

# SITE SPECIFIC OCCUPATIONAL HEALTH AND SAFETY PLAN (SSOHSP)

## Dam at Lock 38

### Trent-Severn Waterway Infrastructure Public Services and Procurement Canada

September 17, 2018  
Rev. 02

PREPARED FOR:  
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PRIME CONTRACTOR ADDRESS

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CONSTRUCTION HEALTH AND SAFETY PLAN  
TRENT-SEVERN WATERWAY INFRASTRUCTURE  
DAM AT LOCK 38 REPLACEMENT  
Public Services and Procurement Canada

PWGSC Project # R.076591.906  
PWGSC Contract # - EQ754-162678/001/PWL

## Contents

<b>AMENDMENT SHEET .....</b>	<b>4</b>
<b>1.0 INTRODUCTION .....</b>	<b>5</b>
<b>2.0 RESPONSIBILITY AND ACCOUNTABILITY FOR SAFETY .....</b>	<b>6</b>
2.1 DEFINITIONS – MULTIPLE-EMPLOYER WORKPLACE AND PRIME CONTRACTOR .....	6
2.2 PRIME CONTRACTOR .....	6
2.3 SUBCONTRACTORS, VENDORS AND SUPPLIERS .....	8
2.4 PROJECT JOINT HEALTH AND SAFETY COMMITTEE/HEALTH & SAFETY REPRESENTATIVE .....	8
<b>3.0 PROJECT SCOPE OF WORK &amp; LOGISTICS .....</b>	<b>9</b>
<b>4.0 PROJECT ORGANIZATION AND KEY CONTACTS.....</b>	<b>9</b>
<b>5.0 RISK ASSESSMENT .....</b>	<b>9</b>
5.1 PRE-EXECUTION SAFETY PLANNING.....	10
5.2 HAZARD CONTROLS .....	10
5.3 SAFE WORK PRACTICES AND PROCEDURES .....	10
<b>6.0 PERSONAL PROTECTIVE EQUIPMENT (“PPE”) .....</b>	<b>10</b>
<b>7.0 PREVENTATIVE MAINTENANCE .....</b>	<b>11</b>
7.1 MAINTENANCE CHECKLIST.....	11
7.2 LIST OF EQUIPMENT AND VEHICLES ON SITE.....	11
<b>8.0 SAFETY EDUCATION AND TRAINING .....</b>	<b>12</b>
8.1 CONTRACTOR/VISITOR SITE ORIENTATION .....	12
8.2 SAFETY MEETINGS .....	12
8.3 SAFETY POSTINGS.....	13
<b>9.0 WASTE MANAGEMENT .....</b>	<b>13</b>
<b>10.0 WORKPLACE HAZARDOUS MATERIAL LABELING AND MANAGEMENT .....</b>	<b>13</b>
<b>11.0 INSPECTIONS .....</b>	<b>13</b>
11.1 SAFETY INSPECTIONS .....	13
<b>12.0 ACCIDENT/INCIDENT REPORTING.....</b>	<b>14</b>
<b>13.0 ACCIDENT/INCIDENT INVESTIGATION .....</b>	<b>15</b>
13.1 CONDUCTING AN INVESTIGATION.....	15
13.2 STAKEHOLDER INVOLVEMENT IN ACCIDENT AND INCIDENT INVESTIGATION.....	16
13.3 WORKERS’ COMPENSATION CLAIMS .....	16
<b>14.0 EMERGENCY PREPAREDNESS AND RESPONSE .....</b>	<b>16</b>
14.1 FIRST AID SUPPLIES AND EQUIPMENT LOCATION(S).....	16
14.2 FIRE EXTINGUISHER LOCATIONS .....	16
14.3 WHAT TO DO IN THE EVENT OF A FIRE .....	16
14.4 LOCATION OF EMERGENCY.....	17

14.5 ROLES AND RESPONSIBILITIES ..... 17

14.6 METHODS OF COMMUNICATION.....17

14.7 TESTING THE PLAN .....17

14.8 EMERGENCY EVACUATION .....17

**15.0 FIRST AID PERSONNEL ..... 18**

**16.0 KEEPING RECORDS AND STATISTICS ..... 18**

**17.0 SAFETY AUDITS..... 18**

**18.0 SAFETY INCENTIVE PROGRAM ..... 18**

**APPENDICIES..... 18**

## 1.0 Introduction

This Site Specific Occupational Health and Safety Plan (SSOHSP) has been prepared by the Departmental Representative to recognize the unique aspects specific to the Dam at Lock 38 scope of work, to establish roles and responsibilities for safety performance and to set a minimum expectation, through defining policies and procedures, for safety performance of the Contractor, subcontractors, suppliers, vendors and other service providers.

This plan also recognizes that the Contractor will agree to all stipulations in this Site Specific Occupational Health and Safety Plan (SSOHSP) prior to beginning work.

During the performance of the work the Contractor, subcontractors, suppliers, vendors and others shall strictly comply with all health, safety, security and other applicable policies, procedures, rules, or regulations (collectively referred to as Stipulations) established by Departmental Representative. In the event that any of these parties violate any SSOHSP Stipulation, the Contractor shall take, or cause the violator to take, appropriate responsive action. The Contractor shall have a disciplinary policy in place that includes permanent removal from the worksite for material violations of the SSOHSP Stipulations.

Departmental Representative reserves the sole right to determine if any act, or failure to act constitutes a violation or deviation of any of the SSOHSP Stipulations. The Departmental Representative has the unilateral right to stop work whenever health and safety violations are observed which could jeopardize the well-being of personnel or property. The expense of any such work stoppage and resultant standby time shall be for the account of the Contractor, supplier, vendor or other party.

The failure or refusal of the Contractor to correct the observed violation may result in termination of the subcontract or purchase order, and/or dismissal from the work site of those responsible for such failure or refusal. In any event Contractor, vendors and suppliers will understand and will agree that any violation of applicable health and safety related SSOHSP Stipulations shall be sufficient cause for termination of a contractor's, vendor's or supplier's service by Departmental Representative pursuant to the terms and conditions of the subcontract or purchase order.

The physical copy of this safety plan and appendices can be accessed at any Departmental Representative or Contractor site office.

## 2.0 Responsibility and Accountability for Safety

Key to establishing a safe working environment on the Project is the assignment of specific, safety-oriented responsibilities and accountabilities.

### 2.1 Definitions – Multiple-employer Workplace and Prime Contractor

Definitions:

- Multiple-employer Workplace: means a workplace where workers of 2 or more employers are working at the same time.
- Prime Contractor: means, in relation to a multiple-employer workplace:
  - a) the directing Contractor, employer or other person who enters into a written agreement with the Owner of that workplace to be the Prime Contractor for the purposes of the OHSARCP (Ontario), and
  - b) If there is no agreement as referred to in (a) above, the Owner of the workplace.
  - c) The Prime Contractor of a multiple-employer workplace must:
    - Ensure that the activities of employers, workers and other persons at the workplace relating to occupational health and safety are coordinated, and
    - Do everything that is reasonably practicable to establish and maintain a system or process that will ensure compliance with OHSA (Ontario) and the Stipulations in effect at the workplace.
  - d) Each employer of workers (contractor, vendor or supplier) at a multiple-employer workplace must give to the Prime Contractor the name of the person the contractor, vendor or supplier has designated to supervise their workers at that workplace.

### 2.2 Prime Contractor

The Prime Contractor (PC) is the Constructor for the Project and has the following responsibilities:

- 2.2.1 The PC Project Manager is ultimately responsible and accountable for ensuring that the SSOHSP is relevant, communicated, enforced and updated as required to reflect evolving and changing conditions of the Work.

2.2.2 Under the leadership of the PC Project Manager, the PC Project Team is obligated to:

- Develop an Occupational Health and Safety Plan (OHSP) detailing the following based on the Prime Contractor's Corporate Health and Safety Plan:
  - Safety Communication Plan
  - Emergency Response Plan
  - Health and Safety Policies
  - Health and Safety Contact Matrix
  - Return to Work Plan
  - All Project Related Safety Forms
  - Disaster Planning
  - Violence and Harassment Policies
- Ensure all measures and procedures required by the Occupational Health and Safety Act and Regulations for construction projects in the province of Ontario are carried out.
- Investigate all near misses, incidents and accidents relating to the Project and report near misses, incidents, accidents and injuries to appropriate Departmental Representative personnel and agencies/authorities as required by the OHSP and to take appropriate actions in response to any occurrence to prevent recurrence.
- Establish and maintain a safety culture and safety program that both promotes and enables a safe and healthy workplace.
- Conduct formal and effective site orientations for project staff, contractors, vendors, suppliers, delivery agents, and invitees to the project sites such as owner representatives or agency visitors.
- Ensure that hazard assessments are conducted as required in the manner prescribed by the OHSP and that corrective action is taken where required and in a timely manner.
- Effectively stabilize and otherwise treat injuries that do arise in accordance with the appropriate Emergency Response Plan and to report all injuries as required by the OHSP and OHSARCP (Ontario).
- Maintain all safety related records relating to the OHSP. In this context, maintain means managing, reviewing, following up, communicating and filing on site.
- Conduct and record formal weekly site safety inspections including project site offices in collaboration with any stakeholder contractors, vendors or suppliers.

- Participate regularly with stakeholders in safety meetings for the purpose of reviewing the overall performance (effectiveness) of the OHSP

### **2.3 Subcontractors, Vendors and Suppliers**

Subcontractors, vendors and suppliers are responsible for:

- 2.3.1 Implementation of the SSOHSP, and compliance with Occupational Health and Safety Act and Regulations for construction projects in the province of Ontario. The SSOHSP shall be accepted and signed by Subcontractor Manager or his designate in writing prior to the starting of any site work on a work package, subcontract or purchase order.
- 2.3.2 Ensuring that only proven, competent persons are appointed as supervisors of others and that all personnel report for work fit for work.
- 2.3.3 Providing trade appropriate and competent instruction, information and supervision to all employees.
- 2.3.4 Maintaining all site facilities within their control in a neat, tidy, and orderly manner. Laydown areas, storage, staging, parking and all access ways are to be well maintained and appear well maintained at all times.
- 2.3.5 Providing suitable and appropriate First Aid training and equipment consistent with the number of personnel on site.
- 2.3.6 Reporting all injuries in compliance with the OHSP and as appropriate, the Ministry of Labour Ontario.
- 2.3.7 Maintaining all safety related records relating to the SSOHSP. In this context, maintaining means managing, reviewing, following up, communicating and filing on site.

### **2.4 Project Joint Health and Safety Committee/Health & Safety Representative**

- 2.4.1 A Joint Health and Safety Committee (“JHSC”) will be established on the site when the number of employees reaches the predefined levels dictated by legislation. A member of the PC Project Team will chair these meetings and meeting minute records will be kept in PC project files.
- 2.4.2 The PC Project Team Chair shall be trained in the processes and procedures for ensuring any JHSC is effective in the delivery of its obligations to workers on the site.
- 2.4.3 In the event a JHSC is not required, the Prime Contractor and all subcontractors on site shall ensure a competent H&S Representative has been identified and their name is posted for employee reference.

### 3.0 Project Scope of Work & Logistics

The objective of this scope of work is replacement of the Dam at Lock 38 located on the Trent Severn Waterway (TSW). Specifically, replacement work is focused on, but is not limited to:

- Temporary works for construction
  - Two-stage bin wall cofferdam
  - Two-stage upstream and downstream dewatering systems
  - Environmental protection infrastructure
- Permanent Works
  - Demolition and removal/disposal of demolished material
  - All works required to replace the existing structure

Departmental Representative Site Office Location:

Lock 38 – Talbot – Trent-Severn Waterway (1427 Canal Rd, Brechin, ON L0K 1B0)

Construction Schedule: October , 2018 – October, 2020

Days/Hours of Work: **TDB**

Proposed Dam at Lock 38 Laydown Area Drawing has been included in appendix documents.

### 4.0 Project Organization and Key Contacts

#### Departmental Representative KEY SAFETY CONTACTS

Name	Title	Contact #	Email
Dave Ness	Departmental Representative Project Manager (PSPC)	647-505-0594	<a href="mailto:dave.ness@pwgsc-tpsgc.gc.ca">dave.ness@pwgsc-tpsgc.gc.ca</a>
Bienvenu Noumon	Departmental Representative Deputy Project Manager (PSPC)	416-525-9181	<a href="mailto:Bienvenu.noumon@tpsgc-pwgsc.ca">Bienvenu.noumon@tpsgc-pwgsc.ca</a>
J. Campbell Halliday	Regional Manager OH&S (PSPC)	416-512-5628	<a href="mailto:Cam.Halliday@pwgsc-tpsgc.gc.ca">Cam.Halliday@pwgsc-tpsgc.gc.ca</a>
Irtaza Shah	Construction Maintenance Safety Advisor (PSPC)	416-512-5591	<a href="mailto:iratza.shah@pwgsc-tpsgc.gc.ca">iratza.shah@pwgsc-tpsgc.gc.ca</a>
Nicole Weber	Sr Engineer TSW Project (PCA)	705-313-2036	<a href="mailto:nicole.weber@pc.gc.ca">nicole.weber@pc.gc.ca</a>
Brett McLellan	Engineer (PCA)	705-750-4943	<a href="mailto:brett.mclellan@pc.gc.ca">brett.mclellan@pc.gc.ca</a>
Shaun Beatty	Engineer (KGS Group)	204-960-5074	<a href="mailto:sbeatty@ksgroup.com">sbeatty@ksgroup.com</a>

### 5.0 Risk Assessment

A Hazard Identification and Risk Assessment specific to the Dam at Lock 38 scope of work is to be completed by the Prime Contractor.

All contractors shall complete a detailed safety risk assessment based on their specific scope of work, which shall be appended to this SSOHSP and approved by Departmental Representative prior to commencement of work.

### 5.1 Pre-Execution Safety Planning

- 5.1.1 Pre-execution planning, including the development of initial hazard assessments for the work sites, procedures, proponent contractor, vendor and supplier pre-qualification submittals, SSOHSP reviews and approvals will be conducted by the Prime Contractor under direction and control of the Departmental Representative.
- 5.1.2 The PC Project Manager or designate shall perform the initial risk assessment processes and direct its continued maintenance, lead the evaluation of all proponent subcontractors, vendor and supplier safety pre-qualification submittals and formerly accept (by signing such acceptance) as compliant with the minimum standards of the SSOHSP for the various work packages and sites.

### 5.2 Hazard Controls

- 5.2.1 Controls for identified hazards shall be listed in the site-specific Hazard Identification and Risk Assessment and appended to this SSOHSP by the PC Project Team
- 5.2.2 The PC Project Team and/or Prime Contractor management and supervisors are responsible for determining if any new or unexpected activities are deemed hazardous throughout the course of work. These hazards will be promptly assessed and controlled utilizing the Prime Contractors Hazard Assessment Form.

### 5.3 Safe Work Practices and Procedures

- 5.3.1 Safe Work Procedures (Control Procedures) must be prepared by the PC Project Team after the completion of the hazard assessments process.
- 5.3.2 A library of developed Safe Work Practices and Procedures (SWPP) will be made available in hard copy at the Prime Contractor site office. The existing inventory of SWPP will be continually updated and expanded upon based on site specific conditions encountered at the project sites and the need for additional controls.
- 5.3.3 The PC Project Team is responsible for maintaining the site control procedures library and for uploading new or updated SWPPs to the electronic files.
- 5.3.4 Subcontractors, vendors and suppliers are responsible for development of their own SWPPs after the completion of their hazard assessment, ensuring that their employees have reviewed them prior to commencement of work activity and that they are available at the work site.

## 6.0 Personal Protective Equipment (“PPE”)

The following is to be considered as minimum standard to be enforced by the PC Project Team and subcontractor, vendor, supplier, owner and owner’s agent, consultant and visitor personnel on the project sites:

- Approved safety eyewear
- Safety boots which also have ankle support (in Canada CSA “green patch”)
- High visibility safety vest
- Long trousers
- Minimum four-inch sleeved shirts
- CSA approved protective headwear, and
- Any other specialty PPE identified in the applicable control procedures depending on risk exposure, place of work and the assigned task (fall restraint for example).

## 7.0 Preventative Maintenance

Preventative maintenance on all equipment is required in order to keep the equipment operating in a safe and efficient manner. It is Departmental Representative policy that all equipment on the project sites shall be well maintained and look well maintained. The PC Project Manager is responsible for enforcing this equipment and vehicle maintenance policy either through the direction and control of Prime Contractor staff (for Prime Contractor equipment) or subcontractors, vendors and suppliers.

### 7.1 Maintenance Checklist

- 7.1.1 A maintenance oriented daily visual check must be completed for each piece of equipment on the Project and provided to the PC Project Manager or his designate. For stationary equipment, a responsible person is to be assigned such that the objective of 100% inspection of each unit on site each day is attained.
- 7.1.2 With respect to Prime Contractor owned or leased equipment, the PC Project Manager shall ensure that needed maintenance or repairs are executed or a plan for execution put in place within 24 hours of identification. This exact same expectation shall apply equally to subcontractors, vendors and suppliers.
- 7.1.3 An Equipment Maintenance Checklist is to be used to record the inspection of equipment. The Prime Contractor, subcontractors, vendors and suppliers may use their own checklist formats providing they are at least as comprehensive as that of the Prime Contractor and as approved by the PC Project Manager. All hard copy maintenance checklist records will be retained in the site office, logged by unit number or other identifier, and uploaded to the project electronic file at least weekly.

### 7.2 List of Equipment and Vehicles on Site

The PC Project Team will supply the following information once available: a list of expected equipment to be used for the permanent works, temporary roads, access embankments and ramp construction:

- TDB (Section to be filled by the PC Project Team)

## 8.0 Safety Education and Training

The following lists the minimum Project specific training required for all workers on site:

1. Site orientation/Subcontractor, Vendor, Supplier and Visitor orientations
2. Hazard assessment review – safe work practices and safe job procedures
3. Other task specific work plans/procedures
4. Personal protective equipment requirements
5. Ministry of Labor H&S Awareness Worker/Supervisor
6. Chemical hazard training (WHMIS 2015)

The Prime Contractor will ensure verification of training and competency of any workers involved in work at heights, confined space, emergency response and operation/use of specialized equipment and tools.

Although these topics have priority, any worker who has a concern about their ability to safely perform assigned tasks must be encouraged to communicate this concern to their supervisor at any time. The Prime Contractor's objective in support of training initiatives is to ensure that incidents do not occur as a result of a lack of training of personnel.

### 8.1 Contractor/Visitor Site Orientation

The PC Project Manager will be responsible to ensure that all Prime Contractor employees, and those of any subcontractors, vendors and suppliers, the owner, the owner's agents, consultants, agency representatives and visitors to the project site are given an appropriate site specific safety orientation.

All orientations will be documented with hard copies kept on site in the project file and summarized in a log sheet on the project file server.

### 8.2 Safety Meetings

The PC Project Manager will lead or participate in all project weekly safety meetings as well as conducting a Daily Tailboard Talk meeting with PC personnel. These talks are meant to address the known hazards ahead of a shifts work, to ensure understanding of any changed conditions which will require the adjustment of SWPPS or barriers to protect workers from those hazards and for the supervisor to ensure that all members of the crew are fit for work.

Each contractor, vendor and supplier is expected to follow this exact same procedure with their field supervisory personnel. 100% attendance of craft personnel is required at the Daily Tailboard Talk and weekly safety meetings. Safety meeting minutes shall be provided to the Prime Contractor the same day (or night) as that of the meeting. The Prime Contractor will participate randomly in the safety meetings of others and provide comment on the effectiveness of these meetings with respect to hazard assessment, the development of control procedures and the encouragement of two-way communication and crew input. The Departmental Representative may require corrective action taken if the nature of safety meetings conducted by the Prime Contractor, subcontractors, vendors or suppliers is deficient, in the sole opinion of the Departmental Representative.

All safety meeting minutes, including those of contractors, vendors and suppliers will be retained by the Prime Contractor as hard copies on site in the project file and periodically uploaded to the project's electronic file.

### **8.3 Safety Postings**

All site offices and lunch trailers will be equipped with a safety bulletin board that has, at a minimum, the postings as required by Employment Standards Act 2000, Occupational Health and Safety Act and the Workplace Safety and Insurance Act 1997

## **9.0 Waste Management**

The Prime Contractor is responsible for managing and disposing of its own waste products as per the Site Specific Environmental Management and Protection Plan (SSEMPP). The PC Project Manager is to ensure that contractors are responsible for their own refuse. Protocols and procedures for hazardous waste must follow guidelines dictated by legislation (local, provincial and federal).

The Prime Contractor will maintain the onsite workplaces in a clean and orderly fashion, free of accumulations of debris and consistent with best management practices with respect to housekeeping.

## **10.0 Workplace Hazardous Material Labeling and Management**

All project personnel will have received WHMIS training prior to deployment to site.

All up-to-date MSDS will be accessible at the Prime Contractor site office. The PC Project Manager or designate is responsible to review the record of current MSDS for all products used on the project, including those used by contractor, vendor and supplier personnel. All site personnel are to be made aware during their orientation process of the MSDS library location at site.

MSDS copies must be filed to the project's electronic file in addition to the MSDS binder in the onsite office.

## **11.0 Inspections**

### **11.1 Safety Inspections**

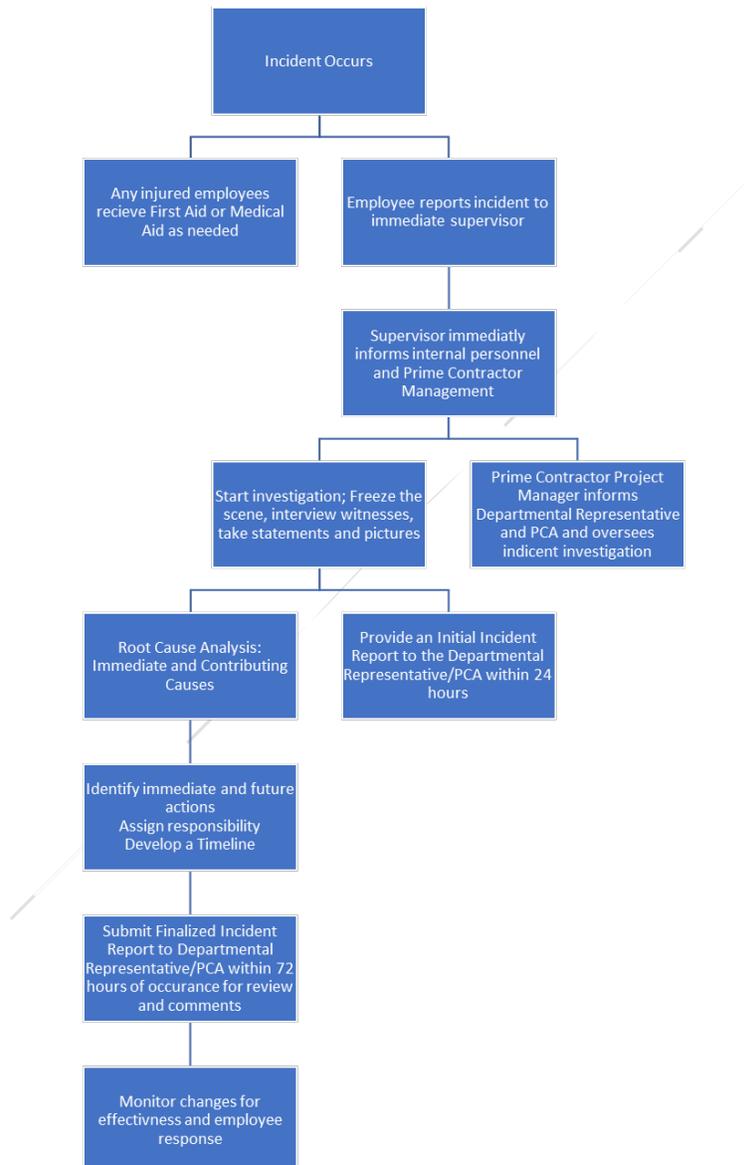
The PC Project Manager or designate is responsible to ensure that comprehensive weekly (a minimum – frequency will be increased as required) worksite inspections are conducted and corrective actions are completed in a timely manner, including instantaneously. All completed inspection records will be found in the onsite office and will be filed to the project's electronic file.

Inspection records are not to be filed until all deficiencies have been corrected and all corrective actions have been completed and the completed inspection form signed by the PC Project Team.

## 12.0 Accident/Incident Reporting

An incident is defined as any accident or near miss regardless of whether personnel injury or property damage resulted. All incidents must be reported.

All incidents shall be reported to the direct supervisor immediately, and then brought to the attention of the PC Project Manager or in his absence the PC Project Team. The PC Project Manager will be responsible to follow project protocols for incident reporting based on severity:



## 13.0 Accident/Incident Investigation

In the event that any employee is injured or equipment is damaged, formal accident investigations will be conducted by the PC Project Team. The investigation team may include any or all of a JHSC member/safety representative, senior corporate safety representatives (as required) and other knowledgeable personnel as requested by the PC Project Manager.

In the event contractor, vendor or supplier's personnel is involved, the PC Project Manager shall oversee the subcontractor, vendor or supplier's accident/investigation process which shall comply with the requirements of the SSOHSP.

An accident/investigation shall be completed in all cases by the PC Project Manager and distributed in accordance with project protocols.

The PC Project Manager shall also ensure every accident/incident report includes the development of appropriate corrective actions and that they have been implemented (or there is an appropriately timely schedule for implementation).

### 13.1 Conducting an Investigation

The investigation procedure following an incident shall proceed as follows:

1. Take control of the scene.
2. Ensure that any injured persons are cared for.
3. Ensure that no further injury or damage occurs.
4. Get the "big picture" of what happened.
5. Examine equipment/materials involved.
6. Preserve the evidence – collect and safeguard any physical evidence. Where practicable, the scene of any accident should be left untouched, except for activity necessitated by rescue work or to prevent further failures or injuries, until the accident has been thoroughly investigated and the PC Project Manager has "released" the scene.
7. Take photographs of the scene.
8. Interview witnesses and obtain written statements where appropriate. It's recommended that witnesses be segregated and interviewed separately.
9. Analyze all the available information to determine the causes.
10. Look for causes where "the system failed the worker," not only for those where "the worker failed the system."
11. Determine what corrective action will prevent recurrence.
12. Complete a prescriptive accident investigation report and have the form signed by the PC Project Manager.
13. Designate follow-up responsibilities to ensure that corrective action is developed, implemented and completed in a timely manner.

**Note:** Accident/Incident investigations are not conducted to fix blame, they are conducted to find facts to help prevent recurrence.

Accident/incident investigation reports will be maintained in hard copy at the project site and uploaded to the electronic file as soon as completed and signed by the PC Project Manager.

### **13.2 Stakeholder Involvement in Accident and Incident Investigation**

The Owner or Owner Agent are not required to participate in any accident/incident investigation undertaken by the Prime Contractor on the project site. The Prime Contractor may participate as required by other stakeholders investigating an incident related to the project.

All third-party incidents within the project boundary (federal crown lands) will be investigated by PC Project Manager. The third party's involved will be required to submit completed incident forms to the Prime Contractor site office upon completion of their investigation.

### **13.3 Workers' Compensation Claims**

The Prime Contractor must be contacted immediately regarding any workers compensation claim arising from their activities on the Project. This includes the Prime Contractor becoming aware of a claim involving a subcontractor, vendor or supplier. Providing timely notification is the responsibility of the PC Project Manager.

## **14.0 Emergency Preparedness and Response**

The Prime Contractor will post emergency contact numbers, site map and location of nearest hospital(s) for its Management/Office staff at the site office location. Contractors will develop their own Emergency Response Plan for their specific work areas within their SSOHSP. The PC Project Team staff will follow the contractor requirements for evacuation and mustering when in their work areas.

### **14.1 First Aid supplies and equipment location(s)**

First aid and eyewash kits and evacuation aids will be kept in the onsite office and in designated vehicles. The first aid kits will be maintained by the PC Project Team. Monthly inspections of these installations will be documented and hard copy filed in the site office.

### **14.2 Fire extinguisher locations**

Fire extinguishers will be installed in each site vehicle as well as site offices. The PC Project Manager or designate is responsible for ensuring all fire extinguishers are inspected as required and that a log of the inspections is completed and kept with the fire extinguisher.

Fire extinguishers may also be located in designated areas of the workplace in response to SWPP being implemented as an outcome of the hazard assessment process. These locations shall be identified by both communication to workers and direct signage.

### **14.3 What to do in the event of a fire**

In the event of fire, after 911 has been called, all project employees must assemble at the closest Muster Area as designated in the Emergency Response Plan. As part of the initial site orientation,

all employees will be made aware of current muster stations. Changes to the station locations will be conveyed during Daily Tailboard Meetings and weekly safety meetings. Muster Stations shall be clearly identified:

Muster Area 1: TBD

Muster Area 2: TBD

#### **14.4 Location of emergency**

The project site map and location of the nearest hospital will be included in the SSOHSP and posted in all office trailers and bulletin boards. This information will be reviewed as part of the site orientation process.

#### **14.5 Roles and responsibilities**

The PC Project Manager is responsible to define the roles and responsibilities in emergency response situations for each contractor, vendor and supplier and to ensure these are documented in the SSOHSPs for each work package and at each site.

#### **14.6 Methods of communication**

It is expected that cellular phones will be used for primary communication at site. Radios may also be utilized. Site office locations and cellular reception will dictate whether data hotspot (s) will be utilized.

The SSOHSP shall address the situation where cellular service or radio transmission is lost for whatever reason (have a Plan B).

#### **14.7 Testing the plan**

The Prime Contractor is responsible for testing the emergency plan (mock drills). The frequency of these drills will be specified by the Joint Health & Safety Committee and/or the PC Project Manager. All contractors, suppliers and vendors present on the site will consent to participation in these system tests.

#### **14.8 Emergency evacuation**

Emergency evacuations of sites will be at the discretion of the PC Project Manager or in his absence, the PC Project Team. The Departmental Representative also has the authority to have the site evacuated in the event of an emergency. The Departmental Representative Project Manager or his designate shall administer this authority.

## 15.0 First Aid Personnel

Qualified First Aid personnel are required by legislation to have their First Aid Certificates posted or readily accessible for inspection. PC Project Team members and all contractor staff are expected to have a sticker applied to their hardhats indicating clearly they have first aid certification. The number and training levels of First Aid Personnel can be found in the OHSARCP (Ontario).

## 16.0 Keeping Records and Statistics

Records and statistics of the project's safety performance will be maintained by the Prime Contractor. Reporting will be through the use of a monthly safety summary report. These records will be compiled by the PC Project Manager closing the last day of each month.

These statistics will be included in the Monthly Progress Report prepared by the PC Project Manager for Departmental Representative.

The statistical summaries and Monthly Progress Reports will be maintained in hard copy on the site and uploaded when completed to the projects electronic file.

## 17.0 Safety Audits

Formal Safety audits will be conducted at a minimum of once per week unless safety performance dictates that they be more frequent. The safety audits will be performed by internal corporate personnel of the joint venture partners and follow the prescriptive standards of the IHSO or equivalent.

## 18.0 Safety Incentive Program

For every month with zero at fault incidents above the near miss scale, a safety performance recognition award program will be implemented. All project employees including that of contractors, vendors and suppliers will participate. Contractors, vendors and suppliers are expected to participate financially in the program. Type of recognition and award purchase value and type will be determined by the PC Project Manager or designate in cooperation with other stakeholders.

## APPENDICIES

**Appendix A - TDKB – Site A Work Hazard Identification and Risk Assessment – To be provided by the Prime Contractor**

**Appendix B - Emergency Locations, Numbers and Reporting Protocol – To be provided by the Prime Contractor**

**Appendix C - Site A Laydown Area Map**