



AKHM
ALEXCO KENO HILL
MINING CORP.

MINE EMERGENCY RESPONSE PLAN
KENO HILL DISTRICT OPERATIONS

March 2020

ALEXCO KENO HILL MINING CORP.



REVISION LOG

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APPROVALS

	Name	Signature	Date
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GLOSSARY AND ABBREVIATIONS

MERP	Mine Emergency Response Plan
BRT	Business Resilience Team
BRP	Business Resilience Plan
ERT	Emergency Response Team

1.0 PURPOSE

Alexco Keno Hill Mining Corp. operates in a remote environment with substantial hazards that could lead to numerous disaster scenarios. In recognition of this fact, this Mine Emergency Response Plan (MERP) has been designed and implemented to respond to emergency events. This plan has been designed to respond to any emergency that could impact Keno Hill operations.

Although there are many components of the MERP, it is broadly organized into the following 3 categories:

- Business Resilience Management
- Emergency Response
- Business & Asset Recovery

1.1 Business Resilience Management

The organisation of a specially formed management team designated as the Business Resilience Team (BRT) to direct business operations during an emergency, support emergency response personnel (ERT), to mobilize/organize internal and external resources needed to manage through the event, and finally to lead/direct recovery efforts after the emergency is under control. The BRT has a set of core defined roles with procedures for each and is always directed by a Team Leader. Additional resources are added to the BRT based on the scenario at hand.

The MERP is designed such that the BRT and ERT work together in coordinated distinct roles during an emergency.

1.2 Emergency Response

Keno Hill has a dedicated Emergency Response Team (ERT) comprised of volunteers from across the business trained to respond to all types of emergencies. Members are on call 24/7 while onsite and are mobilized for every emergency incident. ERT response is led by an Incident Commander and each team deployed to an emergency has a dedicated captain. The Incident Commander provides direction and support to the responding team(s) and liaises with the BRT as necessary to coordinate response efforts.

1.3 Business & Asset Recovery

Following the initial emergency response to a disaster, plans and procedures are in place for managing the ongoing operation of the business including implementation of interim measures for the loss/damage of critical infrastructure and the recovery back to 'normal' operations.

2.0 SCOPE & OBJECTIVE

2.1 Scope

This plan has been established for the information of all relevant Alexco employees, Contractors, Emergency Service Organisations and Government Departments who may be called upon to attend or assist at any such situation.

The scope for which the provisions of this plan are designed for those emergency incidents where there is potential for severe negative consequences. This includes but may not be limited to the risk scenarios listed in appendix C that would affect Keno Hill and would involve a risk to life, health, the environment, or to property.

2.2 Objective

It is the objective of Alexco Keno Hill Mining Corp. to protect current and future assets of the company which include:

- Employees
- Environment
- Property
- Production

A further responsibility for Alexco is to ensure the safety and well being of contractors, visitors and the general public who may enter the property or leasehold of the company.

The implementation of this “Mine Emergency Response Plan” has been developed to comply with Alexco’s objective of providing a workplace free of recognised hazards. It is the responsibility of all managers to be fully conversant with the contents of this plan and to ensure compliance to procedures by those accountable for the safety and security of employees, contractors, visitors, the general public and Alexco Keno Hill Mining.

The Business Resilience Team (BRT) Leaders have overall authority for this plan and alterations to this plan will necessitate written approval.

It is the responsibility of the BRT Leaders to audit this plan regularly, suggest amendments where necessary and liaise with Keno Hill Health & Safety for implementation.

2.3 Approach

This plan has been developed to provide an organisational and procedural framework for the management of emergency or disaster incidents that affect Keno Hill operations. The plan also provides for the coordination between Alexco and the Yukon Government for the further protection of employees and property as well as that of the surrounding communities and environment.

The aim of the “Mine Emergency Response Plan” is to provide clear, precise and effective guidelines to ensure personnel responsible for the management of emergencies or disasters understand their roles and responsibilities and are capable of responding to any incident.

The preservation of life is considered to be of prime importance and all procedures must be carried out in such a manner so as to minimise risk to all personnel but especially emergency personnel. Rescue and medical procedures are to have priority over all other actions.

2.4 Assumptions

Certain assumptions have been made in the course of the design of the plan, namely:

- That the Yukon Fire and Rescue Services; RCMP, the Yukon Emergency Measures Organization, Yukon Emergency Medical Services, Yukon Wildland Fire Management, and other public emergency response organisations will be contacted and will be able to respond to an emergency occurrence and will provide necessary support.
- That Alexco and/or contractor employees recognise and will carry out their basic responsibilities in an emergency.
- That the local Fire and RCMP Departments and other local authorities will assume their responsibility for off site emergency response.

3.0 CONCEPT & MOBILIZATION

3.1 Concept of Disaster Management

The basic concept of this plan is to provide a comprehensive approach for managing a disaster or emergency. The four elements of this approach are prevention, preparedness, response and recovery.

- *Prevention* incorporates all those activities which eliminate or reduce the probability of a disaster occurring on site.
- *Preparedness* includes all activities necessary to ensure a high degree of readiness so that response to an incident is swift and effective.
- *Response activities* are those measures taken during an incident which prevent the loss of life and minimise damage to the plant and surrounding areas.
- *Recovery* contains those short and long term activities which return all systems to normal operations.

Primary Responsibility for emergency response activities at this operation have been assigned to Alexco Keno Hill personnel with the local response agencies agreeing to act in the support role.

3.2 Mobilization of the Business Resilience Team

The Mine General Manager or acting Mine Manager will initiate the BRT process with the involvement of the Health & Safety Manager to provide support.

Following notification of a disaster of a magnitude requiring the assembly of the BRT, the General Manager or Mine Manager will call the Department Manager or designate of the affected area and the personnel below.

The sequence of calls should be:

- Mine General Manager (if it was not the General Manager who called the BRT initially)
- Department Manager or designate of the affected area
- Additional Department Managers as required
- Emergency Control Centre Coordinator

Contact with the above personnel must include a check on the respective personnel's Fitness for Work. If personnel indicate that they are not fit for work, an alternate should be contacted. The message to the above should be brief and to the point.

4.0 LEGISLATION & STANDARDS

4.1 Legislation

Yukon Workers Compensation Health & Safety Board, Occupational Health & Safety Act and Regulations (First Edition 2018).

4.2 Alexco Related Documents

- Emergency Spill Response Plan

5.0 ROLES, RESPONSIBILITIES & ACCOUNTABILITY

A comprehensive list of key team members and key contacts can be referenced in Appendix A and Appendix D.

5.1 Command and Control Organization

Command and Control in this document relates to the activation of the Business Resilience Plan and the emergency response plan associated with a disaster or disaster and recovery procedures.

The BRT may be mobilized for any or all of the following, based on an assessment by the Emergency Response Coordinator the General Manager and the H&S Team Leader:

- Management support
- Logistics
- Significant potential negative impact:
- Publicity
- Environment
- Entrapment
- Potential fatality
- Fatality

Responsibility for emergency operations shall be vested in the BRT. This group is to be assembled as soon as possible during an emergency event and appraise the situation to ensure that the response procedures are implemented. This group shall also establish communications with outside agencies if necessary, and provide support to all other areas of the operation during the emergency and debriefing stages.

5.2 Mine Manager

The Mine Manager is ultimately accountable for the health, safety and welfare of all workers and visitors to all Alexco Keno Hill worksites and operations.

The Mine Manager is responsible for liaising with the BRT Leader on issues related to the management of the emergency and its impact on the operation. He/She will act as a resource for the BRT, while also providing a point of contact for internal Alexco queries to ensure the BRT remains focused on the speedy resolution of the disaster.

5.3 BRT Leader

The BRT Leader is accountable to the Mine Manager for the execution of this plan in emergency events.

- Provide clear and strong leadership.
- Accountable for driving the BRP to completion
- Overall responsibility for the performance of the ERT and BRT.
- Ensuring the response to the incident takes precedence over all other operations
- To immediately make available all resources of personnel, equipment and materials needed to respond to an incident whether owned by the company or under contract to the company.
- Provide and receive briefings from the ERT Leader, the BRT and the next level of BRT
- Provide strategic direction to the site
- Manage relationships with key stakeholders
- Authorize internal and external communications

5.4 Emergency Control Center and Health & Safety Coordinator

The Emergency Control Center Coordinator is accountable to the BRT Leader for the provision of support as outlined.

- Responsible for the management of resources available to respond to a physical emergency, and for the development of emergency response procedures, security plans and training for emergency response and security teams.
- Importantly, the role does not involve the actual performance of emergency response work, such as fire fighting or rescue, but relates to the management of the resources that enable the skills and material & equipment to be available and effective.
- Responsible for the identification of communication equipment needs in readiness for an incident and the maintenance of communication systems during and immediately following an incident.
- Equipping a Business Resilience Centre with necessary emergency communications equipment and establishing emergency communications.
- Provide a strategic overview of the health and safety concerns in all the response activities being undertaken.
- Manage the overall emergency response, manage the information flows from the incident scene/emergency response crews to the **BRT**, and assist the **BRT** Leader as required.
- Support the management of responder safety as the incident unfolds.

- Establish and maintain contacts with government agencies relating to the health, safety, and environmental aspects of disasters and prepare necessary documentation to fulfill statutory reporting requirements.

5.5 Logistics & Security Coordinator

The Logistics & Security Coordinator is accountable to the BRT Leader for the provision of support as outlined.

- The security function is one of the most important support functions regarding emergency response. While not directly related to specific emergency tasks, failure to control access to the site, traffic flow and protect vital records and equipment will result in confusion and a less than adequate response.
- Provisions will be made to control access to the site by the use of sentries, if deemed necessary, during an emergency with special consideration to the following key areas:
 - Main site access routes
 - Emergency Control Centre (ECC)
 - Incident Site (IS)
 - Strategic Areas (SA)
- Provisions will be made for controlling traffic in and around the site and this function will be coordinated by the Logistics & Security Coordinator.
- In an emergency, the Logistics & Security Coordinator is responsible for site security, which includes controlling, coordinating and training designated personnel for duty as sentries. Personnel will be utilised in conjunction with existing personnel in the event of an emergency incident.
- Responsible for providing options for offsite transportation (charters, helicopter, coaches, etc.) and that all costs are captured and correctly allocated.
- Responsible for coordinating with HR on the costs and approvals for overtime and additional costs associated with employment.

5.6 Legal Council

The Legal Council is accountable to the Mine Manager for providing legal advice of this plan.

- Focus on legal implications triggered directly by the incident (such as reporting obligations, investigations, external and internal communications, insurance and labour obligations).
- Understand that all legal advice provided may have an impact on the reputation (internally and externally) of Alexco and future operations.

5.7 Emergency Services Coordinator

The role of the Emergency Services Coordinator is to manage the overall emergency response, manage the information that flows from the incident scene/emergency response crews to the **BRT**, and assist the **BRT** Leader as required.

Develop and maintain an effective emergency response and disaster management process.

Schedule and facilitate training and testing of the emergency response and disaster management processes

5.8 Alexco Occupational Health & Safety Committee (OHSC)

The OHSC is responsible for the following:

- Active participation in, and review of, the adequacy and sufficiency of the MERP. The OHSC will be consulted during the development and implementation of the goals, objectives and content of the MERP.

6.0 POLICIES AND TRAINING

6.1 Plan Maintenance and Preparedness

It is the responsibility of the Manager, H&S to ensure all sections of the plan are kept current, are being implemented and concurrent training activities are taking place. The plan is to be reviewed annually to ensure the accuracy of information.

The Manager, H&S is to ensure the plan is modified as required to reflect any changes in Alexco organizational structure or operating conditions. Apart from the annual review of this plan, key personnel within Alexco must advise the Manager, H&S of any changes that occur in their areas of responsibility. This would include changes in key personnel, equipment, contact telephone numbers or other issues which may affect the implementation of this plan. Alexco personnel should also use their initiative and advise their supervisor of any aspects of operations in any location that they consider may affect the plan or its implementation.

It is also the responsibility of the Manager, H&S to ensure all necessary revisions identified by post incident reviews and investigations are completed. All future changes and modifications should be distributed to all persons on the distribution list. Distribution of the plan shall be determined by the BRT Leader and the Manager, H&S but shall at a minimum include:

Internal Distribution:

- Corporate Office (Vancouver)
- Regional Office (Whitehorse)
- General Manager
- Department Managers
- BRT Control Rooms
- ERT Coordinator
- H&S Department

External Distribution:

- Yukon Workers Compensation Health and Safety Board

6.2 General Prevention Policy

It is the primary goal of Alexco Keno Hill Mining, to provide employees with a safe workplace. Safety and the prevention of accidents must be an integral part of every task and be given the same attention, effort and importance that is given to product quality, employee morale, cost and production.

Accident prevention can be accomplished through risk reduction strategies. Potential hazards must be recognized, evaluated and controlled so that no unreasonable risks exist.

6.2.1 Responsibility

Employees are responsible for following recognized safety rules, practices and procedures. Employees are encouraged to detect hazards and inform their supervisors of these conditions and/or unsafe work practices.

Management personnel have the responsibility to see that practices and processes are so engineered, constructed, maintained and operated to provide the safest conditions achievable. Supervision is directly responsible for ensuring the safety of employees and the prevention of Incidents.

The Manager, H&S is charged with supporting this effort and providing guidance, consultation and systems to assist supervision in executing their responsibilities as outlined in this plan.

6.3 Fire Prevention Policy

Fire prevention can be achieved through employee education and adequate safety procedures dealing with flammable and combustible materials. It is the policy of Alexco to encourage active participation of employees in fire prevention programs.

6.4 Training

6.4.1 Purpose

Training programs are designed to ensure the continued competence in proper emergency response skills and in the procedures established by this plan are conducted on a continuing basis as outlined in Alexco safety directives.

6.4.2 Responsibility

Development and implementation of emergency response training is the responsibility of the ERT Coordinator with the assistance and input from all departments.

6.4.3 Training

Course content is to be based on identified task requirements and specialized hazards associated with emergency situations. Basic requirements for training individuals for emergencies will include but not be limited to the following:

- Evacuation Procedures
- Reporting Emergencies
- Hazardous Materials Safe-Handling
- Personal Protective Equipment
- Fire Safety/Use of Fire Extinguishers
- First Aid/CPR

Where practicable, emergency response training will be incorporated into existing safety and operational training. Training of skills is to employ hands-on, practical drills. Training

programs will include testing of student proficiency where the level of expertise requires demonstrated skills. All training and testing is to be documented by the H&S Department and is to be repeated at a frequency set out by The ERT Coordinator.

Joint training sessions of Alexco and off-site personnel (both government and private organizations) should be conducted regularly and should include site orientation tours for off-site personnel.

Training content should be reviewed annually by The ERT Coordinator and modified as necessary to ensure that training adequately reflects changes in hazards and conditions, and complies with license and regulatory requirements.

6.5 Drills and Exercises

6.5.1 Purpose

While drills and exercises can be used for training purposes, their primary function for this plan is to provide the means of testing the adequacy of the plans, provisions and the level of readiness of response personnel.

6.5.2 Responsibility

The ERT Coordinator is responsible for coordinating the development of and assisting in conducting drills and exercises.

6.5.3 Types of Exercises

The following types of drills and exercises are to be used:

- Tabletop Exercises involve presenting to key emergency personnel a simulated emergency situation in an informal setting to elicit constructive discussion as the participants examine and resolve problems based on the plan.
- Functional Drills are practical exercises designed to test the capability of personnel to perform a specific function (i.e. communications, first aid, rescue).
- Full-Scale Exercises are intended to evaluate the operational capability of Alexco's emergency organisation and the adequacy of this plan.

6.5.4 Frequency

Tabletop exercises are to be conducted after initial implementation of this plan and after any major revisions of this plan or changes to key personnel.

Functional drills for various emergency aspects are to be conducted at least annually and this includes Emergency Response Team drills (i.e. mine rescue, etc).

Full-Scale Exercises are to be conducted bi-annually with sufficient notice to allow the correct exercise preparation.

6.5.5 Preparations

Preparations for a drill or exercise will vary depending on the type and scope involved, however the planning should include:

- Plan review and identification of possible problem areas

- Establishing objectives
- Identifying resources to be involved including personnel
- Develop exercise scenarios, a major sequence of events list, and expected action checklists

The scenarios used will be realistic and based upon current operating conditions. The primary event (fire, spill, etc) is to be determined based on the objective of the exercise, and in accordance with regulatory requirements.

A sequence of major events list is to be developed to help simulate an actual emergency incident. Generally, conditions for exercises should simulate, as closely as possible, actual emergency situations.

6.5.6 Debrief

The correct responses for each major event should be determined to assist with evaluations in subsequent debriefs and critiques. Results of drills and exercises are to be reviewed by the participants, evaluators and the ERT Coordinator personnel to identify problem areas such as deficiencies in the plan, training, personnel or equipment. Debriefing will commence immediately after the incident has been resolved.

The ERT Coordinator will prepare a report including details of his debrief and submit it to the Manager, Health & Safety. The BRT Leader will conduct a debrief of the event and compile an overall report which will include the following:

- A summary of the exercise, including a review of the purpose, objectives and scenario used.
- A summary of the major discrepancies/deficiencies.
- Recommendations and corrective measures.
- A proposed schedule for the completion of these corrective measures

These reports and recommendations will then be evaluated by the BRT for a decision on the merits of all recommendations.

6.5.7 Implementation of Recommendations

The Manager, H&S in conjunction with the Department Leaders are responsible for implementing all recommended corrective measures and monitoring their progress.

The Manager, H&S will publish and distribute, as appropriate, all changes in the emergency plan that result from the exercise. This critique of the exercise will form part of the basis to begin the planning phase for the next scheduled exercise and will incorporate these changes to improve future exercises.

6.6 Facilities, Supplies and Equipment

6.6.1 Purpose

To ensure an effective response to emergency situations, adequate quantities and types of supplies and equipment are to be maintained on site for use by the ERT Coordinator and others.

6.6.2 Responsibility

Responsibility for maintaining facilities, supplies and equipment in a ready state and for determining the adequacy of equipment is assigned to the ERT Coordinator.

6.6.3 Procedure

An inspection of specific emergency equipment is to be performed regularly by the ERT Coordinator in accordance with a designated schedule and the records of these inspections will be kept on file in the ERT Coordinator office.

Life support equipment (i.e. self-contained breathing apparatus) is to be tested in accordance with the manufacturer's specifications to ensure its reliability, and records of all tests are to be maintained by the ERT Coordinator.

All items with a limited shelf life or items such as sterile first aid supplies should be replaced as required, this would also relate to items expended during an emergency or exercise.

Damaged or spoiled items must be replaced immediately.

A list of vendors capable of providing immediate emergency re-supply of items expended during sustained operations is to be maintained by the ERT Coordinator.

6.6.4 Mutual Aid

It is the policy of Alexco Keno Hill Mining Corp. to assist its neighbors in preparing for and responding to emergencies that may occur in its operations. Alexco will provide response assistance to local emergency response agencies and neighboring mining facilities.

Alexco's assistance varies depending on the circumstances of each incident but may include technical advice, supply of equipment and gear, or Alexco personnel to assist with the emergency response.

Alexco provides this assistance under written agreement only and assistance is only provided where plant, property and employees could operate in a reasonably safe environment.

7.0 RESPONSE

7.1 Notification, Direction and Control

7.1.1 Purpose

The purpose of this section is to outline provisions for the direction and control of emergency operations at Keno Hill. It specifies who is responsible for overall emergency management as well as logistical aspects of emergency operations. The procedure also specifies notification protocols.

7.1.2 Responsibility

The Business Resilience Team Leader is ultimately responsible for managing all emergency situations at Keno Hill.

The Emergency Response Team Coordinator has been vested with the responsibilities and authority for all emergency response operations within the site and has authority to utilise all personnel and plant resources necessary to contain and control emergency incidents on site.

7.1.3 Site Emergency Control Centre

The Operations Meeting Room in the Operations Building will be activated to allow for central control of all activities necessary to support emergency operations.

7.1.4 Alternate Site Emergency Control Centre

The alternate control centre is to be located at the Elsa Administrations Building. This alternative control centre is to be activated in the event the primary control centre forms part of the incident or becomes unusable.

7.1.5 Emergency Control Center Equipment

The emergency control centers are to be equipped with the following supplies:

- Telephones
- 2-way radio
- General office supplies
- Area maps (showing details of all site areas)
- Emergency plans
- Technical manuals/plant blueprints
- Layout plans of all sites
- Whiteboard

8.0 EMERGENCY COMMUNICATION

8.1 Purpose

The purpose of this section is to describe the communication methods to be used during an emergency.

8.2 Responsibility

It is the responsibility of the Emergency Control Centre Coordinator to ensure that appropriate communications systems are maintained and regularly tested.

8.3 Internal Communications

The primary means of communication between the BRT and the designated person at the scene will be by 2-way radio.

Channel 1 will be used by The ERT Coordinator/ ERT personnel for internal communication. It should be pointed out that this channel is the primary emergency channel for

communications with the ERT Coordinator and ERT Personnel and therefore traffic should be kept to a minimum.

Personnel are to be instructed to use communication systems to convey essential information during an emergency.

8.4 External Communications

The method for communicating with off-site authorities is via telephone. In the event that the site telephone system becomes inoperable, then the use of cellular communication will be utilized.

9.0 EMERGENCY PUBLIC INFORMATION

9.1 Purpose

The purpose of this section is for the managed release of information to the public during and following an emergency situation.

9.2 Policy

In order to avoid the release of confusing, contradictory or misleading information, only the Alexco President or VP of Operations is authorized to speak to the media on behalf of Alexco.

9.3 Responsibility

The BRT Leader is responsible for preparing press releases and other materials for release to the media during an emergency.

9.4 Site Access to Media

During an emergency situation, access to the site will be denied to the press. Employees assigned to security duties are instructed to control access to the site and advise the press of the restricted access.

9.5 Press Releases

The Alexco President must approve all press releases prior to their dissemination. The statement should outline:

- The nature and extent of the emergency incident
- Response actions underway
- Impact on off-site areas
- Coordination with off-site officials

Note: All media releases should be in consultation with Alexco legal counsel

In dealing with the press, the following guidelines should be adhered to:

- Regularly scheduled press releases should be issued. If a statement is promised it must be delivered on time (typically one hourly release).
- Only accurate substantiated information is to be released. Do not speculate. Do not attempt to place blame, do not mislead.
- If a request for information is to be denied, explain the reason for denial.

10.0 SITE SECURITY AND CONTROL

10.1 Purpose

The security function is an important support function regarding emergency response. While not directly related to specific emergency tasks, failure to control access to the site, traffic flow and protect vital records and equipment will result in confusion and a less than adequate response.

Provisions will be made to control access to the site by the use of Alexco personnel and gates, during an emergency with special consideration to the following key areas:

- Site access roads
- Emergency Control Centre (ECC)
- Incident Site (IS)
- Strategic Areas (SA)

10.2 Responsibility

The Logistics & Security Coordinator is responsible for site security, which includes controlling and coordinating designated personnel for duty as sentries. Personnel deemed appropriate by the BRT Leader will be utilized in the event of an emergency incident.

11.0 RECOVERY

Recovery from an emergency event is important to ensure the safety of all personnel and business continuity. Once the BRT Leader and the Emergency Services Coordinator have deemed the emergency to have ended the recovery stage will begin. Elements of the recovery stage include:

- An After-Action Report generated by the Emergency Services Coordinator
- An incident investigation to determine the root cause of the event.

Only through thorough investigations will appropriate preventative measures be identified.

12.0 ANNUAL PROGRAM REVIEW

The Mine Emergency Response Plan will be reviewed annually by the Mine General Manager, Health & Safety Manager, ERT Coordinator(s) and OHSC to ensure:

- The contents continue to meet industry best practices as well as regulatory and corporate requirements;
- Evaluation of the effectiveness of the processes and program; and
- Evaluation of the roles and responsibilities within the program.

13.0 REFERENCES

Mine Emergency Response Plan Guidelines for the Mining Industry
2017, Version 1.4

Western Canada Mine Rescue Manual *2016*

APPENDIX A:

ALEXCO CONTACT LIST

BRT Leaders – In order of call out as per section 5.0		
ROLE	PRIMARY	BACK-UP
Team Leader	General Manager	Duty Manager
Department Manager of Affected Area	Department Manager of Affected Area	Most senior area leader
Emergency Control Centre and Health & Safety Coordinator	Manager, Health & Safety	Most senior manager outside of the affected department
Emergency Services Coordinator	ERT Coordinator	Mine Rescue Coordinator
Logistics & Security Coordinator	Assistant Manager, Mill	Supervisor, Warehouse
Scribe	Manager, Human Resource	Coordinator, Human Resources
Contractor Representative	<i>Subject to Incident</i>	



APPENDIX B:

MEMBER ROLES

BRT Team Leader

Name	General Manager	Date	
Location	Keno Hill		

Key Responsibilities – BRT Team Leader
Provide clear and strong leadership.
Accountable for driving the BRP to completion
Overall responsibility for the performance of the ERT and BRT.
Ensuring the response to the incident takes precedence over all other operations
To immediately make available all resources of personnel, equipment and materials needed to respond to an incident whether owned by the company or under contract to the company.
Provide and receive briefings from the ERT Leader, the BRT and the next level of BRT.
Manage relationships with key stakeholders
Authorize internal and external communications

BEFORE AN INCIDENT – BRT Team Leader

	Task	Completed
		<i>x/√</i>
1.	Appoint BRT Members and alternates. Ensure adequate support personnel (Admin Support Personnel) identified.	
2.	Maintain the Mine Emergency Response Plan (MERP) and Emergency Response Plans.	
3.	Ensure the MERP is ‘user friendly’ and capable of being deployed in response to an incident; that appropriate ‘trigger’ points for assembling team have been identified and agreed	
4.	Be familiar with each part of the MERP	

5.	Ensure the team (and backup) has an intimate understanding of their roles and responsibilities and that these are documented in their role descriptions.	
6.	Conduct and supervise periodic training and rehearsals of the BRT and ERT (including alternate team members)	
7.	Review threats and responses on a regular basis	
8.	Ensure the Business Resilience Centre (control rooms) is fit for purpose	
9.	Ensure regular liaison between the emergency services and ERT/BRT	
10.	Ensure arrangements are in place to deal with contractors and visitors during an incident.	
11.	Ensure all coordinators have completed “pre incident” tasks	
12.	Identify, evaluate and record strategies for emergency evacuation	
DURING AN INCIDENT – BRT Team Leader		
	Task	Completed
		x/√
1.	Confirm ERT have been deployed if there is an emergency. Ensure ERT Coordinator on site is managing rescue and remains in control until incident complete	
2.	Call out the BRT if required. If you need to assemble the BRT, tell them briefly, <ul style="list-style-type: none"> • Your contact number; • What has happened; • Where you want them to go; • What they should bring; • What immediate information you may need from them; • To contact staff to confirm their welfare. 	
3.	Ensure safety of staff, contractors, customers and visitors.	
4.	Brief other department managers. Coordinate briefing of staff contractor representatives on situation	
5.	Liaise with all site managers to ensure operations do not disrupt rescue activities	
6.	Maintain personal and master log of events. Ensure duties/responsibilities are allocated and performed.	
7.	Try to establish a clear and informed picture of what has happened and how the business is affected, and what your initial course of action will be.	
8.	If there are casualties, maintain an up to date record of who they are, where they are and what their condition is. If appropriate ensure that Next of Kin are advised.	



9.	Brief and liaise with Alexco corporate management, follow corporate notification protocols. Establish a regular reporting schedule. If the media are involved this is likely to revolve around the morning, lunchtime and evening news programs. Establish a 'battle rhythm' in which the BRT reports with enough time to answer any questions.	
10.	Ensure records are maintained in accordance with legal privilege requirements.	
11.	Review any statement issued externally or internally.	
12.	Consult with the H&S Coordinator on the content of any statement issued to relevant stakeholders.	
13.	If appropriate, inform major customers and suppliers most affected by this any disruption.	
14.	Establish a regular rhythm of Time Outs for the team to report in on their priorities, progress and challenges to ensure the team is moving in the same direction	
AFTER AN INCIDENT – BRT Team Leader		
	Task	Completed
		<i>x/√</i>
15.	Determine the termination of an emergency ("all clear")	
16.	Determine if there are any issues that might cause the BRT to reconvene.	
17.	Appoint someone with the responsibility to call all groups concerned that the BRT has stood down.	
18.	Compile records, logs and documentation of the event for analysis, review and archive securely.	
19.	Conduct post-incident review of events and document findings and learning.	



Emergency Control Center and Health & Safety Coordinator

Name	Manager, Health & Safety	Date	
Location	Keno Hill		

Key Responsibilities		
Responsible for the management of resources available to respond to a physical emergency, and for the development of emergency response procedures, security plans and training for emergency response teams.		
Importantly, the role does not involve the actual performance of emergency response work, such as firefighting or rescue, but relates to the management of the resources that enable the skills and material and equipment to be available and effective.		
Responsible for the identification of communication equipment needs in readiness for an incident and the maintenance of communication systems during and immediately following an incident.		
Equipping a Business Resilience Centre with necessary emergency communications equipment and establishing emergency communications.		
Provide a strategic overview of the health & safety concerns in all the response activities being undertaken.		
Manage the overall emergency response, manage the information flows from the incident scene/emergency response crews to the BRT , and assist the BRT Leader as required.		
Support the management of responder safety as the incident unfolds.		
Establish and maintain contacts with government agencies relating to the health and safety aspects of disasters and prepare necessary documentation to fulfill statutory reporting requirements.		
BEFORE AN INCIDENT – Emergency Control Center and Health & Safety Coordinator		
	Task	Completed
		x/√
1.	Identify and evaluate the availability and capacity of on-site and off-site emergency facilities and resources	
2.	Confirm mutual aid arrangements with other companies in the vicinity	
3.	Liaise with contractors on the Keno Hill site to identify available equipment and confirm availability	
4.	Identify and list equipment used by other organizations which may be useful to Alexco in the event of an emergency.	
5.	Develop and maintain systems to locate and account for contractors and visitors on site.	
6.	Develop site emergency equipment/consumables and location inventory for outside assistance.	
7.	Train back-up coordinator(s) and support teams.	



8.	Identify equipment requirements for the rooms and regularly review and update equipment lists.	
9.	Identify and train people capable of acting as assistants, messengers and runners in an incident.	
10.	Ensure the stores cupboard in the BRC is appropriately stocked.	
11.	Maintain contact numbers directory every three months by requesting changes from BRT members	
12.	Identify additional individuals who may be able to help you to create a structure to manage responder safety if the incident escalates.	
13.	Establish and maintain links with relevant statutory authorities (within constraints of Authorization). Develop Contact Directory.	

DURING AN INCIDENT – Emergency Control Center and Health & Safety Coordinator		
	Task	Completed
		x/√
1.	Provide support to the Team Leader and other team members	
2.	Co-ordinate emergency services and implement security plans	
3.	Ensure adherence to emergency and security procedures.	
4.	Communicate with Emergency Response Teams. Evaluate emergency response and the need for additional or reduced resources	
5.	Call out BRT using contact lists advising of incident and BRC location.	
6.	Communicate with BRT Leader on availability of Team Members	
7.	Call out any replacements for the BRT when instructed by the BRT Leader.	
8.	Keep the BRT Leader fully briefed on the situation.	
9.	Ensure the safety of emergency services personnel.	
10.	Co-ordinate evacuation.	
11.	Record name, company and time of people exiting or entering the site	
12.	Maintain the functioning of the BRC	
13.	Maintain awareness of the overall scene to see how the circumstances may affect responder safety.	
14.	Provide a strategic view of the safety concerns in all the response activities to the BRT Leader.	
15.	Activate mutual aid agreements if required	



DURING AN INCIDENT – Emergency Control Center and Health & Safety Coordinator		
	Task	Completed
		x/√
16.	Ensure you have sufficient H&S support to focus attention on safety.	
17.	Forecast and advise the BRT Leader of any safety requirements that may be needed as the incident evolves.	
18.	Communicate injuries, illnesses or exposures to the BRT Leader	
19.	Assess hazards and report them to the BRT Leader.	
20.	Confirm information about the hazards are being received and understood by the responders.	
21.	Provide risk assessments for the BRT Leader.	
22.	Monitor communications for safety concerns.	
23.	Ensure safe systems of work and safety policy are being followed.	
AFTER AN INCIDENT – Emergency Control Center and Health & Safety Coordinator		
	Task	Completed
		x/√
1.	Pass on approved recovery information and statutory reports to relevant authorities.	
2.	Review emergency and security procedure response (including evacuation plans and external resources response).	
3.	Replace spent emergency equipment and ensure all borrowed equipment is returned to its originator	
4.	Revise call out procedures if necessary.	
5.	Review equipment performance and make necessary changes.	
6.	Ensure all consumables used in the incident are promptly replaced.	
7.	Attend BRT debriefing	
8.	Submit all logs and evidence of actions for final Report	
9.	Hand all documentation to Team Leader for safe custody	
10.	Conduct post incident review of events	



Logistics & Security Coordinator

Name	Assistant Manager, Mill	Date	
Location	Keno Hill		

Key Responsibilities		
Manage all site security issues during emergency		
Liaise with RCMP and/or Yukon Coroner's office		
In consultation with the BRT Leader and ERT Leader(s), ensure Threat Identification and Security Response Procedures are in place.		
Review and validate the plans for emergency evacuation, transportation of employees, contractors and visitors.		
Confirm responder call out procedures		
Ensure emergency response procedures are periodically tested, including alternate Team members.		
BEFORE AN INCIDENT – Logistics & Security Coordinator		
	Task	Completed
		x/√
1.	Prepare Security Plans and Security Response Procedures for the site.	
2.	Ensure select personnel are trained for emergency response security responsibilities	
3.	Document information and plans for emergency muster points or assembly areas.	
4.	Train / Brief Security Support Teams.	
5.	Develop Site Security Contact Directory.	
DURING AN INCIDENT – Logistics & Security Coordinator		
	Task	Completed
		x/√
1.	Implement the appropriate security response as indicated by BRT Leader	
2.	Arrange for the procurement and timely delivery of items necessary to The Emergency Response Coordinator personnel. E.g. Food, Batteries for flashlights, etc.	
3.	Provide commercial advice to the Team Leader and other team members of implications	
4.	Request local RCMP response if the emergency requires it.	
5.	Establish primary and secondary security cordons if required	



6.	Brief and task security teams	
7.	Identify and evaluate emergency evacuation/transport options and security issues related to evacuation and relocation.	
8.	Direct non-essential traffic away from incident location until advised otherwise	
9.	Seek direction from BRT Leader regarding in-coming shifts.	
10.	Ensure access for emergency services vehicles	
11.	Liaise with BRT leader regarding 'All Clear and Re-entry'	
12.	Co-ordinate with HR to clearly identify the cost of associate overtime or any other additional costs associated with employment etc.	
13.	Ensure only authorized people enter the site	
AFTER AN INCIDENT – Logistics & Security Coordinator		
	Task	Completed
		<i>x/√</i>
1.	Review performance of Security Plans	
2.	Ensure all records are up to date	
3.	Make recommendations to improve site security in future	
4.	Debrief with local RCMP / Fire-fighters and other emergency responders	
5.	Prepare insurance claim submissions, collate loss costs and liaise with insurer's loss assessors	
6.	Attend BRT debrief	



Emergency Services Coordinator

Name	ERT Coordinator	Date	
Location	Keno Hill		

Key Responsibilities		
<p>The role of the Emergency Services Coordinator is to manage the overall emergency response, manage the information flows from the incident scene/emergency response crews to the BRT, and assist the BRT Leader as required.</p> <p>Develop and maintain an effective emergency response and disaster management process.</p> <p>Schedule and facilitate training and testing of the emergency response and disaster management processes</p>		
BEFORE AN INCIDENT – Emergency Services Coordinator		
Task	Completed	
		<i>x/√</i>
1.	Complete site emergency response procedures	
2.	Develop, implement and train emergency response teams and site personnel	
3.	Develop emergency identification and response procedures	
4.	Update and document locality plans and site maps, noting fire equipment and other important sources of information	
5.	Compile inventory of most common Hazardous Materials on site and regularly review emergency response procedures	
6.	Ensure all necessary response materials or equipment relating to Hazardous Materials are available and adequate	
7.	Develop site emergency equipment/consumables and location inventory	
8.	Practice emergency procedures regularly	
9.	Ensure the Emergency Response Coordinator training for all team members	
10.	Develop call out procedures, and establish employee muster areas	
11.	Conduct regular evacuation drills including muster station procedures	
DURING AN INCIDENT - Emergency Services Coordinator		
	Task	Completed
		<i>x/√</i>
1.	Ensure on going regular communications is maintained between ERT and BRT	
2.	Evaluate level of response required	
3.	Assess capacity to handle disaster with site resources, and need for outside assistance	
4.	Call in 'back up' teams if required	



5.	Co-ordinate evacuation procedures (if necessary), ensure head counts are complete and information is communicated to the BRT Leader	
6.	<i>Ensure the following;</i> -Evaluate status of the Emergency Response Coordinator consumables or supplies -Evaluate safety/level of fatigue of the Emergency Response Coordinator personnel -Ensure adherence to all emergency procedures -Develop a list of people/work sites 'at risk' of harm during any escalation of the emergency -Review need for mustering of employees who may be at risk, and designate the muster station	
AFTER AN INCIDENT - Emergency Services Coordinator		
	Task	Completed
		*/✓
1.	Debrief Emergency Response Teams	
2.	Complete 'After Action Report' and submit to BRT Leader for review	
3.	Review emergency procedures response	
4.	Review external resources response	

APPENDIX C:

RISK SCENARIOS

No.	Risk Scenario
1.	Bomb Threats
2.	Earthquake/Seismic Events
3.	Emulsion/Explosive Magazine Fires
4.	Entrapment & Working at Heights Rescues
5.	Explosions (Surface)
6.	Explosives Vehicle - Fire & Collisions
7.	Extreme Weather – Lightning
8.	Extreme Weather – Severe Rainfall
9.	Extreme Weather – White-Out
10.	Fatality – Occupational & Non-Occupational
11.	Fire Protection Line Failures
12.	Fire, Forest Fire/Wild Fire - Onsite
13.	Fire, Forest Fire/Wild Fire - Offsite
14.	Fire, Surface Structures
15.	Fire, Underground
16.	Hazardous Materials Releases
17.	Missing Person(s) – Off Site
18.	Missing Person(s) – On Site
19.	Multi-Casualty Incident – Multiple Fatalities
20.	Multi-Casualty Incident – Multiple Injuries
21.	Mutual Aid – Requesting External Assistance
22.	Mutual Aid – Receiving a Request for Assistance
23.	Potable Water Emergencies
24.	Power Outages
25.	Public Health & Epidemic Emergencies
26.	Radio System Failures
27.	Sabotage/Malicious Damage



No.	Risk Scenario
28.	Storage Tank Fires - Diesel
29.	Storage Tank Fires - Propane
30.	Structural/Building Collapses
31.	Tire Emergencies
32.	Underground Incidents
33.	Vehicle/Equipment – Collisions (Surface)
34.	Vehicle/Equipment – Fires (Surface)
35.	Violent Incidents
36.	Wildlife Attacks



APPENDIX D:

KEY CONTACTS

Alexco	
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Superintendent, Mining	Name: Joel Clark Email: jclark@alexcoresource.com Office: +1 867-995-3113 ext. 7002 Mobile: +1 907-209-6901
	Name: Jeff Lewicky Email: jlewicky@alexcoresource.com Office: +1 867-995-3113 ext. 7002 Mobile: +1 705-280-6046



External Agencies		
Emergency Services		
Yukon EMS Dispatch	Phone: 867-667-3333	
Yukon EMS Non-Emergency Dispatch	Phone: 867-456-8401	
Mayo Nursing Station	Phone: 867-996-4444	
Whitehorse Hospital	Phone: 867-393-8700	
RCMP Mayo	Phone: 867-996-5555	
RCMP Search & Rescue	Phone: 867-667-5555	
Yukon Conservation Officer Dispatch	Phone: 867-667-8005	
Yukon Wildland Fire Control	Phone: 888-798-3473	
Mayo Fire Department	Phone: 867-996-2222	
Yukon Coroner Service	Phone: 867-667-5317	
Government Contacts		
YWCHSB Chief Mine Safety Officer (Mike Henney)	Phone: 867-667-3777	Cell: 867-332-3588
YWCHSB Mine Inspector (Mike Wadsworth)	Phone: 867-633-7981	Cell: 867-336-0378
YWCHSB 24hr Emergency Line	Phone: 800-661-0443	
YWCHSB Report an Accident	Phone: 867-689-5949	