

- 1 Q. Further to the response to PUB-NLH-032, provide a copy of Hydro's Corporate
2 Emergency Response Plan.
3
4
5 A. Please refer to PUB-NLH-069 Attachment 1.



Nalcor Energy
CORPORATE EMERGENCY RESPONSE PLAN
(CERP)

Version 1.6

Nalcor Energy

CORPORATE EMERGENCY RESPONSE PLAN (CERP)



Authorized by:
Ed Martin
President and Chief Executive Officer

Version 1.6
Release: November 21, 2013

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AMENDMENT SHEET

To ensure that this Corporate Emergency Response Plan (CERP) reflects the current practices and requirements of the Corporation, amendments may be necessary. All holders of controlled copies may, from time to time, receive updated pages from the Document Controller and shall carry out the instructions contained in the document transmittal. A signed copy of the document transmittal shall be returned to the Document Controller as evidence that the amendments have been received by the Plan holder. Pages that are replaced shall be removed and destroyed.

AMENDMENT NUMBER	DATE	AMENDMENT DESCRIPTION	SENT BY
1	February 4/08	Reformat, distribution revised, and telephone #s updated	K. Dawson
2	June 19/09	Reformat to reflect Nalcor Energy, distribution revised, telephone #s updated	K. Dawson
3	November 30/09	Distribution and telephone list revised	K. Dawson
4	August 17/10	Updated Appendix B - CEOC Executive Member On-Call Roster	J. Hollohan
5	January 28/11	Reformat to reflect Nalcor lines of business, update telephone and distribution list	J. Hollohan
6	June 5, 2011	Updated telephone and distribution list	J. Hollohan
7	April 2013	Update Phone list. Added requirement to send email notifications to CERP team. All changes highlighted in yellow for easy reference. 3.4 CERP Conference Call Bridge Number Added.	R.Tobin
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ACRONYMS

BCP	Business Continuity Plan
BOP	Blow-out Preventer
CEO	Chief Executive Officer
CEOC	Corporate Emergency Operations Centre
CERP	Corporate Emergency Response Plan
CFO	Chief Financial Officer
CF(L)Co	Nalcor Energy, Churchill Falls
ECC	Energy Control Centre
EMO	Emergency Measures Organization, Fire and Emergency Services Agency - Newfoundland and Labrador
EOC	Emergency Operations Centre
ERP	Emergency Response Plan
EERP	Environmental Emergency Response Plan
ICS	Incident Command System
KTS	Knots (1 knot = 1.852 km)
kW	Kilowatt
LCM	Lost Circulation Material
MOU	Memorandum of Understanding
mRT	Metres Rotary Table
mT	Metric Tonne
MW	Megawatt
NALCOR	Nalcor Energy
NLH	Newfoundland and Labrador Hydro, a Nalcor Energy Company
NGO	Non-Government Organization
NOK	Next of Kin
NP	Newfoundland Power
NT	Newfoundland Standard or Daylight Time (as applicable)
OH&S	Occupational Health and Safety Branch – Service NL
POS	Personnel on Scene
PUB	Public Utilities Board
RCMP	Royal Canadian Mounted Police
RNC	Royal Newfoundland Constabulary
TRO	Transmission and Rural Operations
TRU	Tactical Response Unit
VP	Vice President
PSEPC	Public Safety and Emergency Preparedness Canada

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1.0 INTRODUCTION

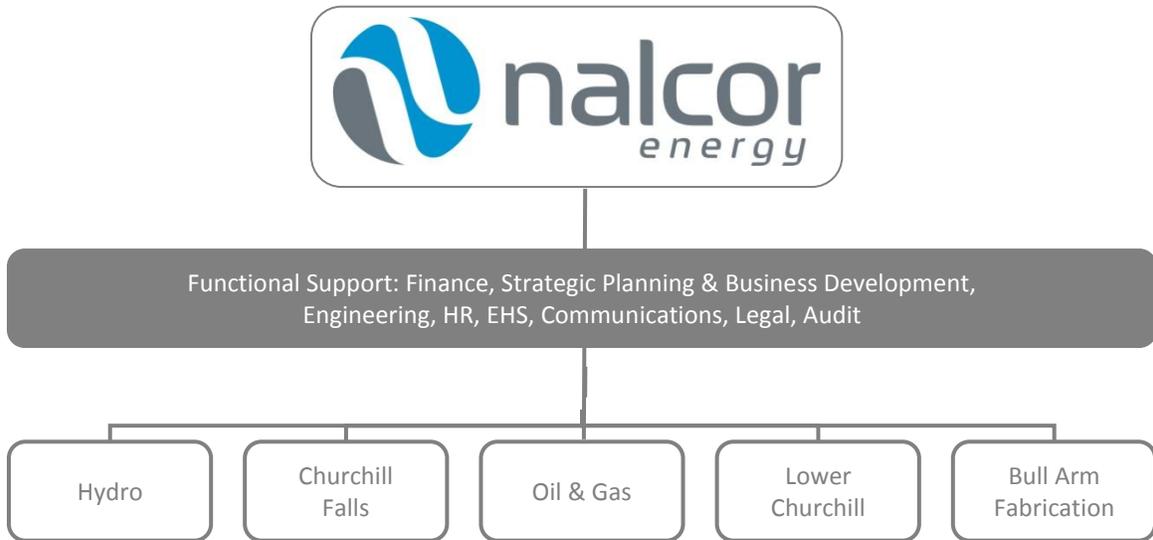
1.1 General

The Nalcor Energy Corporate Emergency Response Plan (CERP) has been established in keeping with the Nalcor's high regard for the safety of the public and its workers and for the protection of the environment.

Nalcor Energy (Nalcor) is a Crown Corporation charged with the responsibility of managing the Province's interests in the energy sector. Nalcor's foundation is built on its base businesses: the generation and transmission of electrical power. Over the past three years, the company has expanded into the broader energy sector, including oil and gas, industrial fabrication, wind energy, and research and development. The company is also leading the development of the province's energy resources, including the Lower Churchill Hydroelectric Development.

1.2 Corporate Structure

Nalcor Energy has five lines of business: Newfoundland and Labrador Hydro, Churchill Falls, Oil and Gas, Lower Churchill Project and Bull Arm Fabrication.



1.3 Purpose of the CERP

The purpose of the CERP is to assign specific responsibilities to individuals within Nalcor's corporate management structure as they may relate to the provision of emergency support services to entities within Nalcor during any emergency that may occur. By utilizing the procedures within the CERP, these individuals will be able to:

- (a) Effectively mobilize corporate response to emergency situations; and
- (b) Execute all necessary corporate emergency support actions.

The CERP provides clear and concise guidance for **EMERGENCY SUPPORT** actions to be taken under all emergency scenarios that could reasonably be expected to occur within Nalcor. An emergency is defined as any unexpected occurrence either resulting in (or having the likely

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potential to result) in death, serious injury (or illness) requiring hospitalization, environmental impact posing a serious threat to on-scene personnel or wildlife, major and significant damage to Nalcor or other property, or significant public impact. The response to such incidents requires immediate notification and action.

Examples include:

- (a) An Incident which results in, or could result in, loss of life or a serious injury (e.g. vehicle collisions, lost personnel, etc.);
- (b) Explosions or major fires;
- (c) Loss of power system equipment that results in significant supply interruption that could exceed the Maximum Acceptable Downtime;
- (d) Well control incidents;
- (e) Hydrocarbon or chemical spills;
- (f) Loss of or damage to helicopters or fixed wing aircraft;
- (g) Hazards posing an imminent threat to the operating area such as heavy weather;
- (h) Major or significant damage to equipment not caused by any of the above (e.g. materials handling equipment failure);
- (i) Security related incidents involving issues such as extortion, bomb threats or acts of terrorism.

In the event of an emergency, the CERP also provides procedures to ensure the Corporate Emergency Operations Centre (CEOC) can be quickly activated should the facility experiencing the emergency require additional support (technical, media, family, regulatory liaison, logistics, etc.). Refer to Appendix D for an overview of the CEOC.

As a matter of policy, Nalcor will make a copy of the CERP available to each person and / or organization involved in the emergency response and / or emergency management process.

1.4 Related and / or Specific Emergency Response Documents

Emergency Response Plans and / or documentation related to the CERP include:

Emergency Response Plan	Year Approved	Managing Organization
Emergency plans for Thermal Generation	2000	Thermal Generation
Dam Safety - Long Pond Reservoir	2000	Hydro Generation
Dam Safety - Snooks Arm Main Dam	2001	Hydro Generation
Dam Safety - Victoria Dam	2000	Hydro Generation
Emergency plans Transmission & Rural Operations	2010	TRO
Emergency plans for Hydro Generation	2010	Hydro Generation
Information Systems Recovery Management Volume I and II	2010	Corporate (IT)
Loss of EMS Function	2003	Corporate
Environmental – Hydro Generation	2010	Hydro Generation
Churchill Falls Airport	2010	CF(L)Co
Environmental - Churchill Falls (Labrador) Corporation Ltd.	2010	CF(L)Co
Churchill Falls (Labrador) Corporation Ltd.	2010	CF(L)Co
Bull Arm Fabrication	2011	Nalcor Energy
Maritime Field Program	2011	LCP Nalcor Energy
Lower Churchill Project	2011	LCP Nalcor Energy
Menihek Site Plan	2011	Hydro Generation



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1.6 Mutual Emergency Assistance

A Memorandum of Understanding (MOU), dated September 19, 2006, exists between Newfoundland Power (NP) and NLH (Refer to Appendix K) with regard to sharing services and equipment. In addition a report titled *Major Storm Damage Restoration Response* (Refer to Appendix L) also defined the response of both utilities. However, Mutual Emergency Assistance Agreements do not currently exist with other utility companies. As a guide, a copy of the *Canadian Electricity Association Annual Directory*, which provides a list of those organizations that could potentially provide support, has been included in Appendix H (also refer to Appendix A - Customer Contact Numbers). Support could include the rapid exchange of information and, if necessary, the sharing of resources in order to prevent or respond to an emergency situation.

1.6 Authority of the Executive Member On-Call

In any emergency where corporate support is requested, or deemed necessary by the Executive Member On-Call, the Executive Member On-Call will, for the purpose of mounting and mobilizing an initial corporate response, carry the authority of the President and CEO (Incident Commander) until such time as relieved by the Incident Commander or his/her Deputy.

1.7 Executive Member On-Call - Duty Roster

One member of Executive Management will be on-call for a full 7 day period commencing at 12 midday (Wednesday) on the dates identified in the Executive Member On-Call Duty Roster (Appendix B) Information related to distribution of the Duty Roster is also included in Appendix B. Executive Members On-Call (by position) include:

- (a) President and CEO
- (b) VP, Finance and CFO
- (c) VP, Strategic Planning and Business Development
- (d) General Counsel and Corporate Secretary
- (e) VP, Lower Churchill Project
- (f) VP, Human Resources and Organizational Effectiveness
- (g) VP, Project Execution and Technical Services
- (h) VP, Oil and Gas
- (i) VP, NLH
- (j) VP, Corporate Relations

Refer to Section 2.0 for mobilization procedures.

1.8 CEOC Team Members, Their Major Responsibilities and Succession Plan

Members (presented by position) of Nalcor's CEOC team, their Major Responsibilities as well as each individual's Succession Plan are listed in the following table. As Nalcor's operations are both geographically and technically diverse, the initial on-call CEOC team may be called upon to support emergencies occurring within any division of the company (i.e. Hydro, Churchill Falls, Oil and Gas, Lower Churchill or Bull Arm Fabrication). Accordingly, and to further facilitate the process of providing the best response under all circumstances, the CEOC's Deputy Incident Commander must immediately consider the need to mobilize discipline experts (to replace current CEOC team members) from within the division affected and as per the *Succession Plan / Exceptions* listed in the following table. As an example, if an oil and gas incident is experienced, the Deputy Incident Commander would mobilize the VP Oil and Gas to the Deputy Incident Commander's chair in the CEOC, the Manager of Exploration to the Operations Liaison chair in the CEOC and the Manager of Development Operations to the CEOs office. Refer to Section 3.0

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for more comprehensive individual checklists and to Appendix A for a complete list of CEOC team members, their contact information and other personnel who can assist in an emergency. The CEOC Executive Member On-Call Duty Roster and their emergency contact numbers are located in Appendix B.

As the CEOC may need to interface with other response centers, EMO as an example, some CEOC team members have been assigned with Incident Command System (ICS) titles (in red).

EMERGENCY MANAGEMENT POSITION (ICS)	INITIAL INCUMBENT	MAJOR RESPONSIBILITIES	SUCCESSION PLAN	EXCEPTIONS
CEO'S OFFICE TEL: 737-1291 - FAX: 737-1782				
Incident Commander	PRESIDENT AND CEO OR EXECUTIVE MEMBER ON-CALL	<ul style="list-style-type: none"> Provide overall strategy and direction of support. Corporate Liaison with Government. 	<ol style="list-style-type: none"> VP, Finance and CFO, VP, Lower Churchill Project, VP, Business Development 	
Finance Advisor Finance	VP, FINANCE AND CFO	<ul style="list-style-type: none"> Advise the Incident Commander as it may relate to matters related to finance. 	<ol style="list-style-type: none"> General Manager, Finance and Corporate Services Corporate Treasury and Corporate Risk Officer. 	
Technical Advisor	VP, LOWER CHURCHILL DEVELOPMENT	<ul style="list-style-type: none"> Interpret data and reports received from the CEOC and advise the Incident Commander and others in relation to their contents. 	<ol style="list-style-type: none"> Project Manager, Project Services Manager, 	
Executive Support	VP, OIL AND GAS	<ul style="list-style-type: none"> Provide support to the team in the CEO's office on an as required basis. 	<ol style="list-style-type: none"> Manager, Exploration Manager, Corporate, Commercial & Development 	
Executive Support	VP, STRATEGIC PLANNING AND BUSINESS DEVELOPMENT	<ul style="list-style-type: none"> Provide support to the team in the CEO's office on an as required basis. 	<ol style="list-style-type: none"> Senior Business Development Analyst 	
Communications Advisor	VP, Corporate Relations	<ul style="list-style-type: none"> Acquire information on incident. Advise the Incident Commander with respect to matters related to the media. Prepare Media Release Statement and implement overall media strategy. 	<ol style="list-style-type: none"> Communications Advisor (LCP) Communications Advisor, Employee Communications 	
Legal Advisor	GENERAL COUNSEL AND CORPORATE SECRETARY	<ul style="list-style-type: none"> Advise the Incident Commander as it may relate to legal matters. 	<ol style="list-style-type: none"> Senior Legal Counsel Senior Legal Counsel Legal Counsel 	

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EMERGENCY MANAGEMENT POSITION (ICS)	INITIAL INCUMBENT	MAJOR RESPONSIBILITIES	SUCCESSION PLAN	EXCEPTIONS
CEOC - ENERGY CONTROL CENTRE OBSERVATION ROOM TEL: 737-4201 - FAX: 737-4209				
Deputy Incident Commander	VP, NLH	<ul style="list-style-type: none"> Advise Incident Commander in relation to incident status. Manage the CEOC. 	1. VP, Project Execution and Technical Services 2. VP, System Operations & Planning	1. For Oil and Gas emergencies mobilize the VP, Oil and Gas to the CEOC as the Deputy Incident Commander. 2. For Bull Arm, the VP, SP & BD to the CEOC as the Deputy Incident Commander. 3. For LCP emergencies, mobilize the VP, LCP to the CEOC as the Deputy Incident Commander.
Operations Liaison (On-scene) Operations	MANAGER, SYSTEM OPERATIONS AND CUSTOMER SERVICE	<ul style="list-style-type: none"> Communicate with facility to acquire and exchange information related to response operations. Liaise with Deputy Incident Commander in relation to the status of the emergency. Liaise with Newfoundland Power, Customer's etc. as required. 	1. Supervisor, ECC 2. Systems Operations	1. For Oil and Gas emergencies mobilize Manager of Exploration to the CEOC. 2. For Bull Arm emergencies, Mobilize Manager, Business Development to the CEOC. 3. For LCP emergencies, mobilize the Project Manager to the CEOC.
Safety and Health Coordinator Operations/ Planning - Safety	MANAGER, SAFETY AND HEALTH	<ul style="list-style-type: none"> Liaise with OH&S Branch, RCMP, RNC, Fire Department, EMO Advise the Deputy Incident Commander in relation to safety and health issues. 	1. Team Lead, Safety 2. Safety Specialist 3. OH Nurse 4. Work Protection Specialist	1. For Bull Arm, Oil and Gas, Exploits and Menihek, Health, Safety and Environment Specialist
Environmental Coordinator Operations/ Planning - Environment	MANAGER, ENVIRONMENTAL SERVICES	<ul style="list-style-type: none"> Collect weather data Liaise with Environmental Agencies. Advise the Deputy Incident Commander on matters related to the Environment. 	1. Ecologist, 2. Ecologist 3. Health, Safety and Environment Specialist	
Engineering Planning - Technical Support	VP, PROJECT EXECUTION AND TECHNICAL SERVICES	<ul style="list-style-type: none"> Advise the Deputy Incident Commander on technical issues. Liaise with field response teams on technical matters. 	1. Manager, Office of Asset Management 2. Manager, System Planning	

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EMERGENCY MANAGEMENT POSITION (ICS)	INITIAL INCUMBENT	MAJOR RESPONSIBILITIES	SUCCESSION PLAN	EXCEPTIONS
Supply Chain Logistics	MANAGER SUPPLY CHAIN	<ul style="list-style-type: none"> Locate and deploy assets, as required. Maintain CEOC Cost Control with Finance Advisor. 	1. Team Lead, Supply Chain	
Human Resources Coordinator	VP, HUMAN RESOURCES AND ORGANIZATIONAL EFFECTIVENESS	<ul style="list-style-type: none"> Compile data and information on details of personnel involved in Incident. Coordinate family support activities and oversee family notifications for Nalcor's personnel. 	1. Manager, Human Resources 2. HR Specialist - OE 3. HR Lead – People Development	
Communications Support	SENIOR COMMUNICATIONS ADVISOR	<ul style="list-style-type: none"> Acquire information on incident. Prepare initial holding statement for the approval of the Communications Advisor. Advise the Communications Advisor or, in his/her absence, the Incident Commander or Executive Member on Duty. 	1. Communications Advisor 2. Communications Advisor, Employee Advisor	
CEOC Support	DATA COORDINATORS / RUNNERS	<ul style="list-style-type: none"> Record relevant information Maintain information flow 		
FACILITY				
Incident Commander	FACILITY MANAGER	<ul style="list-style-type: none"> Overall On-Scene Emergency Management. Complete normal notifications as per facility ERP. Notify Executive Member On-Duty. 	As per facility local ERP.	

Note: The person replacing an incumbent CEOC team member will, under all circumstances, assume all responsibilities and authorities of the position being replaced.

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1.9 CEOC Team Members on Holiday and / or Traveling Away From St. John’s

In all circumstances it shall be the responsibility of each incumbent CEOC team member to ensure that a replacement is identified, and available to respond to the CEOC, should the incumbent CEOC team member be absent from St. John’s for any reason (work or holidays).

In particular, when the President and CEO and/or the VP, NLH are required to travel, specific attention must be paid to ensuring that designated successors are available to act in their capacity as Incident Commander and Deputy Incident Commander respectively.

As the Energy Control Centre (ECC) manages the on-call roster, it is the responsibility of the person making a change to notify the ECC and to confirm that the correct contact details have been recorded for their replacement.

1.10 CEOC Training

Training related to the use of the CERP will be conducted annually or on an as required basis as new CEOC team members are appointed.

1.11 CEOC Exercise Schedule

The CERP and members of the CEOC team will be exercised in accordance with the following criteria.

DATE	EXERCISE TYPE	ORGANIZATIONS INVOLVED			
		CEOC	EXTERNAL AGENCIES	FACILITY	FACILITY EOC
As determined	Communications	Yes	Yes (limited)	Plant or Regional facility as determined	No Manager Only
As determined	Communications	Yes	Yes	Plant or Regional facility as determined	No Manager Only
As determined	Communications	Yes	Yes	Plant or Regional facility as determined	Yes
Yes / No = Participation No Participation					

1.12 CERP Updating

The Manager, Safety and Health has overall responsibility for maintaining the CERP. As per 1.9, the ECC (Karen Butler) shall be responsible for the daily management and updating of the on-call roster.



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2.0 EMERGENCY ORGANIZATION AND COMMUNICATIONS

2.1 Introduction

In any emergency, the most critical tasks are those performed as part of the initial response. Each line of business, facility, etc. within Nalcor has an Emergency Response Plan (ERP) that describes the roles and responsibilities of personnel involved in the activity as they may relate to the various types of emergencies that may occur. Complementing the Emergency Response Teams within these plans are members of Nalcor's CEOC team in St. John's. As previously stated in Section 1.7, a member of Executive Management is on-call 24 hours per day, 7 days per week, to provide initial liaison with the CEOC team and critical support and communications functions.

Note: The Executive Member On-Call is to be satisfied that the facility experiencing the emergency has made the appropriate notifications or taken the appropriate actions as discussed in Section 2.12. Where notifications or actions have not taken place, the Executive Member On-Call shall ensure that the appropriate notifications and/or actions are taken by the facility and the appropriate member of the CEOC team or self, if required.

2.2 Partial or Full Activation of the CEOC and Mobilization of the CEOC Team

The decision to activate the CEOC and mobilize the CEOC team in full, or in part, will initially be at the discretion of the Executive Member On-Call. If, due to the severity of the emergency, a full mobilization is ordered all members of the CEOC should be mobilized to Hydro Place without delay. Where the Executive Member On-Call determines that only a partial mobilization is necessary, CEOC members may be mobilized subject to the type of emergency and the requests for support that are being received. At the very minimum, the smallest possible CEOC team will be formed by the following personnel:

- (a) Executive Member On-Call.
- (b) Deputy Incident Commander (incumbent VP, NLH).

Once mobilized, the Deputy Incident Commander will assume command of all support operations, unless relieved by the Incident Commander. At the discretion of the Deputy Incident Commander, additional personnel may be mobilized as the support requirements of the emergency change (refer also to 1.8). The Deputy Incident Commander should refer to and complete the checklist located in Section 4.3.

2.3 Corporate Emergency Operations Centre (CEOC) Location

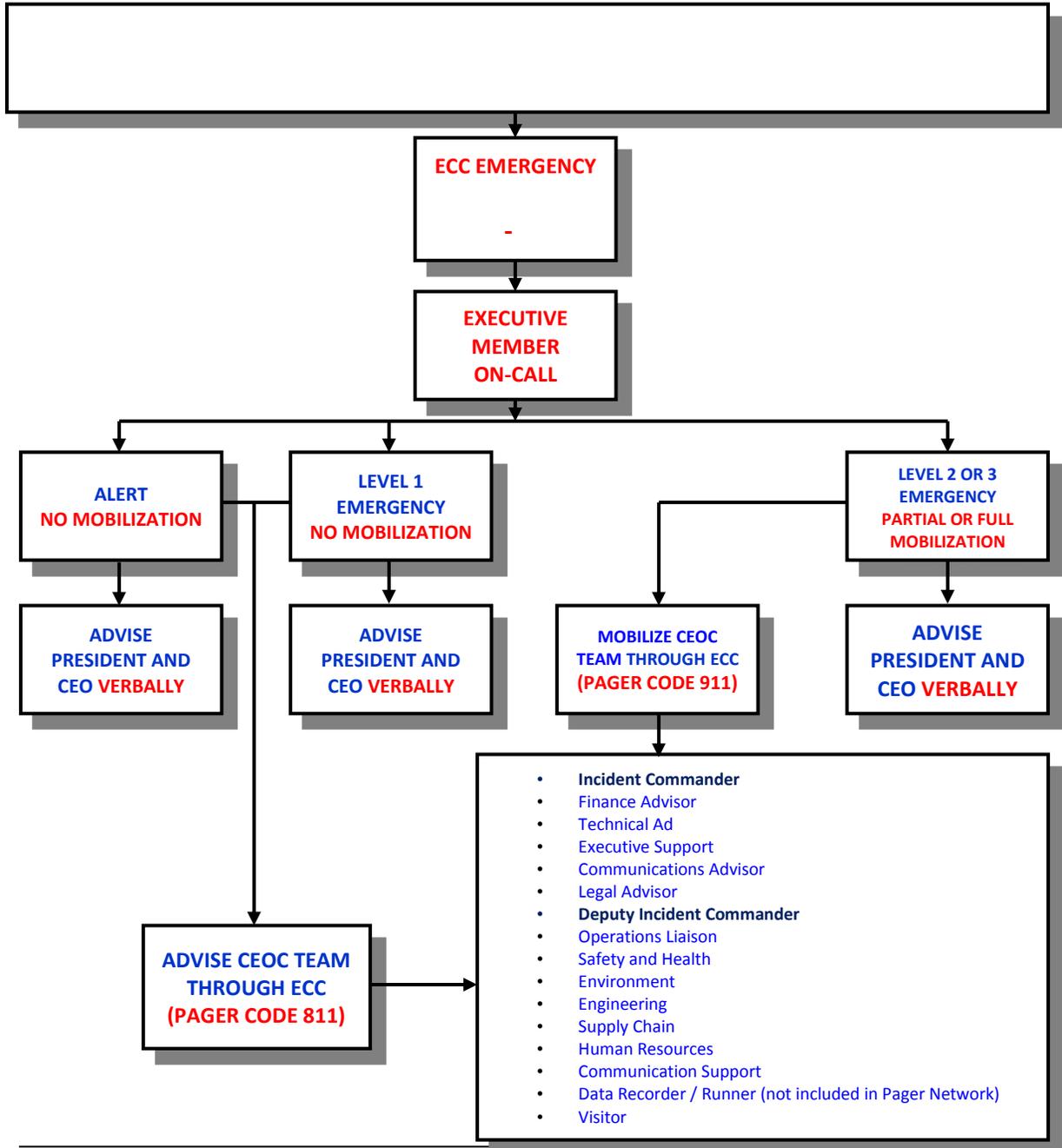
In the event of an emergency, corporate support will be provided from the office of the President and CEO and the CEOC at Hydro Place, 500 Columbus Drive, St. John's, NL, A1B 4K7. Refer to Appendix A for CERP telephone and fax numbers and Appendix D for the CEOC Location Map, Diagram, Equipment, and Boards). Circumstances requiring the support of the CEOC could include:

- (a) Assisting the on-scene emergency team by obtaining personnel and equipment resources, as required.
- (b) Liaising with government and regulatory authorities, Non-Government Organizations (NGOs).
- (c) Addressing engineering, logistics, procurement, family, media, financial, safety and environmental issues on behalf of the facility experiencing the emergency.

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2.4 Executive Member On-Call - CEOC Team Call-Out Protocol

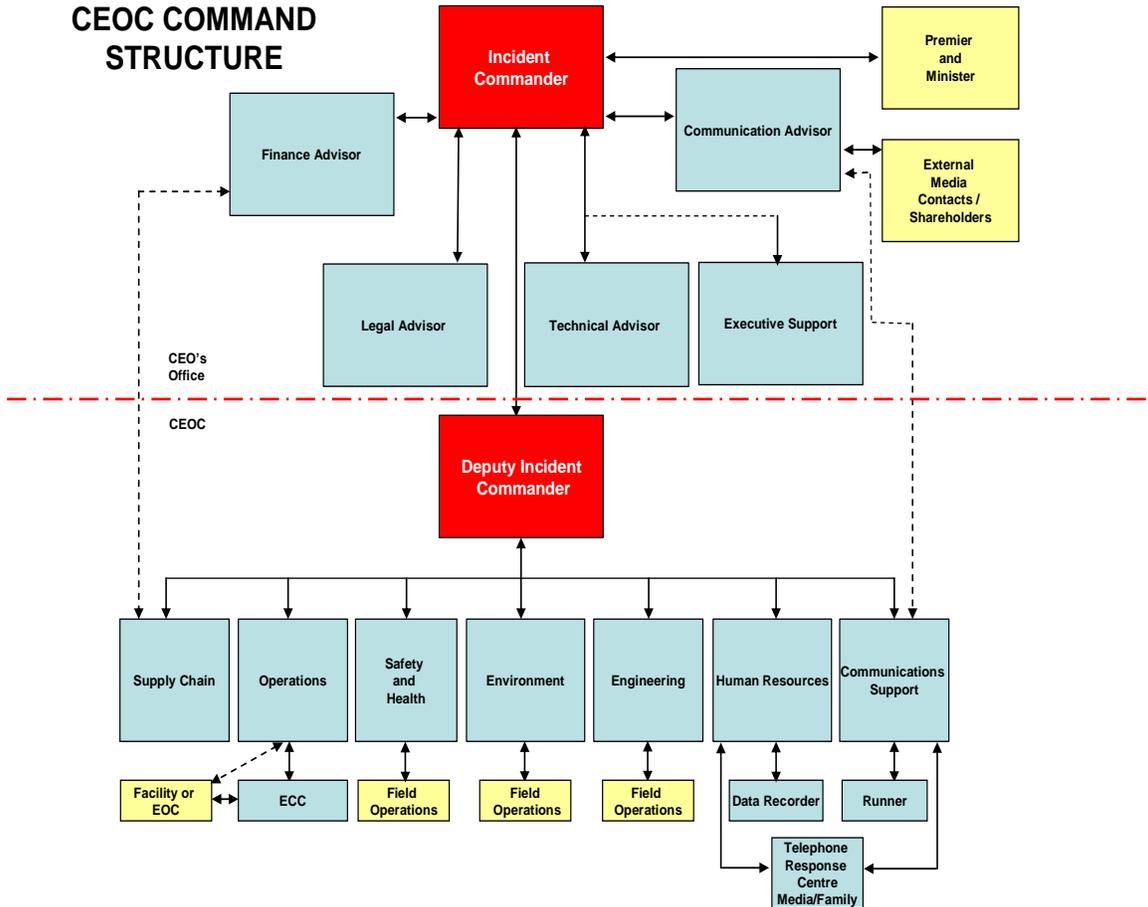
Mobilization and reporting procedures already exist for many normal and emergency situations routinely experienced during Nalcor’s operations. The following is the specific notification and mobilization protocol that is required for the Executive Member On-Call. The facility is responsible for notifying the ECC that an emergency exists. The ECC will then notify the Executive Member On-Call, who will then make a determination if other members of the CEOC team are to be notified and/or mobilized (Refer to the Notification Checklist in Section 4.1.1 as well as the *Table of Alert and Emergency Response Levels* in Section 3.4). The general process to mobilize the Executive Member On-Call as well as other members of the CEOC team is as follows:



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2.5 CEOC Command and Control Structure

The following organization diagram provides a general overview of how the CEOC Command and Control structure and how basic communication is achieved between all parties responding to an emergency:



2.6 Weekly Communications Test to be completed by the ECC

The ECC will conduct a communications test with the Executive Member On-Call at 12:30 pm on the first day of duty.

2.7 Handover Brief to be completed by Executive Member On-Call

At 11:45 am on the final day of his or her 7 day On-Call period, the departing Executive Member On-Call will (prior to standing down at 12:00 midday) call the incoming Executive Member On-Call and conduct a handover brief related to any emergencies and/or occurrences within the previous 24 hour period (Refer to Appendix B – CEOC Duty Roster).

2.8 Weekly Communications Test of CEOC Pager Network

The ECC will conduct a test of the CEOC Pager Network every Friday afternoon at approximately 12:00 p.m. Pager Code 711 will be issued via broadcast page. Upon receipt, pager holders will acknowledge receipt via e-mail to CEOC using lotus notes group *CERP Pager Notification*.



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2.9 Police Support (RNC)

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

Within their jurisdiction, the RNC's Tactical Rescue Unit (TRU) can respond to any serious calls such as hostage takings, barricaded persons, suicidal persons, armed robberies, and any other task that is given to them within the RNC's jurisdiction, including Corner Brook and Labrador. The RNC can also assist with crowd control at key facilities. These can include Hydro Place or any other Nalcor facility. Refer to site specific Emergency Plans or call 911 as appropriate.

2.10 Police Support (RCMP)

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

Within their jurisdiction, the RCMP can respond to any serious calls such as hostage takings, barricaded persons, suicidal persons, armed robberies, and any other task that is given to them within their jurisdiction. Refer to site specific Emergency Plans or call 911 or 1-800-709-7267 as appropriate.

2.11 Bomb Threats / Bomb Detonation

Bomb threats can be of several varieties and usually classified as specific and non-specific in nature. Specific as to location, detonation time, etc., and non-specific usually consisting of a simple statement with very little detail. Refer to site specific Emergency Plans or call 911 or 1-800-709-7267 as appropriate.

2.12 Terrorism and Hostage Taking

This section includes:

- (a) Hostage taking
- (b) Barricaded person(s)
- (c) Ongoing emergency involving deranged person
- (d) Assault by outside group or agency (terrorists)

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

2.13 Notification of Accidents and Emergencies (RCMP / RNC / Service NL)

The RNC or RCMP must be notified of all accidents or emergencies resulting in fatalities or serious injuries within their jurisdiction. The following table may assist in determining if notification to the RCMP and / or RNC is required (if in doubt, call 911 or 1-800-709-7267):

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RCMP	RNC	Service NL
Federal waters and in all of Newfoundland and Labrador except in the surrounding communities of the North East Avalon, Corner Brook, Churchill Falls, and Labrador West.	St. John's, Mount Pearl and the surrounding communities which comprise the North East Avalon, Corner Brook, Churchill Falls, and Labrador West	
Serious Accident / Injury	Serious Accident / Injury	Serious Accident / Injury
Death	Death	Death
Terrorism or Bomb Threat	Terrorism or Bomb Threat	
Barricaded Person	Barricaded Person	
Suicidal Person	Suicidal Person	
Armed Robberies	Armed Robberies	
Other Crimes	Other Crimes	

Provincial legislation also requires that any "serious" accident (see Section 54 of the OH&S Act) be reported as soon as reasonably possible to the OH&S Branch of Service NL. Refer to Appendix A – *Emergency Contact List* under the section titled *Regulatory / Government*.

2.14 Family & Next of Kin Notification (RCMP / RNC)

While Police (RCMP /RNC) may assist in notifications of serious injuries and death, Nalcor remains responsible for the notification of next of kin for Nalcor employees. Contractors with personnel working at Nalcor facilities will be responsible for making family notifications to their own employees. Contractor HR representatives will be notified by the VP Human Resources and Organizational Effectiveness if their personnel are involved in the incident.

It therefore follows that close liaison between the Police and Nalcor is necessary during the critical phase of notifying families and next of kin.

Refer to Appendix F for the *Guidelines For Notification Of Next Of Kin*.

2.15 Emergency Measures Organization (EMO)

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

2.16 Suspension of Operations

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

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



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3.0 ALERT CRITERIA / EMERGENCY LEVEL

3.1 Declaring an Alert and Emergency

The decision to declare an “**ALERT**” or “**EMERGENCY**” is risk-based depending on the situation at the time and is typically dependent on professional judgment. However; an “**ALERT**” will be declared when any condition exists or is forecast to exist and which does not require immediate response, but has the likely potential to escalate into a defined emergency situation which could adversely affect personnel, the environment or the ability to operate if not addressed. Accordingly, **ANY NALCOR EMPLOYEE IN A SUPERVISORY ROLE OR MEMBER OF THE CEOC** may, and are expected to, declare an “**ALERT**” or a **Level 1, 2, or 3 EMERGENCY** when a serious incident occurs or is likely to occur (Refer to Section 3.4 for the *Table of Alert and Emergency Response Levels Examples*). The requirement to declare an Alert or Emergency to the Corporation applies equally to all business lines, installations and areas of operation within Nalcor and should be considered additional to any other notifications as required by an approved ERP.

The process for initiating an **ALERT** or **EMERGENCY** is outlined in as follows:

The person initiating the **ALERT** or **EMERGENCY** shall contact the ECC (Tel: 745-3123) and request that the appropriate Pager Code be broadcast to the CEOC pager network. Pager Code 811 denotes an **ALERT** and **Level 1 EMERGENCY**, Pager Code 911 denotes a **Level 2 or 3 EMERGENCY**. The ECC shall also be instructed to record the appropriate information message on the CEOC Alert Line (Refer to Section 4.1.3).

In the event of an **ALERT** and **Level 1 EMERGENCY** (Pager Code 811), members of the CEOC team should regularly monitor the CEOC Alert Line (Tel: 737-4242) for information updates.

To facilitate accurate and timely flow of information the EOC or designate will send updates (as required) via email to the CERP Team located in lotus notes address book.

3.1.1 Procedure for the Person Initiating an ALERT or EMERGENCY Notification

Refer to Section 4.1.1 for the Procedure for the Person Initiating an ALERT or EMERGENCY Notification

Note: The Procedure for the Person Initiating an **ALERT** or **EMERGENCY** Notification is to be included in all local Emergency Response Plans within Nalcor.

3.2 Emergency Response Levels (1 – 2 – 3)

There are 3 Levels of Emergency Response. Generally speaking:

1. **Level 1** Minor local emergencies are managed on-scene and in coordination with local response agencies. Support from the CEOC is not required.
2. **Level 2** Major local emergencies are managed on-scene and in coordination with local response agencies. Full or Partial Support from the CEOC is required.
3. **Level 3** Catastrophic emergencies cannot be managed on-scene even with support from local response agencies. Full Support from the CEOC is required.

However:

- (a) In circumstances where the person declaring the emergency is unsure whether an



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emergency is Level 1 or Level 2, the emergency will be treated as Level 2 and the CEOC will be activated accordingly.

- (b) In circumstances where the person declaring the emergency is unsure whether an emergency is Level 2 or Level 3, the emergency will be treated as Level 3 and the CEOC will be activated accordingly.

3.3 Emergencies at Locations other than a Facility

While the CEOC may be activated in support of any emergency at a Nalcor facility or that involves Nalcor personnel etc., it must be understood that the CEOC may also be activated in order to prepare for impending events that could potentially impact Nalcor (forest fires, ice storms, floods, etc.) or its personnel.

3.4 CERP Conference Call Bridge Number

At the discretion of the Incident Commander or Deputy Incident Commander a conference call may be initiated during a CERP alert or emergency. The following dedicated number will be used for this conference call and on-call CERP Team members will be notified of time as required.

CERP Conference Call Bridge Number:

Phone No. [REDACTED]

Code : [REDACTED]

Leader PIN : [REDACTED]

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3.5 Alert and Emergency Response Levels

The following table summarizes the criteria for declaring an “ALERT” or “EMERGENCY”. See the last page for an expanded version.

	INITIAL NOTIFICATION OR MOBILIZATION	EXAMPLES
A L E R T	<ol style="list-style-type: none"> 1. Executive Member On-Call (Notification). 2. All CEOC Members (Notification through pager and voice messaging – no mobilization) <p>Pager Code 811, NO MOBILIZATION OF CEOC TEAM</p>	<p>Situation Reported: Emergency has not yet occurred or has not been confirmed.</p> <ul style="list-style-type: none"> Weather forecast indicates that severe conditions may exist within the next 24 hours (ice storm, flooding, high winds, etc.). A kick or well control problem is being experienced. A third party or unrelated emergency currently exists at another location that is not related to Nalcor, but that may impact Nalcor within the next 24 hours if conditions do not improve (Forest fire, flooding, etc.). Partial loss of facilities ability to produce power may generate energy shortage within the next 24 hours if not rectified. An aircraft or vehicle is overdue or experiencing difficulties with Nalcor personnel onboard.
L E V E L 1	<p>FIELD</p> <ol style="list-style-type: none"> 1. Facility Emergency Operations Centre (Mobilization). 2. Local authorities related to Facility, as required. <p>ST. JOHN'S</p> <ol style="list-style-type: none"> 1. Executive Member On-Call (Notification). 2. All CEOC Members (Notification through pager and voice messaging – no mobilization) <p>Pager Code 811, NO MOBILIZATION OF CEOC TEAM</p>	<p>Minor Local Emergency confirmed; impacts confined to one area of site or facility; no immediate hazard to the public or environment exists and no danger of uncontrolled escalation. Emergency can be managed at the facility level. Situational examples:</p> <ul style="list-style-type: none"> Contained and controllable fire. An unexpected release of gas has been confirmed with effects restricted to one area of the facility. Significant kick or loss of circulation with difficulty to control due to equipment malfunction. An explosion which has resulted in minimal on-site damage and poses no further threat. An unexpected release of toxic material has been confirmed with effects restricted to one area of the facility. Instantaneous batch spill with the source controlled and no sustained, identifiable presence of oil on the water surface. A bomb or terrorist threat has been received but involves no further evidence of potential escalation Loss of supply. Further losses are not anticipated and equipment repairs can be made within 12 hours. Serious injury requiring external medical intervention/notification.
L E V E L 2	<p>FIELD</p> <ol style="list-style-type: none"> 1. Facility Emergency Operations Centre (Mobilization). 2. Local authorities related to Facility, as required. <p>ST. JOHN'S</p> <ol style="list-style-type: none"> 1. Executive Member On-Call (Notification). 2. CEOC Members (Mobilization in full through pager and voice messaging) 3. Premiers Office (Notification). 4. Ministers' Offices (Notification). 5. Emergency Measure Organization (Notification or Mobilization, subject to Situation). <p>Pager Code 911, FULL or PARTIAL MOBILIZATION OF CEOC TEAM</p>	<p>Major Local Emergency confirmed; Impacts to broader area of a facility; has the potential to result in serious impacts off-site; some hazards to the public or environment may exist; potential for uncontrolled escalation. Emergency can be managed at the facility level with external support. Situational examples:</p> <ul style="list-style-type: none"> Loss of life. Uncontrolled fire with impacts contained on-site. An explosion which has resulted in significant damage to equipment and areas of the site. Impacts are confined to the site. The inability to gain control of a significant kick or loss of circulation from the well is continuing due to equipment malfunction. An unexpected release of toxic materials has been confirmed with the potential to impact other areas of the facility. Loss of supply. Further losses could occur and equipment repairs can be made within 24 hours. Potential for Dam Breach exists. Vessel emergency, while docked at a Nalcor facility that requires cessation of generation. Instantaneous batch spill with an identified slick on the water which is expected to persist. Source controlled with potential for further minor spillage exists. Containment and cleanup is required. Equipment damage or failure has occurred with the potential for further damage or loss of facility integrity. A bomb has been located / detonated or terrorist action has occurred with no evidence of further escalation or damage.
L E V E L 3	<p>FIELD</p> <ol style="list-style-type: none"> 1. Facility Emergency Operations Centre (Mobilization). 2. Local authorities related to Facility, as required. <p>ST. JOHN'S</p> <ol style="list-style-type: none"> 1. Executive Member On-Call (Notification). 2. CEOC Members (Mobilization in full through pager and voice messaging). 3. Premiers Office (Notification). 4. Ministers' Offices (Notification). 5. Emergency Measure Organization (Notification or Mobilization, subject to Situation). <p>Pager Code 911, FULL MOBILIZATION OF CEOC TEAM</p>	<p>Catastrophic Emergency confirmed; operating control has been lost and the integrity of a facility, facilities or the system is threatened; situation results in serious impacts outside the facility area: uncontrolled escalation of the emergency and definite and serious hazards to the public or environment exists. Emergency cannot be managed at the facility level. Situational examples:</p> <ul style="list-style-type: none"> A major uncontrolled fire causing a threat to the integrity of the facility or public. A major explosion causing significant damage and a threat to the integrity of the facility or off-site area. A loss of well control resulting in an uncontrolled flow. A significant release of hazardous materials with hazardous high concentrations being experienced throughout the facility. Loss of supply and equipment repairs cannot be made within 24 hours. An aircraft or personnel are confirmed lost. A major spill is continuing with the source not identified. Extensive mobilization of containment and recovery equipment is required. Equipment damage or failure has occurred resulting in loss of facility integrity. A bomb has been located / detonated or terrorist action has occurred resulting in damage and a threat to facility integrity.

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4.0 ACTION PLAN - ROLES AND RESPONSIBILITIES

4.1 Notification of CEOC and Mobilization of CEOC Team

4.1.1 Procedure for the Person Initiating an ALERT or EMERGENCY notification

- If at the incident scene, complete all requirements of your local ERP.
- Call the ECC at 745-3123 and provide:
 - (a) Name of Facility or Location: _____
 - (b) Nature of Emergency or Alert (Including Level): _____
 - (c) Is assistance required? If so, what kind? _____
 - (d) Your name and contact number: _____
 - (e) # Casualties / Injuries: _____
 - (f) Date and Time of Incident (NT): _____
 - (g) Current status: _____
 - (h) Agencies contacted? (RCMP, RNC, OHS, etc) _____
- Request the Executive On-Call be notified.
- Depending on the type of Alert or Emergency, you may be contacted by the Executive On-Call or Operations Liaison once he or she arrives in the CEOC.

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4.1.2 ECC – Action Checklist

- Upon receipt of an Alert, Emergency Notification, or Request for Assistance on the ECC Emergency Line (Tel: 745-3123) ECC personnel on duty will note the following:
 - (a) Name of Facility or Location: _____
 - (b) Nature of Emergency or Alert (Including Level): _____
 - (c) Is assistance required? If so, what kind? _____
 - (d) Caller name and contact number: _____
 - (e) # Casualties / Injuries: _____
 - (f) Date and Time of Incident (NT): _____
 - (g) Current status: _____
 - (h) Agencies contacted? (RCMP, RNC, OHS, etc) _____
- Contact the Executive On-Call and provide the details above.
- Ask the Executive Member On-Call if notification or mobilization of the CEOC is required.
- If no, log the response of the Executive On-Call.
- If yes, proceed to “TO RECORD A MESSAGE” below.

TO RECORD A MESSAGE

- Dial 737-1453
- Enter Voice Service ID number followed by Password. Information is posted in the ECC
- Follow voice menu; 5 to record, 2 to playback

FOR ALERTS

- Record the following message:

At xx:xx hrs on (say date) a (describe situation) occurred at (facility or location). As a result, Nalcor is in ALERT status. Members of the CEOC team are not required to mobilize to Hydro Place at this time.
- Call the CEOC pager network broadcast number (Tel: 553-2097) and enter code **811** at the prompt.



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FOR LEVEL 1 EMERGENCIES

- ❑ Record the following message:

At xx:xx hrs on (say date) a (describe situation) occurred at (facility or location). As a result, Nalcor has declared a Level 1 Emergency. Members of the CEOC team are not required to mobilize to Hydro Place at this time.

- ❑ Call the CEOC pager network broadcast number (Tel: 553-2097) and enter code **811** at the prompt.

FOR LEVEL 2 AND 3 EMERGENCIES

- ❑ Record the following message:

At xx:xx hrs on (say date) a (describe situation) occurred at (facility or location). As a result, Nalcor has declared a Level (insert 2 or 3) Emergency. Members of the CEOC team are required to mobilize to Hydro Place immediately.

- ❑ Call the CEOC pager network broadcast number (Tel: 553-2097) and enter code **911** at the prompt.

- ❑ As directed by the Executive Member On-Call or other member of the CEOC.
- ❑ Update the recorded message on the CEOC Alert Line as per the procedure on previous page and send email notification to CERP team located in lotus notes address group if requested.
- ❑ Mobilize designated members of the CEOC Team via individual pagers.
- ❑ At the conclusion of the alert or emergency and as directed by the EOC shall notify the ECC to record the following message on the CEOC Alert Line using the procedure on the previous page and send an email to CERP team.

You have reached the Nalcor Energy CEOC Alert Line. There is no alert or emergency in progress at this time.

Note: All individuals involved in the CERP are to use extreme caution when communicating information related to victims or potential victims. At a minimum, the name of a person should not be transmitted over any unsecured means (VHF Radio, etc.).

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4.1.3 Executive Member On-Call – Action Checklist

- Mobilize designated members of the CEOC Team via individual pagers.
- Receive and note the following information from the ECC:
 - (a) Name of Facility or Location: _____
 - (b) Nature of Emergency: _____
 - (c) Is assistance required? If so, what kind? _____
 - (d) # of Missing Personnel: _____
 - (e) # Casualties / Injuries: _____
 - (f) Date and Time of Incident (NT): _____
 - (g) Current status: _____
 - (h) Agencies contacted? (RCMP, RNC, OHS, etc) _____
- Call the President and CEO (or designate) and provide a verbal update of the above information.
- In consultation with the President and CEO (or designate) determine if a CEOC **ALERT** or **EMERGENCY** should be declared and if partial or full CEOC mobilization is required.
- If it is determined that an **ALERT** or **EMERGENCY** is required, have the ECC advise and/or mobilize CEOC team members through the CEOC Alert Line and CEOC Pager Network (Refer to Section 4.1.3). **and send an email notification to CERP team.**
- If a CEOC **ALERT** or **Level 1 EMERGENCY** has been declared, maintain contact with the ECC and ensure that regular updates are made to the recorded message on the CEOC Alert Line **and email updates are sent to CERP team**

Note: All individuals involved in the CERP are to use extreme caution when communicating information related to victims or potential victims. At a minimum, the name of a person should not be transmitted over any unsecured means (VHF Radio, etc.).

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4.2 CEOC Team Members – Office of the President and CEO/Board Room

4.2.1 Incident Commander – Action Checklist

- Receive incident notification from the Executive Member on-Call and note the following:
 - (a) Name of Facility or Location: _____
 - (b) Nature of Emergency: _____
 - (c) Is assistance required? If so, what kind? _____
 - (d) # of Missing Personnel: _____
 - (e) # Casualties / Injuries: _____
 - (f) Date and Time of Incident (NT): _____
 - (g) Current status: _____
 - (h) Agencies contacted? (RCMP, RNC, OHS, etc) _____
- Proceed to Hydro Place, President and CEO's Office.
- Note your arrival time on a CEOC call sheet (Appendix C).
- Review a copy of the Initial Incident Report from the Operations Liaison in the CEOC. Report to be faxed to your office.
- Receive a verbal update from the Communications Advisor (if not present go to next step).
- Acknowledge your presence to the CEOC and receive any additional updates.
 - (a) Deputy Incident Commander (Tel: 737-4201)
- Ensure that all members of your team have been mobilized and/or arrived.
 - (a) Finance Advisor
 - (b) Technical Advisor
 - (c) Executive Support
 - (d) Communications Advisor
 - (e) Legal Advisor
- If other team members do not respond, reallocate workload and ensure replacements are called in (Executive Support to complete).
- Brief other members of your team as they arrive.
- If the situation warrants, establish and maintain high level Government communication.



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- (a) Provincial Premier.
- (b) Minister of Natural Resources.
- (c) Minister of Municipal Affairs
- (d) Board Chair
- (e) Other Stakeholders.

Contact numbers to be held by:

- (a) CEO.
- (b) Manager, Corporate Communications and Shareholder Relations (Tel: 737-1303).
- (c) VP, NLH (Tel: 737-4201).
- (d) VP, Human Resources and Organizational Effectiveness (Tel: 737-4207).

In addition, consider:

- (a) Media implications.
- (b) Legal implications.
- (c) Financial implications (Requests for Emergency Funding).
- (d) Overall CEOC strategy.
- (e) Impact on Business Plan and Business Continuity.
- (f) Insurance strategy.

Receive verbal updates (initially) until the CEOC team is fully organized from the Deputy Incident Commander via telephone (Tel: 737-4201). Calls will be made to your office at the end of each CEOC Time-Out.

Conduct initial time-out:

- (a) State "Time-Out in 1 minute".
- (b) State "Time Out" (Everyone should now be listening to you).
- (c) Outline the current situation to your team members.
 - State: "My understanding of the situation is....." (What has happened to-date).
 - State: "The focus of the Facility / Nalcor is....." (What they are trying to do).
- (d) Provide your instructions and priorities based upon requests from the facility or incident scene.
 - State: "Our focus is to....." (What you want done).
 - State: "Are there any questions?" (Do not enter into conversation).
 - State: "Time-Out over."

Seek further information from team members (be specific and to the point).

Continue to maintain team focus to ensure your instructions are being clearly followed.

Hold Time-Outs every 20 minutes (initially and until organized) or as critical information comes to hand.

Liaise with the Communications Advisor to discuss the media and external relations strategy for the incident.



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- (a) Within the first hour of the incident agree on strategy.
 - (b) Sign-off and deliver press releases or statements, if required.
 - (c) Review the list of key messages and Q&As with Communications Advisor prior to meeting with the Media.
- ❑ Receive and review written Time-Out reports sent from the CEOC. Time-Out Reports will initially be sent at the end of every second time-out. The CEOC runner will bring the report to your office.
 - ❑ In the event of injuries or deaths involving Nalcor personnel, liaise with the Human Resources Coordinator (Tel: 737-4207) and confirm NOK notification strategy for the families of Nalcor employees who are confirmed victims. Refer to Appendix F for the *Guidelines for Notification of Next of Kin*.
 - ❑ As required, liaise with:
 - (a) Mayor of Mt. Pearl. (Tel: 748-1006 or 748-1000)
 - (b) Mayor of St. John's (Tel: 311 or 754-2489 (24 hour - Wait and Press O))
 - (c) Mayors of other municipalities, or others, as required.
 - ❑ If contracting emergency services, or making emergency purchases, ensure costs are tracked (Finance Advisor to liaise with the Supply Chain desk in the CEOC).
 - ❑ Ensure that all stand-down procedures have been completed upon closure of the incident.

Note: All individuals involved in the CERP are to use extreme caution when communicating information related to victims or potential victims. At a minimum, the name of a person should not be transmitted over any unsecured means (VHF Radio, etc.).



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4.2.2 Finance Advisor – Action Checklist

- Proceed to Hydro Place, President and CEO's Office.
- Note your arrival time on a CEOC call sheet (Appendix C).
- Advise the Incident Commander in relation to all financial matters.
- Where appropriate, make recommendations to the Incident Commander in relation to the need to seek additional funding through the Nalcor Board of Directors.
- Liaise, as required, with the Supply Chain desk in the CEOC (Tel: 737-4206). Confirm that:
 - A Cost Centre is in place and functional.
 - The *Interim Action Plan* (Appendix C) is being prepared in the CEOC and that current and projected cost estimates will be included.

Note: All individuals involved in the CERP are to use extreme caution when communicating information related to victims or potential victims. At a minimum, the name of a person should not be transmitted over any unsecured means (VHF Radio, etc.).



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4.2.3 Technical Advisor – Action Checklist

- Proceed to Hydro Place, President and CEO's Office.
- Note your arrival time on a CEOC call sheet (Appendix C).
- Interpret data and reports received from the CEOC and advise the Incident Commander and others in relation to their technical content.
- If contracting emergency services, or making emergency purchases, ensure costs are tracked (Finance Advisor to liaise with the Supply Chain desk in the CEOC).

Note: All individuals involved in the CERP are to use extreme caution when communicating information related to victims or potential victims. At a minimum, the name of a person should not be transmitted over any unsecured means (VHF Radio, etc.).



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4.2.4 Executive Support – Action Checklist

- Proceed to Hydro Place, President and CEO's Office.
- Note your arrival time on a CEOC call sheet (Appendix C).
- If members of the CEOC team (those required to mobilize to the President and CEO's office) have not arrived, ensure they are located.
- Provide support, as required.
- If contracting emergency services, or making emergency purchases, ensure costs are tracked (Finance Advisor to liaise with the Supply Chain desk in the CEOC).

Note: All individuals involved in the CERP are to use extreme caution when communicating information related to victims or potential victims. At a minimum, the name of a person should not be transmitted over any unsecured means (VHF Radio, etc.).



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4.2.5 Communications Advisor

- Proceed to Hydro Place, President and CEO's Office.
- Note your arrival time on a CEOC call sheet (Appendix C).
- Establish communications with the Communications Support desk in the CEOC (Tel: 737-4208)
- If applicable, ensure that the facility, incident scene and / or major contractors are aligned in relation to the incident (in case media call them directly).
- In coordination with the Communications Support desk in the CEOC (Tel: 737-4208) prepare a "Public Affairs Holding Statement" for release to the media. (Appendix C).
 - Have the Communications Support desk in CEOC prepare the draft and obtain the signatures of the Deputy Incident Commander and Human Resources Coordinator for accuracy.
 - Receive the draft from Communications Support desk in CEOC.
 - Amend and / or approve draft.
 - Forward draft to Legal Advisor for final legal approval.
 - Forward to the Incident Commander for final authorization to release.
- If applicable, contact Media Relations counterparts with:
 - (a) Newfoundland Power (Tel: [REDACTED])
 - (b) Provincial Government:
 - a. Premier's Office (Tel: [REDACTED])
 - b. Natural Resources (Tel: [REDACTED])
 - c. Executive Council (Tel: [REDACTED])
 - (c) ECRC (Tel: 1 (709) 682-9596 - in the case of a spill)
 - (d) RNC (Tel: 729-8658)
 - (e) RCMP (Tel: 772-5926)
 - (f) Coast Guard (DFO) (Tel: 772-7623)
 - (g) EMO (Tel: 729-3703)
 - (h) Other external agencies, as applicable
- Prepare incident-specific key messages and Q&As (Communications Support desk in CEOC will assist).
- Prepare Incident Commander for interviews by practicing Q&A's and coaching delivery of answers.
- As necessary, make photos, graphics and/or file footage available to media.
- If event is minor, consider offering a series of one-on-one interviews with local media, rather than scrum or news conference.



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- React quickly to correct media mis-information (depending on nature of mis-information).
- If event is prolonged or will continue to attract media attention, develop a long-term plan for local communications.

- If contracting emergency services, or making emergency purchases, ensure costs are tracked (Finance Advisor to liaise with the Supply Chain desk in the CEOC).

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4.2.6 Legal Advisor

- Proceed to Hydro Place, President and CEO's Office.
- Note your arrival time on a CEOC call sheet (Appendix C).
- Advise the Incident Commander as it may relate to legal matters.
- Review draft Public Affairs Holding Statement for legal content.
- Review key messages and Q&As for legal content.
- Maintain a copy of all documentation generated in the CEO' office during the emergency and ensure that it is filed as a record of the response to the incident.
- If contracting emergency services, or making emergency purchases, ensure costs are tracked (Finance Advisor to liaise with the Supply Chain desk in the CEOC).

Note: All individuals involved in the CERP are to use extreme caution when communicating information related to victims or potential victims. At a minimum, the name of a person should not be transmitted over any unsecured means (VHF Radio, etc.).

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4.3 CEOC Team Members – CEOC

4.3.1 First Arrival Instructions - Action Checklist

As the maintenance of communications with the ECC or the Facility is critical for both learning about the incident and providing support, the First Arrival Instructions are completed by the **FIRST TEAM MEMBER** to arrive in the CEOC.

DO NOT DELAY IMPLEMENTING THESE INSTRUCTIONS.

- Note your arrival time on the sign in board and on CEOC call sheet (Appendix C). Sit in the seat normally occupied by the Operations Liaison.
- Call operator in ECC (737-1957) and advise that CEOC is operational. Obtain call back number for the person reporting the emergency.
- Call the person reporting the emergency and advise that that CEOC is now operational. You are the Deputy Incident Commander until relieved. Collect / Confirm the following:
 - (a) Name of Facility or Location: _____
 - (b) Nature of Emergency: _____
 - (c) Is assistance required? If so, what kind? _____
 - (d) # of Missing Personnel: _____
 - (e) # Casualties / Injuries: _____
 - (f) Date and Time of Incident (NT): _____
 - (g) Current status: _____
 - (h) Agencies contacted? (RCMP, RNC, OHS, etc) _____
- Give the person reporting the emergency your call-back number in the CEOC (Tel: 737-4202).
- Notify Hydro Place switchboard, if manned, that the CEOC has been activated (Tel: 737-1400). Advise switchboard to review their checklist and await further instructions.
- Notify Hydro Place security, if manned, that the CEOC has been activated (Tel: 737-1400). Advise security to review their checklist and await further instructions. If no answer, call Nick Gale (Tel: [REDACTED] Cell: [REDACTED]).
- Start recording event information and brief other team members as they arrive.

Note: All individuals involved in the CERP are to use extreme caution when communicating information related to victims or potential victims. At a minimum, the name of a person should not be transmitted over any unsecured means (VHF Radio, etc.).



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4.3.2 Deputy Incident Commander - Action Checklist

- If you are the first person to arrive at the CEOC, refer to First Arrival Instructions posted in the CEOC.
- Note your arrival time on sign in board and on CEOC call sheet (Appendix C).
- If you are not the first person to arrive at the CEOC, obtain a briefing of the emergency from the first person who arrived.
- If necessary, Mobilize the Deputy Incident Commander and Operations Liaison specific to type of emergency (Hydro, Oil and Gas, Bull Arm, LCP, etc.). Refer to Exceptions Column in Section 1.8.
- Receive a copy of the Initial Incident Report from the Operations Liaison (Appendix C).
- Ensure communication lines are maintained with the Incident Scene (Operations Liaison to complete)
- Brief each team member as he/she arrives. Provide:
 - (a) Current incident status as known by you.
 - (b) Your specific instructions to the person you are briefing (if any).
 - (c) If there are no specific instructions, advise the CEOC team member to complete his/her checklist.
- If responding to a partial mobilization, immediately assess the need to mobilize other team members based upon the type and severity of the emergency:

CEOC

- (a) Operations Liaison
- (b) Safety and Health Coordinator
- (c) Environmental Coordinator
- (d) Engineering desk
- (e) Supply Chain desk
- (f) Human Resources Coordinator
- (g) Communications Support desk
- (h) Data Coordinators / Runners

OFFICE OF THE PRESIDENT AND CEO

- (e) Incident Commander
 - (f) Finance Advisor
 - (g) Technical Advisor
 - (h) Executive Support
 - (i) Communications Advisor
 - (j) Legal Advisor
- If other team members do not respond, reallocate CEOC workload and ensure replacements are called in (Human Resources Coordinator to complete).
 - Confirm with the Supply Chain desk that that a Data Recorder and a Runner have been mobilized.



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- Receive verbal assessments from the Operations Liaison and the Engineering desk, as required.
- Ensure CEOC Boards are up to-date (Data Recorder to complete, or in his/her absence, the person responsible for the information).
- Conduct initial time-out:
 - (d) State "Time-Out in 1 minute".
 - (e) State "Time Out" (Everyone should now be listening to you).
 - (f) Outline the current situation to CEOC members.
 - State: "My understanding of the situation is....." (What has happened to-date).
 - State: "The focus of the Facility / Nalcor is....." (What they are trying to do).
 - (e) Provide your instructions and priorities based upon requests from the facility or incident scene.
 - State: "Our focus is to....." (What you want done).
 - State: "Are there any questions?" (Do not enter into conversation).
 - State: "Time-Out over."
- Seek further information from CEOC team members (be specific and to the point).
- Continue to maintain team focus to ensure you instructions are being clearly followed.
- Hold Time-Outs every 20 minutes (initially and until organized) or as critical information comes to hand.
- Ensure the Incident Commander is initially briefed, via telephone (Tel: 737-1291), at the conclusion of each time-out.
- Monitor the development of, and review, the written Interim Action Plan for the first 24 hours (Appendix C), inclusive of its anticipated costs (Operations Liaison is to compile in coordination with Engineering desk).
- As required, consult with:
 - Supply Chain desk (Logistical and Purchasing considerations).
 - Safety and Health Coordinator (Safety and Health considerations related to Interim Action Plan implementation).
 - Environmental Coordinator (Environmental considerations related to Interim Action Plan implementation).
- Once you are satisfied that the Interim Action Plan provides the most appropriate initial response, sign as agreed to and have the following CEOC team members initial the plan:
 - Operations Liaison
 - Safety and Health Coordinator
 - Environmental Coordinator
 - Engineering desk
 - Supply Chain desk



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- ❑ Send the completed Interim Action Plan to the office of the Incident Commander for review and, if required, financial approval (the CEOC Runner can be utilized to take the report to the CEO's office – ensure a copy is retained in the CEOC).
- ❑ Review for accuracy and sign the draft Public Affairs Holding Statement as prepared by the Communications Support desk.
- ❑ Assess need for second shift of CEOC team members (Human Resources Coordinator to initiate call-in of alternates, as required).
- ❑ If contracting emergency services, or making emergency purchases, ensure costs are tracked (liaise with the Supply Chain desk).

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4.3.3 Operations Liaison - Action Checklist

- If you are the first person to arrive at the CEOC, refer to First Arrival Instructions posted in the CEOC.
- If you are not the first person to arrive at the CEOC, obtain a briefing of the emergency from the first person who arrived.
- Note your arrival time on sign in board and on CEOC call sheet (Appendix C).
- Communicate with the person reporting the emergency, facility or ECC to acquire and exchange information related to response operations (Refer to Appendix A for emergency contact numbers).
- Complete the Initial Incident Report (Appendix C).
- Ensure a copy of the Initial Incident Report form is distributed to each member of the CEOC team (Runner can assist in copying and distribution).
- Advise Public Utilities Board of the situation. (Tel: 726-9604 or 1 (866) 782-0006)
- As required, consider the need for mutual aid (Refer to Appendix A - *Emergency Customer Contact List*).
- Advise Industrial customers of the situation (Refer to Appendix A - *Emergency Customer Contact List*).
- Refer to the Emergency Plans for CF Operations, Generation and Transmission and Rural Operations for major contingencies related to generation, transmission and distribution. Specific information includes:
 - Contacts (Internal and External)
 - Alternate Generation Sources
 - General Information
 - Generating Facility Plans
- Update the Facility/System Status Board (Data recorder can assist).
- Assess situation with the Engineering desk in consultation with regional or facility management that are at the site and consider the most appropriate solution (or combination of solutions) and method of implementation.
- Prepare the Interim Action Plan for the first 24 hours (Appendix C), inclusive of its anticipated costs (Liaise with the Supply Chain desk), in cooperation with the Engineering desk (Refer Also to Appendix C – Project Safety and Health Checklist, Project Environmental Checklist, and Project Emergency Response Plan).
- As required, consult with:
 - Supply Chain desk (Logistical and Purchasing considerations).
 - Safety and Health Coordinator (Safety and Health considerations related to Interim Action Plan implementation – Refer to Appendix C).
 - Environmental Coordinator (Environmental considerations related to Interim Action Plan implementation - Refer to Appendix C).



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- ❑ Provide Interim Action Plan (Refer to Appendix C), and projected cost to implement, to Deputy Incident Commander for review and CEOC approval (Coordinate with Engineering desk).
- ❑ Liaise with, and continually advise, the Deputy Incident Commander in relation to the status of the emergency.
- ❑ Locate and deploy assets, as required (Liaise with the Supply Chain desk and Engineering desk).
- ❑ If contracting emergency services, or making emergency purchases, ensure costs are tracked (liaise with the Supply Chain desk).

Note: All individuals involved in the CERP are to use extreme caution when communicating information related to victims or potential victims. At a minimum, the name of the person should not be transmitted over unsecured means (VHS Radio, etc.).



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4.3.4 Safety and Health Coordinator - Action Checklist

- If you are the first person to arrive at the CEOC, refer to First Arrival Instructions posted in the CEOC.
- If you are not the first person to arrive at the CEOC, obtain a briefing of the emergency from the first person who arrived.
- Note your arrival time on sign in board and on CEOC call sheet (Appendix C).
- In required, confirm that the following have been notified and / or mobilized:
 - (a) RCMP (Serious injury or death). (Tel: 772-5400 or 911)
 - (b) RNC (Serious injury or death). (Tel: 729-8000 or 911)
 - (c) Fire Department. (Tel: 911)
 - (d) OH&S Branch of the Department of Government Services. (Tel: 729-4444 or 1-800-563-5471)
 - (e) EMO (Tel: 729-3703)
- Liaise with EMO, if required. (Tel: 729-3703)
- Consider and coordinate the deployment of:
 - Corporate Safety Specialists and Field Safety Officers to help coordinate/support on-scene safety.
 - Occupational Health Nurse.
- Consider and, if required, develop the following documents (Refer to Appendix C):
 - Site Safety Plan
 - Project Safety & Health Checklist (Coordinate with the Environmental Coordinator)
 - Generic Project Emergency Response Plan
- Complete the *CEOC Time-Out Report* after each second time out. (Appendix C5).
- Assist the Environment Coordinator in the development of the Project Environmental Checklist.
- Consider the need to contract, and as required obtain advice from the Corporate Medical Service Provider.

Kelly Nichols, Senior OHN
Morneau Shepell
Office: 1 (866) 763-3226 (9 to 5 daily)
[REDACTED]
- Dr. Sue Rideout-Vivian
Morneau Shepell
Office: 1 (709) 739-6022
[REDACTED]
- Consider the need to contract, and as required coordinate, grief counselling services through inConfidence EFAP (Coordinate with Human Resources Coordinator in relation to process).



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Toll free 1 (866) 347-2067 (Available 24/7)

- ❑ Continually advise the Human Resources Coordinator in relation to the status of Nalcor personnel who may be involved in the emergency.
- ❑ Advise the Human Resources Coordinator once Nalcor personnel have been transferred to hospital (Health Science Centre Hospital, Tel: 737-6335, or other hospital).
- ❑ As required, advise the Deputy Incident Commander on all matters related to Safety and Health.
- ❑ If contracting emergency services, or making emergency purchases, ensure costs are tracked (liaise with the Supply Chain desk).

Note: All individuals involved in the CERP are to use extreme caution when communicating information related to victims or potential victims. At a minimum, the name of a person should not be transmitted over any unsecured means (VHF Radio, etc.).



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4.3.5 Environmental Coordinator - Action Checklist

- If you are the first person to arrive at the CEOC, refer to First Arrival Instructions posted in the CEOC.
- If you are not the first person to arrive at the CEOC, obtain a briefing of the emergency from the first person who arrived.
- Note your arrival time on sign in board and on CEOC call sheet (Appendix C).
- Obtain current weather and long-term forecast information for the incident scene and St. John's.
- In the event of an oil spill, confirm notification has been made to Coast Guard:
 - Coast Guard: For land and marine spills in federal or provincial jurisdiction. (Tel: 772-2083)
- If directed, ensure Eastern Canada Response Corporation (ECRC) has been mobilized.
 - ECRC (Tel: 1 (613) 930-9690 - 24 hour mobilization number – ensure you have contact number and are listed as an authorized person).
- Consider and coordinate the deployment of Ecologists to:
 - On-Scene
 - ECRC if required
- Consider and, if required, develop the Project Environmental Checklist (Refer to Appendix C). Coordinate with Safety and Health Coordinator.
- Assist the Safety and Health Coordinator in the preparation of Project Safety and Health Checklist and Generic Project Emergency Response Plan (Refer to Appendix C).
- Consider the need to contact, and as required coordinate, additional environmental support through existing standing agreements or, as required, by other means (contact, etc.). Standing Agreement exist with:
 - Jacques Whitford Environmental Limited for environmental contaminants sampling
 - MAXXAM Analytics Inc. for environmental contaminants analysis
- As required, liaise with provincial and/or federal agencies as it may relate to environmental issues (Refer to Appendix A – Emergency Contact List).
- As required, advise the Deputy Incident Commander on all matters related to the Environment.
- If contracting emergency services, or making emergency purchases, ensure costs are tracked (liaise with the Supply Chain desk).

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4.3.6 Engineering desk - Action Checklist

- If you are the first person to arrive at the CEOC, refer to First Arrival Instructions posted in the CEOC.
- If you are not the first person to arrive at the CEOC, obtain a briefing of the emergency from the first person who arrived.
- Note your arrival time on sign in board and on CEOC call sheet (Appendix C).
- Refer to Engineering Reports, Drawings and other data including Emergency Plans for CF Operations, Generation and Transmission and Rural Operations. Gather specific information for major contingencies related to generation, transmission and distribution including:
 - Contacts (Internal and External)
 - Alternate Generation Sources
 - General Information
 - Generating Facility Plans
 - System single line diagrams
- Assess situation with the Operations Liaison and consider the most appropriate solution (or combination of solutions) and method of implementation.
- Assist Operations Liaison in the development of a written Interim Action Plan for the first 24 hours (Appendix C). Refer also to Appendix C – Project Safety and Health Checklist. Project Environmental Checklist and Project Emergency Response Plan.
- As required, consult with:
 - Supply Chain desk (Logistical and Purchasing considerations).
 - Safety and Health Coordinator (Safety and Health considerations related to Interim Action Plan implementation - Refer to Appendix C).
 - Environmental Coordinator (Environmental considerations related to Interim Action Plan implementation - Refer to Appendix C).
 - Managers, Engineering, Thermal Generation, Hydro Generation, Regions (as required)
- Source internal and external specialists and contractors, as required.
 - Consider use of a short form contract as it may relate to external contractors (Refer to Appendix I).
 - As required, request logical support from the Supply Chain desk as it relates to the movement and / or subsistence of personnel (internal and external) in the field or other remote locations (food, water, shelter, transportation, etc.)
- Liaise with and coordinate field response crews as it relates to technical / engineering matters.
- Obtain information from field response crews as required by the Deputy Incident Commander or other members of the CEOC team.
- Brief the Deputy Incident Commander on the incident status to aid in picture compilation within the CEOC.
- Assume role of Deputy Incident Commander, if Deputy Incident Commander has not responded.



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- If contracting emergency services, or making emergency purchases, ensure costs are tracked (liaise with the Supply Chain desk).

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4.3.7 Supply Chain desk - Action Checklist

- ❑ Upon receipt of notification to mobilize via Pager Code 911, commence mobilization of a Data Recorder and a Runner to the CEOC.
- ❑ If you are the first person to arrive at the CEOC, refer to First Arrival Instructions posted in the CEOC.
- ❑ If you are not the first person to arrive at the CEOC, obtain a briefing of the emergency from the first person who arrived.
- ❑ Note your arrival time on sign in board and on CEOC call sheet (Appendix C).
- ❑ Establish communications with the Hydro Place switchboard (during normal business hours only) and advise the person in attendance that an emergency has occurred.
- ❑ Ensure that a Cost Control Centre is activated for the emergency and that Standard Purchasing Agreements and Emergency Contracts are tracked effectively.
- ❑ Provide advise (logistical advice) and solutions in relation to the movement of rented, purchased or Nalcor owned equipment.
- ❑ Assist the Operations Liaison and the Engineering desk during the development of the financial component of the CEOC Interim Action Plan (Refer to Appendix C).
- ❑ Liaise with the Finance Advisor in the CEO's office. (Tel: 737-1920).

Note: All individuals involved in the CERP are to use extreme caution when communicating information related to victims or potential victims. At a minimum, the name of a person should not be transmitted over any unsecured means (VHF Radio, etc.).



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4.3.8 Human Resources Coordinator - Action Checklist

- If you are the first person to arrive at the CEOC, refer to First Arrival Instructions posted in the CEOC.
- If you are not the first person to arrive at the CEOC, obtain a briefing of the emergency from the first person who arrived.
- Note your arrival time on sign in board and on CEOC call sheet (Appendix C).
- Obtain the following from the Operations Liaison:
 - Number of personnel on-site (Nalcor and Contractors combined).
 - Number of personnel accounted for (Nalcor and Contractors combined).
 - Number of personnel missing (Nalcor and Contractors combined).
- Update personnel board and ensure that all personnel (Nalcor and Contractors) are accounted for.
- If personnel are missing (Nalcor or otherwise), note total number (and names when known) on personnel board (Refer to J. D. Edwards for specific details related to Nalcor personnel).
- Advise Deputy Incident Commander as required.
- Review casualty status (Nalcor or otherwise). Note total number (and names when known) on personnel board.
- Liaise with the Safety and Health Coordinator in relation to the status of Nalcor personnel currently in, or on-route to, hospital.
- Liaise with other contractors regarding any of their personnel involved in the emergency.
- Ensure family NOK notifications are completed for Nalcor personnel (Liaise with the Safety and Health Coordinator and advise Deputy Incident Commander - regarding policy and process). Refer to Appendix F for the Guidelines for Notification of Next of Kin.
- Liaise with the Communications Support desk and determine if a Family/Media Telephone Response Centre is to be opened
 - Determine if there is a need to establish a Family Support Centre On-Scene.
 - Determine if there is a need to establish a Family Support Centre within St. John's (Refer to Appendix J for a list of potential Family Support Centre Locations at St. John's Hotels).
 - If yes: Notify the Manager, Human Resources to mobilize the telephone responders to chosen location. (Refer to Appendix J for possible locations).
- Review draft Public Affairs Holding Statements for personnel accuracy.
- Ensure sufficient refreshments and food is available to members of the CEOC team.
- Consider who will replace current members of the CEOC team (shift rotation).
- Supervise the Data Recorder.



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- If contracting emergency services, or making emergency purchases, ensure costs are tracked (liaise with the Supply Chain desk).

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4.3.9 Communications Support desk - Action Checklist

- If you are the first person to arrive at the CEOC, refer to First Arrival Instructions posted in the CEOC.
- If you are not the first person to arrive at the CEOC, obtain a briefing of the emergency from the first person who arrived.
- Note your arrival time on sign in board and on CEOC call sheet (Appendix C).
- Establish communications with the Communications Advisor in the CEO's office (Tel: 737-1303)
- Maintain contact with the Human Resources Coordinator regarding status of family notifications, if applicable.
- Liaise with the Human Resources Coordinator and determine if a Family and/or Media Telephone Response Centre(s) is to be opened (Discuss also with the Communications Advisor in the CEO's office).
 - If yes, Human Resources Coordinator will initiate mobilization of Family and/or Media Telephone Response Centre(s).
- Email notice to staff that an incident is ongoing. Advise staff to refer any media call to the Family/Media Telephone Response Centre (if opened) or the Communications Advisor (Tel: 737-1303).
- Prepare a draft Public Affairs Holding Statement. (Appendix C)
- When ready, obtain the signatures of the Deputy Incident Commander, Human Resources Coordinator and forward to Communications Advisor in the CEO's office (the Runner will take the draft release to the CEO's office).

DRAFT PUBLIC AFFAIRS HOLDING STATEMENT SIGN-OFF IN CEOC (PRIOR TO BEING SENT)

- (a) Deputy Incident Commander
- (b) Human Resources Coordinator (Accuracy Check)
- (c) Communications Support desk
- Do not** release information related to injured or deceased personnel to the media until such time as the NOK have been notified.
- Supervise the Runner
- If contracting emergency services, or making emergency purchases, ensure costs are tracked (liaise with the Supply Chain desk).

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4.3.10 Data Recorder – Action Checklist

- If you are the first person to arrive at the CEOC, refer to First Arrival Instructions posted in the CEOC.
- If you are not the first person to arrive at the CEOC, obtain a briefing of the emergency from the first person who arrived.
- Note your arrival time on sign in board and on CEOC call sheet (Appendix C)..
- Collect all CEOC documentation and ensure it is filed as a record of response to the incident.
- Update all CEOC boards, as required.
- Assist in coordinating the activities of the CEOC runner.
- Provide support to the Human Resources Coordinator.

Note: All individuals involved in the CERP are to use extreme caution when communicating information related to victims or potential victims. At a minimum, the name of a person should not be transmitted over any unsecured means (VHF Radio, etc.)



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4.3.11 Runner – Action Checklist

- If you are the first person to arrive at the CEOC, refer to First Arrival Instructions posted in the CEOC.
- If you are not the first person to arrive at the CEOC, obtain a briefing of the emergency from the first person who arrived.
- Note your arrival time on sign in board and on CEOC call sheet (Appendix C).
- Assists the Data Recorder in supporting the activities of the CEOC.
- Sends/receives faxes and make copies of all incoming/outgoing documentation.
- Ensures all incoming documentation is presented to the Data Recorder for distribution in the CEOC.
- Relays information to and from the office of the President and CEO.
- Provide support to the Communications Support desk.

Note: All individuals involved in the CERP are to use extreme caution when communicating information related to victims or potential victims. At a minimum, the name of a person should not be transmitted over any unsecured means (VHF Radio, etc.).



**Nalcor Energy
CORPORATE EMERGENCY
RESPONSE PLAN (CERP)**

Version 1.6

4.4 Additional Resources – External to CEOC

4.4.1 Receptionist - Action Checklist (Switchboard - Normal Operating Hours Only)

- Staffs the main reception desk throughout the incident.
- Receives inquiries at the reception desk and answers calls received on the main switchboard. Records details of the inquiry, obtains contact or call back information, and directs the information request to the appropriate area in the CEOC as follows:
 - Media Inquiries – Communications Support desk 737-4208
 - Employee or family member inquiry: Human Resources Coordinator 737-4207.
 - Police, Fire etc.: Safety and Health Coordinator 737-4203
 - Environmental issues: Environmental Coordinator 737-4204.
 - All other inquiries: Supply Chain desk 737-4206.

The emergency phone numbers related to the CERP are confidential and must not be released.

- Receives all hand delivered correspondence relevant to the incident and contacts the Communications Support desk 737-4208 to arrange delivery to the CEOC.

Note: All individuals involved in the CERP are to use extreme caution when communicating information related to victims or potential victims. At a minimum, the name of a person should not be transmitted over any unsecured means (VHF Radio, etc.).



**Nalcor Energy
CORPORATE EMERGENCY
RESPONSE PLAN (CERP)**

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4.4.2 Security – Action Checklist

- Provides for overall CEOC / Hydro Place security.
- Obtains briefing from the Supply Chain desk in the CEOC (Tel: 737-4206).
- Provides security support to CEOC and other locations, as requested.
- Establishes contacts with law enforcement and safety agencies (matters related to security only), as required.
- Documents all complaints and suspicious occurrences.
- Maintains a detailed log of individuals entering or exiting the building.
- If circumstances dictate, contact Nick Gale (Cell: [REDACTED]) or the Supply Chain desk in the CEOC (Tel: 737-4206) to arrange for:
 - (a) Additional security personnel support to accomplish work assignments.
 - (b) The development of a security plan for CEOC and Hydro Place.

Note: All individuals involved in the CERP are to use extreme caution when communicating information related to victims or potential victims. At a minimum, the name of a person should not be transmitted over any unsecured means (VHF Radio, etc.).

APPENDIX A- EMERGENCY CONTACT LIST

A1 Emergency Contacts

NAME / TITLE OR AGENCY		LOCATION		CONTACT NUMBER	
NALCOR ENERGY					
Office of the President and CEO	CEOC	Work	Home	Cell	Pager
President and CEO (Incident Commander)	737-1291	737-1291	██████	██████	553-5016
VP, Finance and CFO	737-1920	737-1292	██████	██████	553-5017
VP, Lower Churchill Project	737-1920	737-1836	██████	██████	553-5018
VP, Oil and Gas	727-1920	737-1239	██████	██████	553-5019
VP, Strategic Planning and Business Development	737-1920	737-1853	██████	██████	553-5005
VP System Operations & Planning	727-1920	737-1211	██████	██████	553-5022
VP, Corporate Relations	737-1303	737-1315	██████	██████	553-5020
General Counsel and Corporate Secretary	737-1920	737-1443	██████	██████	553-5021
Fax:	737-1782	-	-	-	-
CEOC	CEOC	Work	Home	Cell	Pager
VP, NLH (Deputy Incident Commander)	737-4201	737-1752	██████	██████	553-5022
Manager, System Operations and Customer Service	737-4202	737-1752	██████	██████	553-5023
Manager, Safety and Health	737-4203	737-1415	██████	██████	553-5024
Manager, Environment	737-4204	737-1708	██████	██████	553-5025
VP, Project Execution & Technical Service	737-4205	737-1263	██████	██████	553-5026
Manager, Supply Chain	737-4206	737-1428	██████	██████	553-5027
VP, Human Resources and Organizational Effectiveness	737-4207	737-1796	██████	██████	553-5028
Senior Communications Advisor	737-4208	737.1427	██████	██████	553-5029
Spare	737-4210	-	-	-	-
Fax	737-4209	-	-	-	-
CEOC General "Green Line"	737-1749	-	-	-	-
CEOC Broadcast Page	-	-	-	-	553-2097
CEOC Alert Line	737-4242	-	-	-	-
Data Recorder / Runner K. Butler	-	737-1272	██████	-	-
Data Recorder / Runner A. Brophy	-	737-1828	██████	-	-
Data Recorder / Runner B. Lane	-	737-1278	██████	-	-
Data Recorder / Runner K. Petley	-	737-1859	██████	██████	-
Data Recorder / Runner K. Winsor	-	737-1805	██████	-	-
Data Recorder / Runner M. McDonald	-	737-4640	-	-	-
Data Recorder / Runner M. Denine	-	737-1347	-	-	-
Data Recorder / Runner C. Hillier	-	737-1215	-	-	-
Telephone Support Centre					
	Centre	Work	Home	Cell	
Media / Family Telephone Support Centre Coordinator	TBD	TBD	TBD	TBD	
Media Telephone Responder	TBD	TBD	TBD	TBD	
Media Telephone Responder	TBD	TBD	TBD	TBD	
Family Telephone Responder	TBD	TBD	TBD	TBD	
Energy Control Centre					
Control Desk	737-1957, 737-1958, 737-1959				
ECC Emergency Line	1 (709) 745-3123				
Other	Work	Home	Cell		
Building Security	737-1400	-	-		
Switchboard	737-1400	-	-		
Building Supervisor (Nick Gale)	737-1756	██████	██████		
Building Custodian (Richard Murrin)	737-3151	██████	██████		
Nalcor IS Department Emerg On-call	737-4252 (business hrs) 737-1376 (after hrs)	-	-		
System On-Call	Work	Home	Cell		
Robert Henderson	737-1752	██████	██████		
Bob Butler	737-1270	██████	██████		
Terry Ledrew	229-2110	██████	██████		
Art Bursey	737-1395	██████	██████		
Kevin Goulding	737-1409	██████	-		
Darren Moore	258-2359	██████	██████		
Hughie Ireland	258-2367	██████	██████		
Rob Cater	258-2357	██████	██████		

EXTERNAL				
Medical				
Ambulance	St. John's			911
Health Sciences Centre (General Hospital)	St. John's			24 Hr: 1 (709) 777-6335 Operator 1 (709) 777-6300
St. Claire's Mercy Hospital	St. John's			24 Hr: 1 (709) 777-5568 1 (709) 777-5000
InConfidence EFAP				1 (866) 347-2067
Medical Advisor: Morneau Shepell Dr. Sue Rideout-Vivian – Medical Director Kelly Nichols – OHN	St. John's			Tel: 1 (709) 739-6022 [REDACTED] 1 (866) 763-3226 [REDACTED]
Police / Fire / Emergency				
Fire Department	St. John's			24 Hr: 911
Royal Newfoundland Constabulary (24hr)	St. John's			24 Hr: 911 or 1 (709) 729-8000 Media Relations: 1 (709) 729-8658
Royal Canadian Mounted Police (24hr)	St. John's Province Wide			24 Hr: 911 or 1 (709) 772-5400 24 Hr: 1-800-709-7267 Media Relations: 1 (709) 772-5926
Oil Spill Response				
Coast Guard - Marine Communications and Traffic Services Centre (Oil Spill Report – At sea or on land).	St. John's			24 Hr: 1 (709) 772-2083 Fax: 1 (709) 772 5369 1-800-563-9089 Media Relations 1 (709) 772-7623
Eastern Canada Response Corporation	Ottawa Ottawa St. John's St. John's			24 Hr: 1 (613) 930-9690 Fax: 1 (613) 230-7344 Tel: 1 (709) 364-6600 NL Mgr: Tel: 1 (709) [REDACTED]
Regulatory / Government				
Public Utilities Board	St. John's			Tel: 1 (709) 726-9604 or 1 (866) 782-0006
Provincial Premier Minister of Natural Resources	St. John's			Numbers held by CEO, VP Corporate Relations; VP, NLH and VP Human Resources & Organizational Effectiveness.
Media Relations (Office of the Premier): Media Relations (Natural Resources):				1 (709) 729-3960 [REDACTED] 1 (709) 729-5282 [REDACTED]
Executive Council:				[REDACTED]
City of St. John's David Day Manager Emergency Preparedness 24-7 Call Center	St. John's			311 or 754-2489 (24 hour - Wait and Press 0) 576-2721 (Office) [REDACTED] (Cell). 576-8579
City of Mount Pearl	Mount Pearl			748-1006 or 748-1000
OH&S Branch, Service NL	St. John's			24 Hr: 1 (709) 729-4444 24 Hr: 1 (800)-563-5471
Emergency Measures Organization (EMO)	St. John's			1 (709) 729-3703 Fax: 1 (709) 729-3857
Aviation				
Canadian Helicopters				Bishop's Falls Phone: 1 (709) 258-5681 Fax: 1 (709) 258-5809 Goose Bay Phone: 1 (709) 896-5259 Fax: 1 (709) 896-9281 Pasadena Phone: 1 (709) 686-2095 Fax: 1 (709) 686-2800 Conne River Phone: 1 (709) 882-2858 Fax: 1 (709) 882-2879
Customer Contact Telephone Numbers				
Customer Name	Home	Work	Pager	Cell
AUR Resources Dave Gulliford	[REDACTED]	672-7267	-	[REDACTED]
Deer Lake Power / Corner Brook Pulp & Paper Larry Marks	[REDACTED]	635-6339	-	[REDACTED]
North Atlantic Refining CBC Larry Murphy	[REDACTED]	463-3414	463-4077	[REDACTED]
Newfoundland Power St. John's Barry Hogan	[REDACTED]	737-5509	-	[REDACTED]
Newfoundland Power St. John's Sean LaCour	[REDACTED]	737-5621	-	[REDACTED]
Other				
Ron Ledrew	[REDACTED]			[REDACTED]
John Hollohan (CEOC support)	[REDACTED]			[REDACTED]

A2 General Directory (Emergency and Non-Emergency)

LEADERSHIP TEAM	Bus	Home	Cell
Bennett, Gilbert	737-1836	████████	████████
Dalley, Dawn	737-1315	████████	████████
Henderson, Rob	737-1752	████████	████████
Keating, Jim	737-1239	████████	████████
Humphries, Paul (Sys Planning)	737-1211	████████	████████
Kieley, Chris	737-1853	████████	████████
Maclsaac, John	737-1263	████████	████████
Martin, Ed	737-1291	████████	████████
McDonald, Gerard	737-1796	████████	████████
Sturge, Derrick	737-1292	████████	████████
AREA OFFICES			
Bay d'Espoir – Kearley Lev	882-3136	████████	████████
Bay d'Espoir – Kendall Rod	882-3108	████████	████████
B. Falls - Cater, Rob Mgr.	258-2357	████████	████████
B. Falls - Ireland, Hughie	258-2367	████████	████████
B. Falls - Moore, Darren	258-2359	████████	████████
C. Falls - Burry, Oral	925-8214	████████	████████
C. Falls - Burt, Kevin	925-8205	████████	████████
C. Falls - Penton Cyril	925-8236	████████	████████
C. Falls - Pilgrim, Nelson (Air Svs)	925-3405	████████	████████
Exploits - Eddy, Wilmore Mgr.	489-5186	████████	████████
Exploits - Robbins, Peter	489-5306	████████	████████
HV-GB – Rick Kennedy Mgr.	896-2525	████████	████████
HV-GB – O'Brien, Tony	896-2525	████████	████████
Holyrood - LeDrew, Terry Mgr.	229-2110	████████	████████
Holyrood – Rice, Wayne	229-2126	████████	-
Pt. Saunders – Nippard, Bill	861-3780	████████	████████
Pt. Saunders – Spence, Kirby	861-3682	████████	████████
ST. JOHN'S			
Barnes, Bob (LC Eng.)	737-1266	████████	████████
Bradbury, Mark (Finance)	737-1253	████████	████████
Burlingame, Todd (LC Environment)	737-4251	-	-
Butler, Bob (Operations/E.C.C.)	737-1217	████████	████████
Carter, Trent (EHS Specialist)	737-1955	████████	████████
Chamberlain, Wayne (Legal)	737-1443	████████	████████
Clarke, Lance (LC Commercial)	737-1245	████████	████████
Collins, Cathy (Safety & Health/OHN)	737-1745	████████	████████
Crosbie, Scott (PETS)	737-7808	████████	████████
Dunphy, Gerard (T/C Eng.)	737-1323	████████	████████
Gardiner, Terry (Trans/Dist Eng)	737-1762	████████	████████
Goulding, Kevin (Operations)	737-1409	████████	-
Harrington, Paul (LC Administration)	737-1907	-	████████
Healy, Rod (Environment)	737-1206	████████	████████
Hickman, Peter (Legal)	737-1462	████████	████████
Hiscock, Janet (Supply Chain)	737-1252	████████	████████
Hollohan, John (Safety & Health)	737-1415	████████	████████
Janes, Elaina (HR Support)	737-1332	████████	████████
Jones, Greg (Business Development/Bull Arm)	737-1246	████████	-
Kean, Jason (LC Project Services)	737-1321	████████	████████
Lannon, Brian (Safety & Health)	737-1396	████████	████████
Leggo, Rick (P&C Eng)	737-1212	████████	-
McErlean, Liam (HR Support)	737-1324	████████	████████
O'Neill, Karen (Communications)	737.1427	████████	████████
Pellern, Steve (LC Environment Aboriginal Affairs)	737-4218	████████	████████
Piercy, Gerard (Civil Eng)	737-1714	████████	████████
Ricketts, Frank (Environment)	737-1708	████████	████████

Roberts, Mike (HR Support)	737-1769	██████	██████
Russell, Carla (Manager Rates and Regulations)	570-5982	██████	██████
Sellars, Brent (Environment)	737-1764	██████	██████
Seymour, Nelson (Mech. Eng)	570.5902	██████	██████
Sinclair, Helen (Information Systems)	737-1359	██████	██████
Sullivan, Sarah (LC Communications)	737-4255	██████	██████
Tilley Steve (Safety & Health)	737-1420	██████	██████
Tobin, Ron (Safety & Health)	737-1331	██████	██████
Winsor, Glenn (Elec. Eng./Menihok)	737-1271	██████	██████
Whelan, Mike (Supply Chain)	737-1428	██████	██████
Young, Geoff (Legal)	737-1277	██████	██████
OTHER			
ECC - Shift Supervisor	737-1958		
ECC – Operators	737-1957		
Holyrood - Control Room	229-2132		
Bay d'Espoir - Control Room	882-3122 / 3525		
Exploits – Control Room	292-3130		
CF(L)Co - Control Room	925-8216 / 8218		
NF Power - Control Room	737-5993		
	Bus	Home	Cell
Board Chair – Styles, Terry	643-2861	██████	██████
NF Power - Delaney, Phonse	737-5280	██████	██████
GOVERNMENT			
Natural Resources – Jerome Kennedy (Minister)	729-5282	██████	██████
Natural Resources –Bown, Charles Deputy Minister	729-2766	-	██████
Premier's Office - Taylor, Brian (Chief of Staff)	729-3966	██████	██████
Premier's Office – Hammond, Lynn (Communications)	729-3960	██████	██████

APPENDIX B – CEOC EXECUTIVE MEMBER ON-CALL ROSTER

Commencing at 12 midday (Wednesday) on the dates shown below, one member of Executive Management will be on-call for a full 7 day period:

See Safety Intranet for current schedule or contact ECC for EOC.
709-737-1957

Notes:

1. To be distributed to:
 - (a) System On-Call
 - (b) Energy Control Centre
2. To be copied to:
 - (a) President and CEO.
 - (b) VP, Lower Churchill Project.
 - (c) VP, Human Resources and Organizational Effectiveness.
 - (d) VP, Finance and CFO.
 - (e) VP, Engineering Services.
 - (f) VP, Strategic Planning and Business Development Manager.
 - (g) General Counsel and Corporate Secretary.
 - (h) VP, Oil and Gas.
 - (i) VP, NLH.
 - (j) Manager, Safety & Health
 - (k) VP, Corporate Relations
3. Executive Members On-Call are responsible to ensure a replacement is identified during all absences. See:
 - (a) 1.8 CEOC Team Members, Their Major Responsibilities and Succession Plan.
 - (b) 1.9 CEOC Team Members on Holiday and / or Traveling away from St. John's).
3. Members are on call for a week at a time, from noon Wednesday in one week to noon Wednesday of the following week. "System On-Call" personnel follow the same rotation.
4. If the designated Executive Member On-Call expects to be unavailable for part or all of their on call period he/she is expected to arrange a replacement and notify the Administrative Assistant in the ECC (K. Butler) and the Manager, Safety & Health (J. Hollohan) of the details of the change.
5. Handovers are to be initiated by the off-going Executive Member On-Call and conducted either in person or by telephone.

APPENDIX C – CEOC DOCUMENTATION AND REPORTS

C1 CEOC Call Sheet

CORPORATE EMERGENCY OPERATIONS CENTRE

C3 CEOC Interim Action Plan (First 24 Hours of the Response)

WRITE CLEARLY

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

C4 CEOC Public Affairs Holding Statement (Example)

Public Affairs will support you making the following type of preliminary statement with known facts:

At _____(time, a.m./p.m.), on _____(date), a(n) _____(fire, explosion, spill, release, loss of generation, etc.) occurred at Nalcor's _____(location), located _____ kilometres _____(east, west, north, south) of _____(nearest town, city, landmark).

I deeply regret to inform you that presently _____(employees, contractors, members of the public) are being treated for injuries. I am sorry that I cannot release the names and conditions of the people injured.

The _____(facility or incident scene) has been (stabilized, shut-down, made secure) and Nalcor and the local _____(RNC, RCMP, OH&S, Coast Guard, EMO, etc.) authorities are directing the emergency response.

The cause of the _____(fire, explosion, spill, release, loss of generations, etc.) is not yet known and an estimate of damage is not yet available.

A further release will be issued in _____ hr/s.

Authorized by: _____ Date: _____ Time: _____ NT

C5 CEOC Time-Out Report (To be completed by the Safety & Health Coordinator)

WRITE CLEARLY

TIME-OUT REPORT – NALCOR CEOC									
TO BE COMPLETED BY THE SAFETY AND HEALTH COORDINATOR IN THE CEOC AND SENT TO THE INCIDENT COMMANDER AFTER EACH SECOND TIME-OUT									
LOCATION & LEVEL:		EXERCISE OR REAL EVENT (✓)		INCIDENT DATE:			TIME: (NT 24 HR)		
		<input type="checkbox"/> Exercise <input type="checkbox"/> Real Event							
INCIDENT DESCRIPTION/STATUS: (E.G. FIRE, PERSONNEL INJURY, WELL CONTROL, LOSS OF GENERATION & NATURE OF INCIDENT, IE WHAT HAPPENED)									
WEATHER ON-SCENE:		WEATHER ST. JOHN'S:		FACILITY FOCUS <i>N/C = No Change to previous report</i>			CEO C FOCUS <i>N/C = No Change to previous report</i>		
Wind From:		Wind From:							
Wind Speed (Kts):		Wind Speed (Kts):							
Visibility (km):		Visibility (km):							
Ceiling (ft):		Ceiling (ft):							
Temperature °C:		Temperature °C:							
Precipitation:		Precipitation:							
FACILITY / ON SCENE STATUS							TRANSPORT STATUS		
PERSONNEL ON-SCENE (POS) EMPLOYEES AND CONTRACTORS INVOLVED IN THE EMERGENCY AT THE FACILITY OR INCIDENT SCENE			MEASURES UNDERWAY OR BEING CONSIDERED (ALL RESPONSES)		IN PROGRESS (✓)	PLANNED (✓)	VEHICLE /VESSEL /AIRCRAFT: LOCATION		
1	Original POS (Nalcor):		Load Rationing				<input type="checkbox"/>		
2	Original POS (Contractor):		Releasing Dead Reservoir Storage				<input type="checkbox"/>		
3	Total POS (Add 1 and 2):		Avaling of Excess Customer Generation				<input type="checkbox"/>		
4	Total Evacuated (Nalcor):		Obtaining External Generation				<input type="checkbox"/>		
5	Total Evacuated (Contractor):		Exercising Demand Side Management				<input type="checkbox"/>		
6	Total Evacuated (Add 4 and 5):		Rationing of Utility Load				<input type="checkbox"/>		
7	Expected POS (Subtract 6 from 3):						<input type="checkbox"/>		
8	Actual POS:		Well Control				<input type="checkbox"/>		
Number Missing (Subtract 8 from 7):			Site Cleanup						
PERSONNEL / INJURY STATUS <i>N/C = No Change to previous report</i>									
Time (24 Hr. NT)	Name	Parent Company	Location	Condition	HR Advisor Informed	Official Notification Received	NOK Notified	Public Release	
ESSENTIAL NOTIFICATIONS COMPLETED (✓): <i>N/C = No Change to previous report</i>									

TIME-OUT REPORT – NALCOR CEOC	
1. RCMP 2. RNC 3. EMO 4. PUB 5. Service NL <input type="checkbox"/> Other	Notes:
TELEPHONE RESPONDERS MOBILIZED	<i>N/C = No Change to previous report</i>
FAMILY (✓):	MEDIA (✓):
1. Not Activated 2. Activated	1. Not Activated 2. Activated
DOCUMENTS ATTACHED (✓):	
1. Full Weather Report Attached. 2. Facility Diagram (General Layout) Attached. 3. Map Attached (1:25,000 Topographic of Facility / Incident location).	
COMPLETED BY (✓):	
1. Safety and Health Coordinator Name: _____ 2. Date: 3. Time:	
DISTRIBUTION (✓):	
1. Incident Commander. Runner to take to CEO's office. 2. Copy to be filed in CEOC by Data Recorder.	

C6 Project Safety and Health Checklist

Refer to form under this name contained in the Corporate forms database in Lotus Notes.

C7 Project Environmental Checklist

Refer to form under this name contained in the Corporate forms database in Lotus Notes.

C8 Project Emergency Response Plan - Generic

INTRODUCTION

This plan is to be used for work at any site for which there is no existing Emergency Preparedness Plan. It is developed to identify specific procedures to deal with all probable emergencies that may be encountered for the specific location identified below. The project manager is responsible for completing this plan, in consultation with the asset manager and the person responsible for safety & health in that area.

Location: _____

Project: _____

Nalcor's Representative: _____

COMMUNICATIONS

Name	Work No.	Home No.	Cell Phone
Medical Services			
Fire Department			
Police			
Coast Guard			
Energy Control Center			
Corporate Affairs			
Nalcor Representative			
Supervisor			
Safety Specialist			
Other			

Probable Emergencies

- Electrocutation
- Falls
- Heavy Equipment Accident
- Power Tool Accident
- Asphyxiation
- Rigging Accident

IN THE EVENT OF AN EMERGENCY:

(1) Evacuation of sick or injured

- (a) Notify medical services.
- (b) Give nature of illness or occurrence and other pertinent information.
- (c) Administer first aid to the injured or sick.
- (d) Maintain communication with medical services.

(2) Fire at Site

- (a) If the fire is small enough to extinguish without assistance, use a proper fire extinguisher and extinguish the fire.
- (b) If fire cannot be put out, evacuate the site by proceeding to _____ as shown on attached sketch.
- (c) Phone the local fire department and give location and fire type.
- (d) Report to ECC and advise the Control Room Operator of the status of the fire and equipment involved.

(3) Oil Spill or Leak

- (a) Act immediately.
- (b) Stop the source if possible and if safe to do so.
- (c) Contact immediate supervisor during office hours or the Energy Control Center (ECC) 737-1957 after hours.
- (d) The supervisor or ECC will contact the Coast Guard environmental emergency line 772-2083.

(4) General

- (a) Take control of the scene.
- (b) Ensure first aid and emergency services.
- (c) Control secondary accidents.
- (d) Identify sources of evidence.
- (e) Preserve evidence.
- (f) Determine the loss control potential.
- (g) Notify appropriate managers.

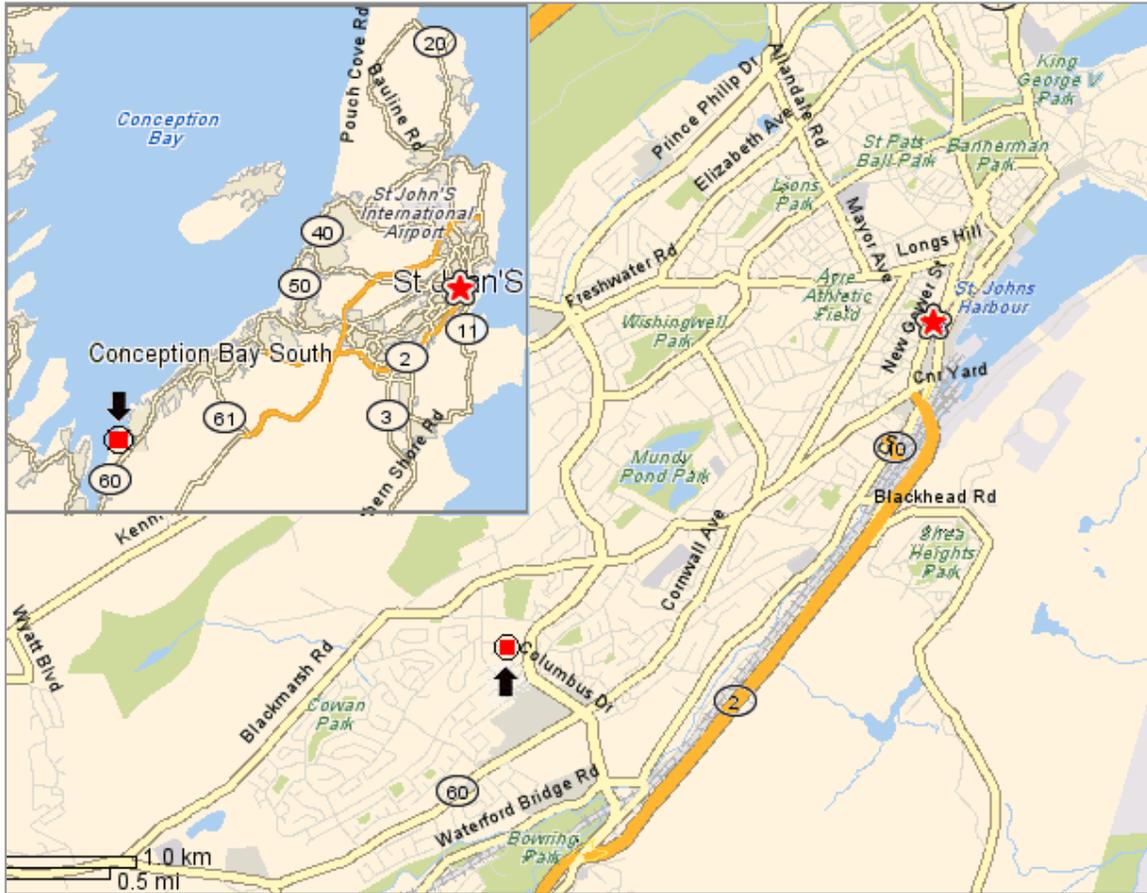
Duties of Nalcor's Representative

If Nalcor's Representative is not on site, the contractor's most senior person at the work site assumes those responsibilities listed below.

- (1) Ensure that his/her First Aid training is current.
- (2) Ensure proper Accident Incident (A/I) forms are available and provide instructions for their completion.
- (3) Ensure MSDS sheets for all hazardous material are located and easily accessible at site.
- (4) Ensure that tailboard talks are held at the beginning of each new type of work or critical task.
- (5) Ensure contractor and Nalcor personnel are equipped with hard hats, safety boots, and other personal protection equipment, as required.
- (6) Ensure adherence to the Occupational Health and Safety Act and the Nalcor's Safety and Health Program.
- (7) Ensure that Equipment Operators have Powerline Hazards Training, if applicable.
- (8) Ensure that all equipment, including dump and concrete trucks, are grounded when working in terminal station yards under transmission lines.
- (9) Ensure that wire batter lines are not used in the work.
- (10) Ensure that site gates are closed when not in use.
- (11) Temporary fencing / hazard tape shall be of a non-conductive material.
- (12) Ensure that survey gear, rebar, etc. is not carried over the shoulder in terminal stations.
- (13) Ensure that aluminum / metal ladders are not used at site.
- (14) Do not tolerate drugs, alcohol and horseplay at site.

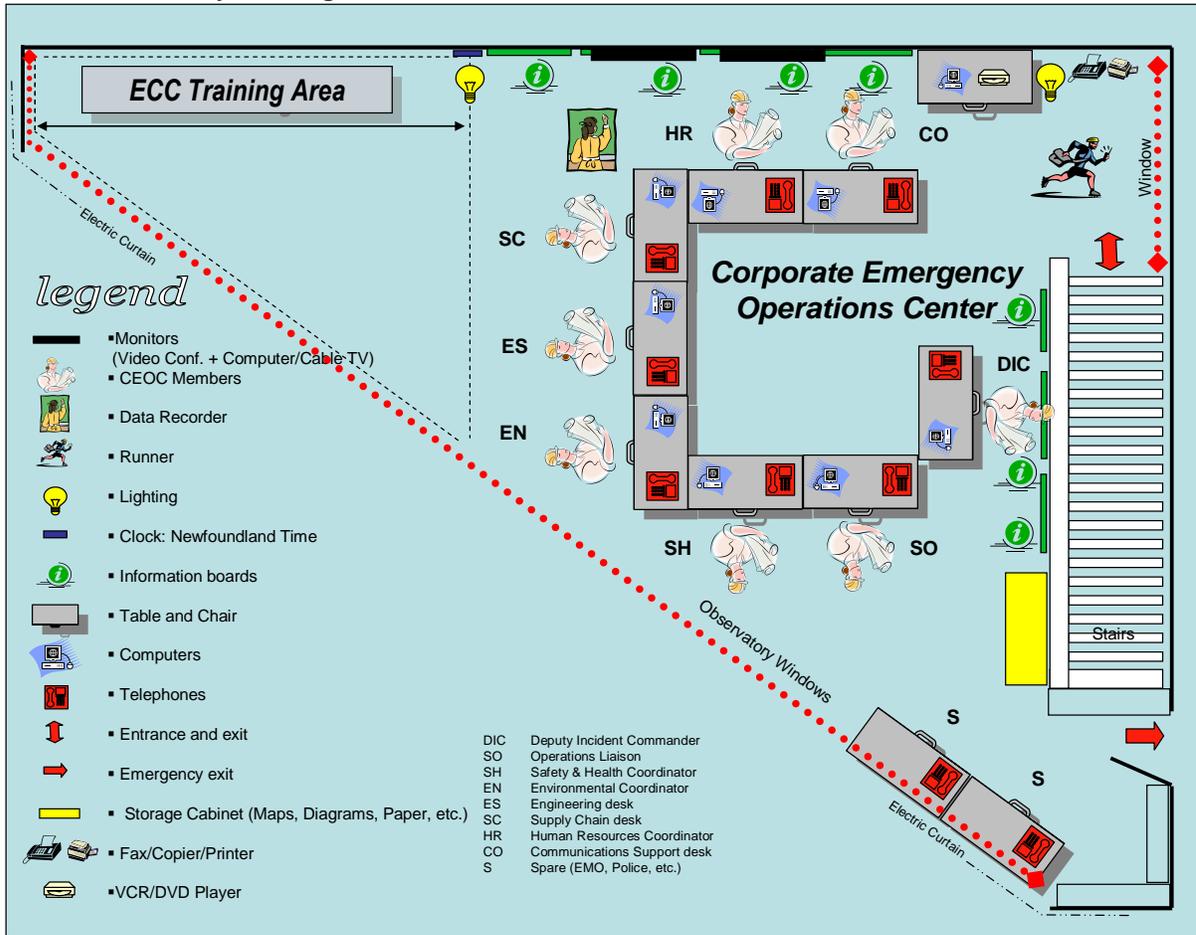
APPENDIX D – CEOC LOCATION MAP, DIAGRAM, EQUIPMENT AND BOARDS

D1 CEOC Location Map (Primary and Alternate)



- Primary CEOC is located at 500 Columbus Drive.
- Alternate CEOC is located at the Holyrood Generating Station.
- ★ St. John's (Official City Centre)

D2 CEOC Layout Diagram



D3 CEOC Equipment List

The following resources have been allocated to the CEOC:

Number Required	Corporate Emergency Operations Centre Equipment and Resources	Check
1	CEOC Telephones (Green Telephone Dedicated to On-Scene Communications: • Operations Liaison	
10	CEOC Telephones (normal telephones): • Deputy Incident Commander • Operations Liaison (Other communications) • Safety and Health Coordinator • Environmental Coordinator • Engineering desk • Supply Chain desk • Human Resources Coordinator • Communications Support desk • Spare • Spare	
11	1 person tables and chairs	
1	Combination Fax/Photocopier/Printer Machine.	
1	Laptop with Printing Support and Network Access (Critical Data Stored Locally on hard drive in the event that the CEOC has to be evacuated).	
8	"Thin Client" Workstations	
1	Projector Screen	
1	DVD/VCR Combo	
1	Flat screen TV (40 inches +) with Video Conferencing capability	
1	Flat screen TV (40 inches +) with cable and data projection capability	
1	Radio (FM / AM)	
1	Copy of the CERP	
8	Binders. Each Containing a copy of the CEOC Checklists (Section 4.0), Emergency Contacts (Appendix A) and Report Forms (Appendix C)	
1	Copy of the each ERP held within Nalcor	
1	Map of Generation and Transmission Grid	
Qty	Binders with 11 x 22 topographic maps showing surrounding area of each Nalcor Facility (1:25,000)	
1	Stationary Supplies Cabinet (Complete With Stationary)	
7	White Foamcore Boards – Pre-Printed (Non electronic)	
1	Events Board (Electronic with USB / SD memory card access)	
10	Tabletop Trays	
2	Local Telephone Book and Internal Telephone Book	
1	Clock set at NT	
1	Portable CEOC kit for storage at Holyrood	

Note: The equipment listed indicates the resources required for the CEOC to function independently and to communicate effectively with other Nalcor facilities and external response centers such as EMO.

D4 CEOC Information Boards

The CEOC has a total of 7 whiteboards and 1 electronic board within the CEOC. When writing on boards, ensure all text is large and legible. Boards are:

- 1. CALLS MADE BOARD** - Records the time of outgoing calls (major organizations only) from the CEOC as an aid to ensuring the Deputy Incident Commander and other CEOC members are aware that critical calls are being made. The board is maintained by the Data Recorder; however, all emergency co-ordination team members are responsible to pass their call-log sheets to the data recorder after making calls in accordance with their individual checklist. Times of outgoing calls are placed in the spaces provided.

CALLS MADE									
CALL TO	TIME (USE NEWFOUNDLAND TIME – 24 HR CLOCK)								
On-Scene / Facility									
RCMP									
RNC									
Fire Department									
Ambulance									
EMO									
OH&S Dept. Govt. Svcs									
Public Utilities Board									
Medical Advisor									
InConfidence EFAP									
Dept. Env and Cons.									
Health Science Centre									
President and CEO									
Newfoundland Power									
Flygt Canada									
Toromont									
Steward and Stevenson									
Pratt and Whitney									
Solor Turbine									
Wabush Power									
Other									
Other									
Other									
TIME-OUT REPORTS ISSUED TO INCIDENT COMMANDER									
Time-Out Reports									

Note: The Calls Made Board does not capture information related to a specific call (that information is captured on the CEOC call log sheet which is completed by each CEOC member at the end of each call).

2. FACILITY / SYSTEM STATUS BOARD - This board is maintained by the Operations Liaison and is designed to provide non-technical and generic information pertaining to a particular facility(s) or systems status (Hydro and Oil and Gas). It is important to note that this board is intended to provide general information to non-technical responders in a format that can be easily understood. This is particularly useful when CEOC members are reporting to, or in communication with, other responders (Nalcor and non-Nalcor) who may be outside of the CEOC.

FACILITY / SYSTEM STATUS BOARD						
FACILITY NAME:			ANTICIPATED RECOVERY TIME	MEASURES UNDERWAY OR BEING CONSIDERED (ALL RESPONSES)	UNDERWAY	PLANNED
1.				Load Rationing		
Capacity Lost:		MW		Releasing Dead Reservoir Storage		
2.				Availing of Excess Customer Generation		
Capacity Lost:		MW		Obtaining External Generation		
3.				Exercising Demand Side Management		
Capacity Lost:		MW		Rationing of Utility Load		
LAST UPDATED:		NT		Other:		
NAME:				Other:		
REMARKS						

RIG STATUS BOARD				
FACILITY NAME:				
Drill Depth (mRT):	OPERATIONAL STATUS			
Last Casing Shoe Depth (mRT):				
BOP Status:				
Time to Secure Well:				
POWER GENERATION STATUS				
Main:	Emergency:			
COMMUNICATION STATUS:		CONSUMABLE STATUS	AT FACILITY	REQUIRED
FIRE PUMP STATUS/DELUGE:		Cement		
LCM = Lost Circulation Material				
mRT = Metres Rotary Table	Barite (mT)			
mT = Metric Tonne	Bentonite (Gel)			
	Other LCM			

4. **FOCUS BOARD** – The CEOC Focus board is used by the Deputy Incident Commander to assist in the coordination of the CEOC to ensure the provision of optimal support to the facility or on-scene location during an emergency situation.

FACILITY / ON-SCENE FOCUS
CEOC FOCUS

5. **ACTIONS BOARD** - The CEOC Actions board is utilized by the team through the Data Recorder, who logs action items that have been initiated or will be initiated in the future. This enables the CEOC to accurately monitor the status of the team's actions which are implemented throughout a response.

ACTIONS			
Time	Action to be Completed	By Whom	Time Completed

When an action is completed it should be removed from the Actions board and placed on the Events board as an occurrence.

7. WEATHER SUMMARY BOARD – This board is maintained by the Environmental Services Coordinator (through the data-recorder) and is designed to provide the CEOC with an overall view of the actual environmental conditions on-scene and in St. John’s.

WEATHER / ENVIRONMENTAL CONDITIONS (ON-SCENE)				
Time: NT	Precipitation:	Rain		Ceiling (ft):
		Sleet		
		Freezing Rain		
		Snow		
Wind Direction (From):			Wind Speed (kts):	
Current Direction (To):			Current Speed (kts):	
Seastate (m):			Sea Temperature (°C):	
Visibility (km):			Air Temperature (°C):	
Forecast/Comments:				

WEATHER / ENVIRONMENTAL CONDITIONS (ST. JOHN’S)				
Time: NT	Precipitation:	Rain		Ceiling (ft):
		Sleet		
		Freezing Rain		
		Snow		
Wind Direction (From):			Wind Speed (kts):	
Visibility (km):			Air Temperature (°C):	
Forecast/Comments:				

8. **EVENTS LOG BOARD (ELECTRONIC)** – This board is maintained by the Data Recorder who logs all events that have transpired throughout an emergency incident.



APPENDIX E – PROVINCIAL GENERATION AND TRANSMISSION GRID





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APPENDIX F – GUIDELINES FOR NOTIFICATION OF NEXT OF KIN

F1 General

These guidelines can be used where appropriate and helpful. It is recognized, however, that each situation will be unique and actions will vary according to the situation, people involved and resources available. The objective is to get word to the family as quickly and as compassionately as possible and to provide support and resources (both short and long term).

F2 In Response to Death

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

In all circumstances, the Human Resources Coordinator will:

1. If responding to a request from a facility or other manager to provide support, work in close coordination with the most senior manager on-scene, the Safety and Health Coordinator in relation to accessing counselling services and the Manager, Human Resources to ensure a coordinated response is implemented in the field.
2. If responding to a death that requires notification directly from Hydro Place, work in conjunction with the Safety and Health Coordinator in relation to accessing counselling services and the Manager, Human Resources to ensure a coordinated response is implemented from within Hydro Place.
3. Co-ordinate the notification with appropriate local authorities (for example, RNC or RCMP) and Clergy, if appropriate. These authorities will have training that could assist Nalcor's personnel involved. Immediacy, however, is the critical factor.
4. Assist with immediate needs, e.g., transportation to hospital, child care, etc. (Coordinate all activates related in in-home care and / or transportation of NOK to hospital with the Safety and Health Coordinator Supply Chain desk (for Transportation and accommodation needs.
5. The Communications Support desk (CEOC) and the Communications Advisor must be notified as soon as the next of kin have been informed of the death.

F3 In Response to Injury

Follow the above guidelines where appropriate.

1. When an injury has occurred the next of kin will probably want to join the injured party as soon as possible. If a phone call is faster than a visit this may be the method to inform the family. Use your judgment.
2. Assist with immediate needs, e.g., transportation to hospital, child care, etc. (Coordinate all activates related in in-home care and / or transportation of NOK to hospital with the Safety and Health Coordinator and the Supply Chain desk (for Transportation and accommodation needs.
3. The Communications Support desk and the Communications Advisor must be notified as soon as the next of kin have been informed of the injury.



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F4 Follow-up (Death or Injury)

1. Ensure that the following contact numbers are provided to the NOK.
 - (a) Media Telephone Centre, if opened (to reference for media inquiries).
 - (b) Family Telephone Centre, if opened (to request further assistance).
 - (c) Compensation and benefits representative, if applicable.
 - (d) On-Scene contact.
2. Ensure that:
 - (a) On-scene counsellors remain in contact with the Safety and Health Coordinator within the CEOC.
 - (b) On-scene counsellors do not provide the NOK with the CEOC telephone numbers.

F5 Infield Notification Protocol (Fatality)

Protocol to be followed for the notification of the next of kin (NOK) in the event of an employee fatality:

The Senior Manager responsible for the area in which the employee is normally employed shall:

1. Select a team of two or three people, considering:
 - (a) Appropriate Nalcor representation (most senior Manager or Executive).
 - (b) Knowledge of the family.
 - (c) Ability to carry out the notification (training, etc.).
 - (d) Whether the individuals can be spared from the emergency response duties.

In all circumstances, the Notification Team should:

1. Be prepared to remain with the next of kin until other support (family, friends, counsellors, etc.) arrives.
2. Decide what brief honest facts will be communicated prior to visiting the family. Speculation as to cause of accident, personal opinion, blaming must be avoided.
3. Be prepared to answer questions about what was done to rescue or ease the suffering of the victim.
4. If appropriate, request that they be invited inside the home.
5. Try to be seated and introduce themselves prior to making any statement related to the victim. Always display:
 - (a) Compassion
 - (b) Calmness
 - (c) Openness
 - (d) Competency
6. Be aware that they may have to briefly take charge of the person.
7. Provide facts in a brief and honest manner, with no:
 - (a) Speculation
 - (b) Personal opinion
 - (c) Blaming



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8. Not make empty promises, such as 'Don't worry; I'm sure everything will turn out ok'.
9. Assure the family that, 'we will do everything we can to help you through this'.
10. Listen carefully and allow the person(s) to express emotions.
11. Ask 'What are your concerns, wishes, or needs right now?' So that you can be clear about what you can offer.
12. Be aware that people can react very differently. Be prepared for an emotional response (e.g., anger, denial, tears, and withdrawal). The chance of a serious reaction, e.g., heart attack to bad news is rare; however, follow-up with the individual's personal physician should be encouraged. (Note: any suggestion of suicidal thinking requires immediate medical assessment).



APPENDIX G – EMERGENCY SUPPORT SERVICES

G1 Helicopter Services

Emergency helicopter services can be provided through Canadian Helicopters. Refer to Appendix A for contact information.

G2 Weather

Weather information can be obtained from Environment Canada at http://www.weather.ec.gc.ca/canada_e.html

G3 Medical Advice

Medical advice can be provided through the Corporate Medical Advisor. Refer to Appendix A for contact information.

G4 Grief Counselling

Grief counsellors can be provided through the inConfidence EFAP. Refer to Appendix A for contact information.



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APPENDIX H – MUTUAL EMERGENCY ASSISTANCE

H1 Canadian Electricity Association Annual Directory

A copy of the *Canadian Electricity Associations Annual Directory* will be kept in the CEOC and is included as this Appendix. Refer also to <http://canelect.ca/en/home.html>.

H2 Customer Contacts

Refer also to Appendix A for a list of Customer Emergency Contact Numbers.



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APPENDIX I – EMERGENCY SERVICES CONTRACT / PURCHASING AGREEMENT

The CEOC team may utilise the Nalcor “Specification for Emergency Services” for either: 1) retaining professional or consulting services on a short-term basis of no longer than one month; or 2) when required to secure rental equipment or to make purchases. This Specification is maintained by the Supply Chain Department.



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APPENDIX J – POTENTIAL FAMILY SUPPORT CENTRE LOCATIONS – ST. JOHN'S

Holiday Inn St John's (709) 722-0506
180 Portugal Cove Rd, St John's, NL

Battery Hotel & Suites, The
(709) 576-0040
100 Signal Hill Rd, St John's

Best Western Travellers Inn
1 (709) 722-5540
199 Kenmount Rd, St John's

Blue on Water
1 (709) 754-2583
319 Water St, St John's

Bonne Esperance House
1 (709) 726-3835
20 Gower St, St John's

Cantwell House
1 (709) 754-8439
25 Queens Rd, St John's

Capital Hotel
1 (709) 738-4480
Kenmount Rd, St John's

Captain's Quarters Hotel Inc
1 (709) 576-7173
2 Kings Bridge Rd, St John's

Comfort Inn
1 (709) 753-3500
106 Airport Rd, St John's

Courtyard by Marriott St John's
1 (709) 722-6636
131 Duckworth St, St John's

Crossroads Motel & Trailer Park
1 (709) 368-3191
980 Kenmount Rd, St John's

Delta Hotels - Delta St. John's Hotel
1 (709) 739-6404
120 New Gower St, St John's

Sheraton Newfoundland
1 (709) 726-4980
PO Box 5637, Cavendish Sq, St John's



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Guv'nor Inn
1 (709) 726-0092
389 Elizabeth Ave, St John's

Harbour View Inn
1 (709) 722-3892
54 Water Street, St John's

Hillview Terrace Suites
1 (709) 754-9822
Suite 4A, 3 Wadland Cres, St John's

McCoubrey Manor 1 (709) 722-7577
Suite 6, 8 Ordnance St, St John's

Murray Premises Hotel, The
1 (709) 738-7773
5 Becks Cove, St John's

Ramada St John's
1 (709) 722-9330
102 Kenmount Rd, St John's

Super 8 Motel
1 (709) 739-8888
175 Higgins Line, St John's



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APPENDIX K – MEMORANDUM OF UNDERSTANDING (NLH - NP)

A copy of this document will be stored in the CEOC and is included as Appendix K.



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APPENDIX L – MAJOR STORM DAMAGE RESTORATION RESPONSE (NLH - NP)

A copy of this document will be stored in the CEOC and is included as Appendix L.

INITIAL NOTIFICATION OR MOBILIZATION

A L E R T	<p>1. Executive Member On-Call (Notification). 2. All CEOC Members (Notification through pager and voice messaging - no mobilization)</p> <p>Pager Code 811, NO MOBILIZATION OF CEOC TEAM</p>	<p>Situation Reported: Emergency has not yet occurred or has not been confirmed.</p> <ul style="list-style-type: none"> Weather forecast indicates that severe conditions may exist within the next 24 hours (ice storm, flooding, high winds, etc.). A kick or well control problem is being experienced. A third party or unrelated emergency currently exists at another location that is not related to Nalcor, but that may impact Nalcor within the next 24 hours if conditions do not improve (Forest fire, flooding, etc.). Partial loss of facilities ability to produce power may generate energy shortage within the next 24 hours if not rectified. An aircraft or vehicle is overdue or experiencing difficulties with Nalcor personnel onboard.
L E V E L 1	<p>FIELD</p> <p>1. Facility Emergency Operations Centre (Mobilization). 2. Local authorities related to Facility, as required.</p> <p>ST. JOHN'S</p> <p>3. Executive Member On-Call (Notification). All CEOC Members (Notification through pager and voice messaging - no mobilization)</p> <p>Pager Code 811, NO MOBILIZATION OF CEOC TEAM</p>	<p>Minor Local Emergency confirmed; impacts confined to one area of site or facility; no immediate hazard to the public or environment exists and no danger of uncontrolled escalation. Emergency can be managed at the facility level. Situational examples:</p> <ul style="list-style-type: none"> Contained and controllable fire. An unexpected release of gas has been confirmed with effects restricted to one area of the facility. Significant kick or loss of circulation with difficulty to control due to equipment malfunction. An explosion which has resulted in minimal on-site damage and poses no further threat. An unexpected release of toxic material has been confirmed with effects restricted to one area of the facility. Instantaneous batch spill with the source controlled and no sustained, identifiable presence of oil on the water surface. A bomb or terrorist threat has been received but involves no further evidence of potential escalation Loss of supply. Further loses are not anticipated and equipment repairs can be made within 12 hours. Serious injury requiring external medical intervention.
L E V E L 2	<p>FIELD</p> <p>1. Facility Emergency Operations Centre (Mobilization). 2. Local authorities related to Facility, as required.</p> <p>ST. JOHN'S</p> <p>3. Executive Member On-Call (Notification). 4. CEOC Members (Mobilization in full through pager and voice messaging) 5. Premiers Office (Notification). 6. Ministers' Offices (Notification). 7. Emergency Measure Organization (Notification or Mobilization, subject to Situation).</p> <p>Pager Code 911, FULL or PARTIAL MOBILIZATION OF CEOC TEAM</p>	<p>Major Local Emergency confirmed; Impacts to broader area of a facility; has the potential to result in serious impacts off-site; some hazards to the public or environment may exist; potential for uncontrolled escalation. Emergency can be managed at the facility level with external support. Situational examples:</p> <ul style="list-style-type: none"> Loss of life. Uncontrolled fire with impacts contained on-site. An explosion which has resulted in significant damage to equipment and areas of the site. Impacts are confined to the site. The inability to gain control of a significant kick or loss of circulation from the well is continuing due to equipment malfunction. An unexpected release of toxic materials has been confirmed with the potential to impact other areas of the facility. Loss of supply. Further loses could occur and equipment repairs can be made within 24 hours. Potential for Dam Breach exists. Vessel emergency, while docked at a Nalcor facility that requires cessation of generation. Instantaneous batch spill with an identified slick on the water which is expected to persist. Source controlled with potential for further minor spillage exists. Containment and cleanup is required. Equipment damage or failure has occurred with the potential for further damage or loss of facility integrity. A bomb has been located / detonated or terrorist action has occurred with no evidence of further escalation or damage.
L E V E L 3	<p>FIELD</p> <p>1. Facility Emergency Operations Centre (Mobilization). 2. Local authorities related to Facility, as required.</p> <p>ST. JOHN'S</p> <p>3. Executive Member On-Call (Notification). 4. CEOC Members (Mobilization in full through pager and voice messaging). 5. Premiers Office (Notification). 6. Ministers' Offices (Notification). 7. Emergency Measure Organization (Notification or Mobilization, subject to Situation).</p> <p>Pager Code 911, FULL MOBILIZATION OF CEOC TEAM</p>	<p>Catastrophic Emergency confirmed; operating control has been lost and the integrity of a facility, facilities or the system is threatened; situation results in serious impacts outside the facility area: uncontrolled escalation of the emergency and definite and serious hazards to the public or environment exists. Emergency cannot be managed at the facility level. Situational examples:</p> <ul style="list-style-type: none"> A major uncontrolled fire causing a threat to the integrity of the facility or public. A major explosion causing significant damage and a threat to the integrity of the facility or off-site area. A loss of well control resulting in an uncontrolled flow. A significant release of hazardous materials with hazardous high concentrations being experienced throughout the facility. Loss of supply and equipment repairs cannot be made within 24 hours. An aircraft or personnel are confirmed lost. A major spill is continuing with the source not identified. Extensive mobilization of containment and recovery equipment is required. Equipment damage or failure has occurred resulting in loss of facility integrity. A bomb has been located / detonated or terrorist action has occurred resulting in damage and a threat to facility integrity.

