

APPENDIX III.10

EMERGENCY RESPONSE PLAN

Contingency Plan Manager

Any correspondence related to this plan must be forwarded to De Beers Canada Mining Inc., #300, 5102 - 50th Avenue, Yellowknife, Northwest Territories (NWT), X1A 3S8. Tel: (867) 766-7303 fax: (867) 766-7347 attention: John Goyman, Operations Manager, Snap Lake Diamond Project.

Once this plan becomes operational, information pertaining to the project description and the Snap Lake airstrip coordinates will be reinserted into this document, to allow it to be a stand-alone document.

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1.0 INTRODUCTION

1.1 Purpose

This emergency response plan (ERP) has been developed to provide a pre-determined set of instructions for all employees to respond, quickly and efficiently, to any foreseeable emergency that would likely occur at the Snap Lake Diamond Project site or on roads linked to the Snap Lake Diamond Project site. The ERP is a preliminary document, which will evolve as the facilities and on-site activities are finalized and a formal environmental management system (EMS) is developed.

This ERP is designed to fulfil the requirements of De Beers' environmental policy as it pertains to emergency situations.

1.2 Scope

An emergency is defined as an unplanned situation on-site that poses a risk to employee health and safety and/or the environment.

The ERP forms a link to the Spill Contingency Plan (Appendix III.9), and Accidents and Malfunctions (Section 13) of the environmental assessment (EA) and existing emergency response procedures developed by De Beers Canada Mining Inc. (De Beers). The ERP forms a foundation from which procedures will be developed that will address the details of emergency response to specific emergencies identified in the ERP. The ERP will be updated as these documents are updated. De Beers' senior management will approve the plan in writing.

The following additional documents were consulted during the development of this plan:

- Northwest Territories Water Board's *Guidelines for Contingency Planning*;
- Environment Canada's *Guidelines for Preparing or Reviewing an Emergency Response Plan for a Canadian Pulp and Paper Mill*;
- the Canadian Standards Association's *Emergency Planning for Industry: A National Standard for Canada*;
- Environment Canada's *Implementing guidelines for Canadian Environmental Protection Act, 1999 Section 199 - authorities for requiring environmental emergency plans*;
- the Government of the Northwest Territories' *Spill Contingency Planning and Reporting Regulations*; and,
- the Government of the Northwest Territories' *Mine Health and Safety Regulations*.

The ERP contains information pertaining to the organization and responsibility of De Beers' employees in the case of emergencies, emergency communications, links to specific response procedures and resources, and emergency response training commitments.

Updates to the Snap Lake Diamond Project ERP will be tracked by the **operations manager or designate**, who will be responsible for distribution of updated versions to all relevant personnel and agencies. Revisions to the ERP will also be reviewed by the **joint occupational health and safety committee (JOH&SC)**.

Contractors who will be carrying out certain aspects of the on-site work (*e.g.*, site civil construction and underground mining activities) are required to perform their work in accordance with all applicable laws and regulations as well as De Beers' corporate policies.

1.3 Distribution

Numbered, controlled copies of the most recent version of this ERP are distributed annually to the individuals/groups outlined in this ERP (see Section 3.1.7 of this appendix). Updates to new emergency communications information (new phone numbers, changes in reporting structure, *etc.*) will be distributed as soon as the new information becomes available.

1.4 Review

The entire ERP will be reviewed annually to update the plan as required. The ERP will subsequently be re-issued in its entirety to ensure that all recipients have complete, up-to-date versions.

2.0 ON-SITE EMERGENCIES – INITIAL ACTION

Emergency responses should follow the initial action plan outlined in the Emergency Action Plan (Figure III.10-1).

This flow chart is described in detail in the following sections.

2.1 Emergency Occurs

The **employee** noticing the emergency must, at a minimum:

- immediately notify his or her supervisor; and,
- provide details regarding the type of emergency and its location.

The **employee** may notify the supervisor of the area in which the emergency is located, if he or she know who that supervisor is.

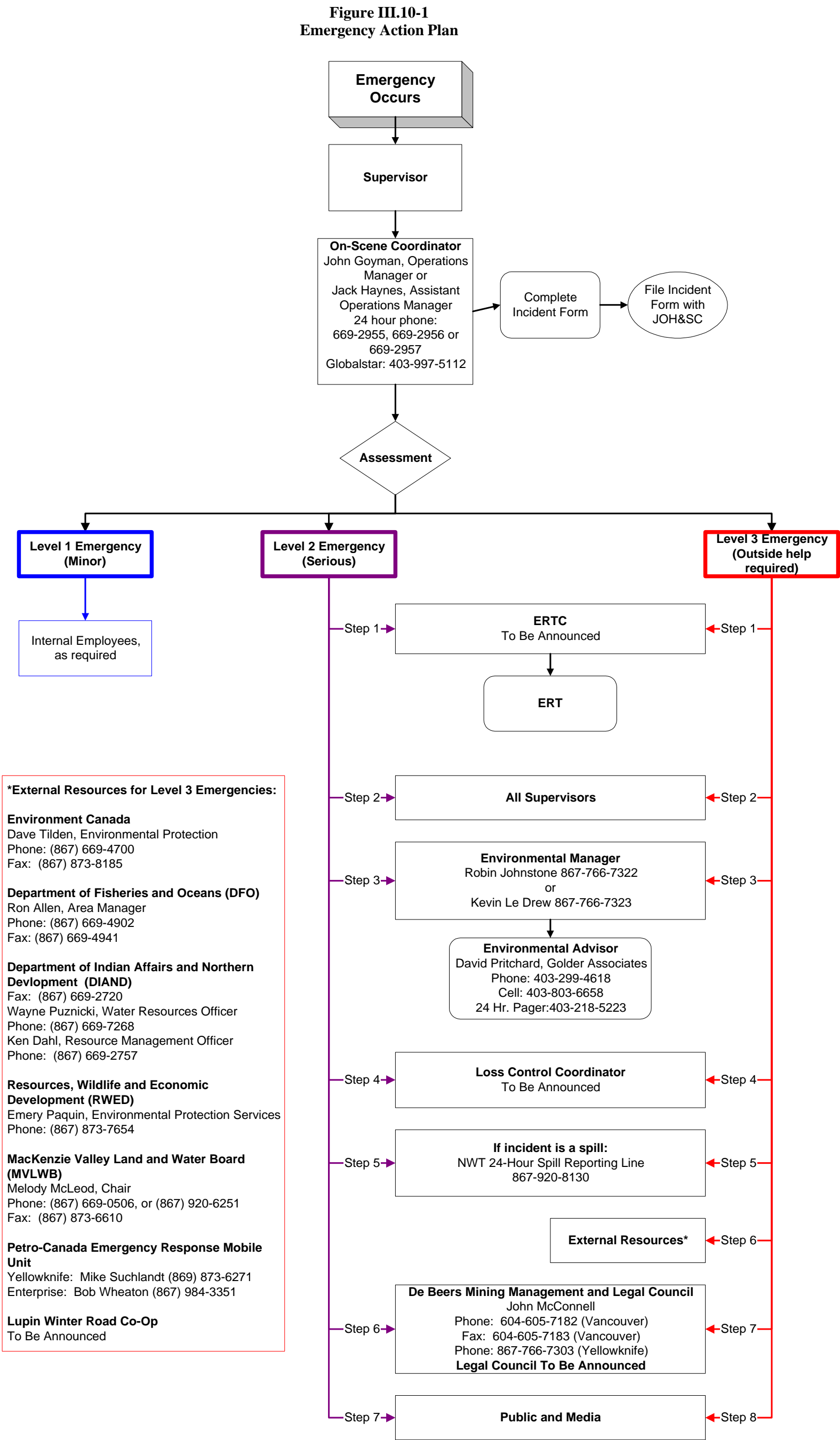
2.2 Supervisor

The **supervisor or designate** will:

- perform a preliminary assessment of the emergency;
- notify the on-scene coordinator of the emergency and provide details regarding the type of emergency, location, possible hazardous materials involved, and health and safety concerns;
- notify employees in the area of the emergency; and,
- be prepared to evacuate employees if the on-scene coordinator determines that it is necessary.

2.3 On-Scene Coordinator

The **on-scene coordinator or designate** will assess the emergency to determine if it can be handled readily by staff and resources in the area, or whether a specialized emergency response team (ERT) is necessary.



If the emergency is minor, the **on-scene coordinator or designate** will follow the level 1 emergency procedure (minor). If the emergency cannot be handled by the staff and resources in-place, the **on-scene coordinator or designate** will initiate a level 2 emergency procedure (serious). If help is required from outside sources, the **on-scene coordinator or designate** will initiate a level 3 emergency procedure (outside help required).

Within 48 hours, the **on-scene coordinator or designate** will:

- complete an Incident Reporting Form and file the form with the JOH&SC.

2.4 Level 1 Emergency (Minor)

If the emergency is minor:

- the **on-scene coordinator or designate** will supervise response activities and control the emergency; and,
- qualified **employees** will address and control the emergency under the direction of the on-scene coordinator or designate.

2.5 Level 2 Emergency (Serious)

In the event of a level 2 emergency, steps 1 through 7 (detailed below) will be followed.

2.5.1 Step 1

- The **on-scene coordinator or designate** will contact the emergency response team coordinator (ERTC) or designate to provide details of the emergency and authorize mobilization of the ERT.
- The **ERTC or designate** will assemble the ERT and mobilize the resources required to address the emergency.
- The **ERTC or designate** will respond to emergencies in accordance with applicable De Beers plans and procedures.
- The **ERT** will address the emergency under the direction of the ERTC.

2.5.2 Step 2

- The **on-scene coordinator or designate** will contact all supervisors by radio to indicate that an emergency has occurred.

- If required, the **on-scene coordinator or designate** will authorize the sounding of the general alarm and order supervisors to evacuate personnel as necessary.
- The **supervisor or designate** will notify all applicable personnel of the emergency situation.
- The **supervisor or designate** will evacuate personnel if directed by the on-scene coordinator.
- The **supervisor or designate** will ensure employees get to their muster stations.
- The **supervisor or designate** will direct and coordinate the activities of personnel as directed by the on-scene coordinator or designate.
- The **supervisor or designate** will immediately report to the on-scene coordinator or designate if any employees fail to report to their muster stations.
- **All employees** will respond to the general alarm and/or their supervisor's instructions, according to a pre-arranged emergency response procedure that will be developed.
- **All employees** will respond to an evacuation order according to the general evacuation procedure that will be provided by De Beers. Specific evacuation procedures for the pilot plant, sorthouse, and security area will also be provided.

2.5.3 Step 3

- The **on-scene coordinator or designate** will notify the environmental manager or designate of the emergency.
- The **on-scene coordinator or designate** will direct the environmental manager or designate to utilize necessary resources to prevent or minimize environmental issues pertaining to the emergency.
- The **environmental manager or designate** will advise the on-scene coordinator or designate regarding the appropriate response actions for protection of the environment.
- The **environmental manager or designate** will contact the environmental advisor for consultation on the appropriate response actions for protection of the environment.
- The **environmental advisor or designate** will provide advice to the environmental advisor regarding the appropriate response actions or options for protection of the environment.

2.5.4 Step 4

- The **on-scene coordinator or designate** will notify the loss control manager or designate of the emergency.

- The **on-scene coordinator or designate** may authorize the **loss control manager or designate** to contact external resources to assist in assessing the scope of losses as a result of the emergency.

2.5.5 Step 5

- If the incident is a spill, the **on-scene coordinator or designate** will initiate the spill response plan.
- If the reporting requirements are met or exceeded, the **on-scene coordinator or designate** will phone the NWT 24-hour spill reporting line at (867) 920-8130.
- The **on-scene coordinator or designate** will document the phone call, even if no spill report line personnel answer the call and a message is left.
- The **on-scene coordinator or designate** will forward documentation of the calls to the NWT spill reporting line and to De Beers management and legal council.
- The **on-scene coordinator or designate** will complete the spill report form.

2.5.6 Step 6

- The **on-scene coordinator or designate** will notify De Beers mining management and legal council in writing of an emergency. The written report will include all information pertaining to the emergency, from initial call records to a documentation of all of the activities conducted to address the emergency. All external parties contacted to assist in the emergency will be noted in the report. Followup documentation of cause and future prevention options will be included in the report. The **operations manager or designate** will review and co-sign the report. The report will be delivered within 48 hours of addressing the emergency.
- **De Beers management and legal council or their designates** will advise the operations manager or designate in regards to informing the public and media.
- **De Beers management and legal council or their designates** will assist in public and media notification, if required.

2.5.7 Step 7

The **operations manager or designate** will inform the public and media of emergencies subsequent to consultation with De Beers' mining management and legal council or their designates.

2.6 Level 3 Emergency (Outside Help Required)

For a level 3 emergency, the **on-scene coordinator or designate** will follow the same steps from the level 2 emergency action list and also contact external resources.

2.6.1 Steps 1 to 5

The **on-scene coordinator or designate** will follow Steps 1 to 5 of the level 2 emergency action list prior to contacting external resources for assistance.

2.6.2 Step 6

- The **on-scene coordinator or designate** may consult with the environmental manager or designate, environmental advisor or designate and/or loss control manager or designate to determine which external agency should be contacted.
- The on-scene coordinator or designate will provide the operations manager with the necessary information to act as the key liaison between De Beers and external parties.
- The **operations manager or designate** will act as the key liaison between De Beers and external parties.

External resources and contact information are provided in the Emergency Action Plan (Figure III.10-1).

2.6.3 Step 7

Step 7 is the same as Step 6 for level 2 emergencies: Contacting De Beers' management and legal council:

- The **on-scene coordinator or designate** will notify De Beers mining management and legal council in writing of an emergency. The written report will include all information pertaining to the emergency, from initial call records to a documentation of all of the activities conducted to address the emergency. All external parties contacted to assist in the emergency will be noted in the report. Followup documentation of cause and future prevention options will be included in the report. The **operations manager or designate** will review and co-sign the report. The report will be delivered within 48 hours of addressing the emergency.
- **De Beers management and legal council or their designates** will advise the on-scene coordinator or designate in regards to informing the public and media.
- **De Beers management and legal council or their designates** will assist in public and media notification, if required.

2.6.4 Step 8

The operations manager or designate will inform the public and media of emergencies subsequent to consultation with De Beers mining management and legal council or their designates.

2.7 Off-site Emergency

Off-site emergencies will be initiated by calling the 24-hour emergency telephone number (867-669-2955 or 2956 or 2957) or by radio on channel #2. The persons receiving these calls will be trained to handle emergency calls. The **person receiving the information** will document the details of the emergency using an Incident Reporting Form in addition to contacting his or her supervisor, following the procedures in Figure III.10-1. The **supervisor** will then contact the on-scene coordinator. A copy of the Emergency Action Plan (Figure III.10-1) will be posted in a conspicuous location in the area where the calls are received.

The **on-scene coordinator or designate** will:

- accurately assess the situation and determine the necessary responses before control and cleanup procedures are implemented; and,
- follow the procedures for level 1, 2, or 3 emergencies, as required.

3.0 ORGANIZATION AND JOB RESPONSIBILITIES

At the time of preparation of this document, the Snap Lake Diamond Project site is under a “care and maintenance” schedule, with a staff of five people on-site. Once the site becomes operational, the individuals listed below will assume their assigned responsibilities.

In the event that the emergency involves contractor personnel (underground and construction), the **on-scene coordinator or designate** will work with the appropriate contractor’s senior site supervisor.

3.1 Internal Resources

3.1.1 All Employees

All employees are responsible for the following:

- as a minimum, all employees must report all emergencies to their supervisor. They may also notify the on-scene coordinator; and,
- **employees** calling the emergency phone number or contacting the on-scene coordinator will identify in as much detail as practicable the nature of the emergency, including possible injuries or trapped personnel, chemical hazards present, explosive hazards present, and the type and location of the emergency.

3.1.2 Supervisor

The **supervisor** is responsible for the following:

- perform a preliminary assessment of the emergency;
- notify the on-scene coordinator of the emergency and provide details regarding the type of emergency, location, possible hazardous materials involved, and health and safety concerns;
- notify employees in the area of the emergency;
- ensure that the health and safety of employees are protected;
- be prepared to evacuate employees if the on-scene coordinator determines that it is necessary;
- take roll calls at muster stations to confirm that all employees are present and accounted for in the case of evacuations; and,
- immediately notify the on-scene coordinator if employees do not report to their muster stations.

3.1.3 Mine Rescue Personnel

The site has ten **mine rescue personnel** who are trained in the use of self-contained breathing apparatus in the event of an underground fire. These personnel attend regular training sessions. The site also has a ten-person **ERT** trained and responsible for fire fighting, controlling spills, and assisting with medical emergencies that may occur at the Snap Lake Diamond Project site.

The **mine rescue personnel** are responsible for the following:

- performing mine rescues as directed by the on-scene coordinator; and,
- ensuring that their self-contained breathing apparatus (SCBA) equipment has been fit tested at least annually.

3.1.4 On-Scene Coordinator

The following are the responsibilities of the **on-scene coordinator or designate**:

- assume overall authority in the emergency (other than medical);
- evaluate the emergency and develop a response plan;
- ensure the safety of all personnel;
- activate any required contingency plans;
- ensure that the emergency is reported to appropriate regulatory officials and Snap Lake Diamond Project personnel;
- ensure all required resources (people, equipment, and material) are made available;
- make arrangements to get additional resources from off-site, if required;
- be involved in annual reviews of the ERP with the JOH&SC; and,
- provide regulatory agencies, De Beers, and Snap Lake Diamond Project management with information regarding the status of the emergency.

3.1.5 Emergency Response Team Coordinator

The responsibilities of the **ERTC** are to:

- mobilize all ERT personnel, equipment, and supplies as required to the site of the emergency;
- assist in the development and implementation of training programs and exercises with the on-scene coordinator, human resources representative, and loss control manager; and,
- assist the on-scene coordinator with the handling of the emergency.

3.1.6 Environmental Advisor

The following are the responsibilities of the **environmental advisor or designate**:

- provide technical advice on probable environmental effects resulting from a spill;
- provide advice to the on-scene coordinator for appropriate spill response procedures,
- be involved in emergency response training exercises;
- contribute to the annual review of the ERP with the JOH&SC; and,
- assist in developing sampling and testing or monitoring programs of water or soil that has been or may have been directly affected by a spill.

3.1.7 Loss Control Manager

De Beers does not have a formal loss control department, but this department is planned once operations commence. The **operations manager or designate** will ensure that a loss control manager is identified. The **loss control manager or designate** will be responsible for the following:

- monitoring contractors' health and safety performance for compliance to legislation and their own safety programs;
- ensuring that all new site personnel are properly oriented;
- maintaining up-to-date copies of all site procedures and make procedures available to new personnel;
- acting as secretary for the JOH&SC;
- performing monthly JOH&SC tours and meetings;
- ensuring that the JOH&SC contains representatives from employers, employees, and all major contractors; and,
- ensuring proper and timely documentation/reporting of inspections, investigations, and meetings;
- dealing with wildlife issues (such as animals getting into garbage, *etc.*) in accordance with the mitigation measures set out in the wildlife section of the EA;
- assisting in conducting emergency response exercises, at least semi-annually, with the ERTC and the on-scene coordinator;
- sending inspection reports and minutes to the Worker's Compensation Board (WCB) Prevention Services Mines Inspection Group;
- contacting external resources to assist in assessing the scope of losses as a result of the emergency, if authorized by the **on-scene coordinator or designate**; and,
- implementing a routine site inspection and recording/reporting program for environmental spills. This program will address all applicable issues in relevant

legislation pertaining to chemical handling, storage, labelling, use, reporting, and health and safety requirements.

3.1.8 Operations Manager

The **operations manager or designate** is responsible for implementing and maintaining the ERP. In addition, the **operations manager or designate's** responsibilities are:

- act as spokesperson on behalf of the Snap Lake Diamond Project and De Beers with regulatory agencies, as well as the public or media;
- prepare and submit any formal reports (within the required timeframe) to regulators and De Beers corporate office with respect to any emergency including the Incident Reporting Form;
- co-chair the JOH&SC;
- organize regular inspections of emergency response training practices and emergency response equipment;
- review the ERP for updates annually with the JOH&SC;
- review job descriptions of all positions named in the emergency response plan;
- evaluate what training is required by all staff;
- ensure that all staff are given appropriate training;
- ensure that all staff are retrained as needed;
- ensure that the on-scene coordinator has the means (financial and otherwise) to ensure that all required resources are made available, or provided from off-site if required;
- ensure that the human resources representative has the means (financial and otherwise) to ensure that all employees' training requirements are kept current;
- ensure that emergency response exercises are conducted at least semi-annually by the loss control manager, the on-scene coordinator, and ERTC;
- ensure that this ERP remains up-to-date, and updated versions are distributed to individuals on the distribution list in Table III.10-1;
- ensure that updates to new emergency communications information (new phone numbers, changes in reporting structure, *etc.*) are distributed as soon as the new information becomes available;
- keep a formal record of distribution and amendments to the plan; and,
- ensure that the results of the regular inspections are used to improve emergency response practices, and improve relevant plans accordingly.

Table III.10-1
Distribution List for the Snap Lake Diamond Project Emergency Response Plan

Affiliation	Position	Name
De Beers Mining	Snap Lake Operations Manager	John Goyman
De Beers Mining	Snap Lake Assistant Operations Manager/Safety Supervisor	Jack Haynes
De Beers Mining	Vice President (VP), NWT Projects	John McConnell
De Beers Mining	Senior Environmental Manager, Snap Lake	Robin Johnstone
De Beers Contractor	Construction Manager	To Be Announced
Golder Associates	Environmental Advisor	Dave Pritchard
De Beers contractor	Contractor	To Be Announced
INAC	Water Resources Officer	Wayne Puznicki
INAC	Resource Management Officer	Ken Dahl
Government of the NWT – RWED	Environmental Protection Services	Emery Paquin
Environmental Canada	Environmental Protection	Dave Tilden
Fisheries and Oceans Canada	Area Manager	Ron Allen
Mackenzie Valley Land and Water Board	Chair	Melody McCleod

Note: RWED = Resources, Wildlife and Economic Development.
 INAC = Indian and Northern Affairs Canada.

Pages of the ERP that have been updated with new information will be distributed to the individuals on this list. Original pagination will be kept on the new pages and specific instructions will be given on replacement (*i.e.*, “replace page ____ with the attached new page ____”). The holders of numbered copies of the ERP will be notified immediately of any key changes, regardless of when regular reviews take place.

3.1.9 Human Resources Representative

The following are the responsibilities of the **human resources (HR) representative or designate**:

- maintain emergency, and health and safety records;
- track all emergency, and health and safety training that on-site staff have received, and when retraining will be required;
- notify the **on-scene coordinator** when retraining is required;
- ensure that employees are re-trained in appropriate emergency response skills, workplace hazardous materials information system (WHMIS) training, occupational safety and health administration (OSHA) training, first aid, respirator fit-testing, *etc.* prior to expiry of existing training certification; and,

- consult with appropriate organizations regarding retraining requirements and schedules.

3.1.10 Site First Aid

Physician assistants are responsible for the following:

- providing first aid and other medical support on-site;
- providing additional training for ERT members;
- ensuring that the first aid room is set up and equipped with advanced first aid equipment; and,
- ensuring that the first aid room is maintained at all times.

3.1.11 Other Personnel

Depending on the nature of the emergency (medical, electrical, mechanical, fire, *etc.*) other site personnel including the **site emergency medical personnel, site electrician, site mechanic**, and others may be called upon to play key roles. The roles and responsibilities of these individuals in the event of an emergency are clearly defined in the various emergency procedures.

The **camp maintenance personnel** are responsible for the following:

- ensuring that smoke detectors and site fire extinguishers are in proper working order; and,
- performing regular inspections of fire warning and fighting equipment.

3.1.12 Emergency Response Team List and Contact Information

The members of the emergency/spill response team, their duties, and phone numbers are listed in Table III.10-2. These numbers will be in effect once the project becomes active.

Table III.10-2
Emergency Response Team Members and Contact Information

Position	Name/Location	24 Hour Contact #
Government of the NWT RWED	24-hour spill report line	Ph: (867) 920-8130
On-Scene Coordinator	Jack Haynes (site)	Ph: (867) 669-2955 ext 4 Fax: (867) 669-2962 Radio channel #2
On-Scene Coordinator (Alternate)	John Goyman (site)	Ph: (867) 669-2955 ext 2 Fax: (867) 669-2962 Radio channel #2 Globalstar: (403) 997-5112
Safety Supervisor	Jack Haynes	Ph: (867) 669-2955 ext 4 Fax: (867) 669-2962 Radio channel #2
Snap Lake Operations manager	John Goyman (Site)	Ph: (867) 669-2955 ext 2 Fax: (867) 669-2962 Radio channel #2
Environmental Advisor	David Pritchard	Ph: (403) 299-4618 Cell: (403) 803-6658 24-hr Pager: (403) 218-5223
Personnel	A spill response team is available on site to assist with spill and emergency response activities.	
Project Construction Manager	To be announced	Ph: (867) 669-2955 ext 1 Fax: (867) 669-2962 Radio channel #2
De Beers Vice President, NWT Projects	John McConnell (Vancouver) (Yellowknife)	Ph: (604) 605-7182 Fax: (604) 605-7183 Ph: (867) 766-7303
Snap Lake Senior Environmental Manager and Snap Lake Environmental Coordinator	Robin Johnstone Kevin Le Drew	Ph: (867) 766-7322 Ph: (867) 766-7323
Joint Venture Partners (Tibbitt to Contwoyto Winter Road Emergency Response Team)	To be announced	n/a
Mobile Environmental Response Unit	Yellowknife: Mike Suchlandt Enterprise: Bob Wheaton	(869) 873-6271 (867) 984-3351

Note: RWED = Resources, Wildlife and Economic Development.
 ext = extension.
 n/a = not available.

3.2 External Resources

3.2.1 Legal Council

The responsibilities of the **legal council** are to:

- advise the operations manager and environmental manager on the legislative authority of various government agencies;
- provide advice on questions of due diligence;
- determine costs, fines and liabilities, including penalties associated with regulations; and,
- consult with the corporate insurance coordinator and advise the operations manager on insurance matters.

3.2.2 Fisheries and Oceans Canada

Fisheries and Oceans Canada (DFO) has the responsibility of administering habitat protection as specified in the federal *Fisheries Act*, including destruction of fish habitat and obstructing fish passageways. There is a “no-net-loss of habitat” policy by DFO in the NWT.

3.2.3 Indian and Northern Affairs Canada

Indian and Northern Affairs Canada (INAC) has responsibilities for land tenure agreements on Crown land including waste disposal, sources of borrow materials, open pit mining, road alignments, land reclamation, and closure requirements. Resource management officers may conduct inspections for INAC from time to time.

3.2.4 Environment Canada

Environment Canada enforces the *Canadian Environmental Protection Act* and Section 36 of the federal *Fisheries Act* through its Environmental Protection Branch. The Canadian Wildlife Service, a division of Environment Canada, governs issues pertaining to wildlife.

3.2.5 Mackenzie Valley Land and Water Board

The **Mackenzie Valley Land and Water Board (MVLWB)** issues water licenses under the *Northwest Territories Waters Act and Regulations*. These licenses govern limits of

water use, sources of water use, effluent discharge limits, monitoring and reporting requirements. Inspections by water license inspectors are conducted from time to time.

3.2.6 Department of Resources, Wildlife and Economic Development

The **Department of Resources, Wildlife and Economic Development (RWED)** has the responsibility of ensuring that the spill contingency planning and reporting regulations under the *Environmental Protection Act* are enforced. Cleanup orders for spills are issued from RWED.

3.2.7 Construction Manager

The **project construction manager** is responsible for ensuring that the mine is constructed in compliance with the NWT *Mine Health and Safety Act and Regulations*.

3.3 Communications

Communications are available by means of a NWTel phone system. Back-up communication systems are made available via satellite phone systems. For communications within the site, hand-held radios are mandatory for all employees working or travelling in areas remote from the main camp.

Back-up power sources and replacement batteries for communications equipment will be made available to allow for continuous, uninterrupted operation either at fixed facilities or at emergency sites.

Key site personnel are accessible at all times by either portable radios or radios in vehicles or offices. The **physician assistant** carries a hand-held radio and monitors the emergency channel twenty-four hours per day. Senior Snap Lake Diamond Project management personnel rotate as “**on-call managers**” for after hour emergencies. A notice is posted weekly showing who is on call and their room number. An accommodation list is updated as required and posted with key personnel highlighted. Lists of trained first aid, mine rescue, and ERT members are also posted.

All employees and contractors on-site for extended periods of time will be trained at initial orientation and retrained annually regarding the locations and use of emergency equipment, terminology used and key emergency response personnel for emergency communication. A procedure for emergency communications will be developed that will describe the proper use of these components. The communication pathway is described in Figure III.10-1 of this report.

In the event of a serious injury or death, the Vice President, NWT projects will, in conjunction with the Royal Canadian Mounted Police (RCMP), notify immediate next-of-kin.

4.0 INVENTORY AND LOCATION OF EMERGENCY RESPONSE EQUIPMENT

The site **ERTC** and **on-scene coordinator or designate** will ensure that site drawings are made available to identify the locations and isolation points of energy sources and the locations of emergency equipment (fire water pumps, fire extinguishers, monitors, *etc.*). These drawings and equipment lists will be posted conspicuously in key locations throughout the site and updated as necessary. Five complete sets of 1:250 scale as-built plans of underground work areas and one complete set of updated ventilation plans for mine workings will be made available in the control centre. In addition, the **operations manager, on-scene coordinator, ERTC, loss control manager or their applicable designates** will be trained in the locations of drawings, emergency protective equipment locations and functions, isolation points for sources of energy. Appendix E provides an inventory of emergency response equipment and their location on-site.

External emergency response equipment includes the mobile emergency response equipment supplied by Petro-Canada and described in the spill contingency plan. In addition, the Tibbitt to Contwoyto Winter Road Joint Venture Partners co-operate in a winter road emergency response plan. This winter road plan specifies the types of equipment and resources available for road emergencies.

5.0 EMERGENCY OPERATIONS

Emergency operations are directed out of the emergency operations centre (EOC) and the incident command centre (ICC).

The EOC will be located at a safe, secure place. The EOC is used as a location for the following functions:

- make key decisions and manage operations;
- provide technical information to direct emergency activities;
- establish a communications centre for emergency operations and to communicate with other organizations;
- coordinate resource procurement and direct resource use;
- assess the damage and develop long range objectives and plans; and,
- retain and disseminate information on the emergency to both internal and external parties.

The ICC will be located at a safe and secure place near the site of the emergency. All responses and mitigation efforts developed at the EOC will be implemented through the ICC.

Security personnel may be required on-site to establish and maintain a security perimeter to prevent or minimize personal injury, preserve evidence for investigation or followup and prevent unauthorized access to the scene.

After the emergency situation has been addressed, the **loss control manager or designate** will be responsible for determining damages and claims assessments. The **loss control manager or designate** may require the assistance of outside persons to conduct damage assessments beyond the scope of the capabilities of on-site personnel. The **loss control manager or designate**, with the assistance of the **operations manager or designate**, will identify an appropriate resource for damage assessment. This person or organization will be listed in this ERP, when they have been identified.

6.0 EMERGENCY SCENARIOS

Responses for specific emergency scenarios (including surface and underground fires, underground emergencies, toxic gas, *etc.*) that may occur at a underground mine site are identified and discussed in the following sub-sections.

6.1 Fire

Fires may occur in any area within the surface facilities on-site. It is the responsibility of the **fire safety coordinator** to ensure that emergency fire and evacuation procedures are developed and maintained for the different fire scenarios that may occur at the Snap Lake Diamond Project site. These will include, but are not limited to, the following:

- the process plant;
- the sorthouse;
- the security office;
- the maintenance areas;
- the helicopter pad/fuel storage area;
- the airstrip and associated facilities;
- the tank farm;
- the accommodations/office complexes; and,
- explosives storage, mixing and supply areas.

The **operations manager or designate** will ensure that these procedures or plans are kept current as facilities change, expand, or chemical use changes. The **operations manager or designate** will also ensure that training in emergency response procedures occurs at least four times per year, and that records of these training exercises are retained for a period of no less than two years. The results of these exercises will be used to refine the procedures, where necessary, to minimize response time and maximize employee safety.

The fire procedures and plans will, at a minimum, include the following:

- an up-to-date general site plan;
- plans showing fire escape routes as appropriate (any escape route plans will be prominently posted in the immediate working areas);
- a camp plan showing room numbers;
- an accommodations list highlighting the key site personnel ERT, the physician assistant, the first aid room, *etc.*;

- building floor plans showing fire extinguisher and other fire fighting equipment locations for all site buildings and facilities (including contractor buildings);
- the locations of spill kits and other spill cleanup equipment/supplies;
- the locations of emergency first aid supplies and equipment;
- up-to-date development plans for the underground excavation;
- roles and responsibilities for all applicable employees, with a chain-of-command clearly stated;
- a plan of action;
- a followup reporting and documentation process; and,
- a tracking system to ensure that the procedure is up-to-date, and to ensure that the most current document is being used by personnel.

An up-to-date fire prevention and fire response plan will be maintained and prominently displayed in the camp as well as the process plant buildings.

All mobile equipment (pick-up truck and larger) will be equipped with either a built-in fire suppression system or appropriately sized hand-held fire extinguishers mounted in a readily accessible location.

The camp complex and the process plant will be equipped with a fire detection and audible fire warning system. All site operating personnel will receive basic training in the use of fire extinguishers. A fire-fighting plan will be in place and the ERT will practice bi-weekly.

In the event of a fire/alarm, all personnel not directly involved with fighting the fire will report to the designated muster location. Attendance will be taken to account for all personnel. Personnel will remain in this area until assigned other duties by the ERT or until given clearance that the emergency is over. *A Fire and Evacuation Procedure for the Snap Lake Camp Complex, Emergency and Fire Evacuation Procedures for the Process Plant, Sorthouse and Security Offices* will be available.

6.1.1 Fire Prevention and Response Plan

The **fire safety coordinator or designate** will ensure that a fire prevention plan is developed. This plan will:

- include roles and responsibilities of personnel involved in fire prevention;
- ensure that records obtained from previous fire reports and training exercises are used to determine areas for improvement;

- address the requirements of territorial and federal fire codes at all site facilities regarding fire prevention;
- identify all sources of combustion or sparks and ensure that procedures are in place to eliminate “fuel” from being stored in the vicinity of these combustion sources. These include smoking policies and “hot work” procedures;
- be tracked through document control processes developed in the EMS to ensure that the most recent version is available; and,
- be audited to ensure that the procedures and activities described in the plan are being carried out. This will be conducted in accordance with the monitoring and measurement section of the EMS.

The **ERTC or designate** currently assumes the dual role of fire safety coordinator. In future stages of operations, these roles will be separated. This person will be responsible to consolidate and maintain a site fire response plan. This plan will include instructions for all personnel in the event of a fire, designated muster areas, designation and duties of various emergency response personnel, coordination of fire training, drills, *etc.*, and maintenance of all plans, records, and logs relating to fire prevention and response.

Adequate numbers of fire extinguishers and other fire control systems will be available and checked monthly by the camp maintenance staff. A log of the inspections will be kept. Large capacity wheeled fire extinguishers will be located near high-risk areas such as the generator facilities, the camp kitchen, tank farm fuel distribution module, and the mine contractor generators. ERT fire fighting equipment will be located in one location with equipment such as fire pumps, hoses, *etc.* on board a dedicated vehicle that will be used only for emergencies.

6.1.2 Surface Fire

The camp complex and the process plant will be equipped with a fire detection and audible fire warning system. All site operating personnel will receive basic training in the use of fire extinguishers. This training will be tracked by the **HR representative or designate**, and re-training will occur annually. A fire-fighting plan will be in place and the ERT will practice bi-weekly. These practices will be tracked, and records will be kept by the **HR representative or designate** in accordance with the requirements of the monitoring and measurement section of the site EMS.

For any fire situation, the first action by the person discovering the fire is to put it out if he/she can safely do so and then report the incident. If the person cannot safely put out the fire, it must be reported as quickly as possible.

In the event of a fire alarm, **all employees** not directly involved with fighting the fire will report to the designated muster location. Attendance will be taken to account for all personnel. **Employees** will remain in this area until assigned other duties by the ERT or until given clearance that the emergency is over.

Incident reports are to be filed detailing the causes and responses of the fires. This information will be used by the **fire safety coordinator or designate** in subsequent fire prevention activities, in accordance with the monitoring and measurement section of the site EMS. Fire Procedure Management Duties will be available.

6.1.3 Underground Fire

Detailed procedures in the event of underground emergencies, the Underground Mine Emergency Response Procedures, will be prepared. The **fire safety coordinator or designate** will be responsible for ensuring that this plan is up-to-date, and that the most current versions of this plan are posted in fire safety and equipment locations.

For any fire situation, the first action by the person discovering the fire is to put it out if he/she can safely do so and then report the incident. If the person cannot safely put out the fire, it must be reported as quickly as possible.

A stench injection system is in place in the compressed and ventilation air systems. The De Beers contractor supervisors, mine superintendent, or the operations manager will authorize the injection of stench gas into the underground mine. Procedures for employees who encounter stench gas will be included in the Underground Mine Emergency Response Procedures.

In the event of an underground fire, **ONLY** properly trained mine rescue personnel will be allowed to go underground. At all times, the first priority is the safety of the mine rescue personnel and secondly, the removal of any people who might be trapped underground. The actual fighting of any fire and prevention of equipment damage is not an immediate priority, except as it affects the safe removal of personnel.

The **operations manager or designate** will provide overall direction and coordination.

ERT members will be available on the surface to assist the mine rescue team in any way possible.

Incident reports are to be filed detailing the causes and responses of the fires. This information will be used by the **fire safety coordinator or designate** in subsequent fire

prevention activities, in accordance with the monitoring and measurement section of the site EMS. Fire Procedure Management Duties will be available.

6.2 Underground Mine Emergencies (other than fire)

All underground emergencies other than fire (fall of ground, equipment accident, explosives, *etc.*) are to be handled by **mine rescue personnel** with the help of the **physician assistant** if required. In general, other site personnel will hold themselves available on surface to assist if required.

When the project moves from “care and maintenance” status to operations, 30 personnel will be trained and certified in mine rescue techniques. A total of 18 mine rescue apparatus (BG174s) are currently on site.

Mine rescue personnel will handle any underground emergency requiring breathing protection with back-up personnel provided by other NWT mines. Mutual aid agreements will be put in place with Lupin and Miramar Con mines.

The mine contractor is required to have emergency response procedures in place that meet the *Government of the Northwest Territories Mine Health and Safety Act and Regulation* (R-125-95). The mine contractor is required to conduct exercises in mine emergencies as outlined in the act and regulation, and these exercises are to be observed and documented by the operations manager or designate. An underground mine emergency procedure has been developed. Records will be retained in accordance with the processes described in the records section of the site EMS. These records will be used by De Beers and the mine contractor to improve the effectiveness of the procedure, according to processes detailed in the monitoring and measurement section of the site EMS.

6.3 Serious Injuries

In the event of serious injury, it may be necessary to move the injured person, to remove him/her from the source of the danger and to administer emergency first aid. The on-site **physician assistant** will be notified immediately in order to take charge of the situation and to ensure safe removal of the injured person to the first aid room if possible. If required, the physician assistant will make immediate contact with Stanton Hospital in Yellowknife for instructions and to initiate an emergency evacuation.

As soon as steps have been implemented to properly attend to the injuries, the **on-scene coordinator or designate** will notify the appropriate authorities of the accident by

telephone, providing as much information as possible. A complete accident description and investigation form is required to be submitted as soon as possible. The accident description and investigation form will be completed and submitted by the operations manager or designate. Unless some action is required to remove an immediate hazard, the site of any serious accident will be cordoned off and remain unchanged until clearance is received from the appropriate authorities.

6.4 Toxic Gas Releases

A plan and procedure for toxic gas releases will be developed upon finalization of the mine facility plan and chemical use/storage facilities. Potential sources of gas release will be identified, and appropriate safety and environmental measures will be described to mitigate this issue.

The plan and procedure will be developed by the **on-scene coordinator or designate** and the **ERTC**, reviewed by the **JOH&SC**, and approved by the **operations manager or designate**. The documents will be tracked using document control methods identified in the site EMS.

6.5 Explosions

A plan and procedure for explosions will be developed upon finalization of the mine facility plan and chemical use/storage facilities. Potential sources of explosions will be identified, and appropriate safety and environmental measures will be described to mitigate this issue.

The plan and procedure will be developed by the **on-scene coordinator or designate** and the **ERTC** for review by the **JOH&SC** and approval by the **operations manager or designate**. The documents will be tracked using document control methods identified in the site EMS.

6.6 Water and Wilderness Incidents

All employees will notify their supervisors prior to conducting any wilderness or on-water work. The **supervisors** are responsible for ensuring that the employees receive the appropriate training to safely work in these conditions.

Whenever anyone has to travel in remote areas outside the main camp, the emphasis is on proper up-front planning and preparation to prevent an incident or minimize the danger in

the event of a problem. All employees will ensure that the following up-front preparations are implemented:

- letting your supervisor know where you will be, how you are travelling, and when you expect to return. The **supervisor** is responsible for monitoring this and identifying any loss of contact/delay in returning;
- dressing appropriately;
- taking a two-way radio along;
- carrying ‘bear bangers’;
- taking some basic emergency supplies and ensuring appropriate safety equipment is included;
- travelling in pairs where possible (two snowmobiles in winter); and,
- if travelling by snowmobile or boat, making sure you have basic mechanical spares (tools, drive belt, *etc.*).

6.7 Accidents and Malfunctions

The following emergencies will be addressed in plans and procedures to be developed after finalization of the site design. Consequences, safeguards, and risks of the following sections are provided in the Accidents and Malfunctions section of the EA (Section 13).

6.8 Mobile Equipment/Aircraft Incidents

All mobile equipment or aircraft accidents (whether or not the incident involves an injury) will be investigated by the **operations manager or designate** and a report will be generated by the **operations manager or designate**. The report will be delivered to De Beers’ management, and applicable federal and/or territorial regulatory bodies, depending on the environments affected by the incidents. If the incident involves personal injuries, it will be dealt with as noted in the serious injuries section of this plan. In all cases, the safety of the rescue personnel and the removal of any victim (under the direction of the physician assistant, if possible) to a safe location is a priority. In the event of a significant aircraft incident, the company owning the aircraft will also be notified as soon as possible.

The **on-scene coordinator or designate** will retain the reports and review them for potential improvements that can be made to existing procedures to prevent further incidents or to improve response activities according to continual improvement processes detailed in the site EMS.

6.9 Releases from Dams or North Pile Failure

An emergency response plan and procedure will be developed to address releases from the dam or north pile due to overflows or failures. The procedure will be developed by the **on-scene coordinator or designate**, the **ERTC**, the **loss control manager or designate** and **Jim Cassie of BGC or designate**. The plan and procedure will be reviewed by the **JOH&SC**. The procedure will be approved by the **operations manager or designate**, and maintained by the **on-scene coordinator or designate**.

The emergency response plan and procedure will address small- and large-scale releases from these retention areas, according to the scenarios detailed in Section 13 (Accidents and Malfunctions) of the EA.

6.10 Power System Failure

A power system failure plan and procedure will be developed based on the scenarios developed in Section 13 (Accidents and Malfunctions) of the EA. Specifically, the plan will address, but not be limited to, back-up power systems, emergency responses to evacuate personnel from the mine if dewatering or ventilation systems fail, and emergency heating and lighting systems.

The **mine contractor** and **operations manager or designate** will be responsible for development and implementation of this plan and procedure. The plan and procedure will be reviewed by the **JOH&SC**. Exercises will be conducted at least four times per year to test this emergency procedure. The **on-scene coordinator or designate** will schedule and conduct the exercises. Records will be retained for the **on-scene coordinator or designate** to improve the plan. Improvements will be documented and approved by the **operations manager or designate**. This will be conducted in accordance with monitoring and measurement, records, and continual improvement processes detailed in the site EMS.

6.11 Failure of Fuel Storage or Distribution System

A plan and procedure will be developed to address the potential of fuel storage or distribution system failures at the Snap Lake Diamond Project site. The plan and procedure will be developed by the **on-scene coordinator or designate**, the **ERTC**, and the **loss control manager or designate**. The plan and procedure will be reviewed by the **JOH&SC**. The procedure will be approved by the **operations manager or designate**, and maintained by the **on-scene coordinator or designate**.

The procedure will be tested during exercises conducted at least four times per year. The **on-scene coordinator or designate** will conduct the tests and record the results. Improvements may be made to the procedure or plan, to be approved by the **operations manager or designate** in accordance with the records, monitoring and measurement, and continual improvement processes detailed in the site EMS.

6.12 Failure of Water Treatment System

Failure of the water treatment system will be addressed by a plan and procedure. These documents will be developed by the **on-scene coordinator or designate**, the **ERTC** and the **loss control manager or designate**. The plan and procedure will be reviewed by the **JOH&SC**. The procedure will be approved by the **operations manager or designate** and maintained by the **on-scene coordinator or designate**. The plan and procedure will require the development of a protocol for the storage of untreated water in the water management pond (WMP) until the treatment system can be brought back into service. Timelines for repairs and storage capacities of this WMP would be detailed in this plan and procedure, if applicable.

6.13 Partial Collapse of Mine

Partial collapse of the mine will be addressed in Section 6.2 of this appendix, Underground Mine Emergencies (other than fire).

7.0 ROAD EMERGENCIES

The winter road into the mine site is operated through a licence of occupation by the Joint Venture Partners who operate mines in the region (Lupin, EKATI™, and Diavik). The winter road into the site is part of a supply road from Yellowknife that is administered by the Joint Venture Partners. The road will be improved for additional traffic volumes anticipated from the Snap Lake Diamond Project operation.

The winter road has been in operation for over twenty years, and proven road safety rules are in place that are enforced by independent monitoring (Echo Bay 2000). A proven spill contingency plan for winter road spills is in place (Echo Bay 2001).

Emergencies occurring on this road outside of the mine site fall under the jurisdiction of the Joint Venture Partners emergency and spill response plans. Please refer to these plans for details when addressing issues related to the winter road.

8.0 TRAINING

The **HR representative or designate** is responsible for documenting, tracking, and updating all training activities in accordance with training requirements outlined in the site EMS.

A designated emergency/spill response team consisting of four on-site personnel has been established for the “care and maintenance” stage of the mine development. For mine operations, De Beers will ensure that at least six trained spill response team members will be present on-site at all times. All members of the ERT are trained and familiar with emergency and spill response resources, including their location and access, the spill contingency plan and appropriate emergency spill response methodologies. Emergency/spill response team training will be conducted annually to ensure that sufficient team members are present, and to ensure that training is up-to-date. The following will be included in the training:

- a review of the spill response plan and responsibilities of the team members;
- the nature, status, and location of fuel and chemical storage facilities;
- the on-site and off-site spill response equipment, and how to use it;
- emergency contact lists;
- desktop exercises of “worst case” scenarios; and,
- the likely causes and possible effects of spills.

All employees will be provided with standard first aid training, which will be updated annually. Records of first aid training and updating requirements will be the responsibility of the **HR representative or designate**. First aid instructors are required to be certified to teach the first aid courses.

All instructors will be highly qualified in emergency response and prevention methods. It is required that De Beers provide personnel on-site who have the required supervisory certification for the NWT. This ensures that individuals with knowledge of the *NWT Mine Health and Safety Act and Regulations* are present on-site.

All personnel and contractors at the project site are familiar with emergency reporting requirements. This will be maintained by conducting an orientation and training program for all contractors and new personnel on initial emergency response procedures. Attendance will be tracked on-site by the **HR representative or designate** and re-training will occur annually.

Fuel handling crews must be fully trained in the safe operation of the facilities, spill prevention techniques and initial spill and emergency response. Similarly, staff involved with the process, processed kimberlite and wastewater systems must be trained in the safe operation of these systems. Retraining of these crews will occur annually and retraining schedules will be tracked on-site by a **HR representative or designate**.

Training programs will include regular WHMIS and transportation of dangerous goods (TDG) training for all employees that use or are responsible for chemicals on-site. WHMIS and TDG training will be provided by a certified trainer. Additional safe chemical handling training will be conducted for employees handling or working in the vicinity of dangerous chemicals such as hydrofluoric acid, nitric acid, explosives, and fuels. Completion dates of this training will be tracked by the **HR representative or designate** and re-training will occur annually. Retraining for TDG will be completed every three years. Employee TDG training status will be tracked by on-site human resources personnel so that retraining can occur before expiry of previous TDG training.

Occupational Safety and Health Administration (OSHA) or Mine Safety and Health Administration (MSHA) health and safety training will occur for all new staff handling or responsible for chemical use. Annual refresher courses will also be taken. Dates of course attendance will be tracked so that refresher courses can be offered prior to expiry of the previous course. The **HR representative or designate** will track the training that has been received and additional re-training requirements. Certified trainers will provide the OSHA or MSHA training.

International Air Transport Association (IATA) training for will be provided to all individuals responsible for shipping and receiving materials by air. This training will be provided by qualified instructors. Training completion and re-training will be documented and tracked by the **HR representative or designate**.

The **HR representative or designate** will retain records of current training, expiry dates and retraining timelines to ensure that retraining is completed in a timely manner.

The **operations manager or designate** will ensure that training in emergency response procedures occurs at least four times per year, and that records of these training exercises are retained for a period of no less than two years.

De Beers will conduct regular emergency and spill exercises to test the response of the emergency and spill response teams to system failures, emergencies, or spills. A report is made by the **on-scene coordinator or designate** noting the response time, personnel involved and any problems or deficiencies encountered. This report is used to evaluate

the ability of personnel to respond to spills and the effectiveness of the plans, procedures, and training. The results of this report will be used in subsequent training programs to continually improve the training program. Improvements in the training programs, procedures, and plans will be made by the **on-scene coordinator or designate** and approved by the **operations manager or designate**.

Testing of the warning systems in place will be conducted every two months by the **site maintenance personnel** in conjunction with the **operations manager or designate** and **on-scene coordinator or designate** to:

- ensure that they are still operational; and,
- ensure that all employees respond properly to the warning system.

A report will be prepared by the **on-scene coordinator or designate** that will detail the results of this test. The report will be sent to the chief inspector, mine health and safety, and the JOH&SC.

9.0 REFERENCES

Canadian Standards Association. 1995. Emergency planning for industry: A national standard for Canada (CAN/CSA-Z731-95). Toronto: Canadian Standards Association.

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Environment Canada. 1994. Guidelines for preparing or reviewing an emergency response plan for a Canadian pulp and paper mill. Environmental protection series report EPS 1/PF/2. Renewable Resources Division, Industrial Sectors Branch, Environment Canada.

Environment Canada. 2001. Implementation guidelines for Canadian Environmental Protection Act, 1999, Section 199 – authorities for requiring environmental emergency plans. Environmental Emergencies Program, Environment Canada.

GNWT Consolidation of Mine Health and Safety Regulations R-125-95.

GNWT Spill Contingency Planning and Reporting Regulations R-068-93.

NWT Water Board. January 1987. Guidelines for Contingency Planning. Government of the Northwest Territories.

10.0 ACRONYMS

CSA	Canadian Standards Association
De Beers	De Beers Canada Mining Incorporated
DFO	Fisheries and Oceans Canada
EA	environmental assessment
EMS	environmental management system
EOC	emergency operations centre
ERP	emergency response plan
ERT	emergency response team
ERTC	emergency response team coordinator
ext	extension
hr	hour
HR	human resources
IATA	International Air Transport Association
ICC	incident command centre
INAC	Indian and Northern Affairs Canada
JOH&SC	Joint Occupational Health and Safety Committee
MSHA	Mine Safety And Health Administration
MVLWB	Mackenzie Valley Land and Water Board
n/a	not available
NWT	Northwest Territories
OSHA	Occupational Safety And Health Administration

RCMP	Royal Canadian Mounted Police
RWED	Resources, Wildlife and Economic Development
SCBA	self-contained breathing apparatus
TDG	transportation of dangerous goods
VP	vice president
WCB	Worker's Compensation Board
WHMIS	workplace hazardous materials information system