

MINE EMERGENCY MANAGEMENT PLAN

DRAFT: Version 1



2020-June-22

During an emergency, please refer to the following quick references:

Flowcharts

- a. Emergency Levels
- b. OCI Notification Flow chart
- c. General Incident Notification Flowchart for ALL Personnel
- d. IC Activation for Responding Inspector
- e. EOC Activation Procedure
- f. Mine Fatality Response Procedures

Action Checklists

- a. Determine your position and refer to the:
 - i. Responding Inspector – Initial Response Plan
 - ii. Generic EOC Action Plan
 - iii. Role specific Action Plan

How to use the document

- i. The MEMP is intended to be utilized by all MHSE/MCAD staff during a level 1,2, or 3 emergencies.
- ii. All procedures and forms must be followed and adhered to during MEMP activation.
- iii. Designated staff can refer to their respective action plans for direction.

Amendments

Date:	Item updated
Date:	Item updated

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SECTION 1 PLAN ADMINISTRATION

1.1 Scope

The Mine Emergency Management Plan (MEMP) is designed to address the ministry's response to emergencies related to mines in British Columbia (B.C.). Any other emergencies under the Ministry of Energy, Mines and Petroleum Resource's (Ministry) jurisdiction may be addressed in the respective division's emergency management plans (example Oil and Gas Division for oil/gas explosions).

1.2 Authority

The MEMP is developed under the authority of the Emergency Program Management Regulation [B.C. Reg. 200/98]

1.3 Policy Statement

Mines Health, Safety and Enforcement Division (MHSE) is responsible for maintaining the Ministry's MEMP. MHSE is committed to regulatory excellence and continuous improvement in all aspects of emergency planning. In the event of an emergency, staff from either or both of MHSE and Mines Competitive and Authorizations Division (MCAD) may be activated to respond.

The purpose of the MEMP is to:

- Recognize the Ministry's overall approach to mine emergency responses within the province.
- Have an established hierarchy of control to be followed by involved Ministry personnel during a mine emergency anywhere in the province.
- Provide general guidance to the Ministry's employees on the initial actions in the event of a mine emergency.
- Identify hazards/risks and mitigation strategies to reduce risk and effectively plan for response to mine emergencies.
- Ensure the Ministry's response to mine emergencies is flexible to the uniqueness of each emergency and can integrate with other emergency response agencies.
- Identify how information will be shared, disseminated and recorded to ensure timely decisions can be made by key personnel.

Concept of Operations

The concept of operations provides an overview of the emergency response structure for the Ministry. It states what the goals and objectives for each of the various levels of personnel involved in the response and what their responsibilities and authorities are.

The three main components of the Ministry's concept of operation's structure are made up of:

Policy Group

ADMs, Chief Inspector, Executive Lead, GCPE

- Provides strategic direction and guidance
- Provides executive level oversight and decision making
- Approves larger scope funding requests
- Approves communications - both internal and external
- Provides briefings to senior government officials (Deputy Minister, Minister, Premier, etc.)

Site Support (EOC)

Victoria-Based Trained Personnel

- Fill required positions within EOC.
- Provides support to the province's on-site Incident Command.
- Provides and coordinates information management of all activities in EOC and Incident Command.

Site Response (Incident Command)

Responding Mine Inspector(s)

- Provides province's site command at the incident site or participates in the Unified Command with another responding agency (mine operator, emergency response agencies, etc.)
- Requests support from the EOC and manages provincial support services provided to the site
- Provides status updates regularly to the EOC

1.4 Division of Responsibilities

In B.C., planning for mine emergencies is a shared responsibility. Under the *Mines Act* and the Health, Safety and Reclamation Code for Mines in British Columbia (HSRC), the responsibility for emergency planning at permitted mine sites is delegated to the designated Mine Manager. Permitted mine sites are required under the HSRC to develop and submit to the Ministry a Mine Emergency Response Plan (MERP). The Ministry regulates the content required in the MERP, conducts reviews and inspections to ensure compliance with the regulatory requirements.

If response to a mine emergency is beyond the capacity of the mine to manage, the responsibility for emergency response transfers to the Ministry.

In the case of a non-permitted mine site or abandoned mine, the responsibility for emergency planning and response resides with the Ministry.

1.5 Plan Objectives and Principles:

The MEMP is designed to provide general guidance to Ministry staff in the event of an emergency. The MEMP has adopted the British Columbia Emergency Management System (BCEMS) following the principles of the Incident Command System (ICS) structure for response to emergencies, which provides for flexibility in the emergency response. Emergency Operation Centers (EOC) will be activated, as necessary, based on the severity of incident, however depending on the severity of the emergency, not all positions in the Incident Command or EOC may need to be filled. The

BCEMS structure provides for integration with other responders within B.C., including the establishment of Unified Command.

Key principals during an emergency:

- Preserve the health and safety of responders and the public
- Protect the environment
- Protect property
- Ensure Ministry business continuity during a prolonged response

1.6 Emergency Levels

Emergencies are categorized into levels, each is managed based on severity with general responsibilities categorized as Monitor, Augment or Takeover. Emergency levels are not absolute, each event may have the potential to escalate.

Emergency levels are most commonly determined by who receives the initial complaint (either an Inspector or the OCI).

- **Level 1 (Monitor)**
 - a. Low threat to public or environment.
 - b. An incident controlled and contained by a MERP.
 - c. Requires oversight to ensure compliance with regulatory requirements.
 - d. May require the mobilization of inspectors or resources to the site.
 - e. Usually does not require activation of the MEMP or Mines EOC.
- **Level 2 (Augment)**
 - a. Moderate to Major threat to the public or environment that is managed by a MERP.
 - b. Requires oversight to ensure compliance with regulatory requirements.
 - c. May require the mobilization of inspectors or resources to the site.
 - d. May require the involvement of external resources.
 - e. May attract a high level of public interest.
 - f. May require activation of the MEMP and may require activation of the Mines EOC.
- **Level 3 (Takeover)**
 - a. All incidents at orphaned and abandoned mine sites.
 - b. Moderate to Major threats to the public or environment that:
 - i. Exceeds the capability of a MERP, or
 - ii. Exceeds the capacity for mine management to manage the event.
 - c. May attract a high level of public interest.
 - d. Requires mobilization of inspectors or resources to the site.
 - e. Requires activation of an EOC to provide support to responding Ministry staff.
 - f. May require the involvement of external resources.

1.6.1 Mines Investigation Unit (MIU)

Any activation of the MEMP may trigger an investigation by the MIU. Investigation protocols are defined in the *Initiation of Investigation Policy*. Notification flow charts will outline communication protocols when MIU notification may be required.

1.6.2 Fatalities or Serious Injury

In the event of a mining related fatality or serious injury, the MEMP will only be activated if an emergency response is ongoing related to the event.

If the event, contributing to the fatality or serious injury, is not related to an ongoing emergency response, the MEMP is not activated. Refer to the Investigation Initiation Policy for potential investigations.

1.7 Critical Incident Stress Management

The Ministry has implemented a Critical Incident Stress Management (CISM) program to invest in the health and wellness of Ministry staff. Recognizing that emergency events can trigger traumatic responses for individuals, these resources will be available to staff as part of the wellness program.

Peer support coordinators will facilitate sessions soon after an incident has occurred, providing the opportunity for staff to debrief and defuse some of the internal stress responses a person may be experiencing.

Group or individual facilitations will be available at the discretion of the peer support coordinator.

Although a staff member cannot be compelled to attend a defusing session, they are highly encouraged to participate. Strict confidentiality is maintained amongst the participants. Speak to your supervisor if you have been involved in responding to a critical incident.

1.8 Maintenance

1.8.1 Emergency Preparedness Committee

The Emergency Preparedness Committee (EPC), chaired by the Emergency Preparedness Coordinator, is established to ensure the maintenance and continuous improvement of the MEMP. Its membership consists of select staff from the Ministry.

The EPC will:

- Conduct Hazard Risk and Vulnerability Assessments (HVRAs) to identify risks and mitigation strategies.
- Review the MEMP periodically and make revisions or recommendations necessary to ensure compliance with the *Emergency Program Act*, other pertinent legislation and regulations, as well as, modern emergency planning philosophies and techniques.
- At the conclusion of a MEMP activation, review after action reports, conduct debriefs as necessary and make recommendations for continuous improvement.
- Ensure an adequate level of trained staff are available to fulfill EOC and Incident Command Post (ICP) roles.
- Maintain a MEMP training and exercise roster; coordinate regular training and exercises.
- Review the *MERP Guidelines for the Mining Industry* periodically and update as necessary.

SECTION 2

Hazard Vulnerability Risk Assessments



SECTION 2 – HAZARD VULNERABILITY RISK ASSESSMENTS

2.1 Preamble

The Ministry has adopted the British Columbia Emergency Management Systems four phase (pillars) approach to emergency management. These four pillars are known as:

- Prevention/Mitigation
- Preparedness
- Response
- Recovery

The Prevention phase is ongoing and is used by staff to identify, prevent, eliminate or reduce the risk, which is the likelihood and impact of hazards and potential emergencies. The regulation of mining in B.C. is complex and requires systematic analysis to identify where mining hazards exist and what controls are required to reduce or eliminate risk.

The following table defines the four-phase approach as it relates to the Ministry's mandate:

Phase	What it means	Ministry Actions
<i>Prevention/ Mitigation</i>	Steps are taken to identify, prevent, eliminate, or reduce risk, which is the likelihood and impact of hazards. <i>The purpose of this phase is to protect lives, property, and the environment; reduce economic and social disruption; and improve response capabilities.</i>	<ul style="list-style-type: none">• Conduct MERP audits and compliance verification activities• Conduct mine inspections• Perform Hazard, Vulnerability Risk Assessments• Engage with stakeholders and First Nations
<i>Preparedness</i>	Action is taken to prepare for emergency response and recovery. <i>Plans are created to support the continuity of emergency operations and other mission critical services.</i>	<ul style="list-style-type: none">• Develop the MEMP• Conduct internal training and exercises• Maintain and continuously improve plans
<i>Response</i>	Action is taken in direct response to an imminent or occurring emergency/disaster in order to manage its consequences. <i>The plan for continuity of emergency operations is activated, if necessary.</i>	<ul style="list-style-type: none">• Activate the MEMP• Initiate Incident Command Posts and/or the EOC, as necessary• Coordinate mine rescue teams• Deploy the mobile incident command post• Liaise with industry, government agencies, public and First Nations

<i>Recovery</i>	<p>Steps are taken to repair a community affected by a disaster and restore conditions to an acceptable level or, when feasible, improve them.</p> <p><i>This phase consists of several stages and works toward disaster risk reduction to minimize future damage to the community and environment.</i></p>	<ul style="list-style-type: none"> • Monitor industry recovery • Conduct compliance verification activities related to the incident • Liaise with industry, governments, public and First Nations
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2.2 Hazard Vulnerability Risk Assessments

The HVRA is a critical component of any organization's emergency plan. The HVRA is used to make risk-based decisions regarding vulnerabilities, how to mitigate risk and respond to emergencies. The EPC is responsible to ensure HVRAs are conducted. The HVRAs will be reviewed and updated at a frequency established by the EPC.

HVRAs will be used to identify risks related to incidents within the mandate of the MEMP, specifically focusing on Level 3 emergencies. During the hazard identification step in conducting the HVRAs, consideration must be made for both the safety of the ministry and the mines themselves in general.

Examples of mining related hazards considered:

- TSF or other containment failure
- Flooding
- Landslide or spoil/waste pile failure
- Snow avalanche
- Spill of hazardous product into waterway or release into atmosphere
- Fire and/or explosion
- Wildfire
- Serious injury of person in remote location
- Equipment incidents (heavy equipment and/or light vehicles, including mobile and fixed equipment)
- Trapped or injured worker within an abandoned or an active mine declared a level 3 emergency
- Mine subsidence, inundation, rock falls or slope failures
- Ventilation, or lack of, in an abandoned mine
- Hazardous atmospheres, including chemical or other toxin exposures
- Blasting material or unused/discarded explosives
- Wildlife encounters
- Electrical hazards, including power outages
- Violent situations, or civil unrest (terrorism)
- Confined spaces
- Exposure to heights

Once hazards are identified, an evaluation will be conducted to determine the severity, probability and frequency, then identify controls to reduce or eliminate the risk. Early implementation of these controls will prevent Ministry staff, mine employees and/or the public from being exposed to the potential risks. This process contributes to the development of response plans.

The analysis will be completed in general terms, however during an actual emergency, unexpected hazards may present themselves and will be therefore be assessed and managed at the time.

The vulnerability component of this analysis is to determine who may be adversely affected – people, property, infrastructure, industry, resources etc.

HVRA activities will commence in 2020 and be ongoing.

SECTION 3

Roles and Responsibilities



SECTION 3 – ROLES and RESPONSIBILITIES

3.1 General

In addition to Ministry roles and responsibilities, BCEMS outlines the roles and responsibilities for the management of an emergency event. ICS roles are independent of organizational established hierarchy.

Not every position in the Incident Command/EOC structure is required to be filled. It is dependent on the severity and scale of the emergency. In smaller emergencies the Incident Commander, or EOC Director may fulfill multiple roles. If required, the BCEMS structure provides great flexibility to increase and decrease staffing needs suitable to the requirements of the emergency.

Roles and responsibilities for position functions during MEMP activation are outlined in this document for the following diagrams.

Positions are denoted by a universal color scheme. Vests are commonly worn in the ICP and EOC to quickly identify an individual's position.

If additional positions, beyond the section chief level, are required refer to the organizational charts in the *Incident Command System Quick Reference Guide* and/or the *Emergency Operations Center Quick Reference Guide* (Section 5).

Figure 1: Policy Group Hierarchy



3.2 Executive (Policy Group):

The Executive oversees the Incident Command and EOC operations without having a direct role in the operational response to the incident. The Executive is made up of the MHSE/MCAD Executive Directors responsible for mining operations:

MHSE	MCAD
Assistant Deputy Minister	Assistant Deputy Minister
Chief Inspector of Mines	Chief Permitting Officer
Executive Director, Compliance, Audits and Enforcement	Executive Director, Major Mines Office
Executive Lead, Code Review	Executive Director, Regional Operations
Director, Orphaned and Abandoned Mines	

The EOC is responsible to ensure the Executive have been kept informed of any response related to the incident. The primary information they need to be made aware of is:

What happened? Provide basic details of the incident.

Who or what is impacted? People, property, environment, etc.

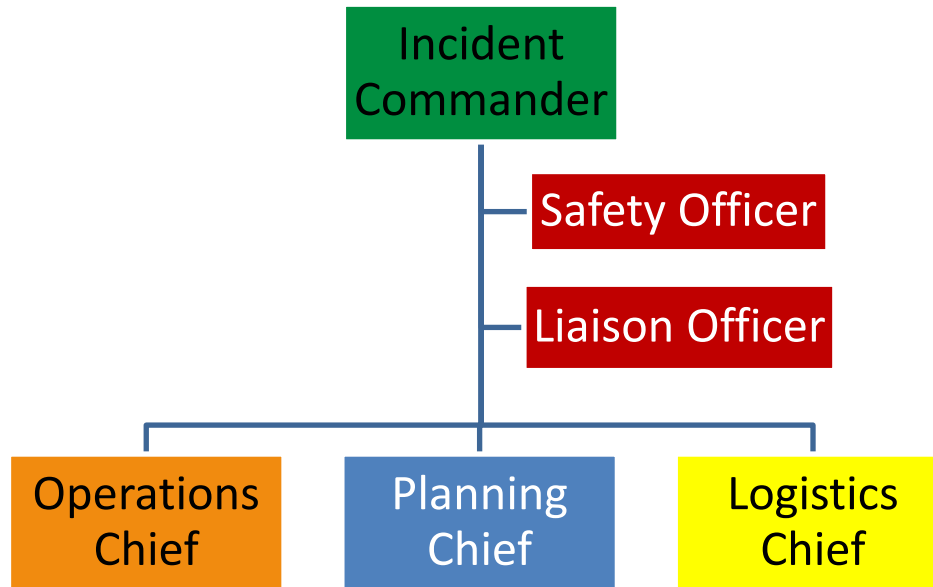
What is being done to control or manage the incident?

Executive needs to be informed when high-level DECISION-MAKING is required.

Executive, in cooperation with communications, will provide messaging to the public and/or media.

3.3 Incident Command

Figure 2 – Ministry ICS Hierarchy



3.3.1 Incident Commander

The Incident Commander oversees the Ministry's field operational response and oversees all Ministry staff at the incident site.

Depending on the size and scale of the incident response the Incident Commander may fulfill multiple roles within the ICS structure. When appropriate, the Incident Commander may appoint staff to fulfill additional roles.

The Incident Commander is typically the most qualified Ministry staff member at the incident location, ideally any staff who have completed ICS-300.

The Incident Commander position may be transferred to different ministry staff, regardless of rank, where it makes sound operational sense to do so.

The Incident Commander may function as part of a Unified Command at an incident site, and if so, responsibility remains with the Ministry Incident Commander to keep the EOC/Policy Group informed of the situation and request their assistance if needed.

3.3.2 Liaison Officer

The Liaison Officer is the main point of contact for representatives from industry or other government agencies.

The Liaison Officer may be fulfilled by any Inspector of Mines.

3.3.3 Safety Officer

The Safety Officer is responsible for all incident level site safety, including the safety of emergency responders.

The Safety Officer may be fulfilled by any Inspector of Mines.

3.3.4 Information Officer

Unlike traditional Emergency Management planning models, the Ministry does not plan to have an information officer staffed on site. All media communications will be routed through the EOC Information Officer.

3.3.5 Operations

Operations Section is responsible for directing the site level actions to achieve operational objectives.

The Operations Section Chief is typically occupied by a Senior Inspector of Mines with a minimum of ICS-200.

Operations Section staff is typically filled by any Inspector of Mines with ICS-100.

3.3.6 Planning

Planning Section is responsible for the collection, analysis and dissemination of information related to the incident, providing updates on site resources and development of incident action plans.

The Planning Section Chief is typically occupied by a Senior Inspector of Mines with a minimum of ICS-200.

Planning Section staff is typically filled by any Inspector of Mines with ICS-100.

3.3.7 Logistics

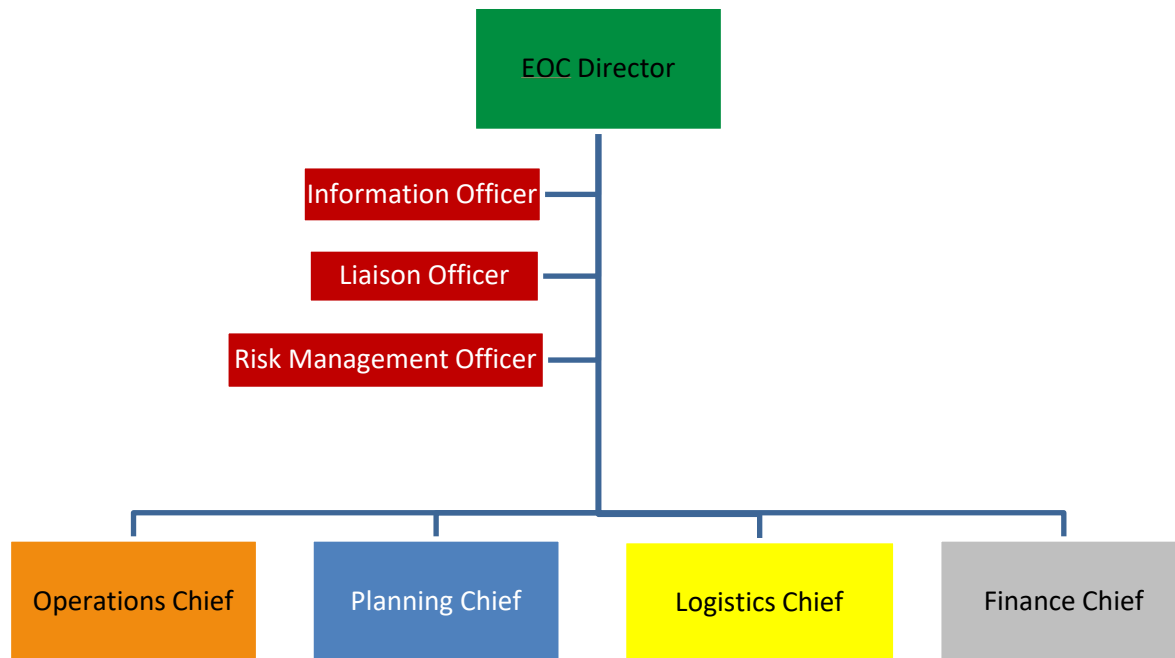
Logistics Section is responsible for the coordination for resources and supplies to the incident site.

The Logistics Section Chief is typically occupied by a Senior Inspector of Mines with a minimum of ICS-200.

Logistics Section staff is typically filled by any Inspector of Mines with ICS-100.

3.4 Emergency Operations Center

Figure 3 – Ministry EOC Structure



3.4.1 EOC Director

The EOC Director is responsible for all site support management activities and directing emergency level functions (i.e. operations, logistics, planning, finance, etc.). The EOC reports up to the Executive Policy Group to ensure proper policy advice is obtained.

The role of EOC Director is ideally occupied by a Director, or senior level staff member with industry and emergency management experience, ideally with operations, planning or logistics experience and/or training.

3.4.2 Information Officer

The Information Officer is responsible for ensuring information is complete/accurate and disseminating to the public/stakeholders/ government agencies etc.

The Information Officer role will be fulfilled by Ministry Communications staff

3.4.3 Liaison Officer

The Liaison Officer is the main point of contact for interagency representatives and liaises with other EOCs.

The role of Liaison Officer is ideally fulfilled by a senior staff member with industry knowledge and experience.

3.4.4 Risk Management Officer

The Risk Management Officer is responsible for ensuring safety measures of workers within the mandate of the EOC. This includes monitoring situations for risk exposure and identifying potential solutions.

The role of Risk Management Officer may be fulfilled by any Ministry Staff.

3.4.5 Operations

Operations section is responsible for coordinating and directing the site support actions to achieve operational objectives.

The Operations Chief is typically occupied by a senior staff member with a minimum of EOC Essentials Training, and ideally with EOC Operations training also.

Operations section staff is typically filled by any staff member with a minimum of EOC Essentials training.

3.4.6 Planning

Planning section is responsible for the collection, analysis and dissemination of information related to the incident, providing updates on site resources and development of incident action plans.

The Planning Chief is typically occupied by a senior staff member with a minimum of EOC Essentials and ideally, with EOC Planning training also.

Planning section staff is typically filled by any staff member with a minimum of EOC Essentials training.

3.4.7 Logistics

Logistics section is responsible for the coordination for resources and supplies to the incident site.

The Logistics Chief is typically occupied by a senior staff member with a minimum of EOC Essentials and, ideally with EOC Logistics training also.

Logistics section staff is typically filled by any staff member with a minimum of EOC Essentials training.

3.4.8 Finance

The Finance section is responsible to track and analyze all costs associated to the incident response, including negotiating and monitoring contracts and vendor agreements.

The Finance Chief is typically occupied by a senior financial staff member with a minimum of EOC Essentials.

The finance section is typically filled by administrative staff members with financial experience and a minimum of EOC Essentials.

3.5 Supervision

While deployed to either Incident Command or EOC functions, staff will report to a direct supervisor identified within the Incident Command /EOC organization charts. Chain of command must be maintained during deployment.

Each staff member will have one supervisor. The span of control for supervisors will range from 1:3 to 1:7 with the ideal span being 1:5.

3.6 Action Checklists

Role specific Action Checklists are established for both Incident Command and EOC. Action Plans contain the following information:

- General position information,
- Activation, operational and demobilization phase responsibilities.

EOC and Incident Command Action Checklists are adopted from guidance material provided by EMBC and JIBC. This is intended to provide for seamless integration and consistency when liaising with other agencies utilizing the Incident Command/EOC structure in B.C. Ministry role specific functions have been tailored to meet the needs and unique nature of mining related emergencies.

In the absence of a MEMP Action Checklist, generic EOC activation and demobilization plans are available within the *JIBC/EMBC Emergency Operations Centre Operational Guidelines 2nd Edition*.

3.7 Agency Coordination

Mine Rescue

- The Health and Safety Branch is exploring options to secure available underground mine rescue resources for level three responses. Although, some mines have direct agreements with other mines, currently, there are no emergency aid agreements in place with any of B.C.'s major mines that have underground rescue resources for the province, or other mines without agreements to request aid from. Until further notice, if underground rescue is required, the executive or delegate (i.e. EOC Director) will contact mines directly with underground rescue, and request emergency aid at the time of the emergency. Contact information for mines with underground rescue resources can be found in Core.
- Surface mine rescue resources can be available through various means, depending on the severity of the incident. A municipal agency, such as a local fire department, can usually provided rescue services deemed necessary for an industrial emergency response. A mine may have agreements with adjacent mines to provide potential assistance. A Ministry delegate, if necessary, may reach out to other nearby mines, and request assistance for additional response capacity if needed.

SECTION 4

Response Procedure



SECTION 4 - RESPONSE PROCEDURES

4.1 General

4.1.1 Deployment

Ministry staff activated to fulfill Incident Command or EOC functions are dedicated to those functions for their period of deployment. In other words, there is no expectation for staff to fulfill their regular job obligations simultaneously with MEMP deployment.

Deployments shall not exceed 7 calendar days. Depending on the severity of the incident, schedules will be drafted, and staff will be rotated to ensure adequate coverage, proper rest periods and business continuity.

4.1.2 Operational Periods

Emergencies will be divided into operational periods. During each operational period, objectives will be identified and communicated with staff.

Operational periods are flexible depending on the severity of the event and commonly last 8-12 hours. Operational periods shall not exceed 12 hours in length.

At the end of an operational period a transition summary will be prepared by the outgoing EOC Director for the incoming EOC Director.

4.1.3 Overtime

Overtime for staff activated in either an Incident Command or EOC function, is pre-approved.

Overtime compensation rules will follow the BCGEU or PEA agreements.

4.1.4 Management by Objectives

During each operational period Incident Command and EOC will identify and manage the emergency via objectives. Options or strategies may be identified to address each objective.

4.1.5 On Call Inspector

On Call Inspectors (OCIs) provide a critical function for the Ministry by ensuring an experienced Inspector is available 24/7 to respond to Mine Emergency Line calls or Dangerous Occurrence reports.

OCIs may be required to provide operational support to a responding inspector during the initial hours of an emergency response. For example, in the event of an emergency at 03:00AM, the OCI may need to provide support and other assistance to the responding inspector/incident commander until such time additional resources are available.

If the responding inspector requires OCI support it is their responsibility to clearly communicate their needs to the OCI, until such time a dedicated support at the regional level, or an EOC is established.

4.1.6 Incident Notification

All mining emergencies must be reported to the Ministry. Emergencies could be reported by industry, the public, individuals, or referred from agencies or other areas of government. Reports may be received by Ministry personnel through various means, such as:

- Directly by phone or in person to a local Mines Inspector
- Through the Mine Emergency Line
- Through the EMPR Mine Incident reporting line

Once incident has been reported, all details must be entered on the Mine Emergency Primary Incident form. Internal notification procedures shall be initiated using the proper flowchart (found in the Response Procedures Section).

4.2 Activation

4.2.1 Incident Command Activation

Ministry Incident Command may be established by the first responding Inspector to arrive on the scene of an incident. Command may be transferred to a senior or more qualified Inspector at any time, or where it makes sound operational sense to initiate a transfer of command.

The Incident Commander is responsible for all field level activities of Ministry staff.

The Incident Commander will communicate with the EOC Director, or other identified support staff (e.g. OCI) to communicate updates or request resources.

All inspectors are at minimum certified in ICS-100. However, depending on the severity of the incident, Ministry staff without ICS training may participate in the incident command function, if required.

If required, Unified Command (UC) may be established during an emergency where it makes sense for all relevant agencies or organizations in order to achieve a shared result under their respective mandates.

4.2.2 Incident Command Activation Process

Establish Command	<ul style="list-style-type: none">• Control the site• Confirm command on scene• Select location of ICP
Conduct Size-up	<ul style="list-style-type: none">• Conduct site assessment to determine nature of incident and resources required• Evaluate risks and hazards
Establish Initial Objectives	<ul style="list-style-type: none">• What do we need to do?• How are we going to do it?• What methods do we use to achieve objectives?
Organize the Site	<ul style="list-style-type: none">• Set-up Command• Establish Site Security• Participate in Unified Command, as necessary
Manage & Coordinate Resources	<ul style="list-style-type: none">• Expand ICS as required• Establish Communications• Conduct Briefings
Implement the Objectives	<ul style="list-style-type: none">• Carry out objectives as determined by IC
Manage the Incident	<ul style="list-style-type: none">• Manage Additional Resources• Manage Facilities• Provide Situation Reports to EMPR EOC contact
Demobilize	<ul style="list-style-type: none">• Ensure Demobilization is safe and organized• Debrief• After-Action Report

4.2.3 Unified Command

The Unified Command structure may be appropriate in multi-jurisdictional incidents. Unified Command allows all agencies with responsibility for the incident to establish a common set of objectives and strategies.

Ministry staff may participate in any level of unified command. Typically, the Ministry Incident Commander will defer decision making to the lead agency for the response while continuing to effectively represent the Ministry's interests with respect to all aspects of the response - e.g. site safety, BCEMS goals. etc.

4.2.4 EOC Activation

The EOC will be located at the Ministry Headquarters - 1810 Blanshard Street, Victoria.

Currently, there is no one room dedicated to serve the EOC function. During activation the Emergency Preparedness Coordinator (or alternate) will organize a conference room suitable for the size of activation. At present, Room 3001 is the most logical choice due to proximity of most ministry trained personnel.

The Emergency Preparedness Coordinator also maintains a stocked EOC kit, which includes colored vests, forms, stationary and additional administrative materials for participating staff.

If circumstances prevent staff from activating a traditional in person EOC, the EOC Director may elect activate a Remote EOC. MEMP guidelines continue to apply through activation with the addition of:

- *Use of Electronic Records Management
 - (specify location of files on the LAN)*
- *Use of "Skype for Business" for meetings to support existing communication modalities (i.e. email/telephones, instant messages, etc.)*

Any time an Inspector is deployed to an incident they will receive dedicated operational support from the Ministry through the OCI, regional staff, or the EOC.

The MEMP recognizes that not all emergencies require full EOC activation; in many circumstances (Level 1 & 2 emergencies) operational support can be provided by Inspectors or support staff at the regional level. The following guidelines will indicate best practices for emergency support, as well as, identify triggers for subsequent EOC activation.

Level 1 (Monitor)

Local operational support function can be provided by regional or support staff, or limited EOC activation in Victoria.

Level 2 (Augment)

Local operational support function can be provided by regional or support staff, or EOC activation in Victoria.

Level 3 (Take-over)

EOC activation in Victoria is required.

EOC activation should be triggered during Level 1 & 2 emergencies in the following circumstances:

- Severity of incident increases,
- Incident will be sustained for an extended period beyond the capacity of local staff to provide support, or
- Incident is politically sensitive (i.e. Unique environmental concerns, impact to Indigenous groups, increased media attention).

Staff providing local operational support will be required to follow applicable protocols within the MEMP, given the nature of the incident and report up the chain of command via Situation Reports (SITREPS).

It is critical that SITREPS clearly indicate the type and location of operational support - including rationale as to why the EOC Victoria is not required.

Anytime an EOC is activated for a mine-related incident, Emergency Management British Columbia (EMBC) should be notified of the activation and be kept informed of the ongoing status of the incident. In the event the Ministry's capacity is overwhelmed and extra support is needed, EMBC may activate the Provincial Regional Emergency Operations Center (PREOC) in order to provide additional support for the event.

4.2.5 Information Management

(content to be added)

Identify how communications should occur between site and site support

4.2.6 Public information

Dissemination of the public facing information is coordinated by the Government Communications and Public Engagement (GCPE) office. In the event of an EOC activation the role of information officer will be staffed by Ministry dedicated GCPE member, who will coordinate with respective entities to distribute information.

4.3 Demobilization

Demobilization occurs when the response is winding down or the emergency response has concluded. The incident may be entering a recovery phase or investigation by the MIU. Inspectors who were involved in the MEMP activation may still be involved in helping during these phases, however they will no longer be required to participate in Incident Command or EOC functions.

For prolonged EOC activations the Planning Chief prepares strategies for demobilization which typically includes the systematic release of individuals and resources. All required documentation is completed and submitted to the Planning Chief.

The Emergency Preparedness Coordinator conducts a materials inventory and resupplies the EOC activation kit, as necessary.

Inspectors who participated in incident command are responsible to conduct their own materials inventory and resupply as necessary.

4.3.1 After Action Review

Soon after a MEMP response has been completed there should be an After-Action debrief meeting conducted with as many people, as possible, who participated in the activation. The purpose of this debrief is discuss how the activation was managed and use this discussion feedback to bring forward any potential recommendations for improvement.

The debrief is used to highlight the successes and challenges of the activation. It is not used to create blame for any errors on actions which may have not gone exactly as planned, but more to focus on continual improvement and provide better support if ever needed for another incident in the future.

The EMBC website has tools and forms available to help assist in conducting this activity. Please refer to the site to download form templates for help in conducting the debrief and tracking the implementation of improvements.

<https://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/local-emergency-programs/after-action-review>

It is important to capture all the feedback from the participants and therefore a scribe should be capturing notes to ensure all items can be addressed. A project lead will compile all the information gathered and use it to create a report to review and determine what the effectiveness of the activation was, to help benefit the emergency.

RESPONSE PROCEDURES

Emergency Levels

On-Call Inspector Notification

General Incident Notification

Incident Command Activation for Responding Inspector

Emergency Operations Center Activation Procedure

Mine Fatality Response Procedure

Responding Inspector Initial Response Plan



Emergency Levels

(previously noted in section 1.6)

Emergencies are categorized into levels, each is managed based on severity with general responsibilities categorized as Monitor, Augment or Takeover. Emergency levels are not absolute, each event may have the potential to escalate.

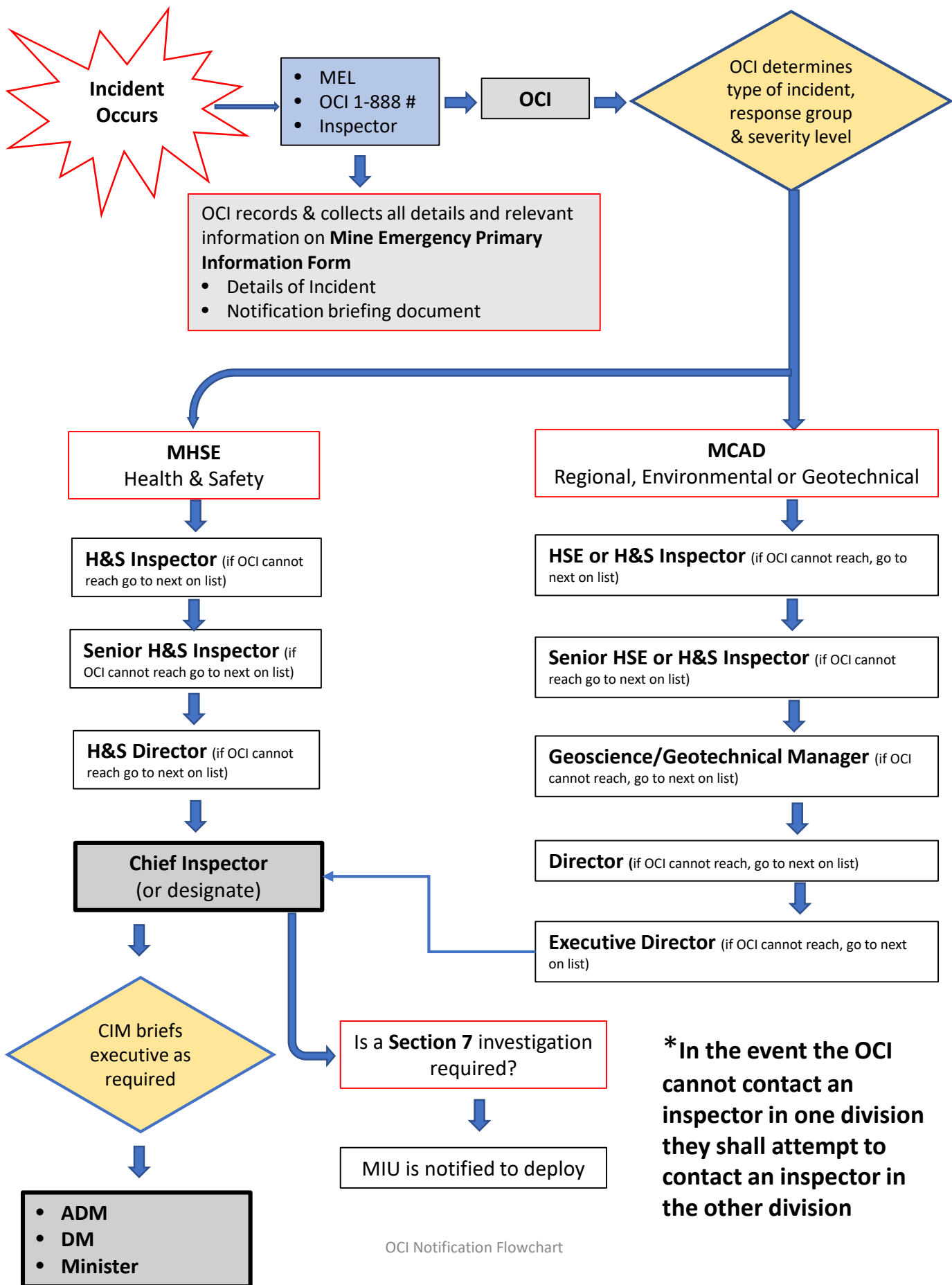
Emergency levels are most commonly determined by who receives the initial complaint (either an Inspector or the OCI)

- **Level 1 (Monitor)**
 - a. Low threat to public or environment.
 - b. An incident controlled and contained by a MERP.
 - c. Requires oversight to ensure compliance with regulatory requirements.
 - d. May require the mobilization of inspectors or resources to the site.
 - e. Usually does not require activation of the MEMP or Mines EOC.
- **Level 2 (Augment)**
 - a. Moderate to Major threat to the public or environment that is managed by a MERP.
 - b. Requires oversight to ensure compliance with regulatory requirements.
 - c. May require the mobilization of inspectors or resources to the site.
 - d. May require the involvement of external resources.
 - e. May attract a high level of public interest.
 - f. May require activation of the MEMP and may require activation of the Mines EOC.
- **Level 3 (Takeover)**
 - a. All incidents at orphaned and abandoned mine sites.
 - b. Moderate to Major threats to the public or environment that:
 - i. Exceeds the capability of a MERP, or
 - ii. Exceeds the capacity for mine management to manage the event.
 - c. May attract a high level of public interest.
 - d. Requires mobilization of inspectors or resources to the site.
 - e. Requires activation of an EOC to provide support to responding Ministry staff.
 - f. May require the involvement of external resources.

OCI Notification Flowchart

How to use this flow diagram

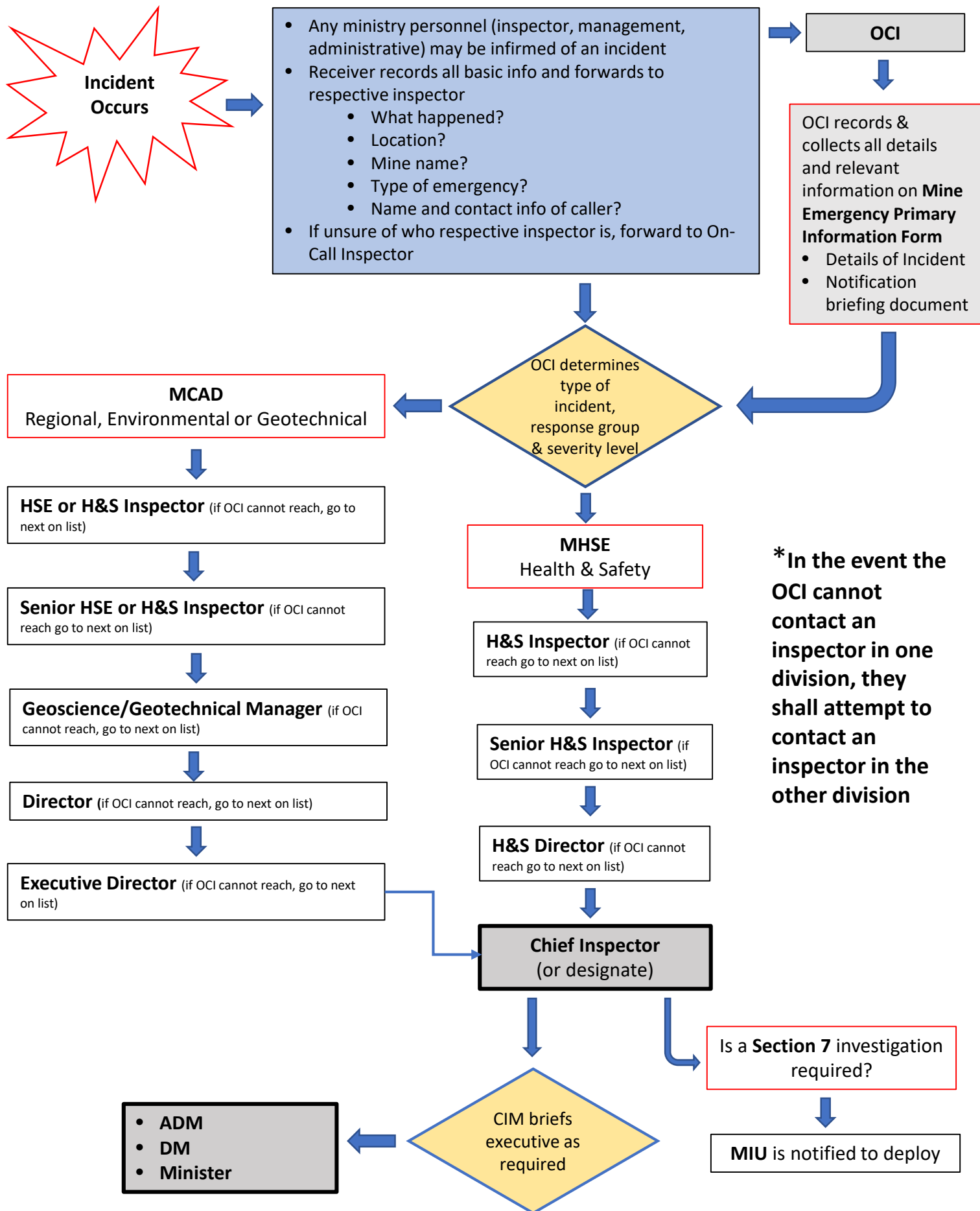
- This diagram is intended to represent the order in which any OCI will contact a responding Inspector.
- Once an Inspector has been notified it is that persons responsibility to report up the chain of command to the CIM
- All communication must flow up and down the chain of command using established protocols in this document
- **MHSE type incidents:**
 - serious injury or fatality
 - Equipment/vehicle type related incident
 - fire or explosion
 - ground subsidence
- **MCAD type incidents:**
 - Spoil/Waste dump failure
 - Landslide, TSF or water containment failure
 - Serious environmental spill, etc.
- **Note** – Some incidents will need to be reported to both divisions depending on the nature of the incident.



General Incident Notification

How to use this flow diagram

- This diagram is intended to represent the order in which any Ministry employee will contact a responding Inspector.
- Once an Inspector has been notified it is that persons responsibility to report up the chain of command to the CIM
- All communication must flow up and down the chain of command using established protocols in this document
- **MHSE type incidents:**
 - serious injury or fatality
 - Equipment/vehicle type related incident
 - fire or explosion
 - ground subsidence
- **MCAD type incidents:**
 - Spoil/Waste dump failure
 - Landslide, TSF or water containment failure
 - Serious environmental spill, etc.
- **Note** – Some incidents will need to be reported to both divisions depending on the nature of the incident.

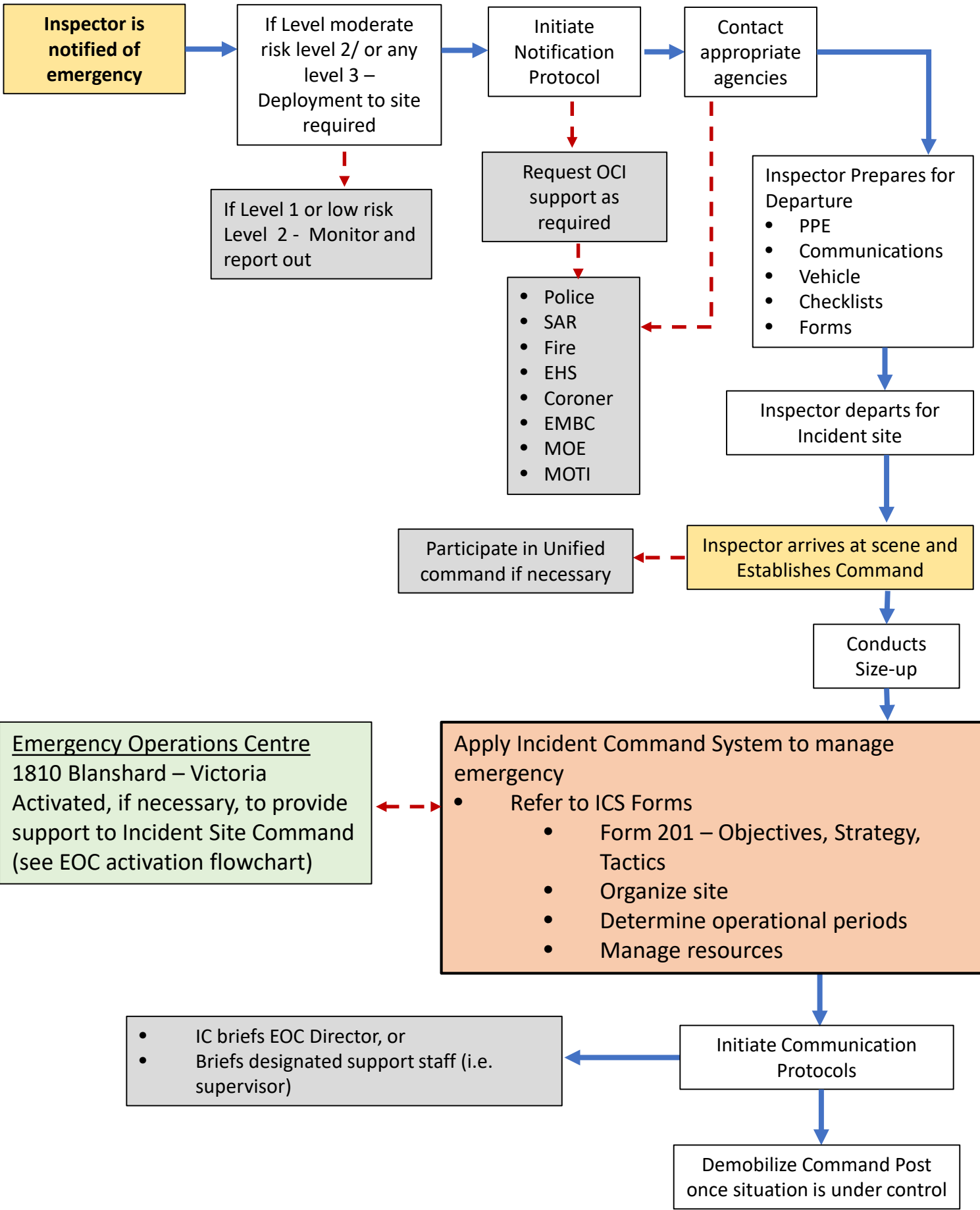


General Incident Notification Flowchart

Incident Command Activation Process

How to use this flow diagram

- This diagram is to provide a sequence of the necessary steps for a responding inspector to assist in the activation of an Incident Command Post at a mine site.
- The flowchart reminds the Inspector to ensure all other agencies who can provide support are notified.
- The flowchart reminds the inspector, he or she can use the On-Call Inspector to assist in making notifications to these agencies, if necessary.
- The flowchart provides guidance for when it may be necessary to request support from Victoria and activate an Emergency Operations Centre (EOC).
- The flowchart reminds the responding inspector the need to ensure proper communication protocols are implemented.

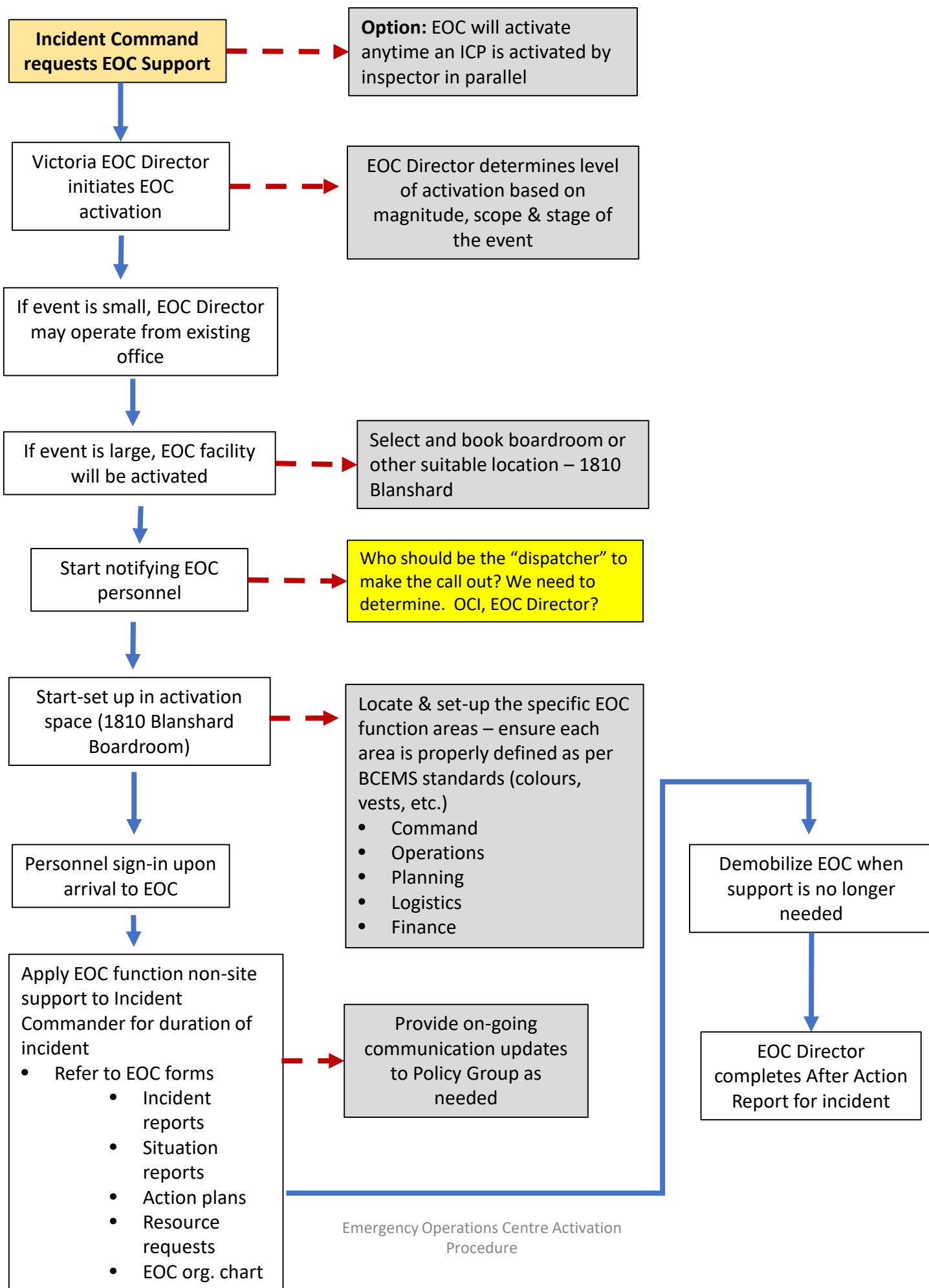


Incident Command Activation for Responding Inspector

Emergency Operations Centre (EOC) Activation Process

How to use this flow diagram.

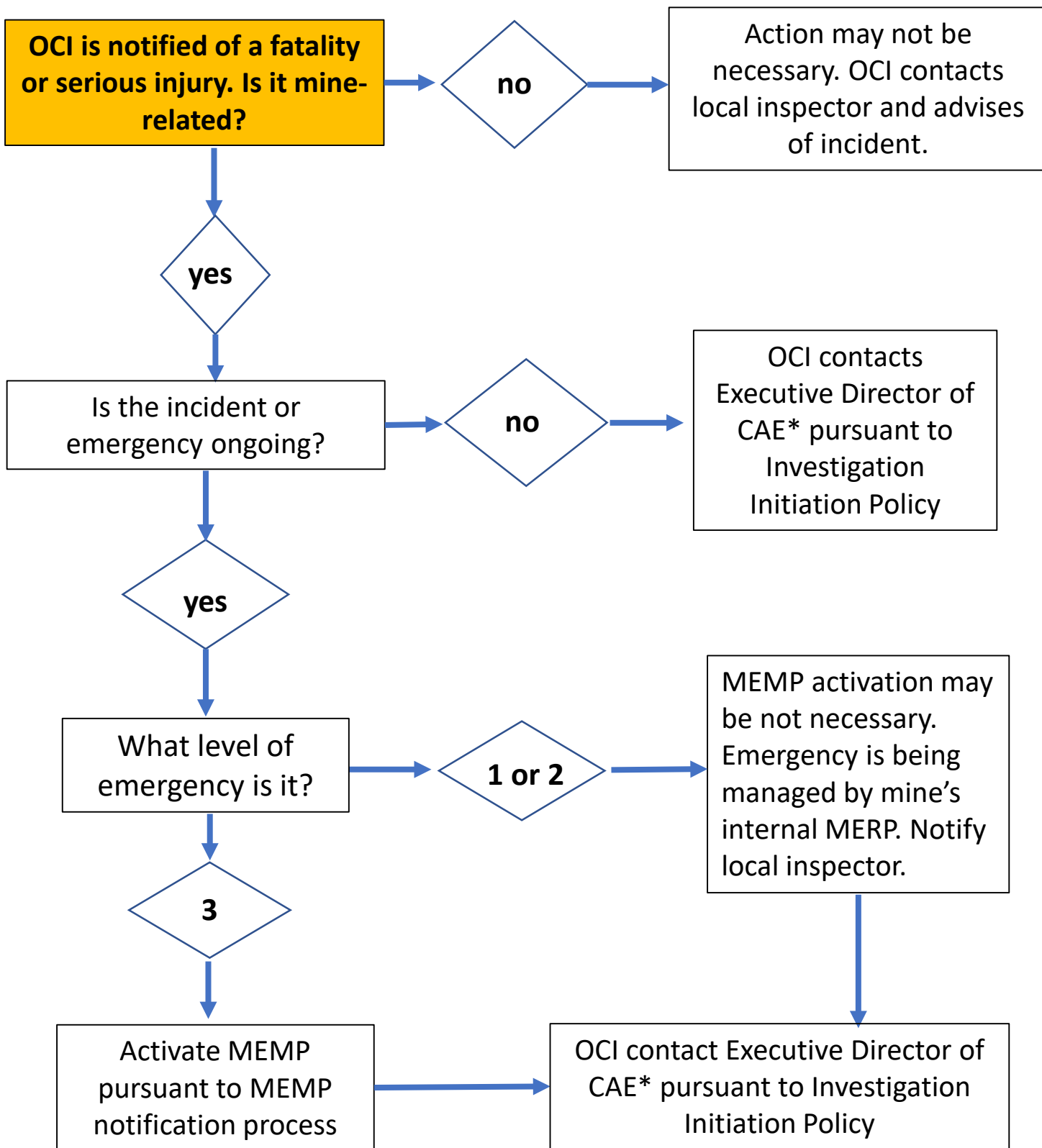
- This flowchart provides guidance when it is necessary to activate an EOC.
- It provides guidance on determining the size of the activation.
- The flowchart questions what size of a facility is needed for the activation.
- The flowchart reminds the EOC director to delegate or begin calling trained EOC personnel to respond to the EOC for deployment.
- The flowchart highlights some of the necessary processes within an incident command situation of ensuring proper process is followed and communication protocols have been initiated.



Mine Fatality Response Procedure

How to use the process flowchart

- This flowchart provides guidance when an inspector, or the OCI, has been notified of a fatality occurring at a mine site.
- The flowchart will help guide the OCI/Inspector in the proper notification and response.
- The flowchart helps determine appropriate response, depending on whether there is an ongoing and active incident at the mine site.
- The diagram provides information on ensuring proper notifications are made upon becoming aware of the situation.



Not all fatalities/serious injuries require the activation of the MEMP. The flow chart indicates the procedures in the event of non emergency and active emergency procedures involving fatalities.

*If OCI cannot reach the ED contact the Director of Investigations

Responding Inspector – Initial Response Plan

Purpose:

This Action Plan is intended for any Inspector who is mobilized to attend an event and initiate Incident Command.

The responding inspector is the Ministry's site Incident Commander until such time command is transferred to another incident commander or the incident is concluded.

Notification of Emergency

1. If an Inspector receives the emergency call from outside EMPR:

- ☐ Capture the information on the **Mine Emergency Primary Information** (Primary Information Form) form (Section 5- Useful Docs)
- ☐ Contact OCI if you require additional immediate support with notifications etc.
- ☐ Forward Primary Information Form to OCI

2. If inspector receives emergency notification from the OCI:

- ☐ Record initial incident information from the OCI
 - * OCI will forward Primary Information Form via email
- ☐ Request additional support from OCI if required

3. Initiate notification process

- ☐ See notification flow charts
 - Contact applicable ministry personnel and request resources as necessary.
 - Determine if the mobile command post is required and initiate mobilization.
 - Contact Emergency Preparedness Coordinator, or
 - Director Health and Safety Specialists
- ☐ Ensure appropriate agencies have been notified (as applicable):
 - a) Search and Rescue
 - b) Fire
 - c) Police
 - d) Emergency Health Services (Ambulance)
 - e) Coroner
 - f) EMBC
 - g) Ministry of Environment
 - h) Ministry of Transportation
 - i) Regional or municipal government

4. Prepare for departure

The following list provides guidance on required equipment as applicable for the event.

☐ Personal Protective Equipment

- Hard hat
- Hi-vis apparel
- Safety-toed boots
- Safety eyewear
- Etc.

☐ Communications

- Radios
- Cell phones
- Sat phones
- Charging cables
- Batteries
- Emergency Contact List

☐ Vehicle

Incident command may begin in the vehicle of the responding inspector. If incident size and scale increases, other resources to sustain Incident Command Post will be needed.

- Full tank of gas
- Jerry can
- Overnight kit
- Food
- Emergency kit
- Sleeping bag

☐ MEMP

- *Copy of MEMP*
- *Incident Commander Roles and Responsibilities*
- *ICS Quick Reference Guide (JIBC)*

☐ Forms

a) specify the forms (TBD)

5. Inspector arrives on scene:

☐ Establish command

- Confirm Command
 - Single or unified command (*because of possible limited numbers of responding EMPR employees, a unified command may be the best strategy to effectively manage incident*)
 - Select location for incident command post

- Delegate and/or assign command and general staff positions (planning, logistics, operations etc.

☐ Gather relevant and current incident information

☐ Determine initial objectives

- Operational periods – *usually shorter to start and then longer for larger scale on-going incidents*
- Create incident action plans – **Form 201** –
 - objectives,
 - What do we want to do?
 - strategy,
 - How will we do it, including resources needed?
 - tactics
 - Who, where when are we going to do it?
 - Contingency planning (consider if things were to get worse before getting better)

☐ Organize the site

- Set up command post
- Secure and isolate the incident area
- Treat injured
- Staging areas
- Implement other initial organization steps
- Set up safe routes including access and egress
- Issue warnings

☐ Manage resources

- Determine what resources are needed and make requests.
 - Mutual aid requests
 - Underground rescue
 - Mine rescue cache equipment
 - Additional emergency agencies
 - Search and Rescue
 - Fire
 - Police
 - Emergency Health Services (Ambulance)
 - Coroner
 - EMBC
 - Support equipment,
 - generators,
 - pumps,
 - etc.

6. Communication protocols

☐ Staff report up through supervisor.

- Only one supervisor per staff.

- ☐ Incident commander reports to EOC Director or assigned support staff.

7. Demobilization

- ☐ Know when to reduce effort and resources in a timely manner if situation is becoming controlled.
- ☐ Reduce size of response.
- ☐ Consider recovery phase or investigation transition options.
- ☐ Complete requisite forms.
 - Ensure copies are provided to an EOC designate for records management.

SECTION 5

Useful Documents



SECTION 5– USEFUL DOCUMENTS

Additional supporting material may be located at the links below, or in the LAN (*specify final location*)

- *Emergency Operations Centre – Operational Guidelines 2nd Edition*
https://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-response-recovery/local-government/eoc_operational_guidelines.pdf
- *British Columbia Emergency Management System – 2016*
https://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-response-recovery/embc/bcems/bcems_guide_2016_final_fillable.pdf
- *BC Road Builders Blue Book* - Hardcopy in EOC kits
- *Mine Emergency Response Plan Guidelines for the Mining Industry*
https://www2.gov.bc.ca/assets/gov/farming-natural-resources-and-industry/mineral-exploration-mining/documents/health-and-safety/code-review/merp_guideline_2017_revision_final.pdf
- *Mine Investigation Unit Incident Investigation Policy*
https://www.nrs.gov.bc.ca/empr/files/empr/media/documents/pdf/lamp_investigation_initiation_feb19_20200220.pdf
- After action review forms can be downloaded on the EMBC website
<https://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/local-emergency-programs/after-action-review>
- JIBC Emergency Management Resources
<https://myem.jibc.ca/>
- Incident Command System (ICS) Quick Reference Guide
https://myem.jibc.ca/wp-content/uploads/2014/12/JIBC_ICS_QRG_July2010.pdf
- Emergency Operations Centre Quick Reference Guide
https://myem.jibc.ca/wp-content/uploads/2014/12/JIBC_EOC_QRG_July2010.pdf

INITIAL CALL INFORMATION			
Call Date: yyyy/mm/dd	Time: 24-hour clock	Incident Date: yyyy/mm/dd	Time: 24-hour clock
Call received by: (Your name)	Call received from: (Who called you – name/role?)		Call back #: (What is their phone number/E-mail?)
	Call Originated from:	MEL Call Centre: Y / N (Follow OCI Notification Flowchart)	Mine Incident Reporting Line (1-888 # or email): Y / N (Follow DO Report Process)
Is call/email related to a mine emergency? Y / N			
If no , record basic information and enter in duty log as a non-mining incident:			
Mine Name:		Mine Type: <i>Circle</i> (Underground or Surface) (Regional Mine or Major Mine) Coal Metal IM S&G Placer Exploration Unknown	
Region (NW, NE, SE, SC, SW) Coordinates: Lat: Long:		Is the Emergency/Incident on mine site? Y / N / Unknown	
Location at the mine:			
Mine Status: <i>Circle</i> Exploration Operating Care & Maintenance Closed Abandoned Unknown		Is emergency # at gate posted? <i>Circle</i> Y / N / Unknown	
Risks present: <i>Circle</i> Abandoned Mine Water Ditch/Depression Confined Space Hazardous Materials Unstable Ground Ground Heating		# of persons at risk, surface:	# of persons at risk, underground:
Severity: <i>Circle</i> Fatality Medical Aid No injuries		# of persons injured:	# of fatalities:
Has incident scene been secured? Y / N / Unknown		Who is in Command?	
Resources notified and response status: EMBC Y / N Search & Rescue Y / N Mine Rescue Team(s) Y / N		Fire Y / N Ambulance Y / N Police Y / N Coroner Y / N Mine management Y / N	
Triage assessment: <i>Circle</i> NON-URGENT URGENT		Inspector responsible/contacted? (For <u>urgent</u> DOs)	
Weather conditions:			
Notes:			

INCIDENT SUMMARY (Used for Notification Briefing)

To ensure information is adequately prepared by the On-Call Inspector, the following questions should be addressed as a part of the process. This information will help our communications personnel deliver an effective media release, if necessary. Try to answer as many of the questions below and provide any other information that could be important regarding the incident.

Basic Incident Information: (Describe what happened)

Who is involved? (Name of the injured, deceased and/or witnesses and their role)

People or Communities & First Nations who may be impacted from the incident:

What remedial actions or interim controls are in place to protect workers or the environment from further exposure to hazards? (Describe the actions or controls in place)

Inspector's determination of DO:

Dangerous Occurrence: **Y / N / Unknown**

If **yes**, what type of DO: *Circle*

Unexpected Ground Fall | Subsidence of Dam/Dike | Hoisting Plant | Inrush of Water, Mud, or Slurry | Explosion
Ventilation | Fire | Electrical | Other

Name of inspector who made determination:

If **no** or **unknown**, please explain:

No further action requires Do Custodian sign-off.

DO reported to the mines JOHSC: **Y / N / Unknown**

Is the mine conducting an investigation, pursuant to section 1.7.2 of the code? **Y / N / Unknown**

Does the mine incident/DO report meet the requirements of section 1.7.1(b) of the Code? **Y / N / Unknown**

If **no** or **unknown**, please explain:

Situation Reports

Effective communication during events, such as serious dangerous occurrences, fatalities, or the activation of the MEMP is critical to inform the division executive, management and responding inspectors of all relevant information. Situation Reports (SITREPS) shall be utilized to streamline communication and reduce un-necessary email communication.

Responsibility

SITREPS will be completed by either the responsible inspector (in the case of dangerous occurrences or fatalities), the Incident Commander, or EOC Director (usually done by planning section on behalf of EOC Director) during activation of the MEMP. The mandatory fields in the SITREP template must be completed.

Frequency

The frequency in which SITREPS are updated will depend on the severity of the incident and the discretion of the author. At minimum two SITREPS per day during active response are recommended, including one at the end of each Operational Period.

Content

SITREPS are intended to contain concise briefings that provide all relevant information and will form part of the record of the event; inappropriate comments, jargon and other conjecture shall be avoided.

PROCESS

1. Upon notification of a serious Dangerous Occurrence, fatality or at periodic intervals during the activation of an EOC, the responsible inspector or EOC director shall issue a SITREP containing the initial summary of facts. If information is unknown or has not been confirmed, state this, and indicate the information will be verified for the next SITREP.
2. Upon notification of an event that triggers the MEMP, the EOC Director shall issue a SITREP containing the initial summary of facts. Initial summary of facts should contain overview of incident, statistical information, projected outlook and resulting impacts.

INITIAL SUMMARY

3. Populate mandatory information. Be factual and ensure names and other key information is spelled correctly.
4. Identify response strategy and estimated time for the next update.

INCIDENT UPDATE

5. *Include the mandatory information from the previous SITREP.*
6. Provide a concise briefing on what was learned during last operational period.

7. Provide an update on response plan for next operational period.
8. Identify transfer of any responsibilities in command or staffing changes.

INCIDENT UPDATE

9. Same as steps 5-8. Can be repeated as much as necessary.

FINAL UPDATE

10. When the Ministry's response is concluding or scaling down for operational reasons (i.e. Forensic investigation by MIU, recovery phase managed at local level) identify final steps required.
11. Indicate no further updates.

Records Management

SITREPS are to be saved in PDF from utilizing the following naming convention:

SITREP_<Name of incident location>_<Type of Report>_<Author Surname>_yyyymmdd

Name of incident – refers to the common place name where the incident has occurred.

Incident name may be changed at executive request

Type of Report – identifies the sequence of update

Initial Summary

Update 1

Update 2 etc.

Final Update

Author Surname – Surname of person submitting the report

Date – must use Year Month Day format with no hyphens or spaces

YYYYMMDD

The document shall be saved at:

Distribution:

The SITREP shall be sent to the following pre-determined distribution list:

MHSE	MCAD
Assistant Deputy Minister	Assistant Deputy Minister
Chief Inspector of Mines	Executive Lead
Executive Lead Code Review	Executive Director, Major Mines Office
Executive Director, Compliance, Audits, Enforcement	Executive Director, Regional Operations
Director, Orphaned and Abandoned Mines	
Director, Health and Safety Specialists	
Emergency Preparedness Coordinator	

Additional responding inspectors may be added to distribution lists as required.

Email Title

SITREPS are then attached to a transitory email to the distribution list. Subject title shall be the same as the SITREP name.

SECTION 6

Contacts



SECTION 6 – CONTACTS

The list of key contacts is maintained by the Emergency Preparedness Coordinator. Periodic review of the contact list is conducted to ensure the MEMP is up to date.

For contacts not identified in the MEMP, staff may be required to utilize other databases or the internet. Staff may also be required to utilize other internal sources to locate additional contacts as required.

It is suggested for provincial government or local agencies, to contact the Emergency Coordination Center (ECC) at 1-800-663-3456. The ECC maintains a fulsome list of contacts across all jurisdictions and may be able to help.

Contacts for Mine Managers, other mine site specific contacts can be found in CORE.

Key Government Contacts

MHSE	Name	Office Phone	Cell Phone	Email
Assistant Deputy Minister	Nathaniel Amman-Blake	778-698-7270	250-889-1990	Nathaniel.Amann-Blake@gov.bc.ca
Chief Inspector of Mines	Herman Henning	250-419-8659	250-880-2490	Hermanus.Henning@gov.bc.ca
ED, Compliance, Audits and Enforcement Branch	Tania Demchuk	778 698-7222	250-818-6426	Tania.Demchuk@gov.bc.ca
Director, Abandoned Mines	Diane Howe	250-952-0183	250-812-0457	Diane.Howe@gov.bc.ca
Executive Director, Code Review	Al Hoffman	250 952 0494	250-8121198	Al.Hoffman@gov.bc.ca
Director, Mine Investigation Unit	Bob Abrams	n/a	250-640-0503	Robert.Abrams@gov.bc.ca
Director, H&S Specialists	Justyn Bell	250-649-4353	250-617-4957	Justyn.Bell@gov.bc.ca
Director, H&S - Major Mines	Todd Ritchie	n/a	250-208-1360	Todd.Ritchie@gov.bc.ca
Director, H&S - Engineering	Jorge Freitas	n/a	250 888-1564	Jorge.Freitas@gov.bc.ca
Emergency Preparedness Coordinator	Doran Jones	778-698-7156	778-678-2579	Doran.Jones@gov.bc.ca
MCAD	Name	Office Phone	Cell Phone	Email
Assistant Deputy Minister	Peter Robb	778-698-7235	250-812-7392	Peter.Robb@gov.bc.ca
Executive Lead, Authorizations	George Warnock	778-675-5228	778-675-5228	George.Warnock@gov.bc.ca
Executive Director /Deputy Chief Inspector, Major Mines Office	Lowell Constable	778-698-7274	250-818-7078	Lowell.Constable@gov.bc.ca
A/Executive Director Regional Operations	Heather Cullen	250-565-4131	250-961-0102	Heather.Cullen@gov.bc.ca
ON-CALL INSPECTORS	Name	Office Phone	Cellular	Email
Emergency Preparedness Coordinator	Doran Jones	778-698-7156	778-678-2579	Doran.Jones@gov.bc.ca
Senior Inspector of Mines, Health & Safety	Alan Day	250-417-6013	250-371-7328	Alan.Day@gov.bc.ca
Inspector of Mines HSE	Jerrold Jewsbury	250-417-6007	250-420-1860	Jerrold.Jewsbury@gov.bc.ca
Senior Inspector, Investigations Lead	Cheryl Pocklington	778-698-7152	250-812-2551	Cheryl.Pocklington@gov.bc.ca
Inspector of Mines, Electrical	Rory Cumming	250-828-4177	250-371-7328	Rory.Cumming@gov.bc.ca
Inter-agency Mines Inspector	Michael Olsen	778-698-7287	250 889-6900	Michael.Olsen@gov.bc.ca
Senior Inspector of Mines, Health and Safety Specialist	Caroline Nakatsuka	250-812-6594	250-812-6594	Caroline.Nakatsuka@gov.bc.ca
Inspector of Mines HSE	Kris Bailey	250-565 4271	250 960 9334	Kristopher.Bailey@gov.bc.ca
Inspector of Mines HSE	Bambi Spyker	250-565-6131	250-612-2420	Bambi.Spyker@gov.bc.ca
Inspector, Occupational Health	Katelynn Larsen	778-698-7286	778-678-4871	Katelynn.Larsen@gov.bc.ca
Inspector, Occupational Health	Andrew Sinstadt	778-698-7159	778-679-3769	Andrew.Sinstadt@gov.bc.ca
Inspector of Mines, Mechanical	Barry Tracey	250-417-6008	250-919-1912	Barry.Tracey@gov.bc.ca



Other BC Government Resource Agencies

Agency	Office Phone	Cellphone	Fax
Ambulance, Fire, Police (For Emergencies)	9-1-1		
RCMP Regional Duty Officer (RDO)	778-290-2200		
RCMP "E" Division HQ Operations Communications Centre	778-290-6000		
Emergency Management BC (EMBC) Emergency Coordination Centre (24 hr)	1-800-663-3456		250-952-4872
Ministry of Environment	Emergency Phone		Non-Emergency Phone
Spill Emergency Line	1-800-663-3456		250-387-9955
Ministry of Transportation and Infrastructure	Office Phone	Cell Phone	Email
Commercial Vehicle Safety and Enforcement CVSE Permits http://www.th.gov.bc.ca/CVSE_Mobile/index.asp (6am -10 pm)	1-800-559-9688		ppcpermit@gov.bc.ca
Transportation Safety Board of Canada	Office Phone		Email
("TSB") Gatineau, Quebec	1-800-387-3557		
Transport Canada	Emergencies		Information
CANUTEC	1-888-CAN-UTEC (266-8832) 1-613-996-6666	*666 on cellular	613-992-4624

Out-off Province Contact Information

Province	Office Phone	Cell Phone	Fax/Email
Alberta			
Muneer Naseer Director of Mines OHS Mining Unit 10th Flr-10030 - 107th St. Edmonton, AB T5J 3E4	780-422-4711	780-996-3638	muneer.naseer@gov.ab.ca 780-427-0999
AMSA - Alberta Mine Safety Association 600-10080 Jasper Ave Edmonton, AB T5J 1V9	780-BIZ-MINE 780-249-6463		



Northwest Territories	Office Phone	Cell Phone	Fax/Email
24-Hour Emergency Line	1-800-661-0792		
Cary Ingram Chief Inspector of Mines Worker's Safety & Compensation Commission PO Box 888 Yellowknife, NWT X1A 2R3	1-867-920-3805		Cary.Ingram@wscc.nt.ca
Fred Bailey Senior OHS inspector/Engineer Prevention Services Worker's Safety & Compensation Commission PO Box 888 Yellowknife, NWT X1A 2R3	1-867-669-4430		Fred.Bailey@wscc.nt.ca
Yukon Territories	Office Phone	Cell Phone	Fax/Email
Bruce Milligan Director, OH&S Yukon Workers' Compensation Health and Safety Branch 410 Strickland Street Whitehorse YK, Y1A 5N8	867-667-3726	867-332-2669	Bruce.Milligan@gov.yk.ca 867-393-7279
Mike Henney Chief Mine Safety Officer Yukon Workers' Compensation Health and Safety Branch 410 Strickland Street Whitehorse YK, Y1A 5N8	867-667-8739	867-332-3588	Michael.Henney@gov.yk.ca
Manitoba	Office Phone	Cell Phone	Fax/Email
Dennis Fontaine Acting Director Mines Safety Unit 15-59 Elizabeth Drive Thompson, MB R8N 1X4	204-677-6821		204-677-6892
Mining Association of Manitoba 700-305 Broadway Winnipeg, MB, R3C 3J7	204-989-1890		mami@mines.ca



Saskatchewan	Office Phone	Cell Phone	Fax/Email
Len Kaskiw Chief Inspector of Mines Labour Relations and Workplace Safety Occupational Health and Safety Division 122-3rd Avenue North Saskatoon, SK S7K 2H6	306-933-5106		leonard.kaskiw@gov.sk.ca 306-933-7339
Goran Jablan Labour Relations and Workplace Safety Occupational Health and Safety 122-3rd Avenue North Saskatoon, SK S7K 2H6	306-933-5354		goran.jablan@gov.sk.ca 306-933-7339
Ron Danielson Provincial Mine Rescue Coordinator 851-122 3rd Avenue North Saskatoon, SK S7K 2H6	306-933-7587	306-229-2798	Ron.Danielson@gov.sk.ca 306-933-7339
Saskatchewan Mining Association Suite 610 - 220 12th Avenue Regina, SK S4P 0M8	306-757-9505		306-569-1085 info@saskmining.ca
Nova Scotia	Office Phone	Cell Phone	Fax/Email
Pleman Woodland Mining Engineer Occupational Health and Safety Division 103 Garland Avenue, 3rd Flr Dartmouth, NS B3B 0K5	902-424-0451	902-497-2919	Pleman.Woodland@novascotia.ca 902-424-5046
Newfoundland	Office Phone	Cell Phone	Fax/Email
Loyola Power Director & Chief Inspector of Mines Government of Newfoundland and Labrador 15 Dundee Avenue Mount Pearl NL, A1N 4R6	709-729-3275		LoyolaPower@gov.nl.ca 709-729-3445
Darren Kavli OH&S Officer III, Mining Government of Newfoundland and Labrador 4 Herald Avenue Corner Brook NL, A2H 6J8	709-637-2368		darrenkavli@gov.nl.ca 709-637-2928



Ontario	Office Phone	Cell Phone	Fax/Email
24-Hour Emergency Line	705-670-5600		
Harsim Kalsi Provincial Coordinator, Mining Ministry of Labour Occupational Health & Safety Branch 159 Cedar St. 3rd Flr, Suite 3 Sudbury, Ontario P3E 6A5	705-564-4160		harsim.kalsi@ontario.ca 705-564-7435
Sean McGowan Director Ministry of Labour Occupational Health & Safety 505 University Ave, 19th Flr Toronto, ON M7A 1T7	647-295-0409		Sean.McGowan@ontario.ca 416-326-7242
Ted Hanley Vice-President, Mine Rescue Workplace Safety North 235 Cedar Street Sudbury, ON P3B 1M8	705-671-6360 Ext. 337	705-690-0928	tedhanley@workplacesafetynorth.ca 705-670-5708

SECTION 7

Glossary & Acronyms



SECTION 7 – GLOSSARY & ACRONYMS

Glossary

Action Plan

A plan containing the objectives reflecting the overall strategy to manage the incident including specific tactical actions with supporting information for the next operational period.

After Action Review

A professional discussion of an event that focuses on performance standards and enables those involved in the event to review what happened and why and discuss how to maintain identified strengths and address identified weaknesses. [Adapted from: Keyes, Jessica, Enterprise 2.0: Social Networking Tools to Transform Your Organization, CRC Press, 2012.]

Business Continuity

An ongoing process supported by executive to ensure that the necessary steps are taken to determine the impact of potential losses and maintain viable recovery strategies, recovery plans, and continuity of services.

Critical Incident Stress Management (CISM)

Team of in-service peer support counsellors who provide peer counselling debriefs after an event.

Emergency

A present or imminent event or circumstance that (a) is caused by and accident, fire, explosion, technical failure, or the forces of nature, and (b) requires prompt coordination of action or special regulation of persons or property to protect the health, safety, or welfare of a person or to limit damage to property. [emergency program act]

Emergency Program Act

Provincial legislation that provides a framework for emergency management in the province and requires the province and local authorities to develop emergency plans.

Emergency Program Management Regulation

Provincial regulation that describes the roles and responsibilities of the Provincial Emergency Program (PEP), Emergency Management British Columbia (EMBC), and government ministries and corporations regarding emergency management planning at the provincial level.

EOC (Emergency Operations Center)

A management resource to provide support to incident site responders

HVRA

Hazards: These are sources of potential harm, or situations with a potential for causing harm, in terms of human injury; damage to health, property, the environment, and other things of value; or some combination of these.

Risk: This refers to a combination of the likelihood that a hazard will occur, and the severity of possible impact to health, property, the environment, or other things of value.

Vulnerability: This refers to the people, property, infrastructure, industry, resources, or environments that are particularly exposed to adverse impact from a hazardous event.

Analysis: The process of assessing the risks within the hazards and measuring the vulnerability of people and/or communities being assessed.

Hazard

A source of potential harm, or a situation with a potential for causing harm, in terms of human injury; damage to health, property, the environment, and other things of value; or some combination of these.

Incident Command System

Originally developed as a fire response management system by various jurisdictions in the United States, this incident management system has been widely adopted by first responders and emergency management programs throughout North America.

On-Call Inspector

Designated Mines Inspector charged with reacting to all calls generated through the Mine Emergency Line.

- 24/7 rotation
- First line of contact for first responders
- Provides advice to help responders assess risk
- Coordinates initial response under MEMP

Operational Period

The time period determined to execute a given set of actions.

PREOC

Provincial Regional Emergency Operations Centre – regional support for an activated EOC in any region within the province. Operated by EMBC government personnel.

Responding Inspector

Mines Inspector who accepts or is assigned responsibility for the initial file.

Psychosocial Services

Efforts to provide, after a disaster, the necessary support for people to re-establish their ability to meet their emotional and psychological needs as well as those of others.

Severity Levels

- Monitor: Ensure response is adequate and meets provincial expectations.
- Augment: Provide provincial resources (equipment and expertise) to the Responsible Party and/or federal or local government, if requested
- Take-over: Assume a full response management role in the event there is no Responsible Party, or if the response is inadequate.

SITREPS – situation reports:

A notification used in EOC operations and used to brief Ministry executive summary details of an incident, statistical information, planned objectives and impacts.

Unified Command

Two or more individuals sharing authority and/or command over an emergency/disaster in which multiple agencies or jurisdictions are involved.

Acronyms

BCEMS – British Columbia Emergency Management System

CIM – Chief Inspector of Mines

CISM – Critical Incident Stress Management

EMBC – Emergency Management British Columbia

EMPR – Energy, Mines and Petroleum Resources (the Ministry)

EOC – Emergency Operations Centre

EPC – Emergency preparedness Committee

GCPE – Government Communications & Public Engagement

HSRC – Health, Safety and Reclamation Code (for Mines in British Columbia)

HRVA – Hazard, Risk, and Vulnerability Assessment

IC – Incident Command

ICP – Incident Command Post



ICS – Incident Command System

JIBC – Justice Institute of British Columbia

MCAD – Mine Competitive and Authorizations Division

MEL – Mine Emergency Line

MEMP – Mine Emergency Management Plan

MERP – Mine Emergency Response Plan

MHSE – Mine Health, Safety and Enforcement Division

MIU – Mines Investigation Unit

OCI – On Call Inspector

PECC – Provincial Emergency Coordination Centre

PREOC – Provincial Regional Emergency Operations Centre

SITREP – Situation Report

TSF – Tailings Storage Facility

UC – Unified Command

ACTION CHECKLISTS

Policy Group Incident Commander Emergency Operations Center- Generic EOC Director



Purpose

The purpose of the Action Checklists is to give each of the assigned positions within the Emergency Operations Centre or an Incident Commander responding to an incident site a guideline to help in understanding their role and responsibilities in the event of an activation.

Not all the checklist items in each of the Roles/Responsibility sheets will apply during all activations. It will depend on the level of the activation.

The “inputs/outputs” flowcharts describe the type of information which may come in, the decision-making or analyzing processes and the expected outputs.

The MEMP document contains only the primary leadership positions in an ICP or EOC. The remaining Roles and Responsibilities for all other positions are stored in the EOC document folders and can be found on the G Drive.

Printed versions of the Roles & Responsibilities Action Checklists in addition to other pertinent forms and documents will be available within the EOC kits located at 1810 Blanshard in Victoria.

The other position R&Rs are:

- Finance Section Chief
- Logistics Section Chief
- Information Officer
- Liaison Officer
- Operations Section Chief
- Planning Section Chief
- Risk Management Officer

Policy Group (Ministry Executive)

Roles & Responsibilities

- Provides overall emergency policy and direction to the EOC Director.
- Sets expenditure limits.
- Formally requests outside support/resources (e.g., Provincial and Federal support).
- Provides direction for emergency public information activities.
- Approves the issuance of press releases, and other public information as required.
- Acts as a spokesperson for the jurisdiction.

1. Activation Phase

- ☐ Convene as the EOC Policy Group at the EOC or designated site as recommended by the EOC Director.
- ☐ Obtain current situation status and a briefing on priority actions taken and outstanding, from the EOC Director.
- ☐ Follow the Generic Activation Phase Checklist

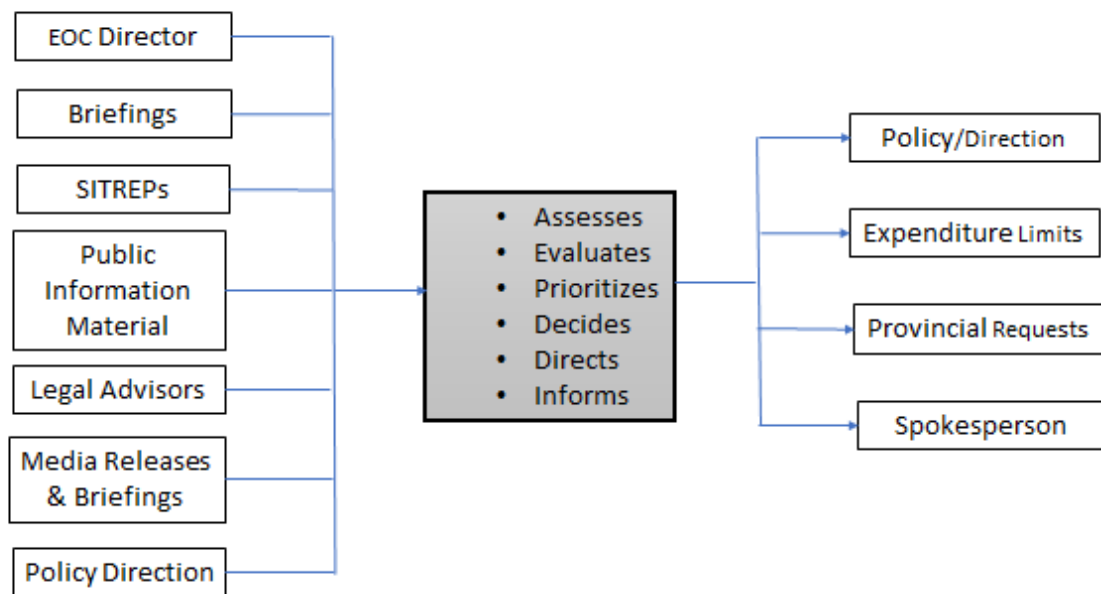
2. Operational Phase

- ☐ Examine need for new or temporary policies, as required to support response operations.
- ☐ Consult with EOC Director to determine appropriate expenditure limits.
- ☐ As requested, prepare for and participate in any media briefings.
- ☐ Ensure adequate public information materials are being issued from the EOC.
- ☐ Consult with EOC Director and / or Legal Advisors regarding any potential legal issues and recommended courses of action.
- ☐ Consult with EOC Director to determine need for extraordinary resources and/or outside assistance.
- ☐ Keep Deputy Minister/Minister apprised as to the status of the emergency event by reviewing EOC Situation Reports.
- ☐ Keeps Deputy Minister/Minister apprised of key issues related to the emergency and government actions

3. Demobilization Phase

- ☐ Proclaim termination of the emergency response and have EOC proceed with recovery efforts.
- ☐ Ensure all paperwork has been forwarded to the Documentation Unit in Planning.
- ☐ Provide input to the after-action report
- ☐ Participate in formal post-operational debriefs.
- ☐ Recognize EOC staff members and response personnel for their efforts.

- ☐ Follow the Generic Demobilization Phase Checklist



Policy Group Inputs & Outputs

Policy Group Inputs & Outputs

Incident Commander

Roles & Responsibilities (Reports to EOC Director)

- Responsible for overall management and command of the ministry response to the incident at the incident site. May be combined with another commander from a separate responding agency to form a unified command system.
- Determines Ministry objectives and strategies for the incident. Prioritizes response effort.
- Ensures all ICP activities occur (planning meetings, Incident Action Plan approval, safety measures are in place)
- Coordinates command and general staff positions (may be limited for IC – takes on multiple roles in ICS structure)
- Request for Ministry EOC to activate if necessary, to provide extra support for ongoing incident.
- Works with other commanders if in Unified Command (UC)
- Takes direction as appropriate from the EOC Director.
- Provides notifications and regular updates to Ministry EOC, OCI or regional office.
- Provides regular updates to Ministry executive through EOC Director, OCI or regional office.

1. Activation Phase

- ☐ Inspector Responds to incident site
- ☐ Determines and establishes command
- ☐ Sizes-up situation (IC needs situational awareness to understand what's happening)
 - What's the nature of the incident?
 - How large of an area is affected?
 - What hazards are present?
 - How can the area be isolated?
 - What assistance is required?
 - Where will be a suitable location for staging?
 - What are the safest routes in and out of the incident area for responders and equipment?
- ☐ Establish Incident Command Post location (may be inspector's vehicle to start)
- ☐ Set priorities
 - Establish objectives – *What do we want to do?*
 - Develop appropriate strategies – *How will we do it?*
 - Develop tactical direction – *who, where, when, what resources?*

- ☐ Notify other agencies (fire, ambulance, police, mutual aid mine rescue teams, search & rescue teams)
- ☐ Establish command structure to manage the incident
- ☐ Establish communication systems
- ☐ Establish staging areas, if necessary
- ☐ Isolate area and control access
- ☐ Determine access and egress from incident site

2. Operational Phase

- ☐ Conduct initial incident briefing – use form ICS-201
- ☐ Develop objectives for the 1st operational period
- ☐ Execute plan to Operations Section for 1st operational period and deploy responders.
- ☐ Update incident objectives when phasing into succeeding operational periods
- ☐ Prepare for and conduct strategy meetings
- ☐ Prepare for and conduct tactics meetings
- ☐ Prepare for and conduct planning meetings
- ☐ Approve new incident action plan
- ☐ Conduct operation briefing meetings at end of each operational period.
 - Identify progress of previous period
 - Execute plan for next operational period
 - Submit Situation Reports
- ☐ New operational phases continue for duration of the incident until demobilization steps begin.

3. Demobilization Phase

- ☐ Order de-mobilization as needed
- ☐ Complete after-action reports
- ☐ Shift response activities into recovery activities

Generic EOC Checklist

Roles & Responsibilities (All Positions)

- This checklist is for all positions to use upon being requested to respond to an EOC activation to provide support an active mine emergency and to ensure you are adequately prepared to perform your position function.

1. Activation Phase

- ☐ Check in with the Personnel Unit (in Logistics) upon arrival at the EOC. Obtain an identification card and vest, if available.
- ☐ Complete EOC Check-In List
- ☐ If you are a representative from an outside (non-jurisdictional) agency register with the Liaison Officer.
- ☐ Report to EOC Director, Section Chief, or other assigned supervisor, to obtain current situation status and specific job responsibilities expected of you.
- ☐ Set up your workstation and review your Position Checklist, forms and flowcharts
- ☐ Establish and maintain a Position Log (Insert unique identifier if applicable) that chronologically describes the actions you take during your shift.
- ☐ Determine your resource needs, such as a computer, phone, fax, stationary, plan copies, and other reference documents.
- ☐ Participate in any facility / safety orientations as required.

2. Demobilization Phase

- ☐ Deactivate your assigned position and close out logs when authorized by the EOC Director or designate.
- ☐ Complete all required forms, reports, and other documentation. All forms and paperwork should be submitted through your supervisor to the Planning Section (Documentation Unit), as appropriate, prior to your departure.
- ☐ If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.
- ☐ Clean up your work area before you leave. Return any communications equipment or other materials specifically issued for your use.
- ☐ Leave a forwarding phone number where you can be reached.
- ☐ Follow EOC checkout procedures. Return to Personnel Unit (in Logistics) to sign out.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Upon request, participate in formal post-operational debriefs.
- ☐ Access critical incident stress debriefings, as needed.



EOC Director

Roles & Responsibilities (Reports to Policy Group)

- Exercise overall management responsibility for the coordination between emergency response and supporting agencies in the EOC. In conjunction with Incident Commander(s), EOC General Staff and Management Staff, set priorities for response efforts in the affected area.
- Provides direction as appropriate to the Ministry Incident Commander.
- Provide support to local authorities and provincial agencies and ensure that all actions are accomplished within the priorities established.
- Establish the appropriate staffing level for the EOC and continuously monitor organizational effectiveness to ensure that appropriate modifications occur as required.
- Ensure that inter-agency coordination is accomplished effectively within the EOC.
- Ensures appropriate safety measures are identified and implemented for EOC staff and, in conjunction with the Incident Commander, for Ministry site staff
- Direct, in consultation with the Information Officer, appropriate emergency public information actions using the best methods of dissemination
- Draft the issuance of press releases, and other public information materials as required for Policy Group approval
- Liaise with Policy Group.
- Ensure risk management principles and procedures are applied for all EOC activities.

1. Activation Phase

- ☐ Follow the Generic Activation Phase Checklist
- ☐ Establish contact with the Ministry Incident Commander at site
- ☐ Obtain Situational Awareness through information and briefings from whatever sources are available.
- ☐ Determine appropriate level of activation based on situation as known.
- ☐ Mobilize appropriate personnel for the initial activation of the EOC.
- ☐ Respond immediately to EOC location and determine operational status.
- ☐ Determine which sections are needed, assign Section Chiefs as appropriate, and ensure they are staffing their sections as required.
 - Operations Section Chief • Logistics Section Chief
 - Planning Section Chief • Finance / Administration Section
- ☐ Determine which Management Staff positions are required, and ensure they are filled as soon as possible.
 - Information Officer • Risk Management Officer • Liaison Officer
- ☐ Ensure EOC organization and staffing chart is posted and arriving team members are assigned appropriate roles.

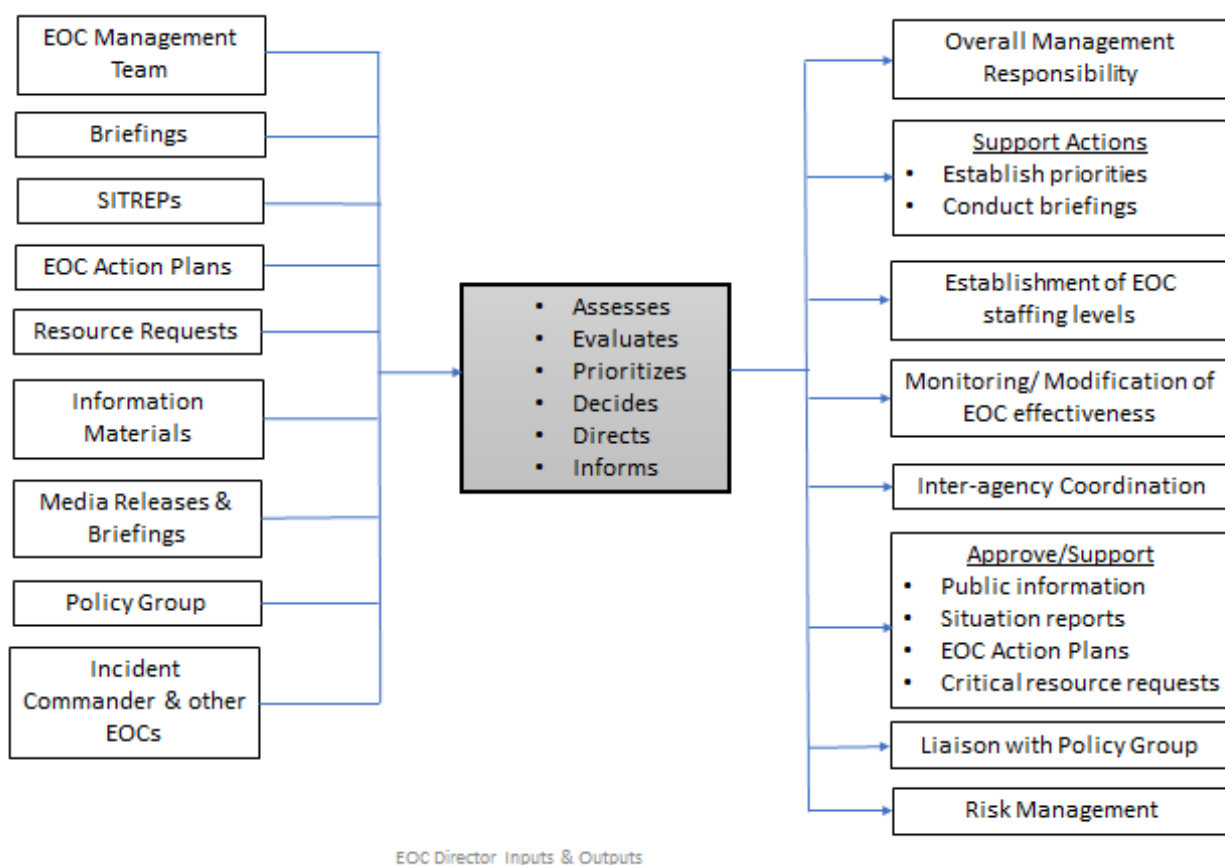
- ☐ Establish initial priorities for the EOC based on current status and information from Incident Commander(s).
- ☐ Schedule the initial EOC Action Planning meeting and have Planning Chief prepare the agenda.
- ☐ Consult with Liaison Officer and General Staff to determine what representation is needed at the EOC from other emergency response agencies.
- ☐ Assign the Liaison Officer to coordinate outside agency response to the EOC, and to assist as necessary.
- ☐ Obtain personal telecommunications equipment if required.

2. Operational Phase

- ☐ Monitor general staff activities to ensure that all appropriate actions are being taken.
- ☐ Provide input to the site Incident Action Plans as appropriate
- ☐ Ensure that Operational Periods are established and that initial EOC response priorities and objectives are decided and communicated to all involved parties.
- ☐ In conjunction with the Information Officer review media releases for final approval, following the established procedure for information releases and media briefings.
- ☐ Ensure that the Liaison Officer is providing for and maintaining effective interagency coordination.
- ☐ In coordination with Management and General Staff, identify priorities and management function objectives for the EOC Action Planning Meetings.
- ☐ Convene the EOC Action Planning meetings. Ensure that all Section Chiefs, Management Staff, and other key agency representatives are in attendance. Ensure that appropriate planning procedures are followed. Ensure the Planning Section facilitates the meeting appropriately.
- ☐ Once the Action Plan is completed by the Planning Section, review, approve and authorize its implementation, and provide a copy of the Action Plan to the Incident Commander
- ☐ Conduct periodic briefings with the EOC Management Team to ensure response priorities and objectives are current and appropriate.
- ☐ Establish and maintain contacts with adjacent jurisdictions / agencies and other levels of government as appropriate.
- ☐ Document all decisions / approvals.
- ☐ Approve resource requests not included in Action Plan, as required.
- ☐ Assign in writing, delegated powers allowed under declaration if any are given.
- ☐ Assign special projects to Deputy Director, as needed.
- ☐ Brief your relief at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.

3. Demobilization Phase

- ☐ Authorize demobilization of sections, branches and units when they are no longer required.
- ☐ Ensure that any open actions not yet completed will be handled after demobilization.
- ☐ Ensure that all required forms or reports are completed prior to demobilization.
- ☐ Ensure that an EOC After Action Report is prepared in consultation with the Planning Section and EOC Management Team.
- ☐ Terminate emergency response and proceed with recovery operations as proclaimed by Policy Group.
- ☐ Deactivate EOC when emergency event no longer requires the EOC activated. Ensure all other facilities are notified of deactivation.
- ☐ Follow the Generic Demobilization Phase Checklist



EOC Director Inputs & Outputs