



Marten Falls First Nation
Marten Falls Community Access Road
H378016

Accidents and Malfunctions Response Plan
October 15, 2026

Accidents and Malfunctions Response Plan

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1. Introduction

Marten Falls First Nation (MFFN) is a remote First Nation community in northwestern Ontario located at the confluence of the Albany and Ogoki Rivers, approximately 430 km northeast of Thunder Bay. The Marten Falls Community Access Road (MFCAR) Project consists of the pre-construction and construction of an approximately 184 km all-season access road connecting the community to the Ontario provincial highway network (Figure 1-1). The Project includes a two-lane gravel road within a new right-of-way (ROW), with a design speed of 80 km/h and a cleared ROW width of approximately 60 m.

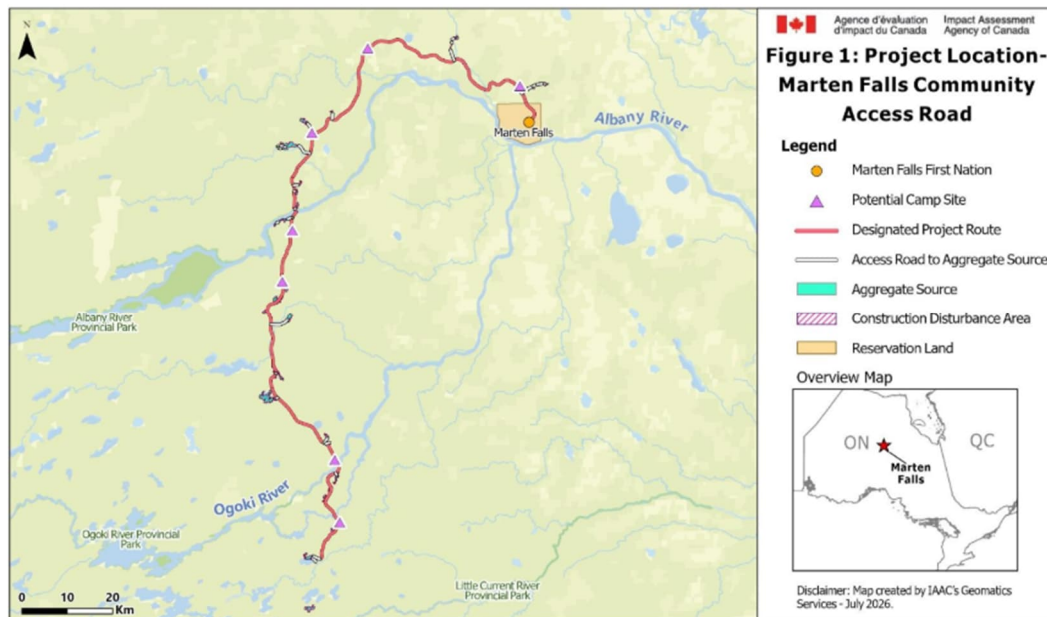


Figure 1-1: Project Location and Key Components

1.1 Purpose

The purpose of the Accidents and Malfunctions Response Management Plan (AMRMP) is to establish the framework, procedures, responsibilities, and response measures required to prevent, prepare for, respond to, mitigate, and report accidents and malfunctions associated with the MFCAR (the Project).

The Plan has been developed to support the protection of human health and safety, the environment, Indigenous rights and interests, cultural heritage resources, traditional land and resource use, and Project infrastructure throughout all phases of the Project. The Plan establishes a coordinated and systematic approach to incident management that enables



rapid response, effective communication, regulatory compliance, and adaptive management in the event of an accident or malfunction.

This Plan fulfills the requirements of Conditions 9.1 through 9.4 (as outlined below) of the Impact Assessment Agency of Canada (IAAC) Decision Statement and incorporates relevant commitments from the Final Environmental Assessment/Impact Statement (EA/IS), including commitments related to spill prevention, emergency response, environmental monitoring, community safety, cultural heritage protection, Indigenous engagement, and public communications. The Plan also supports compliance with applicable conditions of the Ontario Ministry of the Environment, Conservation and Parks (MECP) Notice of Approval, including requirements related to the implementation of commitments identified in the EA and Commitments List, compliance monitoring and reporting, adaptive management, change management, and coordination with other regional road projects where accident or malfunction-related monitoring results, corrective actions, or mitigation measures may have implications for cumulative effects monitoring and inter-project coordination.

9.2 The Proponent shall develop, prior to construction and in consultation with Marten Falls First Nation and relevant authorities on the Marten Falls First Nation reserve, and prior to construction and in consultation with Indigenous groups and relevant authorities on non-federal lands, and implement, during all phases of the Designated Project, an accidents and malfunctions response plan in relation to the Designated Project. The accidents and malfunctions response plan shall include:

9.2.1 a description of the potential types of accidents and malfunctions that may cause adverse federal effects, including severe structural failure, major spill, fire, explosion and extreme weather events;

9.2.2 the measures to be implemented in response to each type of accident and malfunction referred to in condition 9.2.1 to mitigate any adverse federal effect caused by the accident or malfunction taking into account Environment and Climate Change Canada's National Wildlife Emergency Response Framework; and

9.2.3 for each type of accident and malfunction referred to in condition 9.2.1, the roles and responsibilities of those involved in the implementation of the measures referred to in condition 9.2.2, including the Proponent, each relevant authority, and any other party that may be called upon to respond to an accident or malfunction.

9.3 The Proponent shall maintain the accidents and malfunctions response plan referred to in condition 9.2 up to date during construction. The Proponent shall submit any updated accidents and malfunctions response plan to the Agency and to parties consulted for the development of the plan within 30 days of the plan being updated.



9.4 In the event of an accident or malfunction with the potential to cause adverse federal effects during construction, including an accident or a malfunction referred to in condition 9.2.1, the Proponent shall immediately implement the measures appropriate to remedy the accident or malfunction, including any measure referred to in condition 9.2.2, and shall:

9.4.1 notify, as soon as feasible, relevant authorities with responsibilities related to emergency response, including environmental emergencies, in accordance with applicable legislative and regulatory requirements;

9.4.2 notify, as soon as feasible, Indigenous groups of the accident or malfunction and notify the Agency in writing no later than 48 hours following the accident or malfunction. In doing so, the Proponent shall specify: 9.4.2.1 the date and time when and location where the accident or malfunction occurred; 9.4.2.2 a summary description of the accident or malfunction; 9.4.2.3 a list of any substance and estimated quantities potentially released into the environment as a result of the accident or malfunction; and

9.4.2.4 a list of the relevant authorities notified pursuant to condition 9.4.1 and of the relevant authorities engaged in response to the accident or malfunction; 9.4.3 submit a written report to the Agency no later than 60 days after the day on which the accident or malfunction occurred. The written report shall include: 9.4.3.1 a detailed description of the accident or malfunction and of its adverse federal effects; 9.4.3.2 a description of the measures that were taken by the Proponent to mitigate the adverse federal effects caused by the accident or malfunction; 9.4.3.3 any view from Indigenous groups and advice from relevant authorities received with respect to the accident or malfunction, its adverse federal effects and the measures taken by the Proponent to mitigate these adverse federal effects; 9.4.3.4 a description of any residual adverse federal effects and any modified or additional measure required by the Proponent to mitigate residual adverse federal effects;

9.4.3.5 a description of the changes made to avoid a subsequent occurrence of the accident or malfunction; and 9.4.3.6 details concerning the implementation of the accidents and malfunctions response plan referred to in condition 9.2.

The Plan applies to all personnel, contractors, subcontractors, consultants, suppliers, visitors, and other parties carrying out work on behalf of the Project.

1.2 Objectives

The objectives of this Plan are to:

- Prevent accidents and malfunctions through proactive planning, engineering design, inspection programs, training, and monitoring.



- Protect community members, Indigenous land users, workers and the public from injury, illness, and safety risks associated with Project activities.
- Prevent or minimize adverse federal effects resulting from accidents and malfunctions.
- Protect fish and fish habitat, wildlife, wetlands, groundwater, surface water, air quality, traditional land use areas, cultural heritage resources, and sites of importance to Indigenous Peoples.
- Establish clear roles, responsibilities, communication pathways, and decision-making authority during emergency situations.
- Ensure response measures are implemented in a timely and coordinated manner.
- Provide timely notification to Indigenous communities, relevant authorities, emergency responders, and IAAC.
- Establish procedures for environmental monitoring, remediation, corrective action, and incident investigation following an accident or malfunction.
- Incorporate lessons learned and adaptive management measures to prevent recurrence of incidents.
- Maintain compliance with all applicable Indigenous, federal, provincial, territorial, and municipal requirements.
- Fulfill the requirements of Conditions 9.1 through 9.4 of the IAAC Decision Statement by establishing measures to prevent accidents and malfunctions, respond effectively to incidents, mitigate adverse federal effects, undertake required notifications and reporting, and support continual improvement throughout all phases of the Project.
- Support compliance with applicable MECP approval conditions by documenting accidents and malfunctions, implementing corrective and adaptive management measures, tracking compliance-related incidents, supporting annual compliance reporting, and coordinating incident-related monitoring and response activities with other regional road projects, where required.

1.3 Scope

This Plan applies to all detailed design, pre-construction, and construction activities associated with the Project, including accident and malfunction prevention, preparedness, response, investigation, remediation, monitoring, reporting, and corrective actions.

The Plan applies to all Project activities and infrastructure within the Construction Disturbance Area and, where relevant, the Local Study Area, including:



- Vegetation clearing and grubbing.
- Excavation, grading, aggregate extraction, and blasting.
- Road, bridge, culvert, and drainage infrastructure construction.
- Temporary and permanent access roads.
- Pits, quarries, and borrow areas.
- Construction camps, laydown areas, and material stockpiles.
- Fuel storage, equipment maintenance, and waste management areas.
- Any other Project infrastructure, work areas, or facilities under the care and control of the Proponent.

The Construction Disturbance Area is the area of direct disturbance associated with Project construction, including the roadway corridor, bridges, camps, laydown areas, pits and quarries, and associated access roads. The Local Study Area is the area within which Project-related effects may occur and extends approximately 2.5 km on either side of the proposed road corridor.

This Plan does not apply to operation, maintenance, or decommissioning activities. As the Project advances through future phases, this Plan may be revised and supplemented by additional plans, procedures, and management measures, as applicable, to address phase-specific activities and requirements.

1.4 Regulatory Context and Relevant Guidelines

This Plan has been developed to support compliance with the applicable requirements of the IAAC Decision Statement, Project commitments, legislation, regulations, permits, approvals, licences, authorizations, codes, standards, and technical guidance identified in the Project's legal and commitments registers. Requirements applicable to a particular activity or incident shall be confirmed before implementation by the responsible Project representative, with advice from qualified legal, regulatory, engineering, environmental, health and safety, or cultural heritage specialists, as appropriate.

Key sources informing this Plan include:

- Impact Assessment Act.
- IAAC Decision Statement, including Conditions 9.1 to 9.4 and other conditions expressly referenced in this Plan.
- MECP Notice of Approval.



- EA/IS Commitments.
- Applicable dangerous-goods transportation legislation and regulations.
- Applicable Ontario environmental, spill-reporting, occupational health and safety, fire-protection, transportation, cultural heritage, wildlife, water, waste-management, and emergency-management requirements.
- Applicable Project permits, approvals, licences, authorizations, and conditions.
- Applicable engineering, road, bridge, drainage, fire, fuel-storage, and construction standards.
- Canadian Water Quality Guidelines for the Protection of Aquatic Life, where adopted as Project criteria or otherwise applicable.
- Environment and Climate Change Canada's National Wildlife Emergency Response Framework, where applicable to wildlife emergency planning and response.

The Project's compliance registers shall identify the applicable instrument, specific provision or condition, responsible role, implementation mechanism, required record, and verification status. Where requirements overlap, the more protective applicable requirement shall be implemented, unless otherwise directed by the responsible authority.

1.5 Relationship to Other Plans

The Accidents and Malfunctions Response Management Plan functions as an umbrella accidents and malfunctions response document and shall be implemented in coordination with the following Project management plans.

- Construction Environmental and Social Management Plan (CESMP).
- Spill Prevention and Emergency Response Plan.
- Emergency Preparedness and Management Plan.
- Chance Find Protocol.
- Equipment Mobilization Plan.
- Health and Safety Management Plan.
- Cultural Heritage Management Plan.
- Archaeological Resources Management Plan.
- Community Safety and Wellness Plan.



- Indigenous Communities Communication Plan.
- Follow-up Programs required under the Decision Statement.
- Contractor-specific emergency response procedures.

Where overlap exists, the more protective measure shall apply.

1.6 Guiding Principles

As outlined in Table 1-1, the Project's approach to accident and malfunction response is guided by principles that prioritize the protection of human life, Indigenous rights and interests, cultural heritage, and the environment. Response actions will be undertaken using a precautionary approach, with measures implemented to prevent or minimize adverse effects on people, communities, cultural values, and the natural environment.

Table 1-1: Guiding Principles for Accident and Malfunction Response

Principle	Components
Protection of Human Life	Protection of workers, Indigenous community members, land users, emergency responders, and the public shall be the highest priority during any accident or malfunction.
Protection of Indigenous Rights and Interests	Response activities shall consider the potential effects of accidents and malfunctions on Indigenous rights, Aboriginal and Treaty Rights, harvesting activities, traditional land use, travel routes, cultural continuity, and community well-being.
Protection of Cultural Heritage	Emergency response activities shall be undertaken in a manner that avoids or minimizes impacts to: • Cultural heritage resources. • Sacred areas. • Burial areas. • Travel routes. • Harvesting areas. • Habitation areas. • Spiritual and ceremonial locations. • The Mid-Albany Cultural Heritage Landscape.
Environmental Protection	Project personnel shall take all reasonable measures to prevent the release of contaminants and protect: • Fish and fish habitat. • Groundwater. • Surface water. • Wetlands. • Wildlife. • Species at risk habitat. • Traditional use areas. • Country food resources.



Principle	Components
Precautionary Approach	Where uncertainty exists regarding the potential consequences of an accident or malfunction, response actions shall be based on a precautionary approach and implementation of the most environmentally protective measures reasonably available.

1.7 Indigenous Engagement and Consultation

Indigenous engagement and consultation are fundamental components of accident and malfunction preparedness, response, follow-up, and continual improvement. The development and implementation of this AMRMP recognizes the importance of incorporating Indigenous Knowledge, community perspectives, traditional land use information, and local observations into accident prevention, emergency response planning, environmental protection, and adaptive management processes. Meaningful engagement with Indigenous communities supports the identification of potential risks, improves emergency preparedness, enhances protection of culturally important areas and traditional use activities, and contributes to the development of response measures that are effective, culturally appropriate, and responsive to community concerns.

Consistent with Conditions 2.2, 2.3, 7.3, and 9.2 of the Decision Statement, the Proponent shall engage Indigenous communities in the development, implementation, maintenance, review, and updating of this Plan. Consultation activities shall be undertaken in a manner that provides Indigenous communities with relevant information, reasonable opportunities to review and provide input, and opportunities to understand how their views, concerns, Indigenous Knowledge, and recommendations were considered during decision-making processes. Engagement activities shall be carried out in accordance with the consultation requirements established under the Decision Statement and any communication protocols developed with participating Indigenous communities.

The Proponent recognizes that accidents and malfunctions have the potential to affect Indigenous rights and interests, including current use of lands and resources for traditional purposes, travel routes, harvesting areas, water resources, wildlife, culturally significant landscapes, archaeological resources, sacred areas, and other sites of importance. Consequently, Indigenous communities shall be provided opportunities to contribute to the identification and assessment of potential accident and malfunction risks, the development of preventative and response measures, and the evaluation of potential effects to Indigenous interests. Indigenous input shall be considered during various stages of plan development and implementation, including the identification of sensitive environmental and cultural



receptors, emergency notification requirements, follow-up monitoring approaches, and corrective action measures.

Engagement and consultation activities related to this Plan may include, but are not limited to:

- Review and discussion of potential accident and malfunction scenarios and associated response measures.
- Identification of sensitive traditional use areas, including hunting, fishing, trapping, plant harvesting areas, travel routes, and water access locations that may require special consideration during emergency response and recovery activities.
- Identification of cultural heritage resources, sacred areas, archaeological resources, cultural landscapes, and other sites of importance that may require additional protection measures in the event of an accident or malfunction.
- Development and refinement of Indigenous community notification and communication protocols for accidents and malfunctions, including preferred methods of communication and emergency contact information.
- Participation in emergency preparedness exercises, drills, simulations, and training activities, where appropriate.
- Opportunities for Indigenous Monitor participation during incident investigations, site inspections, environmental assessments, and restoration activities, where appropriate.
- Participation in environmental monitoring and follow-up programs associated with accidents and malfunctions, including review of monitoring results and observations regarding environmental recovery.
- Review of investigation findings, corrective actions, and adaptive management measures arising from accidents and malfunctions that may affect Indigenous interests.
- Review of updates and revisions to this Plan, including opportunities to provide input on proposed modifications, lessons learned, and improvement measures.

This Plan has been developed in consultation with MFFN and relevant authorities for activities occurring on reserve lands and with Indigenous groups and relevant authorities for activities occurring on non-federal lands, consistent with Condition 9.2 of the Decision Statement. The Proponent shall maintain ongoing engagement and consultation with Indigenous communities throughout Project construction to support accident and malfunction prevention, preparedness, response, monitoring, recovery, and continual improvement of this Plan. Where an accident or malfunction may affect Indigenous communities, the Proponent shall provide notifications and information sharing as soon as feasible and continue



engagement throughout response, investigation, monitoring, and reporting activities. Indigenous input shall be documented and considered in mitigation, restoration, corrective actions, and future plan updates to help ensure emergency management measures remain effective, culturally appropriate, and responsive to community priorities.

2. Roles and Responsibilities

Effective implementation of this AMRMP requires clearly defined roles, responsibilities, authorities, and communication pathways. The individuals and organizations identified in Table 2-1 are responsible for preventing accidents and malfunctions, implementing emergency response measures, coordinating notifications and reporting, participating in incident investigations, supporting follow-up monitoring, and implementing corrective actions and adaptive management measures.

While specific response actions will vary depending on the nature and severity of an incident, all personnel involved in Project activities are responsible for complying with the requirements of this Plan and supporting the timely identification, reporting, and management of accidents and malfunctions. Consistent with Condition 9.2.3 of the Decision Statement, the roles and responsibilities of the Proponent, Indigenous participants, relevant authorities, emergency responders, and other involved parties for accident and malfunction prevention, preparedness, response, monitoring, investigation, and recovery are defined in this Plan. Recognizing that Project delivery arrangements and governance structure may continue to evolve, the roles and responsibilities presented in this Plan establish an initial framework for implementation. More detailed site-specific implementation requirements, communication pathways, and accountabilities will be finalized as Project governance, roles, and responsibilities are confirmed.

Table 2-1: General Roles and Responsibilities

Role	Responsibilities
Proponent	• Maintain overall accountability for implementation of this Plan. • Ensure adequate personnel, equipment, training, and resources are available. • Ensure compliance with applicable permits, approvals, and Decision Statement requirements. • Oversee incident reporting, regulatory compliance, and implementation of corrective actions. • Ensure Indigenous communities are appropriately engaged and informed throughout the life of the Project.



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Role	Responsibilities
Environmental Manager	• Response lead and process owner. • Coordinate environmental emergency response activities. • Coordinate and prepare required incident notifications and reports in accordance with applicable regulatory requirements, permit, approvals, and Project commitments, including IAAC Condition 9.4 notifications and reporting, where applicable. • Direct environmental monitoring, mitigation, remediation, and restoration activities. • Lead incident investigations and root cause analyses. • Coordinate implementation of corrective actions and adaptive management measures. • Final written authorization to resume work, after received the Qualified Archaeologist's recommendation and satisfying applicable approval requirements.
Construction Manager	• Direct on-site implementation of prevention and response measures during construction. • Ensure contractors comply with Plan requirements. • Coordinate personnel and equipment during emergency response activities. • Suspend work activities where required. • Support incident investigations and implementation of corrective actions. • Ensure emergency response equipment and resources are readily available.
Site Supervisors	• Initiate immediate notifications. • Implement stop-work and initial protective actions. • Secure the incident area; account for personnel. • Notify the Incident Commander and applicable technical leads. • Preserve evidence where safe. • Ensure workers comply with incident instructions.
Health and Safety Manager	• Coordinate worker health and safety response activities. • Lead emergency evacuations and site safety activities. • Establish exclusion zones and site access restrictions. • Coordinate medical response activities. • Lead health and safety incident investigations. • Ensure emergency preparedness training and drills are completed.
Emergency Response Coordinator	• Serve as the primary incident commander during emergency response activities. • Coordinate emergency personnel, response resources, and communications. • Liaise with emergency services and regulatory agencies. • Coordinate incident stabilization activities. • Maintain emergency response equipment inventories and preparedness programs.



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Role	Responsibilities
Environmental Monitor(s)	• Conduct inspections and environmental monitoring activities. • Identify potential environmental risks and deficiencies. • Verify implementation of mitigation measures. • Assist with incident investigations. • Document environmental conditions and monitoring results. • Support response and restoration activities during incidents.
Community and Indigenous Relations Lead	• Lead for Indigenous notification, engagement and participation. • Facilitate Indigenous notifications following accidents and malfunctions. • Coordinate Indigenous participation in inspections, investigations, monitoring, and follow-up activities. • Track and document Indigenous concerns, feedback, and recommendations. • Support implementation of the Indigenous Communities Communication Plan. • Ensure Indigenous input is considered during incident response and recovery.
Indigenous Monitor(s)	• Participate in site inspections, environmental monitoring, and incident assessments where appropriate. • Communicate observations regarding environmental conditions, traditional land use, and cultural heritage resources. • Assist in identifying potential effects to harvesting areas, travel routes, and sites of importance. • Participate in evaluation of mitigation effectiveness and restoration activities. • Support communication between Project personnel and Indigenous communities.
Qualified Archaeologist	• Technical lead and lead for archaeological assessment or technical investigation. • Support implementation of Chance Find Protocol and heritage resource protection procedures. • Participate in incident investigations where cultural heritage resources may be affected. • Recommend mitigation, protection, and restoration measures where necessary. • Liaise with Indigenous communities and regulatory authorities regarding heritage-related incidents.
Contractors and Subcontractors	• Comply with all requirements of this Plan. • Immediately report incidents, near misses, and unsafe conditions. • Participate in emergency response activities as directed. • Implement preventative and corrective measures. • Ensure personnel receive required training. • Maintain emergency response equipment and spill response supplies as required.



Role	Responsibilities
Project Personnel and Workers	- Follow applicable procedures and training requirements. - Immediately report accidents, malfunctions, hazards, and near misses. - Participate in emergency response activities when directed. - Support implementation of prevention and mitigation measures. - Protect personal and public safety.
Environmental Advisory Committee (EAC)	- Receive information regarding environmental incidents, accidents, malfunctions, and associated environmental effects, where applicable. - Review incident-related environmental monitoring results and mitigation effectiveness. - Provide Indigenous Knowledge, observations, and recommendations regarding impacts to resources, including fish, wildlife, traditional plants, and harvesting areas. - Discuss corrective actions, mitigation measures, and environmental adaptive management responses arising from environmental incidents. - Support review of monitoring information related to air quality, water quality, wildlife, biodiversity, and other environmental receptors affected by an incident.
Community Well-Being, Safety and Monitoring Working Group	- Receive information regarding incidents with actual or potential implications for community well-being, health, safety, traditional land use, or access to resources. - Discuss community concerns related to incidents, including effects on traditional foods, harvesting activities, transportation safety, and community health. - Provide community perspectives regarding actual or perceived effects of incidents on community members and Indigenous land users. - Identify opportunities to address community concerns through communication, mitigation, monitoring, support services, or adaptive management measures. - Support communication of incident-related risks and mitigation measures to participating Indigenous communities, where appropriate.

2.1 External Response and Advisory Responsibilities

Relevant authorities identified in Table 2-2 may provide emergency response support, technical review, regulatory direction, environmental oversight, environmental emergency response, wildfire response, fisheries protection advice, and cultural heritage guidance depending upon the accident or malfunction being addressed.



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Table 2-2: External Response and Advisory Groups

Organization	Primary Role During Incidents
Impact Assessment Agency of Canada (IAAC)	Receive notifications and incident reports required under IAAC Conditions 9.4, where applicable, and oversee compliance with Decision Statement requirements.
Environment and Climate Change Canada (ECCC)	Provide technical expertise and regulatory guidance related to wildlife, migratory birds, species at risk, environmental emergencies, and implementation of the National Wildlife Emergency Response Framework.
Fisheries and Oceans Canada (DFO)	Provide technical guidance regarding fish and fish habitat protection, water quality concerns, sediment releases, and aquatic habitat impacts.
Ministry of Environment, Conservation and Parks (MECP)	Respond to environmental emergencies, spills, contamination events, and environmental compliance matters.
Ministry of Natural Resources (MNR)	Provide guidance regarding wildlife, natural heritage features, wildfire events, and natural resource management considerations.
Police Services	Public safety, law enforcement, traffic management, and emergency response support.
Fire Services	Fire suppression, rescue operations, hazardous materials support, and emergency response coordination.
Emergency Medical Services	Medical response, triage, transportation, and emergency health services.
Ministry of Labour, Immigration, Training and Skills Development (MLITSD)	Receive notifications of workplace fatalities, critical injuries, and other reportable health and safety incidents; conduct inspections or investigations as required; and provide regulatory oversight of workplace health and safety compliance.
Other Relevant Authorities	Provide technical expertise, emergency response support, regulatory oversight, or permitting guidance, depending on the nature of the incident.

2.2 Responsibility by Incident Type

Consistent with Condition 9.2.3, the primary response responsibilities associated with common accident and malfunction scenarios are summarized in Table 2-3. Responsibility for incident management may vary depending on incident severity and site-specific circumstances.



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Table 2-3: Primary Responsibilities by Incident Type

Incident Type	Primary Lead	Supporting Roles
Hazardous Material or Fuel Spill	Environmental Manager	Construction Manager, Emergency Response Coordinator, Environmental Monitors, Community and Indigenous Relations Lead
Sediment Release or Water Quality Incident	Environmental Manager	Environmental Monitors, Indigenous Monitor(s), Qualified Specialists, Construction Manager
Groundwater Contamination Incident	Environmental Manager	Hydrogeologist, Environmental Monitor, Community and Indigenous Relations Lead
Structural Failure	Construction Manager	Qualified Engineer, Environmental Manager, Emergency Response Coordinator
Vehicle or Equipment Accident	Health and Safety Manager	Construction Manager, Emergency Response Coordinator, Environmental Manager
Fire or Explosion	Emergency Response Coordinator	Fire Services, Health and Safety Manager, Construction Manager
Wildfire Event	Emergency Response Coordinator	Fire Services, MNR, Environmental Manager
Wildlife Incident	Environmental Manager	Wildlife Specialist, Indigenous Monitor(s), ECCC, MNR
Extreme Weather Events	Construction Manager	Environmental Manager, Health and Safety Manager, Emergency Response Coordinator
Cultural Heritage Incident	Environmental Manager, supported by the Qualified Archaeologist	Community and Indigenous Relations Lead, Indigenous Monitor(s), Environmental Manager
Community Health or Safety Incident	Health and Safety Manager	Community and Indigenous Relations Lead, Construction Manager, Emergency Response Coordinator
Multi-Hazard Event	Emergency Response Coordinator	Incident-specific specialists and regulatory authorities as required

2.3 Responsibility for Plan Maintenance

The Environmental Manager shall be responsible for maintaining and updating this Plan throughout Project progression and phases. Plan revisions may be required as a result of:



- Regulatory changes.
- Design modifications.
- Changes to Project activities.
- Monitoring results.
- Indigenous community feedback.
- Emergency response exercises.
- Incident investigations.
- Lessons learned.
- Implementation of corrective actions and adaptive management measures.

Updated versions of the Plan shall be provided to IAAC and parties consulted during development of the Plan in accordance with Condition 9.3 of the Decision Statement.

The roles and responsibilities described above shall be reviewed periodically and updated as Project staffing, regulatory requirements, emergency response arrangements, or consultation outcomes evolve throughout the life of the Project.

3. Accidents and Malfunctions Risk Assessment

3.1 Overview

Project activities involve the use of heavy equipment, fuel storage and transport, earthworks, watercourse crossings, aggregate extraction activities, and maintenance of temporary roads and construction access routes during construction, all of which present potential accident and malfunction risks.

Consistent with Condition 9.2.1, this Plan identifies potential accidents and malfunctions that may result in adverse federal effects, including severe structural failure, major spills, fires, explosions, and extreme weather events. The identification of potential accident scenarios supports preparedness planning, emergency response readiness, environmental protection, and regulatory compliance throughout the life of the Project.

3.2 Potential Scenarios

The accident and malfunction scenarios described below represent both reasonably foreseeable incidents and worst-case scenarios. While many events are considered unlikely due to engineering controls, construction procedures, monitoring programs, training requirements, and preventative measures, the Project adopts a precautionary approach and maintains preparedness for all identified scenarios.



Potential effects arising from accidents and malfunctions may include:

- Injury or loss of life.
- Damage to Project infrastructure.
- Surface water contamination.
- Groundwater contamination.
- Fish and fish habitat impacts.
- Wildlife mortality or habitat disturbance.
- Air quality degradation.
- Adverse effects on traditional land and resource use.
- Damage to heritage resources or culturally important sites.
- Community health and safety impacts.
- Access disruptions.
- Adverse effects on Indigenous rights and interests.

3.2.1 Hazardous Materials and Fuel Spills

Refer to the Spill Prevention and Emergency Response Plan for spill response procedures. Hazardous materials and fuel spills represent one of the primary accident risks associated with construction of the Project. Petroleum products, lubricants, hydraulic fluids, antifreeze, solvents, explosives-related materials, and other potentially hazardous substances will be transported, stored, handled, and used throughout Project activities. Spill incidents could occur during transportation, storage, refueling, maintenance, equipment operation, waste handling, or as a result of vehicle collisions and structural failures. See Table 3-1 for hazardous scenarios and descriptions.



Table 3-1: Hazardous Materials and Fuel Spills Scenarios

Hazardous Materials and Fuel Spills Scenarios	Description
More Likely Scenarios	• Small equipment fuel leaks. • Hydraulic hose failures. • Refueling spills. • Minor releases during fuel transfer activities. • Waste oil container leaks. • Leaks from parked equipment. • Small releases during maintenance activities.
Worst Case Scenarios	• Catastrophic failure of a bulk fuel storage system. • Tanker truck rollover adjacent to a watercourse. • Large-scale fuel release reaching fish-bearing waters. • Simultaneous fuel release and fire event. • Spill into a culturally important waterbody or harvesting area.
Potential Adverse Federal Effects	• Fish mortality. • Fish habitat contamination. • Groundwater degradation. • Surface water quality degradation. • Wildlife exposure. • Country food contamination. • Reduced availability of traditional resources. • Community water supply concerns. • Adverse effects on Indigenous harvesting activities.

3.2.2 ***Sediment Releases and Water Quality***

Pre-construction and construction activities may create conditions that result in unintended sediment releases or water quality degradation. Such incidents may result from erosion control failures, inadequate stabilization, slope failures, drainage system failures, dewatering activities, or extreme weather events. Conditions 3.1, 3.3, and 3.6 require implementation of measures to protect fish and fish habitat and maintain water quality throughout pre-construction and construction activities. See Table 3-2 for scenarios and descriptions.



Table 3-2: Sediment Releases Scenarios

Sediment Releases Scenarios	Description
More Likely Scenarios	• Localized erosion following rainfall events. • Sediment release from exposed soils. • Temporary exceedances of turbidity levels at construction sites. • Sediment-laden runoff entering roadside drainage systems. • Dewatering discharge containing elevated suspended solids.
Worst Case Scenarios	• Major embankment failure discharging large quantities of sediment to a fish-bearing waterbody. • Failure of erosion and sediment control measures during extreme rainfall. • Significant degradation of downstream fish habitat. • Release of acid-generating or metal-leaching materials into receiving waters.
Potential Adverse Federal Effects	• Increased turbidity. • Exceedance of water quality criteria. • Fish habitat degradation. • Burial of spawning habitat. • Effects on fish movement. • Degradation of traditional fishing areas. • Effects on Indigenous harvesting activities. • Reduction in water quality for traditional use purposes.

3.2.3 **Groundwater Contamination Events**

Groundwater quality may be affected by accidental releases of fuel, chemicals, hazardous materials, or naturally occurring contaminants mobilized during construction activities, aggregate extraction, or excavation of potentially acid-generating materials.

The Project has committed to implementing groundwater monitoring and geochemical testing programs to identify and respond to groundwater quality concerns. Groundwater contamination events may occur gradually or suddenly and may require extended monitoring and remediation efforts. See Table 3-3 for scenarios and descriptions.



Table 3-3: Groundwater Contamination Event Scenarios

Groundwater Contamination Scenarios	Description
More Likely Scenarios	• Minor localized contamination from equipment leaks. • Diesel releases migrating into shallow soils. • Improper waste management resulting in localized groundwater impacts.
Worst Case Scenarios	• Large fuel release affecting groundwater aquifers. • Acid rock drainage generated by exposed materials. • Significant contamination requiring long-term remediation. • Migration of contaminants toward culturally important water sources.
Potential Adverse Federal Effects	• Groundwater quality degradation. • Drinking water concerns. • Effects on wetlands. • Indirect effects on fish habitat. • Country food contamination concerns. • Traditional use impacts.

3.2.4 **Structural Failure Events**

Structural failures refer to failures of engineered components associated with the Project, including bridges, culverts, road embankments, drainage infrastructure, quarry slopes, temporary structures, and associated support systems.

Structural failures may occur because of design deficiencies, construction deficiencies, excessive loading, erosion, scour, flooding, geotechnical instability, equipment strikes, or extreme weather events. Conditions 9.1.1 to 9.1.3 specifically require inspections and climate-resilient infrastructure design to reduce these risks. See Table 3-4 for scenarios and descriptions.



Table 3-4: Structural Failure Scenarios

Structural Failure Scenarios	Description
More Likely Scenarios	• Culvert plugging. • Localized road settlement. • Embankment instability. • Erosion around bridge abutments. • Shoulder washouts.
Worst Case Scenarios	• Bridge failure. • Major culvert collapse. • Embankment failure entering a watercourse. • Failure of water management infrastructure during flooding. • Significant roadway collapse isolating communities or users.
Potential Adverse Federal Effects	• Injury or fatalities. • Access disruptions. • Sediment release. • Fish habitat impacts. • Water quality degradation. • Emergency response access limitations. • Effects on traditional travel routes.

3.2.5 *Fires and Explosions*

Construction activities involve the use and storage of petroleum products, explosives, electrical systems, heavy equipment, generators, and camp facilities, all of which create potential fire and explosion hazards.

Fire events may originate from equipment malfunction, welding activities, blasting operations, fuel handling activities, camp operations, electrical failures, human error, or naturally occurring causes such as lightning strikes. See Table 3-5 for scenarios and descriptions.



Table 3-5: Fires and Explosions Scenarios

Fires and Explosions Scenarios	Description
More Likely Scenarios	• Small equipment fires. • Generator fires. • Construction camp kitchen fires. • Vehicle fires. • Small fuel ignition events.
Worst Case Scenarios	• Bulk fuel storage fire. • Explosion involving fuel or explosives. • Wildfire caused by Project activities. • Fire impacting cultural heritage areas. • Camp evacuation event. • Multiple casualty incident.
Potential Adverse Federal Effects	• Injury or loss of life. • Air quality degradation. • Wildlife mortality. • Damage to culturally important sites. • Vegetation loss. • Traditional land use impacts. • Community health impacts.

3.2.6 **Vehicle and Heavy Equipment Accidents**

Construction activities require the movement of personnel, equipment, materials, explosives, fuel, and supplies along Project roads and access routes. Accidents involving vehicles and heavy equipment may occur both on and off the Project site. See Table 3-6 for scenarios and descriptions.



Table 3-6: Heavy Equipment Accident Scenarios

Vehicle and Heavy Equipment Accident Scenarios	Description
More Likely Scenarios	• Light vehicle collisions. • Equipment-to-equipment contact. • Vehicle rollovers. • Wildlife collisions. • Transportation incidents during poor weather conditions.
Worst Case Scenarios	• Multiple vehicle collision. • Fatality incident. • Fuel tanker accident. • Collision resulting in significant spill. • Collision involving community members or road users.
Potential Adverse Federal Effects	• Human injury. • Fatalities. • Fuel releases. • Wildlife mortality. • Traffic disruptions. • Traditional access disruptions. • Environmental contamination.

3.2.7 **Severe Weather and Climate-Related Events**

Climate change predictions indicate increasing frequency and intensity of extreme precipitation, flooding, wildfire conditions, severe storms, and other extreme weather events. Such events have the potential to affect Project infrastructure, worker safety, and environmental protection measures. Conditions 9.1.2 and 9.1.3 specifically require consideration of extreme weather resilience in Project design. Refer to the Emergency Preparedness and Management Plan for more information on severe weather events. See Table 3-7 for scenarios and descriptions.

Table 3-7: Severe Weather and Climate-Related Scenarios

Severe Weather and Climate-Related Scenarios	Description
More Likely Scenarios	• Heavy rainfall events. • Localized flooding. • High wind events. • Extended heat events. • Rapid snowmelt conditions.



Severe Weather and Climate-Related Scenarios	Description
Worst Case Scenarios	• Major flood event. • Infrastructure overtopping. • Wildfire emergency. • Large-scale erosion event. • Extended road closures. • Simultaneous infrastructure failures.
Potential Adverse Federal Effects	• Infrastructure damage. • Sediment discharge. • Fish habitat impacts. • Water quality degradation. • Community access disruptions. • Safety risks. • Environmental contamination.

3.2.8 **Wildlife Emergency Events**

Project activities may result in wildlife emergencies, including wildlife mortality incidents, contamination events affecting wildlife, entrapment, or wildlife exposure to spills and hazardous materials. Response measures shall consider Environment and Climate Change Canada's National Wildlife Emergency Response Framework as required by Condition 9.2.2. See Table 3-8 for scenarios and descriptions.

Table 3-8: Wildlife Emergency Event Scenarios

Wildlife Emergency Event Scenarios	Description
More Likely Scenarios	• Wildlife vehicle collisions. • Birds exposed to contaminated water. • Wildlife attraction to waste areas.
Worst Case Scenarios	• Large wildlife exposure associated with a spill. • Fish mortality event. • Species at risk exposure. • Extensive habitat contamination.
Potential Adverse Federal Effects	• Species at risk effects. • Wildlife mortality. • Habitat degradation. • Reduced availability of traditionally harvested species. • Impacts to biodiversity.

3.2.9 **Cultural Heritage and Archaeological Resource Incidents**

Accident response activities, emergency stabilization measures, excavation, road repairs, spill cleanup activities, or extreme weather events may affect known or previously unidentified



cultural heritage resources, archaeological resources, sacred sites, heritage landscapes, travel routes, or other sites of importance to Indigenous Peoples.

Particular consideration shall be given to the Mid-Albany Cultural Heritage Landscape and other areas identified through heritage studies, Indigenous Knowledge, consultation activities, or future Cultural Heritage Evaluation Reports and Heritage Impact Assessments. Refer to the Cultural Heritage Evaluation Report: Potential Mid-Albany Cultural Heritage Landscape for more details on Cultural Heritage Value or Interest of the potential cultural heritage landscape. See Table 3-9 for scenarios and descriptions.

Table 3-9: Cultural Heritage and Archaeological Resource Incident Scenarios

Cultural Heritage and Archaeological Resource Incident Scenarios	Description
More Likely Scenarios	• Emergency repair activities affecting unidentified heritage features. • Discovery of archaeological materials during emergency excavation. • Temporary access routes crossing culturally important areas.
Worst Case Scenarios	• Destruction of an unidentified cultural heritage feature during emergency response. • Contamination of a sacred or ceremonial site. • Damage to multiple heritage resources during an emergency event.
Potential Adverse Federal Effects	• Loss of heritage value. • Damage to culturally significant resources. • Adverse effects on Indigenous rights. • Reduced access to culturally important locations. • Loss of opportunities for cultural practices and knowledge transmission.

The discovery of a previously unidentified archaeological, historical, cultural, paleontological, or architectural resource does not, by itself, constitute an accident or malfunction. All potential chance finds shall be managed in accordance with the Chance Find Protocol. Where a resource has been or may have been damaged, disturbed, contaminated, or adversely affected by Project activities or emergency response actions, the requirements of this Plan shall also apply, including incident classification, notification, investigation, mitigation, follow-up, and reporting, as applicable.



3.2.10 Community Health, Safety and Security Incidents

Accidents and malfunctions have the potential to affect community health, safety, security, and well-being, particularly where incidents occur near Marten Falls First Nation, community travel routes, harvesting areas, or areas frequently used by Indigenous land users. See Table 3-10 for scenarios and descriptions.

Table 3-10: Community Health, Safety and Security Incident Scenarios

Community Health, Safety and Security Incident Scenarios	Description
More Likely Scenarios	• Dust complaints. • Noise-related concerns. • Traffic safety concerns. • Temporary access disruptions.
Worst Case Scenarios	• Major incident requiring community notification or evacuation. • Contamination affecting traditional use areas. • Road closure preventing access to community services. • Community safety concerns related to accident response activities.
Potential Adverse Federal Effects	• Reduced community well-being. • Increased stress and safety concerns. • Impacts on harvesting activities. • Effects on vulnerable populations. • Disruption of traditional travel routes and land use activities.

3.2.11 Cumulative and Multi-Hazard Events

The Proponent recognizes that accidents and malfunctions may occur simultaneously or sequentially, resulting in compound emergencies requiring coordinated response actions.

Examples include:

- Vehicle collision resulting in a fuel spill and wildfire.
- Bridge failure during a flooding event.
- Equipment fire resulting in a hazardous materials release.
- Severe weather causing multiple infrastructure failures.
- Spill response activities occurring near cultural heritage resources.
- Flooding and sediment releases occurring simultaneously.



Multi-hazard incidents have the potential to magnify adverse federal effects and require a coordinated implementation of emergency response procedures, environmental mitigation measures, Indigenous communication protocols, regulatory reporting requirements, and post-incident monitoring programs. Consequently, response planning shall be based on the assumption that multiple hazards may occur concurrently and that emergency response measures must remain flexible, adaptive, and scalable throughout all phases of the Project.

4. Accidents and Malfunctions Prevention Measures

Consistent with Condition 9.1 of the Decision Statement, the Proponent shall take all reasonable measures to prevent accidents and malfunctions that may result in adverse federal effects and mitigate any adverse federal effects arising from accidents and malfunctions that occur. Prevention measures shall include engineering controls, design standards, inspections, environmental protection measures, emergency preparedness, monitoring programs, and training, implemented throughout detailed design, pre-construction and construction phases of the Project. See Table 4-1 for prevention measures.

Table 4-1: Prevention Measures

Potential Accident or Malfunction	Prevention Measures
Hazardous Material and Fuel Spills	• Implement the Spill Prevention and Emergency Response Plan. • Provide spill response training for all personnel handling fuels and hazardous materials. • Maintain spill kits at worksites, fuel handling areas, construction camps, aggregate sources, and inside vehicles. • Restrict refuelling, servicing, and maintenance activities to designated areas where feasible. • Utilize secondary containment systems for fuel and hazardous material storage. • Conduct routine inspections of fuel storage systems, transfer hoses, pumps, tanks and connections. • Maintain Safety Data Sheets (SDS) for all hazardous products. • Implement preventative maintenance programs for equipment and vehicles. • Ensure all vehicles hauling fuel carry spill response equipment. • Install collision protection around fuel storage areas.



Potential Accident or Malfunction	Prevention Measures
Sediment Releases and Water Quality Incidents	• Implement Erosion and Sediment Control Plan prior to earthworks. • Stabilize exposed soils as soon as practicable. • Conduct routine inspections of erosion and sediment control measures. • Inspect controls following major precipitation, spring freshet, and extreme weather events. • Implement controlled dewatering procedures. • Prevent direct discharge of sediment-laden runoff to watercourses. • Maintain buffer zones adjacent to waterbodies. • Monitor turbidity and total suspended solids where required. • Repair erosion and sediment control deficiencies immediately upon identification.
Groundwater Contamination Events	• Complete pre-construction geochemical investigations. • Conduct acid rock drainage and metal leaching assessments. • Implement groundwater monitoring programs. • Store fuels, chemicals, and hazardous substances in designated areas with containment. • Regularly inspect fuel storage and containment systems. • Manage hazardous wastes in accordance with regulatory requirements. • Implement Spill Prevention and Emergency Response Plan. • Address identified groundwater quality concerns promptly through corrective actions.
Structural Failures (Bridges, Culverts)	• Design and construct Project infrastructure in accordance with applicable engineering codes, Provincial Highway Standards, Ministry of Transportation requirements, and industry best practices addressing seismic activity, wildfires, flooding, extreme precipitation, extreme temperatures, and other extreme weather events. • Design and construct bridges, culverts, ditches, and other water management infrastructure using historical climate information and projected future climate change scenarios, including projected changes in extreme rainfall, flood frequency, and hydrological conditions over the anticipated service life of the infrastructure. • Incorporate climate resilience considerations into design. • Design bridges, culverts, and drainage systems to accommodate extreme weather events. • Conduct routine inspections of bridges, culverts, embankments, and drainage systems. • Increase inspection frequency during spring freshet and following major storm events. • Complete repairs when deficiencies are identified. • Implement erosion protection and scour protection measures.



Potential Accident or Malfunction	Prevention Measures
	• Monitor settlement, stability, and performance of embankments and aggregate source features. • Undertake routine inspections of bridges, culverts, road embankments, drainage infrastructure, and upstream and downstream riverbanks throughout Project construction. • Document inspection findings and complete repairs, stabilization measures, or corrective actions where deficiencies are identified. • Increase inspection frequency following spring freshet conditions, major rainfall events, flooding events, wildfires, and other extreme weather occurrences.
Vehicle and Equipment Accidents	• Implement Equipment Mobilization Plan and Health and Safety Management Plan. • Establish speed limits and traffic controls. • Require defensive driving training. • Conduct vehicle and equipment inspections. • Implement fatigue management practices. • Train personnel regarding wildlife interactions and road safety. • Conduct routine road patrols and inspections. • Ensure operators possess required licences and qualifications.
Fire and Explosion Events	• Maintain fire suppression equipment at Project sites. • Conduct fire hazard assessments. • Implement hot-work procedures. • Designate smoking areas and prohibit smoking near hazardous material storage. • Store fuels and explosives according to applicable regulations. • Conduct routine inspections of generators, electrical systems, and fuel storage areas. • Implement wildfire preparedness measures. • Train Project personnel in fire prevention and emergency response. • Maintain emergency evacuation procedures.
Extreme Weather and Climate-Related Events	• Design infrastructure to withstand projected climate conditions. • Monitor weather forecasts and warnings. • Suspend high-risk activities during severe weather. • Inspect infrastructure following storm events. • Maintain emergency access routes. • Establish flood response and evacuation procedures. • Conduct preventative maintenance of drainage infrastructure. • Incorporate adaptive management measures based on observed climate conditions.
Wildlife Emergency Events	• Implement wildlife awareness training. • Restrict wildlife attractants at camps and work areas. • Properly manage food and waste. • Maintain speed restrictions in wildlife crossing areas.



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Potential Accident or Malfunction	Prevention Measures
	- Report wildlife incidents and observations. - Implement Species at Risk protection measures. - Integrate considerations from ECCC's National Wildlife Emergency Response Framework into emergency preparedness activities.
Cultural Heritage and Archaeological Emergency Events	- Where a response action could affect a known or suspected cultural heritage or archaeological resource, the Environmental Manager shall immediately notify the Qualified Archaeologist and implement the Chance Find Protocol, as applicable. - Implement the Chance Find Protocol for all construction and ground-disturbing activities. - Provide mandatory chance-find training before personnel begin applicable work. - Require immediate stop-work, safe equipment shutdown, protection of the discovery area, and reporting to the Site Supervisor and Environmental Manager. - Prohibit moving, collecting, altering, or disturbing a potential find until it has been assessed. - Establish the approved initial no-work zone and any additional buffer directed by the Qualified Archaeologist. - Provide opportunities for affected Indigenous communities and Indigenous Monitor(s) to participate in assessment and mitigation, in accordance with applicable commitments and community protocols. - Do not resume work until the protocol's assessment, notification, mitigation, approval, and written-authorization requirements have been satisfied.
Community Health, Safety and Security Incidents	- Implement the Cultural Awareness, Community Engagement and Well-being Plan, including the Grievance Management Procedure for complaint management and resolution. - Implement the Worker Code of Conduct. - Implement the Dust/Air Quality Management Plan, including community air quality monitoring requirements. - Communicate roadway conditions in accordance with the Health and Safety Management Plan. - Follow posted speed limits and traffic control measures. - Restrict access to active work areas and secure equipment and work sites when unattended. - Refer to Section 5.2 and the Emergency Preparedness and Management Plan for emergency notification and communication procedures. - Coordinate with local emergency response agencies and maintain mutual aid and emergency response contact information.



Potential Accident or Malfunction	Prevention Measures
Impacts to Indigenous Current Land Use Areas	• Identify traditional use areas through engagement activities. • Communicate planned activities with potentially affected Indigenous groups as per the Indigenous Communities Communication Plan. • Avoid harvesting areas, cultural sites, travel routes, and areas of importance where feasible. • Indigenous Monitor(s) will be involved in monitoring activities. • Implement Indigenous Communities Communication Plan requirements. • Maintain procedures for timely notification of incidents that may affect Indigenous land use.
Multi-Hazard Compound Events	• Conduct emergency preparedness exercises involving multiple incident scenarios. • Maintain mutual aid and emergency response contacts. • Ensure resources are available for simultaneous environmental and safety response activities. • Periodically review emergency preparedness and response measures. • Update contingency procedures following drills, exercises, and incidents.

The prevention measures outlined in this section represent a multi-layered approach to reducing the likelihood of accidents and malfunctions and minimizing the potential severity of adverse effects should an incident occur. Collectively, these measures integrate engineering design, infrastructure inspections, environmental protection controls, worker training, emergency preparedness, Indigenous engagement, and monitoring programs to proactively identify and manage potential risks throughout all phases of the Project.

While implementation of the prevention measures described in this section is expected to substantially reduce the likelihood of accidents and malfunctions, the potential for incidents cannot be entirely eliminated. Accordingly, the Project shall maintain preparedness to respond effectively to accidents and malfunctions through the response procedures described in Section 5, which establishes the procedures, responsibilities, notification requirements, and mitigation measures to be implemented should an incident occur.

4.1 Employee and Contractor Awareness

Consistent with Condition 9.1.4, the Proponent shall ensure that all employees, contractors, subcontractors, consultants, and visitors are informed of applicable accident and malfunction prevention measures, emergency response requirements, reporting obligations, environmental protection measures, spill response procedures, cultural heritage protection



requirements, Indigenous community communication protocols, and responsibilities established under this Plan. See Section 8.2 for training details.

5. Accidents and Malfunction Response Framework

The purpose of this section is to establish the process for classifying, investigating, and managing accidents and malfunctions that occur during Project pre-construction and construction phases. The framework supports the identification of actual and potential adverse federal effects, implementation of corrective actions, follow-up monitoring, engagement with Indigenous communities and relevant authorities, and continual improvement of Project plans and procedures.

The objectives of incident investigations and follow-up activities are to:

- Determine the causes and contributing factors of accidents and malfunctions.
- Evaluate the effectiveness of response and mitigation measures.
- Assess actual or potential adverse federal effects.
- Identify and implement corrective and preventative measures to reduce the likelihood of recurrence.
- Incorporate Indigenous observations, concerns, and recommendations into incident evaluations.
- Determine whether additional mitigation, monitoring, restoration, or adaptive management measures are required.
- Support regulatory notification and reporting requirements.
- Facilitate continual improvement of Project management systems and procedures.

Detailed emergency response, evacuation, spill response, traffic incident response, fire response, and worker safety procedures are provided in the CESMP and associated Plans. These plans operationalize the requirements of this Response Framework and shall be implemented by Project personnel and contractors during construction activities.

While the specific actions undertaken will vary depending on the nature and severity of the incident, Table 5-1 summarizes the primary response measures applicable to the common accident and malfunction scenarios, as referenced in IAAC Condition 9.2, that may occur during Project activities. The detailed procedures, roles, responsibilities and response protocols associated with each incident type are contained within the applicable management plans identified below.



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Table 5-1: Incident Specific Response Measures

Accident/Malfunction	Key Response Measures	Responsible Parties	Relevant Management Plan
Major Spill	Containment, Spill Prevention and Emergency Response Plan measures, MECP reporting, remediation, environmental monitoring	Environmental Manager	Spill Prevention and Emergency Response Plan
Structural Failure	Area isolation, engineering assessment, repairs, monitoring	Construction Manager	Emergency Preparedness and Management Plan
Fire/Explosion	Emergency response activation, evacuation, suppression, monitoring	Emergency Response Coordinator	Emergency Preparedness and Management Plan
Extreme Weather Events	Infrastructure inspection, stabilization, emergency communications	Construction Manager	Emergency Preparedness and Management Plan
Wildlife Emergency	Wildlife protection measures consistent with ECCC National Wildlife Emergency Response Framework	Environmental Manager	Environmental Protection Plan
Relevant Accidents not mentioned in Condition 9.2			
Cultural Heritage Incident	Immediately stop work; safely shut down equipment; protect and secure the discovery area; do not move, collect, alter, or disturb the resource; notify the supervisor and Environmental Manager; establish the approved no-work zone; notify the Qualified Archaeologist and applicable Indigenous communities; document and assess the discovery; implement required mitigation; and obtain written authorization before resuming work.	Environmental Manager as Response Lead; Qualified Archaeologist as Technical Lead; Site Supervisor; Community and Indigenous Relations Lead; Indigenous Monitor(s), where applicable	Chance Find Protocol; Cultural Heritage Management Plan
Vehicle Accident	Emergency medical response, scene control, spill management if required	Emergency Response Coordinator	Health and Safety Management Plan



Response measures for wildlife emergencies shall be implemented in a manner consistent with Environment and Climate Change Canada's National Wildlife Emergency Response Framework. Depending on the nature and severity of the incident, measures may include securing the affected area, preventing further wildlife exposure, implementing wildlife exclusion and protection measures, coordinating with wildlife authorities and Indigenous Communities, supporting wildlife rescue and rehabilitation activities where appropriate, documenting wildlife interactions or mortality, and undertaking environmental monitoring to evaluate the effectiveness of response actions and identify any additional mitigation requirements.

Following initial response actions, the Proponent shall assess the incident and assign an incident classification to determine the level of investigation, monitoring, notification, reporting, consultation, and corrective action required. The incident classification system described below provides a consistent framework for evaluating incident severity and potential consequences, including the potential for adverse federal effects, impacts on Indigenous rights and interests, cultural heritage resources, community well-being, public health and safety, and the environment.

5.1 Incident Classification System

Following identification of an accident or malfunction, the Proponent shall assign a preliminary classification based on the nature of the event, actual or potential consequences, and the likelihood of adverse effects. The classification may be revised as additional information becomes available through response activities, investigations, environmental monitoring, Indigenous engagement, consultation with regulators, or assessment of actual potential adverse federal effects.

The incident classification system provides a consistent basis for determining the level of response, investigation, monitoring, notification, reporting, and corrective action required. Incidents with the potential to result in adverse federal effects, impacts to Indigenous current use activities, cultural heritage resources, fish and fish habitat, wildlife, community safety, or other valued components shall receive additional scrutiny and may require enhanced response measures, monitoring, notification, consultation, reporting and corrective actions. The incident classification system is presented in Table 5-2.



Table 5-2: Incident Classification System

Classification	Description	Examples
Level 1 (Minor)	Incident is contained immediately, resulting in no significant environmental effects, no injuries, and no anticipated adverse federal effects.	• Small equipment leak • Minor property damage • Near miss • Minor sediment release contained on-site • Minor vehicle collision with no injuries • Localized erosion requiring routine maintenance
Level 2 (Moderate)	Incident requires additional response resources, investigation, corrective actions, and/or regulatory notification. Effects are localized and can be effectively managed through established response measures.	• Moderate spill • Vehicle rollover • Localized sediment release to a watercourse • Small fire • Localized groundwater contamination • Severe weather event causing temporary access restrictions • Damage to a known cultural heritage resource requiring assessment
Level 3 (Major)	Incident results in, or has the potential to result in, significant environmental effects, serious injury fatality, substantial damage to Project infrastructure, adverse effects on Indigenous rights and interests, cultural heritage resources, or adverse federal effects requiring enhanced response, monitoring, reporting, and regulatory oversight.	• Major fuel or hazardous substance spill • Bridge or culvert failure • Significant sediment release affecting fish habitat • Widespread groundwater contamination • Wildfire • Explosion • Major structural failure • Fish mortality event • Impact to a cultural heritage resource or sacred site • Severe weather event causing significant infrastructure damage • Serious vehicle accident involving multiple injuries or fatalities • Incident resulting in community evacuation or significant community health and safety concerns.

The incident classification provides a framework for determining the level of response, investigation, monitoring, and corrective action required. Notification and reporting requirements as outlined in Sections 5.2 through 6.3 are determined based on incident severity and the potential for adverse federal effects, impacts to Indigenous rights and



interests, cultural heritage resources, community well-being, public safety, and applicable regulatory requirements.

5.2 Application of the Incident Classification System

The incident classification system provides a consistent framework for determining the level of response, investigation, monitoring, corrective action, notification, reporting, consultation, and follow-up required following an accident or malfunction.

In general, the extent of response activities increases with incident severity. However, notification, consultation, and reporting requirements are not determined solely by incident classification. Additional notification and reporting requirements may be triggered where an incident has the potential to result in adverse federal effects, impacts on Indigenous rights and interests, current use of lands and resources for traditional purposes, cultural heritage resources, community well-being, public health and safety, or the environment. Notification and reporting requirements, including Indigenous community notification, regulatory notifications, and IAAC reporting obligations, are provided in Table 6-3 and Table 6-4.

In the event of an accident or malfunction, the Proponent shall implement appropriate response measures to control the incident and take all reasonable measures to mitigate adverse effects. Notification and reporting activities shall be undertaken in accordance with applicable legislation and Conditions 9.4.1 through 9.4.3 of the Decision Statement. Notification and reporting requirements are informed by the incident classification system described in Section 5. This section establishes the notification hierarchy, procedures, reporting requirements, and Indigenous engagement requirements applicable following an accident or malfunction, including:

- Immediate emergency notifications.
- Indigenous community notifications.
- IAAC notification within 48 hours.
- Incident communications and consultation activities.
- Incident reporting within 60 days.
- Contact lists.
- Supporting forms and templates.

6. Notification, Escalation, and Reporting

This section outlines the procedures for incident notification, escalation, and reporting in the event of an accident or malfunction. The notification process is designed to ensure timely



communication with emergency responders, Project personnel, Indigenous communities, regulators, and other affected parties, commensurate with the nature and severity of the incident. Notification and reporting requirements will be implemented in accordance with the incident classification system, applicable regulatory obligations, and commitments related to Indigenous participation and federal reporting.

The notification hierarchy establishes who is to be informed following an accident or malfunction and the order in which notifications should occur. The level of notification, reporting, monitoring, consultation, and follow-up required will generally increase with incident severity. However, any accident or malfunction with the potential to result in adverse federal effects (see Table 6-1) shall trigger the notification and reporting requirements described in this section, regardless of its preliminary classification. All notifications shall be documented.

Table 6-1: Notification Hierarchy

Notification Trigger	Party	Timing
Level 1, 2, and 3 Incidents	Site Supervisor	Immediately
	Construction Manager	Immediately
	Environmental Manager	Immediately
	Health and Safety Manager	Immediately
	Emergency Response Coordinator	Immediately
	Community and Indigenous Relations Lead (where applicable)	Immediately
Level 2 and 3 Incidents, as required	All Level 1 parties	Immediately
	Fire, Ambulance, Police, Emergency Services	As required
Incidents requiring regulatory notification	Applicable regulators	As soon as feasible and in accordance with regulatory requirements
Any incident with the potential to affect Indigenous rights, interests, current use, cultural heritage resources, or community well-being	Potentially affected Indigenous Communities	As soon as feasible pursuant to Conditions 7.3 and 9.4.2.
Any incident with the potential to cause adverse federal effects (See Table 7-3)	IAAC	Within 48 hours where adverse federal effects may occur.



6.1 Immediate Emergency and Regulatory Notifications

Upon becoming aware of an accident or malfunction, the Proponent shall immediately notify internal Project personnel and any applicable emergency response organizations.

Notifications may include:

- Emergency Medical Services.
- Fire Services.
- Police Services.
- MECP Spills Action Centre.
- Ministry of Natural Resources.
- Fisheries and Oceans Canada.
- Environment and Climate Change Canada.
- Ministry of Labour.
- Impact Assessment Agency of Canada (where applicable).
- Other regulators, permitting agencies, or authorities with jurisdiction over the incident.

The nature, timing, and method of notification shall be based on:

- Incident type and classification.
- Incident severity.
- Regulatory requirements.
- Potential environmental effects.
- Potential impacts to Indigenous communities.
- Potential impacts to cultural heritage resources.
- Potential effects on public health and safety.

6.2 Indigenous Participation During Incident Response

Consistent with Conditions 7.3 and 9.4 of the Decision Statement, Indigenous communities shall be notified as soon as feasible following any accident or malfunction with the potential to affect Indigenous rights and interests, current use of lands and resources for traditional purposes, cultural heritage resources, sites of importance, community well-being, or other matters of concern. The Proponent shall provide opportunities for Indigenous participation



during incident response activities, as appropriate, taking into consideration the nature, severity, and potential consequences of the incident.

Opportunities for Indigenous participation during incident response may include:

- Receipt of incident notifications and updates.
- Participation in site inspections where appropriate.
- Participation in environmental monitoring and response activities.
- Identification of effects on harvesting areas, travel routes, and traditional land use activities.
- Identification of effects on cultural heritage resources and sites of importance.
- Review of response measures and recovery activities.
- Provision of community observations, Indigenous Knowledge, and recommendations.

Additional requirements related to Indigenous participation in investigations, follow-up monitoring, corrective action development, adaptive management, and incident reporting are provided in Section 6.4.

6.2.1 **Notification Requirements**

Consistent with Condition 9.4.2, Indigenous groups shall be notified as soon as feasible following any accident or malfunction with the potential to cause adverse federal effects.

The Community and Indigenous Relations Lead, in coordination with the Environmental Manager and Incident Commander, shall coordinate notifications and ongoing communications with potentially affected Indigenous communities. The Environmental Manager shall provide verified technical and environmental information for those communications. Notifications may occur through telephone, Email, formal written correspondence, virtual meetings, in-person meetings, community communications mechanisms established through the Indigenous Communities Communication Plan.

6.2.2 **Notification Content**

At a minimum, Indigenous community notifications shall include:

- Date and time of occurrence.
- Incident location.
- Description of the accident or malfunction.
- Response measures implemented.



- Potential environmental effects.
- Potential effects on Indigenous current use activities.
- Potential effects on harvesting, fishing, trapping, or travel routes.
- Potential effects on cultural heritage resources or sites of importance.
- Planned monitoring activities.
- Contact information for Project representatives.

Additional information shall be provided as it becomes available.

6.2.3 ***Ongoing Engagement and Consultation***

Following initial notification, the Proponent shall continue to engage with affected Indigenous communities throughout incident response, investigation, recovery, and reporting activities. See Section 7.4 for Indigenous participation in investigations and follow-up programs.

Consultation activities shall be documented and incorporated into incident investigations and reporting requirements. This supports compliance with Conditions 2.2, 2.3, 7.3, and 9.4.3. Table 6-2 outlines Indigenous Notification and Participation Requirements

Table 6-2: Indigenous Notification and Participation Requirements

Requirement	Description
Immediate Notification	Notify potentially affected Indigenous communities as soon as feasible following an incident with potential adverse federal effects.
Incident Information Sharing	Provide available information regarding the nature, location, timing, and potential consequences of the incident.
Indigenous Monitor Participation	Provide opportunities for Indigenous Monitor(s) to participate in inspections, monitoring, investigations, and restoration activities where appropriate.
Site Inspections	Provide opportunities to participate in site visits and incident assessments where Indigenous interests may be affected.
Environmental Monitoring	Provide opportunities to participate in environmental monitoring and review monitoring results.
Traditional Land Use Considerations	Communicate potential risks to harvesting areas, fishing areas, travel routes, and plant gathering locations.
Cultural Heritage Considerations	Communicate potential impacts to cultural heritage resources, sacred sites, archaeological resources, or sites of importance.
Corrective Action Review	Consider Indigenous feedback during development of corrective actions and restoration measures.



6.3 IAAC Notification Process

The 48-hour notification requirement is intended to provide IAAC and potentially affected Indigenous Communities with timely awareness of incidents that may result in adverse federal effects. The 60-day report provides a comprehensive assessment of the incident, response actions, lessons learned, and measures implemented to prevent recurrence.

6.3.1 IAAC 48-Hour Notification Process

Consistent with Condition 9.4.2 the Proponent shall notify, as soon as feasible, Indigenous groups of the accident or malfunction and notify the Agency in writing no later than 48 hours following any accident or malfunction. The notification is intended to provide IAAC with timely information regarding the nature of the incident, any substances released, response actions undertaken, and the authorities involved in the response. The Environmental Manager shall be responsible for preparing and submitting the notification. See Table 6-3 for the IAAC 48-Hour Notification Requirements.

Table 6-3: IAAC 48-Hour Notification Requirements

Information Category	Required Information
Incident Details	The date and time when and location where the accident or malfunction occurred
Incident Description	Summary description of the accident or malfunction
Substances Released	A list of any substance and estimated quantities potentially released into the environment as a result of the accident or malfunction
Authorities Notified	A list of the relevant authorities notified and of the relevant authorities engaged in response to the accident or malfunction

These requirements reflect Condition 9.4.2.1 through 9.4.2.4.

A potential chance find shall be notified and managed in accordance with the Chance Find Protocol, including any applicable notification commitments. Where the discovery also constitutes an accident or malfunction with the potential to cause adverse federal effects, the notification and reporting requirements of this Plan also apply. Compliance with the Chance Find Protocol's earlier notification timeline may satisfy an overlapping notification requirement only where the notification contains the information required under both instruments and is provided to all required recipients.

6.3.2 IAAC 60-Day Incident Reporting Process

Consistent with Condition 9.4.3, the Proponent shall submit a written report to the Agency no later than 60 days after the day on which the accident or malfunction occurred. The report shall document the investigation findings, adverse federal effects, mitigation measures



consultation activities, residual effects, corrective actions, and lessons learned. The Environmental Manager shall be responsible for coordinating report preparation and submission. See Table 6-4 for the IAAC 60-Day Incident Report Requirements.

Table 6-4: IAAC 60-Day Incident Report Requirements

Report Component	Content Requirements
Incident Description	A detailed description of the accident or malfunction and of its adverse federal effects
Adverse Federal Effects	A description of the measures that were taken by the Proponent to mitigate the adverse federal effects caused by the accident or malfunction
Mitigation Measures	Response actions, containment measures, remediation activities, and environmental protection measures implemented
Indigenous Community and Relevant Authority Input	Any view from Indigenous groups and advice from relevant authorities received with respect to the accident or malfunction, its adverse federal effects and the measures taken by the Proponent to mitigate these adverse federal effects
Modified or Additional Measure	A description of any residual adverse federal effects and any modified or additional measure required by the Proponent to mitigate residual adverse federal effects
Description of Changes Made	A description of the changes made to avoid a subsequent occurrence of the accident or malfunction
Corrective Actions	Details concerning the implementation of the accidents and malfunctions response plan referred to in condition 9.2 and outlined in Section 5.

These reporting requirements align directly with Condition 9.4.3.1 to 9.4.3.6. Project-specific contact information shall be maintained in Appendix A of this plan and updated as required throughout project progression as additional information becomes available.

6.4 MECP Notification process

6.4.1 Spills

The Proponent shall notify the MECP Spills Action Centre of reportable spills to the environment in accordance with Ontario Regulation 675/98: Classification and Exemption of Spills and Reporting of Discharges and as set out in the Spills Prevention and Occurrence Response Management Plan.



6.4.2 ***Species at Risk***

Under the MECP Species Conservation Act, an activity that will or is likely to impact a species on the Protected Species in Ontario List or its habitat is required to follow the applicable registration or permitting pathway. Registrable activities must be registered before the activity starts.

The owner / operator of the Community Access Road will document wildlife observations and wildlife signs identified during construction and will report species at risk observations to the Natural Heritage Information Centre and the MECP Species at Risk Branch in accordance with Environmental Assessment/Impact Assessment Commitment 461.

Where a protected species is injured or killed, its habitat is inadvertently affected, or construction may have resulted in a contravention of an applicable species at risk requirement, work in the affected area shall be stopped or modified as necessary to prevent further impacts. Regulatory notifications, timeframes and reporting requirements shall be completed as prescribed by the applicable SCA registration, SCA permit, SARA authorization and any other regulatory requirements.

6.4.3 ***Additional MECP Permitting and Notification Requirements***

MECP sets out notification requirements as part of terms and conditions of issued permits and approvals. For the MFCAR Project, these MECP permits may include the following:

- Environmental Compliance Approval (ECA) for air and noise.
- ECA for industrial sewage works.
- Permit to Take Water (PTTW).
- Environmental Activity and Sector Registration (EASR).

7. **Incident Investigation and Follow-Up Monitoring**

7.1 **Investigation Requirements**

The investigation requirements for an incident shall be determined based on the Project's incident classification system. Incident classification will consider severity of the actual or potential effects on human health and safety, the environment, indigenous current use of land and resources, cultural heritage resources, community well-being, and the potential for adverse federal effects. Investigation requirements associated with each incident classification are provided in Table 7-1.

Formal investigations shall be undertaken for incidents:



- Resulting in actual or potential adverse federal effects.
- Require regulatory notification or reporting.
- Involve serious injuries, fatalities, structural failures, fire, explosion or significant environmental impacts.
- That may affect Indigenous rights, interests, current use, cultural heritage resources or community well-being.
- Are classified as moderate, high or critical incidents under the Project incident classification system.

Investigation findings shall be used to identify root causes, evaluate the effectiveness of response measures, determine corrective actions, and inform adaptive management and continuous improvement initiatives

Minor incidents that are immediately controlled and result in no environmental, safety, cultural heritage or community effects may be documented through an internal review and corrective action process. See Table 7-1 for an overview of incident investigation requirements, including the incident classification, type of incident, investigation required, lead role, and supporting participants. Investigation teams may include Indigenous representatives, technical specialists, regulators, and other subject matter experts, as appropriate. Participant roles and responsibilities are defined within the CESMP governance framework.

Table 7-1: Incident Investigation Requirements

Incident Classification	Incident Type	Investigation Required	Lead Investigator
Level 1 (Minor)	Small equipment leak, minor sediment release contained on-site, minor property damage, localized erosion, near miss, minor vehicle collision with no injuries	Internal review and corrective action tracking	Environmental Manager
Level 2 (Moderate)	Moderate spill, localized sediment release to a watercourse, localized groundwater contamination, vehicle rollover, traffic incident involving public road users, small fire, severe weather event causing temporary access restrictions	Formal investigation	Environmental Manager and Health and Safety Manager (depending on incident type)



Incident Classification	Incident Type	Investigation Required	Lead Investigator
Level 2 (Moderate)	Damage to a known cultural heritage resource requiring assessment	Formal investigation	Environmental Manager
Level 3 (Major)	Major fuel or hazardous substance spill, significant sediment release affecting fish habitat, widespread groundwater contamination, fish mortality event, incidents with potential adverse federal effects	Formal investigation/IAAC reporting, as applicable	Environmental Manager
Level 3 (Major)	Bridge or culvert failure, major structural failure, severe weather event causing significant infrastructure damage	Formal investigation	Construction Manager
Level 3 (Major)	Fire, explosion, serious vehicle accident involving multiple injuries or fatalities, incident resulting in significant worker or public health and safety impacts	Formal investigation	Emergency Response Coordinator
Level 3 (Major)	Impact to a cultural heritage resource, sacred site, traditional use area, Indigenous rights or interests	Formal investigation	Qualified Archaeologist
Level 3 (Major)	Incident resulting in community evacuation or significant community health and safety concerns	Formal investigation	Health and Safety Manager

Investigation requirements will be commensurate with the nature, severity, classification and potential consequences of the incident. For spill-related incidents, investigation, reporting and follow-up requirements will be undertaken in accordance with the Spill Prevention and Emergency Response Plan including applicable spill classification thresholds, notification requirements, corrective actions and closure procedures. Where overlap exists, the more protective requirement shall apply.

7.2 Incident Investigation Process

Following stabilization of an accident or malfunction, the Proponent shall undertake a systematic investigation to determine the nature and extent of the incident, evaluate actual or potential adverse federal effects, identify root causes and contributing factors, and determine



whether additional mitigation, monitoring, corrective actions, or reporting are required. Investigations shall be completed by qualified personnel and may involve environmental specialists, engineers, health and safety personnel, Indigenous Monitor(s), Qualified Archaeologist, regulatory authorities, and other subject matter experts, depending on the nature of the incident. Investigation activities shall be documented and used to support incident reporting, corrective action planning, follow-up monitoring, adaptive management, and continual improvement of Project management systems. Investigation findings shall also inform the assessment of potential impacts to fish and fish habitat, wildlife, Indigenous current use of lands and resources, physical and cultural heritage, community well-being, and other valued components that may be affected by the incident. The Investigation Process can be seen in Table 7-2.

Table 7-2: Investigation Process

Investigation Step	Description
Initial Assessment	Confirm incident details, stabilize conditions, identify immediate risks and response requirements.
Evidence Collection	Gather photographs, maps, witness statements, monitoring data, inspection records, training records, permit and approval requirements, and incident reports.
Environmental Assessment	Determine actual and potential environmental effects.
Indigenous Review	Identify potential effects on Indigenous land use, harvesting activities, cultural heritage, and sites of importance.
Root Cause Analysis	Determine direct causes, underlying causes, and contributing factors.
Corrective Actions	Develop preventative and corrective actions to address identified deficiencies.
Follow-Up Monitoring	Verify effectiveness of response and mitigation measures.
Close-Out	Confirm all requirements have been completed and incident objectives achieved.

7.3 Assessment of Adverse Federal Effects

Following completion of the initial incident investigation, the Proponent shall assess whether the accident or malfunction resulted in, or had the potential to result in, adverse federal effects. The assessment shall consider the nature, magnitude, geographic extent, duration, reversibility, and likelihood of impacts arising from the incident, as well as the effectiveness of response and mitigation measures implemented. Particular consideration shall be given to potential effects on fish and fish habitat, wildlife and species at risk, current use of lands and



resources for traditional purposes, physical and cultural heritage, and the health, social, and economic conditions of Indigenous peoples.

The assessment shall also consider Indigenous observations, community concerns, monitoring results, and advice received from relevant authorities to inform response actions, corrective measures, reporting obligations, and future management decisions. The results of the assessment shall be documented and used to determine whether additional mitigation, follow-up monitoring, regulatory reporting, consultation, or adaptive management measures are required. See Table 7-3 for assessment considerations for adverse federal effects.

Table 7-3: Assessment Criteria for Adverse Federal Effects

Valued Component	Assessment Considerations
Fish and Fish Habitat	Fish mortality, fish passage disruption, water quality degradation, sedimentation, habitat loss or alteration.
Surface Water	Contaminant release, turbidity, total suspended solids, pH changes, water quality exceedances.
Groundwater	Potential contamination, changes in groundwater quality, migration of contaminants.
Wildlife and Species at Risk	Mortality, habitat disturbance, displacement, contamination exposure.
Indigenous Current Use	Effects on hunting, fishing, trapping, harvesting, travel routes, access to traditional use areas.
Physical and Cultural Heritage	Disturbance of cultural heritage resources, sacred sites, archaeological resources, cultural landscapes, sites of importance.
Human Health and Safety	Injury, illness, public safety concerns, access disruptions.
Community Well-being	Community concerns, access restrictions, perceived risks, temporary or long-term disruptions.

7.4 Indigenous Participation in Investigations and Follow-Up

Consistent with IAAC Conditions 2.2, 2.3, 2.8, 7.3, and 9.4.3, Indigenous communities shall be provided opportunities to participate in follow-up activities where an incident may affect their interests. Where an accident or malfunction may result in actual or potential effects on environmental conditions, Indigenous rights and interests, traditional land use activities, community well-being, human health, or safety, information regarding the incident, response actions, monitoring results, and follow-up activities may be shared with the Environmental Advisory Committee (EAC) and/or the Community Well-Being, Safety and Monitoring Working Group, as appropriate. The EAC may provide a forum for discussion of environmental effects, environmental monitoring results, mitigation effectiveness, Indigenous Knowledge, and adaptive management measures. The Community Well-Being, Safety and Monitoring



Working Group may provide a forum for discussion of community concerns, potential effects on traditional food resources and harvesting activities, community health and well-being considerations, transportation safety, emergency preparedness, and other community-identified issues arising from the incident. Input and recommendations provided through these forums will be considered, as appropriate, in the development of corrective actions, follow-up monitoring activities, communications, and adaptive management measures.

The nature and extent of Indigenous participation will be proportional to the scale and potential consequences of the incident and may occur throughout the incident response, investigation, monitoring, and reporting process. Opportunities for involvement may include participation in site inspections, environmental monitoring, review of incident findings, identification of effects on traditional land use or cultural heritage resources, development of corrective actions, and review of monitoring results and adaptive management measures. Feedback received from Indigenous communities shall be documented and considered in the development of mitigation measures, restoration activities, future prevention strategies, and incident reporting requirements.

Table 7-4: Indigenous Participation Opportunities

Project Phase	Indigenous Participation Opportunity
Initial Incident Notification	Notification of incident and response activities.
Site Assessment	Participation in site inspections where appropriate.
Environmental Monitoring	Participation in monitoring and observation activities.
Cultural Heritage Assessments	Participation in review of effects to cultural heritage resources and sites of importance.
Investigation Activities	Review of findings and provision of community concerns or observations.
Corrective Action Development	Input regarding mitigation and corrective measures.
Follow-Up Monitoring	Participation in monitoring and review of results.
Adaptive Management	Input on revised measures and future prevention strategies.
Incident Reporting	Opportunity to provide views for consideration in the IAAC 60-day report.

All consultation and engagement activities shall be documented. The Proponent shall maintain records describing issues raised, concerns identified, recommendations received, actions taken, and how information was incorporated into investigations and corrective actions.



7.5 Follow-Up Monitoring Requirements

Following completion of the incident investigation and assessment of adverse federal effects, the Proponent shall implement follow-up monitoring, corrective actions, and adaptive management measures as necessary to verify the effectiveness of response actions, assess environmental and social recovery, and reduce the likelihood of similar incidents occurring in the future. The scope, duration, and frequency of follow-up activities shall be commensurate with the nature, severity, and potential consequences of the incident and shall consider any requirements identified by regulators, Indigenous communities, technical specialists, or Project personnel. Where environmental effects are identified or suspected, follow-up monitoring shall be conducted to:

- Verify the effectiveness of response measures.
- Evaluate environmental recovery.
- Confirm mitigation effectiveness.
- Determine whether additional measures are required.
- Support regulatory compliance.
- Verify whether incident-related impacts have been addressed.

Follow-up monitoring will only be implemented where necessary to verify the effectiveness of response measures, evaluate environmental recovery, assess residual effects, confirms regulatory compliance or address concerns identified by Indigenous communities, regulators or qualified specialists. Monitoring requirements will be determined on a case-to-case basis based on incident severity, affected receptors and investigation findings. Table 7-5 provides an overview on the follow-up monitoring requirements, including activities and performance objectives.



Table 7-5: Follow-up Monitoring Requirements

Incident Type	Monitoring Activities	Performance Objective
Spill	Surface water, groundwater, soil, vegetation monitoring	Verify successful cleanup and absence of residual impacts
Sediment Release	Total Suspended Solid (TSS), turbidity, erosion inspections	Verify stabilization and acceptable water quality
Structural Failure	Engineering inspections, erosion monitoring	Verify infrastructure stability
Fire Event	Vegetation recovery, wildlife surveys	Verify recovery of affected areas
Wildlife Incident	Wildlife observations, habitat assessments	Confirm effectiveness of mitigation measures
Heritage Resource Incident	Heritage site inspections, Indigenous review	Confirm protection and restoration measures are effective
Community Safety Incident	Complaint tracking, communication review	Verify concerns have been addressed

7.6 Additional Mitigation Measures

Following any release, the Proponent shall implement appropriate containment, remediation, corrective actions, and mitigation measures to reduce adverse environmental, social, cultural and safety effects to prevent recurrence. Follow-up monitoring may be required to verify the effectiveness of containment, mitigation, remediation, restoration, and recovery measures and to determine whether actual or potential adverse effects have been successfully addressed. Monitoring may include surface water quality monitoring, groundwater monitoring, wildlife surveys, cultural heritage assessments, site inspections, vegetation monitoring, air quality monitoring, or other activities appropriate to the incident under investigation. Where monitoring identifies unanticipated effects, exceedances, recurring issues, or ineffective mitigation measures, the Proponent shall implement modified or additional mitigation measures and evaluate their effectiveness through continued monitoring and assessment. Additional mitigation measures may include:

- Enhanced environmental protection measures.
- Expanded monitoring programs.
- Additional restoration activities.
- Additional community engagement activities.
- Infrastructure improvements.



- Changes to work methods.

Implementation of modified or additional mitigation measures shall be documented and communicated to relevant authorities and Indigenous communities, as appropriate.

7.7 Adaptive Management

Investigation findings, monitoring results, Indigenous community feedback, regulatory input, and observations from Project personnel shall be used to support adaptive management and continual improvement. Corrective actions may include revisions to procedures, additional training, infrastructure improvements, enhanced monitoring, additional mitigation measures, or updates to Project management plans. Lessons learned from incidents and near misses shall be documented and communicated to relevant personnel to strengthen Project emergency preparedness and prevention measures. Incident investigations shall remain open until response actions, monitoring requirements, reporting obligations, corrective actions, and regulatory requirements have been completed and the incident has been formally closed. All records associated with follow-up monitoring, corrective actions, adaptive management activities, lessons learned, and incident closure shall be retained in accordance with Project record management requirements and applicable Decision Statement conditions.

Adaptive management activities may include:

- Reviewing monitoring results.
- Reviewing incident trends.
- Reviewing Indigenous community feedback.
- Reviewing regulator feedback.
- Evaluating effectiveness of mitigation measures.
- Revising procedures and plans.
- Updating training programs.
- Updating emergency response procedures.

The objective of adaptive management is continuous improvement of Project performance and reduction of future risks.

7.8 Lessons Learned Program

The Proponent shall maintain a Lessons Learned Program to facilitate continual improvement. The program shall document incidents and near misses, identify recurring issues, track corrective actions, share lessons learned with Project personnel, share relevant



findings with contractors and inform updates to management plans and procedures. Lessons learned may be incorporated into relevant management plans.

7.9 Incident Closure

An incident remains open until all required response, investigation, notification, corrective action, remediation, monitoring, reporting and closure requirements have been completed and documented. For spill related incidents, closure will also be consistent with the closure requirements established in the Spill Prevention and Emergency Response Management Plan. An incident shall not be considered closed until:

- Immediate hazards have been eliminated.
- Required notifications have been completed.
- Investigation activities have been finalized.
- Environmental monitoring objectives have been met.
- Corrective actions have been completed or assigned.
- Regulatory requirements have been satisfied.
- Indigenous community concerns have been addressed, where applicable.
- Required IAAC and MECP reporting obligations have been fulfilled.
- Incident records have been finalized and filed.

The Environmental Manager shall be responsible for authorizing incident closure following confirmation that all applicable requirements have been completed.

7.10 Records and Documentation

Records associated with incident investigations, monitoring, consultation activities, corrective actions, adaptive management measures, and close-out activities shall be retained in accordance with Project record management requirements and Condition 2.21 of the Decision Statement.

At a minimum, records shall include:

- Incident notification forms.
- Regulatory correspondence.
- Indigenous engagement records.
- Monitoring data.



- Investigation reports.
- Corrective action registers.
- Site inspection records.
- Photographs and maps.
- Lessons learned records.
- Close-out documentation.

These records shall support future audits, compliance verification activities, annual reporting requirements, and ongoing updates to the Plan.

Records relating to a potential chance find or cultural heritage incident shall also include all records required by the Chance Find Protocol, including discovery documentation, archaeological assessments, notifications, records of Indigenous participation, mitigation measures, and written authorization to resume work.

8. Plan Maintenance

Consistent with Condition 9.3 of the Decision Statement, this Plan shall be maintained and kept up to date throughout Project construction. Updated versions of the Plan shall be submitted to the Impact Assessment Agency of Canada and parties consulted during Plan development within 30 days of any revision.

8.1 Plan Review and Updates

The formal review of the Plan shall be conducted:

- Prior to the commencement of construction activities.
- At least every six months during active construction.
- Prior to the commencement of a new Project phase.
- Following any accident, malfunction, spill, near miss or emergency event.
- Following emergency response exercises or drills.
- Following significant changes to Project design, construction methods, equipment, personnel or operations.
- Following changes to applicable legislation, permits, approvals or regulatory requirements.



The review will evaluate the continued effectiveness of response procedures, communication protocols, emergency contacts, available resources, training requirements and mitigation measures. The review will also consider:

- Results of inspections, audits, monitoring programs and incident investigations.
- Feedback from indigenous communities, regulatory agencies and Project personnel and contractors.
- Implementation and effectiveness of corrective and preventive actions.
- Lesson learned from accidents, malfunctions, near misses and emergency response activities.

Where revisions are required, updates will be documented through the Project's document control process and communicated to relevant Project personnel, contractors, Indigenous communities, and regulatory authorities, as appropriate. Updated training or awareness sessions will be provided where changes affect roles, responsibilities or response procedures.

8.2 Training and Awareness

The Proponent and contractors shall ensure that personnel with responsibilities under this Plan are aware of the Plan requirements and receive appropriate training related to accident and malfunction prevention, reporting, emergency response, notification procedures, environmental protection measures, and incident management responsibilities. Training requirements shall be reviewed periodically and updated as necessary to reflect changes to the Plan or Project activities. Cultural awareness, Indigenous history, community protocols, and community engagement training will be developed in collaboration with MFFN.

8.3 Document Control and Distribution

The Environmental Manager shall be responsible for maintaining the current version of this Plan and ensuring updated versions are distributed to relevant Project personnel, contractors, Indigenous communities, and regulatory agencies, as required. A record of Plan revisions shall be maintained and include the revision number, date of revision, summary of changes, and approval information.

8.4 Continual Improvement

Information obtained through inspections, monitoring programs, incident investigations, Indigenous engagement activities, emergency response exercises, audits, and corrective action reviews shall be used to evaluate the effectiveness of this Plan and identify opportunities for continual improvement. The Proponent shall incorporate lessons learned and best practices into future revisions of the Plan to strengthen accident and malfunction



Marten Falls First Nation
Marten Falls Community Access Road
H378016

Project Management
Project Management
Accidents and Malfunctions Response Plan

prevention, preparedness, response, and recovery activities throughout pre-construction and construction.



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Appendix A

Contact List

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Marten Falls First Nation
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Project Management
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Category	Required Contacts
Project Personnel	Proponent Environmental Manager Construction Manager Health and Safety Manager Emergency Response Coordinator Community and Indigenous Relations Lead
Emergency Services	Ambulance Fire Services Police Services Search and Rescue
Regulatory Authorities	Impact Assessment Agency of Canada (IAAC) Department of Fisheries and Oceans (DFO) Environment and Climate Change Canada (ECCC) Ontario Ministry of the Environment, Conservation and Parks (MECP) Ontario Ministry of Natural Resources (MNR) Ontario Ministry of Labour, Immigration
Indigenous Communities	Primary Community Contacts Consultation Contacts Indigenous Monitor Contacts
Emergency Contacts	Relevant emergency reporting and notification numbers MECP Spills Action Centre at 1-800-268-6060

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