Director.
- Act as the Emergency Response Manager (see below) until relieved of duties by the Manager having local authority.

Emergency Response Manager:

- Notify Director by phone that a Level One Emergency has been declared and provide updates as necessary
- Manage the emergency response as follows:
 - Procure necessary resources
 - Coordinate local response resources and hold meetings with responding personnel as necessary
 - Ensure Work Protection is completed
 - Ensure Critical Work Plans are completed

Emergency Response Director:

- Notify Communications Manager and President & CEO of the emergency
- Assist Communications Manager with updates and notification of external agencies (e.g. community governments, local emergency services, and media) as necessary.

Communications Manager:

- Inform media; community & First Nations governments; and local emergency services that a Level One Emergency has been declared and explain implications of Level One Emergency declaration.

4.2.3 Emergency – Level Two

In a Level Two Emergency, the Director assumes overall authority and responsibility for the emergency response.

Manager on-call:

- Receive the initial emergency call and after suspecting an emergency higher than Level One, notify their Director immediately by phone
- Act as the Emergency Response Manager (see below) until relieved of duties by the Manager having local authority.

Emergency Response Manager(s):

- Notify Director by phone that the Emergency level is suspected to be higher than a Level One and provide updates as necessary
- Assist in coordinating the emergency response at the local level under the direction and authority of the Emergency Response Director as follows:
 - Provide regular updates of emergency response progress to the Emergency Response Director
 - Coordinate local response resources and hold meetings with responding personnel as necessary
 - Ensure Work Protection is completed
 - Ensure Critical Work Plans are completed

Emergency Response Director:

- Notify President & CEO by phone that a Level Two Emergency has been declared and provide updates as necessary
- Maintain emergency response authority and provide direction to the Emergency Response Manager for coordination of the response as follows:
 - Manage procurement of necessary resources and equipment from regional or corporate sources
 - Notify Communications Manager and President & CEO of the emergency and provide updates as necessary
 - Assist Communications Manager and President & CEO with updates and notification of appropriate agencies

Communications Manager:

- With assistance from the Director and President & CEO responsible for providing initial notification and updates to the following:
 - NTPC Chairman and Board of Directors,
 - NTPC Minister,
 - Community and First Nations governments,
 - Local emergency services,
 - Media (television and radio),
 - Affected MLA's and;
 - Territorial Emergency Response Committee (TERC) and ensure they are prepared to respond if required.
- Relay information requests and comments from external agencies (above) to the Director, Emergency Response Team, and President & CEO
- Request funding assistance from external agencies
- Ensure corporate employees are aware of and updated on emergency response progress as well as their responsibilities with regard to information sharing in their communities
- Ensure emergency updates are provided to customers on a regular basis

4.2.4 Emergency – Level Three

In a Level Three Emergency, the President & CEO assumes overall authority and responsibility for the emergency response.

Manager on-call:

- Receive the initial emergency call and after suspecting an emergency higher than Level One, notify their Director immediately by phone
- Act as the Emergency Response Manager (see below) until relieved of duties by the Manager having local authority.

Emergency Response Manager(s):

- Notify Director by phone that the Emergency Level is suspected to be higher than a Level One
- Assist in coordinating the response at the local level under the direction of the Emergency Response Director as follows:
 - Provide regular updates of emergency response progress to the Emergency Response Director
 - Coordinate local response resources and hold meetings with responding personnel as necessary
 - Ensure Work Protection is completed
 - Ensure Critical Work Plans are completed

Emergency Response Director:

- Notify President & CEO by phone when the Emergency Level is suspected to be higher than a Level Two.
- Notify Communications Manager of the emergency
- Assist in coordinating the response under the direction of the President & CEO as follows:
 - Interpret strategic direction from the Emergency Response Team to guide emergency response operations
 - Manage procurement of necessary resources and equipment from regional or corporate sources
 - Assist Communications Manager with updates and notification of appropriate agencies

- Relay information from Emergency Response Manager to the Emergency Response Team

President & CEO:

- Declare Level Three Emergency as follows:
 - Notify all NTPC employees of the situation
 - Call Emergency Response Team (ERT) meeting; designate ERT members and emergency response headquarters
- Authorize communications and assist Communications Manager with providing updates to necessary parties (see Communications Manager below)
- Authorize resource requests from external agencies [e.g., TERC, RCMP, Federal Government, and mutual aid requests from other utilities (e.g., Yukon Energy, Yukon Electrical, Northland Utilities Ltd., etc.)]
- As ERT Chair and Incident Commander, maintain emergency response authority and provide direction to the Emergency Response Director for coordination of the response as follows:
 - Facilitate development of an Emergency Response Action Plan within the Emergency Response Team and authorize updates to the plan as they are required
 - Assess immediate risks to all parties and designate person(s) to maintain safety at site
 - Ensure site layout is established with appropriate security and communication measures and a clearly identified command post
 - Designate a scribe to maintain an emergency event log
 - Gather information from all parties/services involved
 - Assess and list risks in order of severity
 - Form a plan to reduce risk according to priorities
 - Establish and maintain communication with emergency responders, share information and strategies, and provide updated situation reports as needed
 - Share information and coordinate activities amongst all parties/services until conclusion
 - Demobilization of emergency site team and prepare for operational

incident debriefing(s)**Communications Manager:**

- Relaying external information to the Board of Directors (via the Chairman), NTPC Minister, MLA's, CBC, radio stations, local governments, etc.
- Work closely with President & CEO for external/internal information transfer.
- Responsible for general communications above the local level.
- Communicates with external agencies (ie, TERC, GNWT Federal Government) and relays that information back to the Emergency Response Team.
- Ensures that corporate employees are updated on the emergency and the response progress as well as their responsibilities with regard to information sharing in their local communities. Employees must be updated to provide value and input to the situation.
- Ensures that customers are updated regularly on the emergency and the response

Emergency Response Team

In a Level Three Emergency, the President & CEO appoints members of the Emergency Response Team to provide strategic direction for the emergency response. Depending upon the type and/or severity of the emergency, this team may include but is not necessarily limited to:

Secretary:

- Maintain minutes from ERT meetings
- Ensure ERT has access to meeting minutes, materials required for meetings and pertinent action items
- Send out meeting invites and requests or notices
- Circulate emergency contact list and any manuals and checklists/paperwork required for the emergency

HSE Director:

- Provide expertise in the field of Environment and Safety
- Assist with risk assessment and risk prioritization plan
- Provide departmental resources as necessary

Logistics Manager:

- Source contractors as required
- Provide logistic support as necessary

Finance Director:

- Request funding assistance from external agencies.
- Open job #'s and track emergency response costs
- Provide departmental resources to the ERT as necessary

IT Director:

- Provide technical IT support as required
- Provide departmental resources to the ERT as necessary

Director, Transmission & Distribution

- Provide technical T & D support as required
- Provide departmental resources to the ERT as necessary

Director, Asset Management & Engineering

- Provide technical engineering support as required
- Provide departmental resources to the ERT as necessary

Emergency Response Manager Assistant:

- Assist the Emergency Response Manager by logging events.
- Provides updates to the Emergency Response Director in the absence of Emergency Response Manager
- Follows up with other members on behalf of the Emergency Response Manager

Health, Safety and Environment Resources:

- Provide onsite or remote assistance to ensure the safety of workers
- Assist with risk assessments and incident reporting that may be associated with the emergency and/or the emergency response
- Assist with work protection and critical work planning

- Assist with spill clean-ups
- Assist with onsite safety monitoring during the emergency response

Operations Resources (Workers):

Report to Emergency Response Manager as required.

5.0 Recovery

5.1 Personal Injuries

Hazards which could result in serious injuries are present at NTPC. In case of serious injury or illness prompt medical attention often makes the difference between life and death. Preserve the accident scene and all evidence.

In case of critical injury or fatality notify immediately;

- Senior Management
- Regulatory Activity
- Legal Resources

5.2 Impacts to Production

NTPC departments will use a team risk-based approach to identify the critical areas of operation which, if lost due to an emergency, would have a major impact on business. NTPC will consider the size and type of loss and develop instructions to be included in site-specific emergency plans to bring operations back online as soon as possible.

The response members listed below may be added either to the incident site or the ERT, depending on the nature of the incident or emergency. This determination will be made by the Chair of the ERT (the Chief Operating Officer or their alternate, the Director, Engineering).

APPENDIX A

EMERGENCY DECLARATION GUIDELINES