



Kiewit

Cheekeye Debris Flow Barrier Project SITE SPECIFIC SAFETY PLAN



Top 3 Things That Can Kill Us

1. Human Equipment Interaction
2. Working at Heights
3. Lifting and Rigging



SITE SPECIFIC SAFETY PLAN

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Position	Name	Ownership Date
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Revision Summary Change		
Rev	Revision Date	Change Description
1	22-March-24	Changes to the Observation Program to include SOS App, Changes to the PPE.
2	10-May-2024	<ol style="list-style-type: none"> 1. Amended Section 1.0 Nobody Gets Hurt to include language outlining applicability of the WCD Infrastructure Safety Manual as it relates to the Cheekeye Debris Flow Barrier SSSP. 2. Added Section 23.0 Debris Flow Safety Plan. 3. Amended Section 3.2 Orientation content to include Debris Flow Safety.
3	22-July-2025	<ol style="list-style-type: none"> 1. Updated Project Maps 2. PPE Guidelines (PPE in Cabs, Short Sleeves, Hard Hats vs Helmets) 3. Added Data Responsibility Matrix Visuals 4. Ammended applicable Life Changing Categories 5. Ammended SOS Program 6. Added Incident Management Policy 7. Ammeded Injury Management Procedure 8. Added Safety Targets and Goal 9. Added Rules of the Road



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1.0 NOBODY GETS HURT

We are committed to the safety of our employees, those involved with our projects, our clients, and the public. Our #1 goal is nobody gets hurt and most importantly zero fatalities. It’s everyone’s responsibility to promote a safety-first mentality and culture.

The following pages and narratives describe how Kiewit will manage and conduct safety on the Cheekeye Debris Flow Barrier Project. As per sections 1-24, the work will be referred to as the "Project"; However, the rest of the document may be referred to as the "District", "Kiewit" or the "Project". The term district refers to the entity of staff, craft, and subcontractor employees of Kiewit Western Canada. The WCD Infrastructure Safety

Manual is a separate document and will be used as a guiding document for district policies, safety management systems and plans, safe work procedures, prime contractor management, and employee responsibilities. The narratives discussed in this document will also incorporate applicable Cheekeye Debris Flow Barrier Project requirements not addressed in the WCD Infrastructure Safety Manual.

The content and written narratives within the WCD Infrastructure Safety Manual apply to the Cheekeye Debris Flow Barrier Project and are to be taken in that context. Henceforth, this entire document will be called the "Cheekeye Debris Flow Barrier Project Site Specific Safety Plan (SSSP)". In the event of a discrepancy, contradiction, seemingly conflicting information, etc., the most stringent criteria as they apply to WorkSafeBC OHS regulation will apply. Any deviation or variations of the SSSP or WCD Infrastructure Safety Manual must be approved in writing by the Kiewit Western Canada District Safety Manager.

Safety is the cornerstone of our company and requires that all employees commit to doing everything the safe way and the right way every time. Your safety and the safety of the people we work with must be our first priority. Our #1 goal is ***Nobody Gets Hurt Today!***

This Project Site Specific Safety Plan (SSSP) is an integral component of Kiewit's overall Safety Program. This SSSP provides an outline of the minimum standards required for the project's SSSP, but also has been developed with the following in mind:

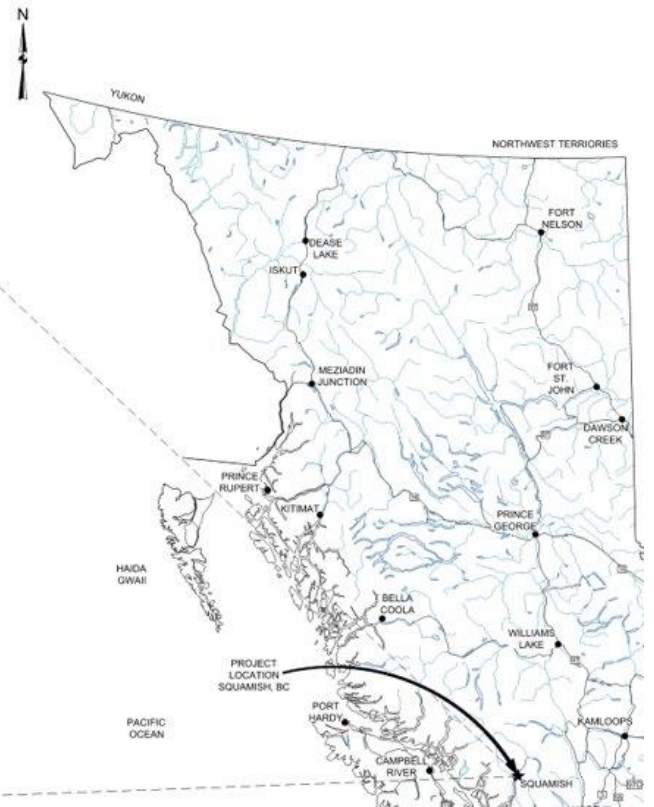
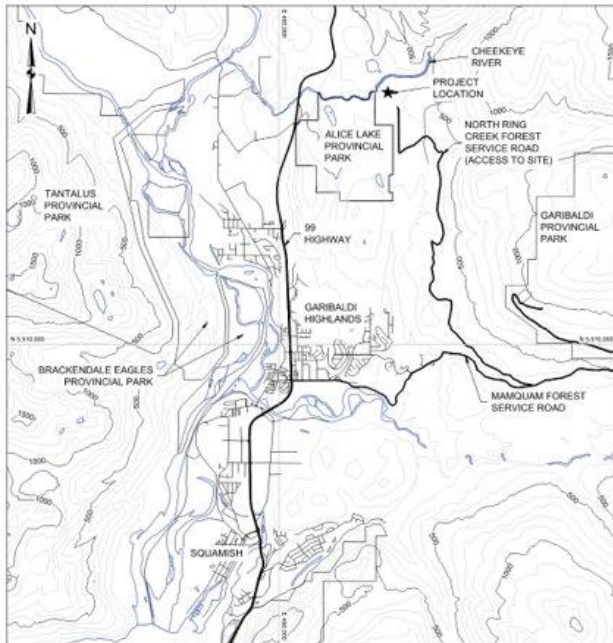
- Project leaders play a big role in our safety culture which must be embedded throughout the job team. As project leaders you will build a safety first culture by setting expectations, building structure, teaching others and most importantly leading by example.
- Safety Culture – What does it take to be the Best? It means doing things right, even if no one is watching. It means being responsible, not only for yourself but for your fellow employees.
- Each employee — regardless of job or location — has the responsibility to speak up when they see anything that causes a safety concern.
- When it comes to protecting our employees, collaboration between our craft and staff is expected and necessary to prevent safety incidents.
- And finally, having the right structure, tools and processes in place as identified in this SSSP is the first step to set your project up for safety success.

For additional reference please refer to the WCD Infrastructure Safety Manual or contact area safety manager, district safety manager or regional safety operations director. This manual is meant to be used in conjunction with the WCD Infrastructure Safety Manual.

1.1 SCOPE OF WORK

The Cheekeye Debris Flow Barrier Project is the construction of a new debris-flow mitigation barrier across the Cheekeye river for the Squamish Sea to Sky Developments LP (SSSD). The Scope involves major creek diversions, Cast-in-Place outlet structure with roller compacted concrete (RCC) barrier on either side of the structure, site access grading, borrow pit development, aggregate crushing and processing, and RCC batching onsite.

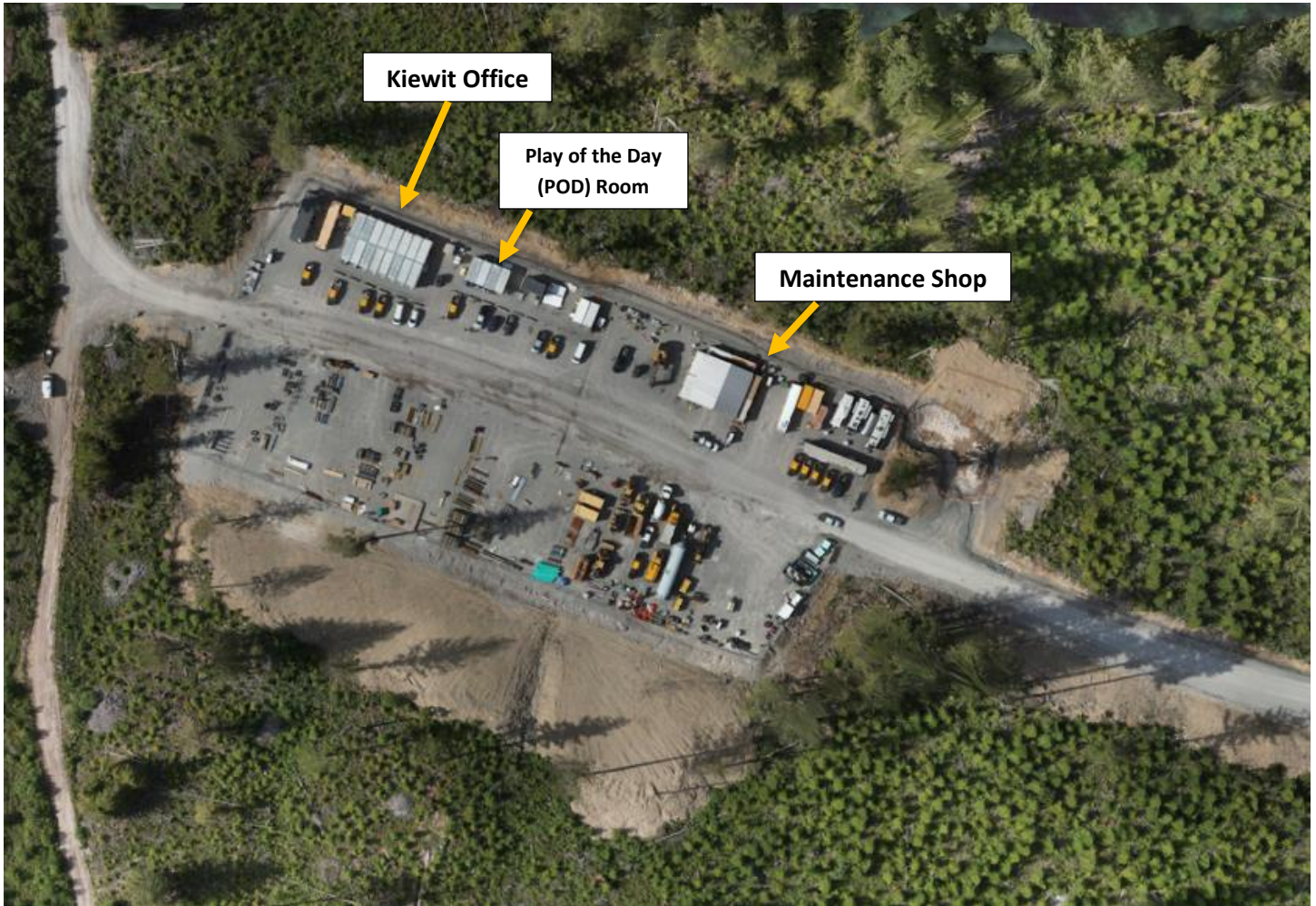
**CHEEKEYE FAN DEBRIS-FLOW MITIGATION PROJECT
SQUAMISH, BC**



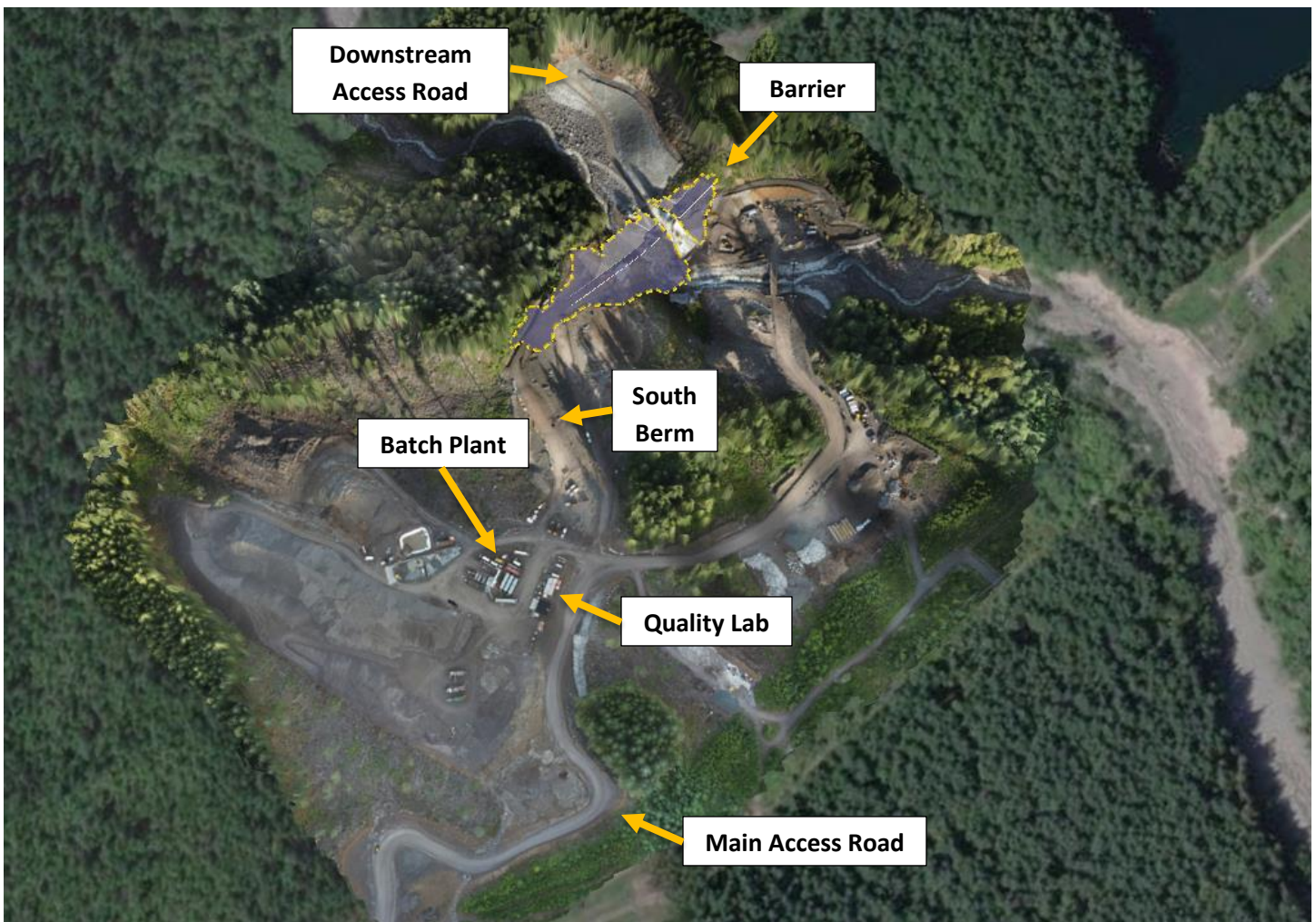


1.2 SITE SET UP

Office complex: 49°47'5.83"N, 123° 5'57.63"W



Work Site Overview



1.3 SITE RULES

The following basic safety rules will be provided to all visiting personnel who enter the Cheekeye Debris Flow Barrier Project:

1. All unsafe conditions and unsafe acts must be immediately reported to your immediate supervisor and corrected. Strive to work each day incident free and with a high regard for the environment.
2. A Start Card must be developed and used for all tasks. When there is a change in the task or when any safety or environmental conditions are altered, Start Cards must once more be reviewed and updated, as necessary.
3. No worker may falsify documents or information in any format. Falsification of a document includes, but is not limited to:
 - a. Untrue statements, facts, details, etc.



- b. Redrafting of information.
 - c. Reformatting of information.
 - d. Deletion of information.
 - e. Fabrication of information.
 - f. Alteration of actual times of information
4. Smoking/vaping is only permitted in designated areas, or away from combustible materials when pocket ashtray pouches are utilized.
 5. Posted speed limits, traffic signs and site driving practices must be always obeyed.
 6. All incidents, including but not limited to; injuries, near misses, property damage and environmental spills, no matter how minor, must be reported. Failure to immediately report an incident may result in disciplinary action up to and including termination.
 7. During high wind speeds, items that may blow over and cause damage (i.e., tents, ladders, fences) must be mitigated by removal and/or securement.
 8. Hearing protection devices must be worn when there is excessive noise (85 dB or greater daily average) or when directed by supervisors.
 9. Orderliness, good housekeeping, and respect for the environment must be always maintained.
 10. All workers must be fit for duty and in compliance with the drug and alcohol policy.
 11. All visitors must be escorted by a worker who has successfully completed Site-Specific Orientation.

1.4 PERSONAL PROTECTIVE EQUIPMENT

All personnel entering the Cheekeye Debris Blow Barrier Project must be donning the following Personal Protective Equipment (PPE):

- Type II Helmet
- CSA approved safety glasses
- 6" minimum CSA approved work boots
- Gloves – Cut Level 4 Minimum, 100% use and task/risk specific
- Class 2 high visibility vest
- Hearing protection – over 85 dB and double when over 95 dB
- Additionally:
 - Minimum 6" sleeved shirt
 - Concrete and Grout placement operations require long sleeves
 - Long pants or jeans (sweatpants are not permitted)
 - No loose clothing or jewelry
 - No earbuds/headphones

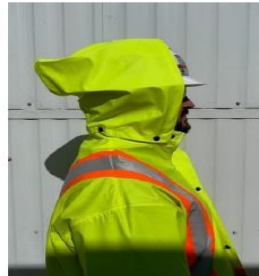


PPE Exceptions:

- Helmets, Gloves and Glasses may be removed inside an enclosed cab
- Visitors and Short Duration Workers are permitted to wear Hard Hats in place of Type II Helmets.

Hoods

Hoods are permitted to be worn either under or over the Helmet/Hard Hat. However, hoods must not be worn in a way that blocks a worker's peripheral vision or while operating equipment and vehicles.



2.0 PROACTIVE PLANNING

2.1 SAFETY TARGETS AND GOALS

Objective	Target Goal
Hurt Frequency (Hurts/200,000 MHR)	<ul style="list-style-type: none"> • 6 - 8
Recordables	<ul style="list-style-type: none"> • Zero (Goose Egg)
PSL 3-5 Frequency	<ul style="list-style-type: none"> • < 0.25
PSL 4-5 Frequency	<ul style="list-style-type: none"> • 0.00





2.2 SAFETY RISK FORECAST

[Safety Risk Forecast](#) will be used by district leadership, project leadership and the Ops Safety Director, to review during the Readiness Review meeting. It identifies which Regions, Districts, and Projects possess the greatest risk, which features are driving increased risk and out of those it will help identify which are actionable and what direction and magnitude of change would result in reduced risk. Based on actionable risk drivers, prescribe possible next steps based on feedback from operational and safety leadership. If injury is to occur, which discipline, craft or work type poses the greatest risk.

2.3 HISTORICAL INCIDENT TRENDS

[Historical Incident Trends](#) should be used by Frontline supervisors during work planning and JHA phases to communicate to your team “this happened to us” and eliminate learning the same lessons. Instructions to install the PowerBI App on your mobile device can be [found here](#).

2.4 DATA RESPONSIBILITY MATRIX

The [Data Responsibility Matrix](#) is a guide for using our safety dashboards. They can help us with information, trends, and training opportunities for our projects. The matrix shows the main dashboards you need to check daily, weekly, or monthly, based on your role as safety, project management, front-line supervisor, district leadership, or when you start a new project or pre-plan operations.



DATA RESPONSIBILITY MATRIX

Our safety dashboards can provide us with invaluable information at different stages of a project, bring light to trends, opportunities to train our people, etc. The below matrix show the primary dashboards that you should be looking at on a daily, weekly, or monthly basis or if you are involved with a new project pre-planning.

Safety & Project Management

SAFETY & PROJECT MANAGEMENT

PRIMARY DASHBOARDS	DAILY	WEEKLY	MONTHLY	QUARTERLY	PROJECT PRE-PLANNING
PROJECT FATALITY RISK				X	X
SAFETY RISK FORECAST			X		X
LSA ASSESSMENTS		X			
PROJECT SAFETY SUMMARY			X		
PROJECT SAFETY ASSESSMENT				X	
SAFETY INCIDENT SNAPSHOT	X				
HISTORICAL HURTS					X
HISTORICAL INCIDENT TRENDS				X	X

HOW TO USE THE DATA IN EACH DASHBOARD

PROJECT FATALITY RISK: Utilize during project and operation's planning; Revisit to drive attention and action on high risk indicators

SAFETY RISK FORECAST: Use actionable risk drivers to assign recommended actions and ensure execution/completion of those actions

LSA ASSESSMENTS: Use dashboard to track observations and LSA Assessments; Track assigned tasks to completion

PROJECT SAFETY SUMMARY: Complete the required self-assessment

PROJECT SAFETY ASSESSMENT: Complete/review PSA a minimum of 3 times per year via InEight Compliance and implement strategies for areas of improvement and immediate action items

SAFETY INCIDENT SNAPSHOT: Pull incidents relevant to project; Operations to use for trainings/toolbox talks

HISTORICAL HURTS: Who are your high-risk people that require extra training and supervision

HISTORICAL INCIDENT TRENDS: Use during work planning to communicate to your team "this happened to us"

This report is not available through direct links. QR codes you must be on the Kiewit Network or VPN to access.

REPORT CAN BE ACCESSED BY VISITING:
 Safety Portal | Reporting | Internal Reporting | Project Fatality Risk Report

PROJECT FATALITY RISK



SAFETY RISK FORECAST



LSA ASSESSMENTS



PROJECT SAFETY SUMMARY



PROJECT SAFETY ASSESSMENT



SAFETY INCIDENT SNAPSHOT



HISTORICAL HURTS



HISTORICAL INCIDENT TRENDS



DATA RESPONSIBILITY MATRIX

Our safety dashboards can provide us with invaluable information at different stages of a project, bring light to trends, opportunities to train our people, etc. The below matrix show the primary dashboards that you should be looking at on a daily, weekly, or monthly basis or if you are involved with a new project pre-planning.

Front-Line Supervisors (FLS)

FRONT-LINE SUPERVISORS

PRIMARY DASHBOARDS	DAILY	WEEKLY	MONTHLY	PRE-OPERATION
LSA ASSESSMENTS		X		
SAFETY INCIDENT SNAPSHOT		X		
HISTORICAL INCIDENT TRENDS				X



LSA ASSESSMENTS



SAFETY INCIDENT SNAPSHOT



HISTORICAL INCIDENT TRENDS

HOW TO USE THE DATA IN EACH DASHBOARD

LSA ASSESSMENTS: Looking at at-risk and safe observations

SAFETY INCIDENT SNAPSHOT: Review what is pertinent to your job; If there is a PSL 4/5 that is similar, train during Foreman's Meeting and Mass Safety Meetings

HISTORICAL INCIDENT TRENDS: Project specific information; Communicate to the job during Foreman's Meeting; Provide training based on job position, task, work conditions

3.0 ORIENTATION

The safety orientation is an excellent way to get new hires and people that are new to the jobsite on board, shape their safety attitudes, and bring them up to speed on our policies and programs. It's the first official opportunity to educate them on our expectations and the importance of safety.

3.1 ORIENTATION BASICS

1. Orientation attendees must include **ALL** employees new to the project, including all subcontractors.
 - a. Short Duration Workers (<7 days) must undergo Short Duration Worker Orientation.



2. New Hire Orientation attendees are tracked by the company's learning management system KrewTrac.
3. Project management expectations are delivered at the orientation by Project Manager or designee.
4. Front line supervisors (FLS) (foreman and superintendents) and CVIS are encouraged to lead and deliver orientation material working with other key project personnel, such as the project safety manager.
5. Orientation leads are expected to be knowledgeable, well-prepared and deliver a passionate and engaging training.
6. Orientation location is Upper Laydown POD Room as required, where it will be a dedicated, clean, quiet equipped space.

3.2 CONTENT

1. Your Project's orientation plan includes the key elements as listed in this SSSP as well as specific risks and knowledge for your project, including but not limited to:
 - a. Business Onboarding
 - b. Project Scope Overview
 - c. Management Expectations
 - d. Emergency Response Plan
 - e. Debris Flow Safety Plan, including:
 - i. High, moderate, low hazard areas
 - ii. Conditions that cause debris flows
 - iii. Debris flow warning signs
 - iv. Debris flow rainfall thresholds
 - f. Crisis Management Plan
 - g. Why I Work Safe
 - h. Recognition Program
 - i. Daily Start-up process: Operations Start Card (JHA), tailgate, and Pre-job briefing
 - j. LSA Program
 - k. Craft Voice in Safety program (CVIS)
 - l. Incident Reporting Requirements
 - m. 30-Day Follow Up
 - n. Stop Work Authority
 - o. Zero Tolerance Policies
 - p. QA/QC Expectations



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- q. Environmental Training
- r. Quiz
2. All new employees will be made aware of the facilities, which include:
 - a. Emergency exits/muster points
 - b. First aid and AED locations
 - c. Debris Flow Emergency Procedures
3. Hands-on training and verification of skills including but not limited to:
 - a. Responsible Superintendent is to deliver a practical knowledge and skills assessment of their new employees.
 - b. Hands-on tool training plan delivered by the foreman the employee is assigned to before work begins regardless of experience level.

3.3 POST-ORIENTATION ACTIVITIES

1. Ensure new hire employees are visually identifiable from other crafts in the field by the use of helmet stickers. See the image below.



2. The helmet sticker above will identify all new hires for the first 30 days after hire.
3. After 30 days, all new hires will meet with their Superintendent to complete a 30-day Follow Up Evaluation, including but not limited to a review of safety policies, culture, specific tasks, and how they keep themselves and others safe.
4. The responsible Superintendent will approve them if they feel comfortable meeting their safety expectations. At that time, if approved, the employee will receive the blue check helmet sticker to cover the green new hire sticker. If not approved, they will complete another 30-day cycle.



- a. These 30-day Follow Up Evaluation meetings can happen as a group if employees are hired at similar times.
 - b. Safety Manager will keep records of newly hired employees when they complete their 30-day meetings in KrewTrac.
5. Every attempt will be made to partner a new hire/new to industry employee with more experienced employees to aid in developing a safety culture.

3.4 SITE VISITORS

1. Visitors who are not performing work will not be required to go through site orientation.
2. Visitors will be escorted at all times by employee(s) that have received site orientation.
3. Visitors will review and sign-off on the Cheekeye Debris Flow Barrier Project Visitor/ Vendor Orientation.

4.0 TRAINING

The importance of training extends beyond our employee's introduction to the job. It is essential for employees, as it can prevent injuries, improve performance, and foster a culture of safety.

1. A comprehensive project training plan has been developed, in place and adequate to cover all project training needs and will be regularly updated, maintained, and rolled out by Safety Manager.
2. The project training plan is accessible and can be found [here](#)
3. Project training will be scheduled by Safety Manager in advance to ensure the necessary trainers, material and equipment are available.
4. The project training plan adjusts to trends in incidents, LSA assessments, [project safety assessments](#) and optional observation programs.
5. Project training will be conducted at a location that is appropriate to facilitate learning and retention.
6. Hands-on training will be conducted on a regular basis with engagement from our craft as well as regular review of incidents.
7. Project training will be tracked using KrewTrac, updated, and maintained to identify gaps quickly.
8. The following trainings are relevant depending on role and tasks:

Temporary Structures Training	HEI Safeguard Training
-------------------------------	------------------------



Authorized User Fall Protection Training	Trailer Towing Training
Crane Safeguard Training	Journey Management Training
Dropped Object Authorized User Training	Fall Protection SOP Fall Arrest Anchor Point Capacity Verification
Spotter Training	CVIS New Member Onboarding
Trench & Excavation Authorized Employee Training	Small Tools Training
Designated Operator Training (as needed)	Light Plant Training

5.0 PRE-SHIFT MEETINGS

Every operation will start their shift with a [pre-shift meeting](#). These meetings help us build a safe culture, protect our workers, and stay aware of daily operations and hazards. We can also use them to introduce new processes and remind ourselves of existing ones.

Step-by-Step Guide:

1. Safety Focus – Front-Line Supervision delivers a relevant safety focus (LSA category/safeguards, toolbox talk, safety moment, hands-on demonstration/training, etc.)
2. POD Review – Front-Line Supervision will review the Play of the Day (POD) with the crew and encourage feedback.
3. Stretch and Flex – Front-Line Supervision will lead or select a craft employee to lead the daily stretch and flex exercises.
4. Operations Start Card – All crew members to participate and provide feedback in reviewing daily operational tasks, identifying & mitigating associated hazards with each task. FLS must verify and sign off that all safeguards are in place before work can begin.

Expectations:

- All craft employees will attend a pre-shift briefing on time.
- FLS and Craft engage in all pre-shift briefing's.
- The meeting must be in a clear, quiet, and open area.
- The meeting is presented in a language that employees can understand.
- All employees attending the meeting must participate by providing feedback.
- Review the weekly toolbox talks on project hazards, training, and trends. FLS will deliver them to all craft employees weekly or more often.

6.0 OPERATIONS START CARD - JOB HAZARD ANALYSIS

Each operation will have a relevant / documented [Operations Start Card](#) that is developed and completed with the entire crew's engagement at the beginning of every shift/new operation. The "long form JHA" may be used for pre-planning the operation.

Start Card Execution expectations:

- ✓ This Start Card is to be filled out daily for each operation before the operation begins. This card may be used by the individual, small team, or crew.
- ✓ This Start Card must be filled out by the individuals performing the operations.
- ✓ To ensure proper identification and planning for LSA Risks, all operations with LSA Risk(s) identified and/or changes to LSA Risks, a FLS must verify **and** sign-off that all safeguards are in place before work can begin. It is also recommended that FLS review those same Start Cards again throughout the day to verify safeguards are still in place and account for any change in conditions.
- ✓ If you encounter change(s), or move work areas, you may modify this Start Card or fill out a new card.

Job Hazard Analysis – Used for pre-planning

It is required for FLS to use the "long form Major JHA" (Job Hazard Analysis) or similar tool, in the pre-planning stages while developing their work plan.

1. The JHA standard template – including identification of applicable [LSA categories & safeguards](#).
2. The JHAs used as a part of the work plan in pre-planning of the operation:
 - a. Will not be used in lieu of the Operations Start Card.
 - b. Can be used as a tool to pre-plan foreseeable hazards and controls.
 - c. If used, it shall call out all Life Changing Categories and project specific safeguards.
 - d. Shall be kept with the operations work plan in the field.
 - e. Should be reviewed:
 - i. When there is a new employee to the operation
 - ii. When conditions change – specifically related to ANY change in LSAs or Safeguards
 - iii. At least every two weeks

7.0 LIFE SAVING ACTIONS

The Life-Saving Actions (LSA) program allows the project team to be proactive about eliminating significant injuries and fatalities. An effective LSA program ensures job sites identify the potential outcome of all incidents or events, then develop meaningful plans to eliminate those events with potentially high-severity outcomes.

The company's LSA guidelines, LSA toolkits and safeguards can be found on the [Corporate Safety SharePoint page](#).

1. It is the responsibility of the Project Manager to fully implement the [corporate LSA Guidelines](#).
2. All project staff and craft must know their [LSA categories and safeguards](#) for their current work.
3. The LSA categories assigned to this project are:
[Human Equipment Interaction](#) , [Lifting and Rigging](#) , [Cranes](#) , [Temporary Structures and Construction Devices \(TSCD\)](#) , [Working at Heights](#) , [Maintenance of Traffic](#) , [Confined Space](#) , [Energy Isolation/ LOTO](#) , [Trenching & Excavation](#) , [Utilities](#)
4. The project will utilize LSA field demonstrations, and training to be added to the training matrix.
 - a. LSA training will be conducted during new hire orientation and as needed after that
 - b. Craft and CVIS must regularly be involved in LSA field demonstrations and training.
5. LSAs must be reviewed and discussed as part of each operation.
6. LSAs and their associated safeguards must be identified daily along with the ways to mitigate the risk.
7. LSAs should also be integrated into other components of your project's safety tools such as JHAs, PODs, work plans, schedule boards and toolbox talks.
8. Data from LSA assessments, Operations Start Card, Project Safety Assessment, Safety tours will be used to trend and determine safety focus areas.



8.0 TOP 3 LSA CATEGORIES



HUMAN EQUIPMENT INTERACTION SAFEGUARDS

Any task / unplanned event where person(s) are present or a high likelihood person(s) could be present, or could be struck by a piece of equipment / motor vehicle.

Equipment operation and human foot traffic are PHYSICALLY separated (fencing, barrier, relocate operations, gates, etc.) with separate access routes for equipment and personnel.

The operator is competent / qualified to operate the equipment.

The HEI Planning Tool is properly filled out, up to date and being followed.

Protections for equipment such as berms / barriers / other measures have been established as needed.

Any change of elevation and potential for rollover has been identified and addressed in the work plan.

All safety devices are functioning (backup alarms, beacons, cameras, seatbelts, etc.)

The operator completed their daily visual inspection (DVI).

The crew has been reminded to get visual confirmation, to include bucket down and hands in the air, before approaching equipment operations.

Spotters for the operation _____, _____ (spotter names) are competent.

Work area is fully illuminated (or daylight).

KNOW THE CATEGORIES



VERIFY THE SAFEGUARDS



LIFTING & RIGGING

MATERIAL HANDLING & RIGGING

SAFEGUARDS

Any task / unplanned event with rigging or material failure,
while rigging or during movement of material.

MATERIAL HANDLING

The loading / unloading SOP is being followed.

A qualified and / or competent signalperson, as required, _____ (name),
has been properly trained.

The release of stored energy before removing any supports, straps, rigging or tie downs has
been addressed in the Start Card.

Transported materials are secure with proper tie downs.

The crew has identified and restricted access to areas in a potential line of fire.

All employees are kept away from crush points.

The method of communication has been established i.e., radio, signals, verbal.

RIGGING

_____ (name), is the Rigger 2 for the operation.

The operation has completed a lift plan and it is being followed.

The rigging has been inspected and is in good working condition.

The rigging is rated for the load that is being hoisted or secured.

Removing rigging that is supporting or securing a load is addressed in the Start Card
(ex. red bolt program).

The crew understands the center of gravity and is out of the line of fire from
any possible load shifts.

The rigging is protected from abrasive or sharp edges.

Proper pick points and connections are identified and utilized.

Whistles, air horns, etc. are being used to notify people when overhead loads are in the air.



WORKING AT HEIGHTS FALL PROTECTION & DROPPED OBJECTS SAFEGUARDS

Dropped Objects: Any task / unplanned event resulting in a dropped object from any height above the walking/working surface.

Fall Prevention/Protection: Any task / unplanned event resulting in a fall from any height above the walking/working surface.

DROPPED OBJECTS

Tools and materials are secured using approved and inspected tethers and equipment.

The area below the dropped object hazard is a Controlled Access Zone (CAZ) properly barricaded / red roped with signage.

Workers are located outside the CAZ barricade / red roped area while work is occurring overhead or protected by other means.

Protection is in place on all handrails, floor openings, and holes.

Materials are stored in a manner to prevent dropped objects.

FALL PROTECTION / PREVENTION

Where there is exposure of a fall of 6' (4' as required) or greater, workers are in continuous fall arrest (100% tied off), fall restraint or protected by standard, designed handrail.

Areas with fall exposure of 6' (4' as required) or greater requiring continuous fall arrest are restricted and clearly identified with signage.

The Fall Protection Permit is in place and being followed for the current operation.

Workers are utilizing proper anchorage points and they are clearly identified in their Fall Protection Permit.

Workers have adequate fall clearance, and it is clearly identified in the Fall Protection Permit.

The company approved gear is being properly used, inspected, and in good working condition.

Employees using fall arrest have received the company standard authorized user training.

KNOW THE CATEGORIES



VERIFY THE SAFEGUARDS

9.0 FIELD COMPLIANCE

The project will implement the following methods to ensure unsafe behaviors are identified, addressed, and communicated:

1. Safe and at-risk behaviors will be identified, addressed, and communicated through a robust employee observation program, including but not limited to project safety walks with a superintendent and field engineer and regularly scheduled project manager/superintendent walks.
2. The project will ensure all operations have a work plan and that they are modified if change has taken place.
3. The project will have a plan for exceptional housekeeping and access.
4. The project will use the proper tools with safety features installed. No modification to tools will be allowed, and tools will be used for their intended purpose
5. Employees will learn about ergonomic and body positioning risks during orientation and later as needed. Their FLS or CVIS will provide demonstrations in pre-shift briefing's as required.
6. The project will procure and install the appropriate signage for the project.
 - a. Examples include: Signage promoting the overall project safety program, access / designated walk areas / traffic, LSAs, why I work safe, proper PPE, barricade (red rope) / exclusion zones, CVIS, emergency / muster station / evacuation, hydration, scaffold, LOTO etc.
7. Efforts will be made to ensure appropriate signage will be available for the mobile distribution work on the trucks and in the laydown yard buildings.

10.0 SAFETY WALKS / TOURS

1. The project will conduct focused LSA inspections and enter them in [LSA.Kiewit.com](https://www.kiewit.com/LSA) . Every tour, weekly safety walk or otherwise should have LSA's as a focus in addition to any other findings.
2. A mix of supervision, craft and subcontractors must participate in walks on a weekly basis.
3. Findings from walks will be communicated in the Play of the Day (POD) meeting and to the field following day as a toolbox talk.
4. Findings and actions from the safety walk will be documented and tracked. The [InEight Compliance](#) tool can be used for this action.
5. During the PTI the foremen will discuss safety tours when its published and Give Me 5 practice regarding the tasks being executed



6. The project will develop a plan to ensure safety deficiencies are corrected in a timely manner.
7. Weekly inspections will be based on trends from [observations program, LSA assessments and incidents.](#)

11.0 CRAFT VOICE IN SAFETY

Our Craft Voice in Safety program (CVIS) creates a culture where everyone has a voice. Craft are taking care of craft in a partnership with management, through ownership, communication, and prevention to achieve our goal of Nobody Gets Hurt.

1. The company's [CVIS GUIDELINES](#) must be followed.
2. All CVIS members will receive a copy of, read and understand the CVIS Guidelines.
3. Project safety will ensure CVIS members understand and are comfortable with their role in CVIS.
4. CVIS members and the project manager will meet weekly on Wednesday at 3:30pm.
5. Pictures and names of current CVIS members are published and available to all project personnel at the Main office location at the Upper Laydown.
6. Following the [CVIS meeting, the minutes](#) will be distributed and discussed at the next pre-shift briefing. They will show the CVIS initiatives, achievements, and challenges.

[CHEEKEYE CVIS EXECUTION PLAN](#)

Introduction

CVIS is a program that aims to improve the safety culture of a project by involving craft workers in a committee that communicates with management and other employees. The [Quick Guide](#) explains the basics of CVIS and the roles of its members, while the [CVIS Execution Plan](#) provides more details on how the program works. The CVIS team addresses and resolves safety issues and ideas and shares the actions and results with the craft. CVIS helps craft workers take responsibility for their own and others' safety, and makes the project a better place to work.

Leadership

Project leadership is in charge of ensuring the success of the CVIS program, which involves craft workers in improving the safety culture of the project. Project leadership has to select and support the CVIS leads and members, set clear expectations for them, provide them with enough time and resources, and evaluate their

performance. Project leadership also has to attend weekly meetings with the CVIS team, resolve any issues or concerns they raise, and promote their achievements and culture with the clients. Project leadership can measure the effectiveness of the CVIS program by conducting Project Safety Assessments.

Visibility

One of the key aspects of CVIS is visibility. This means that the CVIS team and program are easily recognizable and accessible to all project personnel. To achieve this, the following steps are recommended:

- CVIS members will be provided CVIS vests. These will help identify the CVIS members on site.
- Select and install CVIS signage from the [\[Sportex Catalog\]](#). This includes the You Asked, We Did Board, which showcases the actions and results of the CVIS program, and banners that promote the CVIS culture and values.
- Provide copies of the CVIS [Quick Guide](#) to all new workers in orientation. This guide explains the basics and benefits of CVIS, and how to get involved.
- CVIS [orientation slides](#) as part of the orientation presentation. These slides should be presented by the CVIS Lead or a member and should highlight the role and expectations of CVIS on the project.

Buy-In

Buy-In is the process of getting the project stakeholders to support and promote the CVIS program, which involves craft workers in improving the safety culture of the project. This requires the Project Sponsor, Project Leadership, and Safety Manager to be actively involved in what CVIS is doing and how it benefits the project. It also requires the project management to set clear expectations for the FLS on how to support CVIS from the first day of the project, using the [FLS Development Playbook](#) as a guide.

CVIS Team

The CVIS team members are selected by their peers, the CVIS Lead, and the Project Manager, based on their qualities and diversity. The CVIS Lead also works with Project Leadership to finalize the selection and determine the length of service of the CVIS members. The CVIS candidates are reviewed, invited, trained, and onboarded according to the CVIS Quick Guide and the relevant regulations. There will be a minimum of two members per 20 craft people on site or one per general foreman.

CVIS Walk

A CVIS walk is a weekly activity that allows the CVIS members, who are craft workers selected to improve the safety culture of the project, to interact with other craft workers outside of their daily crews. The purpose of the CVIS walk is to build relationships, gather ideas, and provide feedback on how to make the project safer and

more productive. The CVIS walk is not a safety inspection, but a conversation that aims to draw valuable insights from the craft. The CVIS walk is scheduled and communicated in advance, and it is separate from other safety tours or audits. The CVIS walk is also planned to take place at locations where challenging operations are occurring or upcoming, so that the CVIS members can offer meaningful input, coaching, or troubleshooting. The CVIS walk lasts for at least one hour, and it is followed by a CVIS committee meeting, where the CVIS members and the project management work together to address issues and implement solutions. The CVIS walk is documented in a [CVIS walk report](#), which is distributed to each CVIS member and summarized in the CVIS committee meeting. The CVIS walk is an important part of the CVIS program, which empowers the craft to take ownership of their own safety and the safety of others.

CVIS Meeting

A CVIS meeting is a weekly activity that brings together the CVIS members, who are craft workers selected to improve the safety culture of the project, and the project management, who are the PM or their designee. The CVIS meeting is led by the CVIS Lead, who is a craft worker with experience and leadership skills. The purpose of the CVIS meeting is to address issues and implement solutions that arise from the CVIS walks, which are sessions where CVIS members interact with other craft workers to gather ideas and feedback. The CVIS meeting follows a standardized agenda and template, and it tracks the progress and results of the CVIS program using the CVIS Wins Tracker. The CVIS meeting is also an opportunity to review upcoming assignments and discuss additional project items. The CVIS meeting is conducted in a format and location that encourages engagement and collaboration between the CVIS members and the project management. The CVIS meeting is documented in meeting minutes and action items, which are distributed to all project personnel and followed up within 24 hours. The CVIS meeting is an essential part of the CVIS program, which empowers the craft to take ownership of their own safety and the safety of others.

12.0 FOREMAN'S MEETING

Foreman's meetings must be a regular and integral part of the safety program.

1. The foreman's meeting will be held at 5:30pm every Thursday at the Main office location.
2. All foreman including subs are expected to attend, are consistently present at the meeting and attendance is tracked by the project using the FLS development foremen meeting Agenda template [Foreman Meeting Agenda](#).
3. The foreman meetings will be conducted in a format and at a location that facilitates engagement.



4. Action items will be assigned for follow-up during the meeting.
5. The content for the foreman meeting will be made up of relevant safety and operations topics i.e.
 - a. Reviewing LSA deficiencies from the previous week.
 - b. Review: Recent safety incident alert, past incidents / lessons learned related to upcoming work, positives, best practices, accountability / responsibilities, safety tour findings, client comments, craft conversation / observations
6. Safety program performance and updates from the foreman's meeting will be communicated to the job at the daily POD meeting.

13.0 COMPLIANCE

1. The project will follow the [corporate fall protection policy](#).
2. The project will follow the [corporate trenching and excavation policy](#).
3. The project will follow the [corporate temporary structures policy](#).
4. The project will follow the [corporate HEI policy](#).
5. The project will follow the [Occupational Health & Safety Regulations, BC Reg \(296/97\)](#) and [Workers Compensation Act](#)
6. The project will identify competent persons where required and they are appropriately trained.
 - a. A list of these competent persons will be maintained by the Safety Department and posted in KrewTrac.
 - i. An OSHA "competent person" is defined as "one who is capable of identifying existing and predictable hazards in the surroundings or working conditions which are unsanitary, hazardous, or dangerous to employees, and who has authorization to take prompt corrective measures to eliminate them" [29 CFR 1926.32(f)]. Confined Space, Fall Protection, Scaffolding, Trenching
7. The project will identify "qualified persons" where required and they meet the appropriate requirements.
 - a. A list of these qualified persons will be maintained by the Safety Department and posted in KrewTrac
 - i. "Qualified" means one who, by possession of a recognized degree, certificate, or professional standing, or who by extensive knowledge, training, and experience, has successfully demonstrated his ability to solve or resolve problems relating to the subject matter, the work, or the project. 1926.32(m) Designated Operator, Signalman, Spotter, Rigger



8. The project will follow the temporary structures and construction (TSCD) devices manual as listed on [Kiewit's TSCD portal](#).
9. The project will follow the corporate crane policy manual as listed on [Kiewit's Crane Services portal](#).
10. The project will follow the [Corporate Rigging Manual](#).
11. The project will follow the Kiewit Canada DOP procedures [DOP](#) for all equipment.

14.0 RECOGNITION / MORALE PROGRAM

The project will develop and execute a recognition program for exemplary safety performance.

1. The following are minimums that need to be addressed in the program.
 - a. The job team will be able to understand and can explain the program
 - b. Craft will be able to understand how they are being measured
 - c. Craft will be involved in developing and providing feedback on the program and rewards
 - d. Subcontractors should participate in the program
2. Details of the recognition program are available [Safety Project Recognition Plan](#)

15.0 LEADERSHIP / CULTURE

Our project management teams are expected to lead by example. It's imperative they are engaged, visible, committed to safety, paying close attention to LSA categories, and setting a positive safety tone.

1. At least weekly, the project manager, construction manager conducts a field tour verifying their safety expectations are being met.
2. There is good communication from project management, through the field supervision to the craft.
3. Craft feel that safety is the core value and will be addressed ahead of production.
4. Internal JV partners function as a team.
5. There is a healthy incident reporting culture on the project.
6. There is a culture of fact finding versus fault finding.



16.0 HOUSEKEEPING AND ACCESS

1. The project will use signage to delineate designated walkways on the project.
2. FLS is/are responsible for maintaining designated walkways on the project.
3. The project will ensure that a good working surface is in place on your project.
4. The project will have:
 - a. Designated trash/waste receptacles located at designated locations.
 - b. Flammable material and liquids will be properly stored at designated locations.
 - c. Receptacles for scrap, metal, wood, cable, hazardous waste, solid waste, etc. will be located designated locations.
5. The project will conduct a cord and tool roll up inspection every six months.
6. Rigging, hardware and equipment will be stored at designated locations.
7. Dedicated smoking areas and receptacles for cigarette butts will be located at designated locations.
8. The project will hold our subcontractors accountable to our housekeeping standards.

17.0 STOP WORK RESPONSIBILITY

Kiewit employees have the right to stop work if they feel unsafe or believe the project has failed to comply with this SSSP or Federal, State, and Local safety and health requirements.

1. The project will use orientation to train all employees and subcontractors on Stop Work Responsibility on day one and will be frequently recurring throughout the project.
2. Expectations:
 - a. All employees and subcontractors have Listen Up / Speak Up authority.
 - b. Management will promote the Stop Work Responsibility culture with employees and subcontractors by (including but not limited to): Indoctrination, toolbox meeting (Give Me 5), mass meetings, the orientation slide deck and the Listen Up, Speak Up program.
 - c. Orientation Facilitator is responsible for providing the training for Stop Work Responsibility.
 - d. One or more of the following shall be used to implement Stop Work Responsibility: Indoctrination, toolbox meeting (Give Me 5), mass meetings, the orientation slide deck and/or the Listen Up, Speak Up program.
 - e. The process for Stop Work Responsibility will be measured and communicated by superintendent and safety.



- f. Every operation must start with:
 - i. 100% of the safeguards in place and verified by the FLS or by,
 - ii. Completing Section 2 of the Start Card if any Safeguards are marked “no” or “not applicable.” Section 2 of the Start Card captures the specific safeguards being used for the operation and must be approved by the FLS before work begins.

18.0 SAFETY OBSERVATION PROGRAM

Safety observation programs promote proactive behaviour based safety and hazard identification at the worksite(s). The program is an effective tool for getting project personnel observations and interventions on site back to Cheekeye Safety Team. Each of the contractors associated will utilize slightly different programs to capture this information. All information will be collected and analyzed to ensure that information is used to provide insight into areas of improvement project wide.

Safety Observation Program Objectives and Expectations:

- Participation of all Project personnel will assist with removing potential hazards from the worksite(s).
- The more information is collected, the more valuable the results will be.
- Staff, craft, and visitors are expected to complete a minimum of one safety observation per week.
- Achieve a Proactive Partnership, not reactive. Proactive reporting allows the elimination/mitigation of risks and prevent incident recurrence.
- Focus on identifying unsafe conditions as well as unsafe behaviors and actions.
- Analyze the information gathered by the program and will help to identify, intervene, and correct at-risk behaviors to improve safe work practices, prevent injuries, property damage, and the safety of all at the worksite. No disciplinary actions will result from a submitted safety observation.

You will never remember all the times when you intervened and prevented an incident, but you will always remember the time when you walked past an unsafe act, didn't intervene, and someone got hurt.

SOS Cards requiring further action will be assigned to operations teams to close out.

Below are instructions on how to access the safety observation system (SOS) on cell phones.

How to Access SOS

SOS Program posters will be installed in various high traffic areas of the worksite which include a QR Code link to the SOS card (see image below) or via the [Link](#).



19.0 PROJECT SAFETY ASSESSMENT

The Project Safety Assessment (PSA) tool / process allows projects and districts to assess how they are doing against what we believe are best practices to set them up for success and achieve our goal of nobody gets hurt.

1. The PSA will be used during the startup phase of work as a startup checklist to verify adequate program compliance.
2. It can also be used at different phases of the project as a benchmark tool by selecting a category to focus on periodically.
3. The project will complete the self-assessment PSA three times a year when the project is between 10-90% completion. The PSAs are scheduled for Q3-2024, Q4-2024, Q1-2025, Q2-2025, Q4-2025.
4. The project team will work with the district safety manager to decide who will complete the PSA and allow those persons adequate time to prepare for the PSA.
5. The PSA form allows projects to input and track any immediate, 30-day, long-term or recurring corrective or action items. District and project safety managers will work with the project on PSA reviews and areas for improvement.

6. The PSA form lives in the InEight Compliance system and can be accessed from the InEight mobile app on your mobile device.
7. Instructions to setup up the InEight Compliance mobile app on your device [can be found here](#).
8. For more details on using the PSA in InEight Compliance, [reference the February 2021 issue of the Safety Post](#).

20.0 FATIGUE MANAGEMENT

This aims to outline the expectations regarding fatigue management and help prevent and manage risks associated with fatigue. This applies to all staff and craft in safety and non-safety sensitive positions when engaged in company business, working on company premises, when on call, or driving company vehicles, whether owned or rented.

Fatigue control is a shared responsibility. Where possible, staff, craft, and supervisors should employ fatigue control strategies to minimize workplace fatigue risks. Proactive control strategies for staff, craft, and supervisors may include:

- Getting adequate sleep
- Staying hydrated
- Taking adequate breaks (and supervisors encouraging workers to do so) Effectively managing overtime, shift swapping, and on-call duties.
- Consider adjusting a worker's start and/or end time if they have previously worked an extended shift due to call-out, emergency, etc.
- Scheduling complex tasks to be performed on day shifts, if possible
- Increasing supervision during periods of low alertness, especially when workers are completing moderate to high-risk work
- Considering job rotation strategies and scheduling strategies (including time of day), for repetitive or monotonous work or work that involves heavy physical exertion
- Stopping work when the activities are unsafe due to fatigue

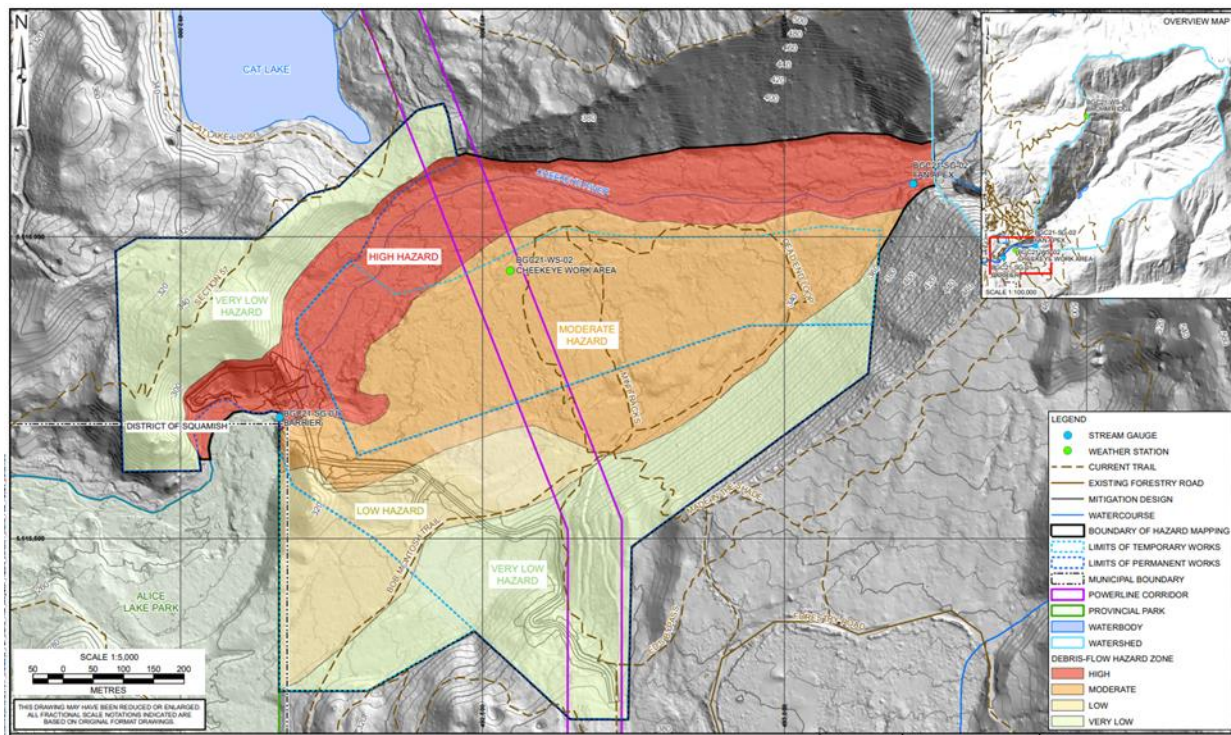
In the event hours worked exceed 60 working hours a week, employees will be monitored for fatigue and scheduled adequate rest periods between shifts.

21.0 DEBRIS FLOW SAFETY PLAN

The debris flow barrier and temporary work zones are in an area that may be impacted by floods, debris floods, and debris flows. These hazards pose potential safety risks to workers located in the hazard zones.

21.1 DEBRIS FLOW HAZARD ZONES

Debris Flow Hazard zones ranging from High Hazard to Very Low Hazard have been identified in the Cheekeye River valley in the area surrounding the Cheekeye Debris Flow Barrier Project work area. Employees are to become familiar with the extents of debris flow hazard zones. The debris-flow hazard zones are applicable prior to and during construction only, and any major landscape modifications or changes of the debris-flow hazard conditions warrant a change.





21.2 DEBRIS FLOW MONITORING SYSTEM

The Project uses the [GeoPrevent Debris Flow Monitoring and Alarm system](#) to protect workers and initiate evacuations. The system is managed in collaboration with BGC Engineering and is comprised of a base station, visual camera feed, river level radar, trigger line, Air Raid alarm, GeoPrevent mobile alarm station, and web-based dashboard.

River Level Thresholds are set above river level baseline as follows:

WARNING: 0.5m

ALARM: 1.0m

Resulting Actions have been determined based on conservative risk analysis and set as follows:

WARNING threshold (0.5m) exceeded:

- Notification texts are distributed to GeoPrevent recipient list
- Air Raid alarm activated

ALARM threshold (1.0m) exceeded:

- Notification texts are distributed to GeoPrevent recipient list
- Air Raid alarm activated **and** GeoPrevent mobile alarm activated

Trigger line pulled:

- Notification texts are distributed to GeoPrevent recipient list
- Air Raid alarm activated **and** GeoPrevent mobile alarm activated

To access the GeoPrevent dashboard the following login in information is required:

GEO PREVENT

English v

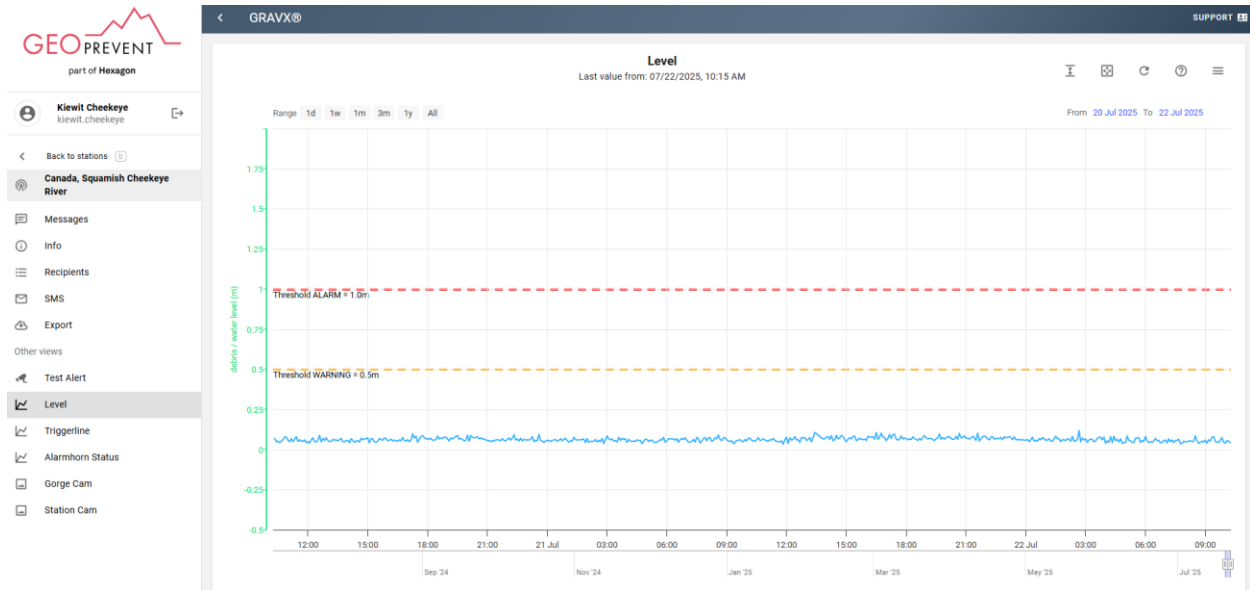
Log In

Username or email
kiewit.cheekeye

Password
Squamish2024

Remember me

Sign In



21.3 DEBRIS FLOW RISK MANAGEMENT

Risk Management actions outlined in the table below have been adopted by the project and are based on extensive measurements and thorough analysis conducted by BGC Engineering Inc.

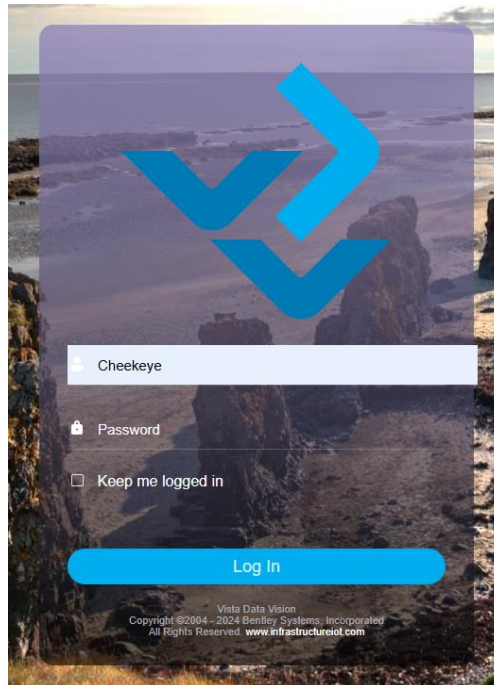
Alert Level	Alert Level Trigger ^{1,3}	Recommended Action ^{4, 5}				Alert Level Re-Evaluation Frequency and Protocol
		Very Low Hazard Zone	Low Hazard Zone	Moderate Hazard Zone	High Hazard Zone	
Green	No trigger thresholds exceeded	Normal caution	Normal caution	Normal caution	Normal caution	When conditions for a higher alert level are reached.
Yellow	It is raining (Brohm Ridge > -2°C) and one of: <ul style="list-style-type: none"> Forecast 24-hour rainfall 50-100 mm Recorded 24-hour rainfall 24-50 mm 	Normal caution	Normal caution	Normal caution	Debris-flow risk control measures	Return to Green 24 hours after thresholds are no longer met. Upgrade to Orange or Red when thresholds for a higher alert level are reached.
Orange	It is raining (Brohm Ridge > -2°C) and one of: <ul style="list-style-type: none"> Forecast 24-hour rainfall > 100 mm Recorded 1-hour rainfall 5-10 mm Recorded 24-hour rainfall 50-100 mm 	Normal caution	Normal caution	Debris-flow risk control measures	Shutdown	Downgrade to Yellow 6 hours after thresholds are no longer met. Upgrade to Red when thresholds are reached.
Red	It is raining (Brohm Ridge > -2°C) and one of: <ul style="list-style-type: none"> Recorded 1-hour rainfall > 10 mm Recorded 24-hour rainfall > 100 mm 	Normal caution	Debris-flow risk control measures	Shutdown	Shutdown	Downgrade to Yellow or Orange 6 hours after thresholds are no longer met, according to the current conditions.

Notes:

1. Use recorded 1-hour and 24-hour rainfall from Cheekeye Work Area weather station (BGC21-WS-02) with Brohm Ridge weather station (BGC21-WS-01) as back-up in the event of a malfunction.
2. Use the 24-hour rolling average temperature at Brohm Ridge weather station (BGC21-WS-01) >-2°C to determine if precipitation is falling as rain in at least the lower half of the watershed.
3. Check the 24-hour rainfall forecast twice a day for each of the following day shift and night shift crews. Forecast source can be at the discretion of the contractor.
4. If there are any signs that a debris flow is about to occur or is occurring, and/or a worker believes their safety to be in imminent danger from a debris flow, evacuate.
5. Decision-maker can override or prescribe any of the recommended actions, including issuing an evacuation, based on site conditions and judgement.



[Vista Data Vision \(VDV\)](#) weather station data will be monitored for recorded rainfall at the worksite and watershed. When recorded rainfall thresholds are exceeded, automated emails are distributed to project supervision to communicate Alert Levels.



Username: Cheekeye

Password: Squamish!

The risk management actions based on the Alert Level and Hazard Zone are:

- **Normal Caution:** Work can proceed without any restrictions related to debris-flow risk. Since debris flows are possible regardless of alert level, workers must observe “normal caution” and monitor for signs of a debris flow, including:
 - Sudden changes in water levels within the Cheekeye River (either increase or decrease), pulses of debris, unusually muddy water, moving boulders,
 - Large dust cloud suddenly appearing from Mount Garibaldi,
 - Trees moving in the watershed,
 - Loud rumbling or cracking sounds coming from upstream,
 - Ground shaking (more than usual construction vibration) and
 - A thunderstorm in the watershed.

If a worker observes any of the above or believes their safety to be in imminent danger from a debris flow, they should evacuate (see below).



- **Debris-Flow Risk Control Measures:** Work in vehicles and equipment can proceed, but any work on foot will be limited or avoided. An automated alarm system or a spotter with a radio will be sent a safe observation location at the upstream end of the basin to monitor for debris-flow activity will be utilized. Personnel working will be notified of such control measures and to prepare for a possible shutdown or evacuation, including identifying a safe evacuation route and the designated muster station.
- **Shutdown:** All work must stop. Personnel will mobilize to a lower hazard zone or to a muster location as soon as reasonably possible.
- **Evacuate:** Personnel will leave immediately and as quickly as possible along an evacuation route to a designated muster station.








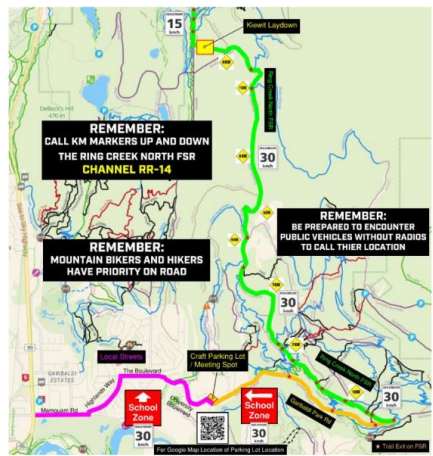
Emergency Response Procedures pertaining to debris flows are outlined in the **Cheekeye Debris Flow Barrier Project Emergency Response Plan (ERP)**.

22.0 INTERACTION WITH THE PUBLIC

The areas surrounding the project and the Forest Service Roads used to access the project site are heavily trafficked by members of the recreating public which presents unique hazards and risks to the project.

22.1 RULES OF THE ROAD

All drivers accessing site on the Forest Service Road are required to review and sign off on the Cheekeye Debris Flow Barrier [Rules of the Road](#). Signed copies must be returned to Cheekeye Safety for record keeping.

<div style="display: flex; justify-content: space-between; align-items: center;">  <div style="text-align: center;"> Cheekeye Debris Flow Barrier Rules of the Road </div>  </div> <p style="font-size: small; color: red; margin-top: 5px;">One of our biggest risks on the project is the interaction with the public on the access roads to the work site. The understanding and respect of these rules of the road is crucial to ensuring everyone's safety.</p> <p>The following rules must be followed at all times:</p> <ol style="list-style-type: none"> 1. You MUST follow the posted speed limit, 30 km/h on FSR and 15 km/h around site. <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; padding: 2px; text-align: center; font-size: x-small;"> MAXIMUM 30 km/h </div> <div style="border: 1px solid black; padding: 2px; text-align: center; font-size: x-small;"> MAXIMUM 15 km/h </div> </div> <ul style="list-style-type: none"> • Follow 30km speed limit in School Zones (7:30am -7:30pm) • Morning School Bell Time: 8:20am – 9:00am • Afternoon School Bell Time: 3:00pm-3:30pm 2. Honk Horn (daylight) or Flash high beams (night) at the single lane section of Garibaldi Park Road to alert potential oncoming vehicles. 3. You MUST call on the Radio Channel RR-14 when you cross the KM signs UP and DOWN along the road. Ex: "Light Duty UP at kilometer 3" "Transport DOWN at kilometer 5" <div style="margin-top: 5px;">  </div> 4. Heavy haul trucks have priority on the road. Light vehicles MUST use pull outs to allow passing. Heavy trucks shall communicate by radio to determine who will use pull out. <div style="margin-top: 5px;">  </div> 5. When passing any trail crossing, you MUST look for any oncoming cyclists. <div style="margin-top: 5px;">  </div> 6. When approaching cyclists on the road, slow down and wait until they have moved to the side prior to passing. DO NOT HONK. 7. The access roads are public roads. Not all vehicles have radios to call their location. BE PREPARED TO ENCOUNTER UNKNOWN VEHICLES WHILE DRIVING. 8. All deliveries or visitors MUST report to the Kiewit Office located at the Kiewit Laydown. 9. Report any issues or incidents with cyclists while driving on the road. 	<div style="display: flex; justify-content: space-between; align-items: center;">  <div style="text-align: center;"> Cheekeye Debris Flow Barrier Rules of the Road </div>  </div> <div style="text-align: center; margin-top: 10px;">  </div> <div style="margin-top: 10px;"> <p style="font-size: x-small;">I understand and will respect the above Rules of the Road at all times.</p> <p>Your Name: _____ Signature: _____ Date: _____</p> <p>Company: _____</p> </div>
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22.2 SIGNAGE

The project will install mountain bike trail crossing caution signage at each trail crossing along the Mashiter Creek and Ring Creek North Forest Service Roads.

The project will install adequate Danger – Do Not Enter Signage at access points to the Upper Laydown and project work area.



22.3 PROCEDURES FOR PASSING AND APPROACHING CYCLISTS AND PEDESTRIANS

The project will train employees on standard procedures for passing and approaching cyclists and pedestrians travelling on the various Forest Service Roads used to access the project site.

Approaching from Opposing Direction
<p>Light Duty Vehicles and On-Highway Transport Trucks</p> <ol style="list-style-type: none">1. Slow down to a maximum of 10km/h2. Move to the side of the road to allow space for the member(s) of the public3. Pass the member of the public while maintaining a maximum of 10km/h <p>Heavy Equipment</p> <ol style="list-style-type: none">1. Slow down, move to the side of the road and STOP2. Allow cyclist or pedestrian to pass the piece of equipment before proceeding
Approaching from Behind
<p>Light Duty Vehicle</p> <ol style="list-style-type: none">1. Slow down to a maximum of 10km/h and follow2. Wait for the cyclist/ pedestrian to move to the side of the road – DO NOT HONK3. Pass slowly <p>On-Highway Transport Trucks and Heavy Equipment</p> <ol style="list-style-type: none">1. Slow down to a maximum of 10km/h and follow2. Wait for the cyclist/ pedestrian to move to the side of the road and stop – DO NOT HONK3. Only proceed to pass after member(s) of the public has stopped on shoulder or exited road

22.4 RESPONDING TO CONFRONTATION

The project will train employees on de-escalation and protocols in the event of a confrontation with member(s) of the public. If confronted employees must:

- Be mindful that conversations may be recorded
- Remain calm
- Be respectful
- Do not engage in arguments
- Direct member(s) of the public to complaints hotline/ email
- Provide information regarding the interaction to project management



23.0 INCIDENT MANAGEMENT POLICY

The incident management process encompasses the actions taken following a health and safety incident. This includes incident notification, case management for injuries and illnesses, incident classification, investigation, reporting, and sharing lessons learned with the project team.

The Construction Manager, Safety Manager, Front-Line Supervisors (FLS), and subcontractors will ensure that all incidents are promptly reported and investigated to prevent future occurrences.

This Policy covers all health and safety incidents, including near misses, involving Kiewit personnel and subcontractors. It outlines the requirements for incident reporting and management.

Roles and Responsibilities

- **Craft Workers**
 - Immediately report all incidents, injuries, near-misses, equipment damage, and property damage to your immediate supervisor.
 - Cooperate and participate in the incident investigation.
 - Freeze the scene; stop work and equipment after an incident occurs.

- **Front-Line Supervisor**
 - Immediately report all incidents, injuries, near-misses, equipment damage, and property damage to your immediate supervisor.
 - Freeze the scene; stop work and equipment after an incident occurs.
 - Provide any documentation required for the investigation.

- **Superintendent**
 - Immediately notify the Safety Department and Construction Manager of an incident.
 - Cooperate with supervision to maintain care and custody of the people involved in the incident for post-incident drug and alcohol testing.
 - Complete the “Initial Incident Notification” and send the email alert within 2 hours of the incident.
 - Lead the incident investigation and complete the “Superintendent Incident Investigation Report” (SIIR).
 - Assist the Safety Department in gathering witness statements and conducting witness interviews.
 - Participate in the root cause analysis to determine the causal factors of the incident.
 - Assist in determining corrective actions for each root cause identified.
 - Implement corrective actions.



- **Safety Department**
 - Respond to the incident scene.
 - Coordinate with supervision to collect information at the incident scene.
 - Ensure first aid assesses injured employees.
 - Coordinate drug and alcohol testing.
 - Participate in incident review meetings.
 - Enter initial and final incident reports into InEight.
 - Follow up to ensure corrective actions have been implemented and documented in reports.
 - Collaborate with various stakeholders to determine an incident's potential and actual severity.

- **Project Manager & Construction Manager**
 - Oversee and participate in the incident investigation and corrective actions.
 - Ensure corrective actions are implemented and followed.
 - Adhere to the Accountability Matrix as required.

Accountability

Following the completion of the Incident Investigation, the superintendent involved will determine whether accountability is warranted for the individual(s) involved and will specify the recommended accountability on the Superintendent's Incident Investigation Report (SIIR). The superintendent will use the "Safety Accountability Matrix" to base their decision on the recommended accountability.

The SIIR will be reviewed by the Construction Manager and Project Manager, who will confirm whether the recommended accountability is adequate for the incident.

Accountability is not to be issued until it has been approved by the Project Manager. All accountabilities (Verbal Warning, Written Warning, Suspension, Termination) must be properly documented and in collaboration various stakeholders.

Incident Classification



INCIDENT: Any unplanned event that results in an injury, damage, or had the potential to result in an injury or damage.	
Crane	Any unplanned incident involves a crane, whether a near miss or damage.
Equipment Damage	Any unplanned, non-maintenance damage to company-owned, rented, or subcontractor equipment (e.g., excavators, loaders, MEWPs, AFADs) must be reported, regardless of repair cost. Exceptions include damage considered a “cost of doing business,” such as minor scratches, cracked glass, or other events without effective corrective measures, as determined by senior management. This does not apply to onsite/offsite vehicle damage.
Fire	An unplanned instance of combustion occurs when fuel or other material is ignited and combines with oxygen, producing light, heat, and flame.
Preventable Motor Vehicle Accident	Any unplanned or unintended event or series of events where the driver fails to take reasonable actions or precautions while the vehicle is in motion, which may result in personal injury, damage to a vehicle, property, system or service, or environmental damage. However, normal wear and tear, such as minor scratches, scuffs, and rock chips that are expected over time with regular use of the vehicle and ‘off-road’ travel, is excluded.
Non-Preventable Motor Vehicle Accident	Any unplanned or unintended event or series of events where the driver took reasonable actions or precautions, but the following still occurred: A company vehicle at a standstill is struck by a third-party vehicle. An animal, such as a deer, collided with the vehicle. Vehicle/mechanical failures, such as a tire disengaging from the axle or brake failure.
Near Miss	Any unplanned event that had the potential to cause injury or damage.
Property Damage	Any unplanned damage to company-owned, public, or private property. Property is defined as gates, fences, pipes, tools, materials, and permanent or temporary structures, etc.
Utility Strike	Damage to, or contact with, any active buried or overhead utility, regardless of severity. Non-active or abandoned utilities are not considered incidents but still require initial notification for communication.
INJURY	
Non-Occupational	Non-work-related injury or illness reported and treated on-site.
No Treatment	The worker reports discomfort, but no treatment, including basic first aid, is required, or given.



First Aid	Based on a specific list of treatments (see below).
First Aid Treatment List (anything else is considered medical treatment and recordable)	
<ul style="list-style-type: none"> Diagnostic procedures and medication given solely for diagnostic purposes (x-rays, eye drops such as tetracaine and fluorescein, taking vital signs, etc.) Non-prescription medication at non-prescription strength Tetanus immunization Cleaning, flushing or soaking wounds on the surface of the skin Wound coverings (bandages, Band-Aids TM, gauze pads, butterfly bandages, Steri-Strips TM) Hot or cold therapy 	<ul style="list-style-type: none"> Temporary immobilization devices for transport Drilling of fingernail or toenail Eye patches Removing foreign bodies from the eye using irrigation or cotton swab Removing splinters or foreign material from non-eye areas by irrigation, tweezers, cotton swabs, or other simple means Massage Drinking fluids for relief of heat stress Non-rigid means of support Finger guards
Other Recordable (Medical Treatment)	Any medical care given that is not on the First Aid list above.
Restricted Duty	If a licensed Health Care Provider (LHCP) states an employee cannot perform a task they normally do at least once weekly (a 'routine function'), or if we prevent the employee from performing a routine function or working a full day or shift. The day after the incident is counted as Day 1.
Lost Time	If a licensed healthcare professional (LHCP) or the employer recommends that an employee stay home from work, the day after the incident is counted as Day 1.
Fatality	Fatality.
Life-Changing Incident: A separate classification in addition to the incident type. The incident had an actual or potential result of a life-altering injury, loss of life, or loss of lives.	

Step-by-Step Incident Response and Notification

Immediate Incident Response

1. Freeze the scenes for all incidents:

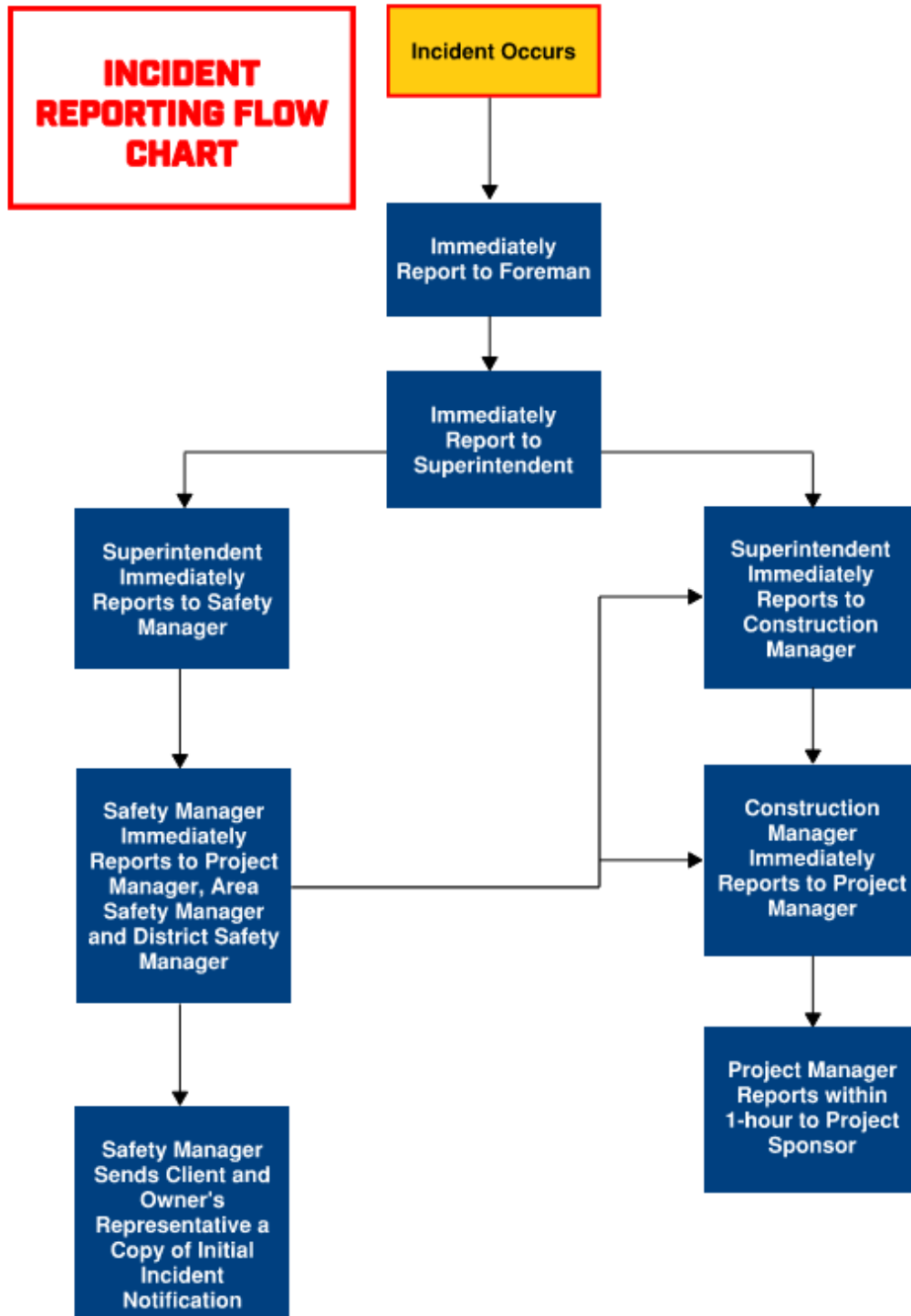
- Observe the scene and eliminate any unsafe conditions. If necessary, ask for additional personnel to assist you.
- Call for help. Notify your supervisor. If fire or paramedic aid is required, call 911 immediately.
- For injuries, attend to the injured employee and provide first aid based on the severity. An injured worker may need to be taken to an off-site urgent care facility. The Safety Department will provide direction.

2. For motor vehicle incidents, call police if required:

- If needed and safe, move the vehicle to a secure location and turn on the hazard lights.



- b. Complete the motor vehicle “On the Spot” form and checklist. A copy of this form may be available in the glove compartment of company-owned vehicles.
- c. Notify the project Equipment team.





Incident Investigation Process

1. Incident Occurs:

- a. The incident is reported following the flow chart above.
- b. The incident is reported to the Safety Manager.
- c. Basic information is collected and sent to the Area Safety Manager
 - i. Details gathered include:
 - Classification (if known)
 - Specific location
 - Date and time
 - Brief description

2. Information Dissemination:

- a. The Safety Manager shares the incident details with the Construction Manager, Project Manager, Area Safety Manager and District Safety Manger.

3. On-Site Investigation:

- a. Safety personnel and foreman conduct an on-site investigation using the [Incident Investigation Checklist](#).

4. Initial Email Notification:

- a. Superintendent sends the initial incident notification email to the Safety Manager for review, [following this template](#).
- b. The email subject line will follow the format of Year.Month.Day – Initial Incident Notification – Cheekeye – Incident Classification
 - i. E.g., 2025.07.02 – Initial Incident Notification – Cheekeye – Near Miss

5. Formal Reporting:

- a. The Superintendent completes the initial incident notification details and sends to the distribution list on the template and includes WCD.IncidentAlert@Kiewit.com
- b. An InEight incident entry is initiated, ensuring all necessary information for the daily snapshot is entered within the first 24 hours.

6. Supervisor Report:

- a. Safety personnel and Superintendent collaborate to complete the [Supervisor's Incident Investigation report](#).
- b. This report is submitted to the Safety Manager for final review.

8. Documentation and Storage:

- a. An incident folder is created on SharePoint.



- b. All relevant information is organized and added to the folder, categorized by state.

9. Completion in InEight:

- a. The incident is fully documented in InEight, and all necessary information is uploaded.

Injury Management

1. Procedure

a. First Aid

- i. Approved training agencies/programs shall be used (Medic First Aid, St. Johns, Red Cross) for safety professionals or first aid providers. Records of training shall be maintained as required.
- ii. First aid supplies and access to facilities shall be easily accessible and shall be in accordance with all regulatory requirements.
- iii. First aid kits shall consist of appropriate items and stored in a weather proof container with individual sealed packages of each type of item.
- iv. The contents of the first aid kits shall be checked at least weekly on each job to ensure that the expended items are replaced.
- v. Where the eyes or body of any person may be exposed to injurious corrosive materials, suitable facilities shall be provided within the work area as a means of administrative control for the protection of associates.
- vi. If a project has an assigned EMT or other certified medical providers, they shall not diagnose, prescribe medication or treat any injury outside of the scope of their certification or license, in accordance with State and local laws.

b. Injury Management

- i. Necessary injury management documentation may be found on the [Injury Management SOP](#)
- ii. Red folders include all the required documentation for an incident and directions on what to submit to the Kiewit Corporate Safety Group. Records shall be maintained and retained in accordance with Federal, state, and Provincial requirements.
- iii. Contact the Kiewit Corporate Safety Group to assist the jobsite in setting up the injury management files.
- iv. All incidents or personal injuries are to be reported immediately to the employee's direct supervisor.



- v. The supervisor will ensure employee(s) receive appropriate treatment based on the severity. The supervisor will accompany the employee(s) to seek first aid treatment, including escorting them to the first aid station or safety office.
- vi. The employee will always be taken to be seen by the designated licensed healthcare provider upon request for any occupational injury or illness.
- vii. The injured employee should not be allowed to drive himself/herself to any medical facilities. A Company representative shall accompany the injured employee to the designated licensed healthcare provider or hospital so the injured employee can be assisted and the healthcare provider may be advised of return to work options.
- viii. Designated first aid personnel may provide basic first aid for minor work- related injuries. The safety office is not a medical facility and safety professionals, or first aid providers shall not diagnosis, prescribe medication or treat anything other than minor work-related injuries. Any other injury or illness should be treated by a licensed healthcare provider only.
- ix. A local medical facility will be established as part of the pre-job planning process. A meeting with the treating healthcare provider and facility administrator should be scheduled to review company process and philosophy. Contact the Kiewit Corporate Safety Group for assistance with a list of local providers as well as additional guidelines for establishing a clinic.
- x. Telephone numbers of the designated healthcare providers, hospitals and ambulance shall be conspicuously posted.
- xi. **Return to full duty work with attention given not to aggravate the injury.** This means that the employee can return to full duty after an evaluation by a licensed healthcare provider. Care must be taken by jobsite management to assure the work assignment will not aggravate an otherwise minor injury.
- xii. Employees with restrictions, every effort should be made to get the employee back to full duty status as quickly as possible. This may be done by explaining to the licensed healthcare provider the work options available to the employee and by assuring the provider that our Company will honor all restrictions and requirements for follow-up.
- xiii. When dealing with an injured employee, management and supervision must be honest, fair, and respectful. Management must be accountable for their actions and hold the employees accountable for theirs.
- xiv. **All injuries and illnesses, no matter how minor, must be followed closely. Maintain continuous contact with the injured employee by talking to them and verifying**



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their status at the end of the shift daily to ensure they are recovering. Make sure they have the after-hours contact card and phone numbers. Demonstrate that we want them to get better and are supportive of their healing process!

c. Temporary Workers

- i. When obtaining labor resources from temporary agencies, temporary workers are considered our employees from an OSHA recordkeeping standpoint.
- ii. Workers' compensation claims will be filed by the temporary agency.
- iii. Hours for temporary workers may be submitted for inclusion in project total hours.

d. Training

- i. Project safety leads will be trained on incident/injury management procedures.

e. Documentation

- i. Kiewit will follow all of the requirements of the regulatory agencies. For a set of agency specific guidelines please contact the Kiewit Corporate Safety Group.
- ii. A "Red Folder" for each off site medically treated case will be maintained at the project until completion. The Kiewit Corporate Safety Group will maintain the permanent file and follow the corporate record retention guidelines.
- iii. **Note:** At the close of the project, please send all Red Folders to the Kiewit Corporate Safety Group

Medical Services

Emergency (Life Threatening)
<p>Squamish General Hospital 38140 Behrner Dr, Squamish, BC V8B 0J3 (604) 892-5211</p>
Non-Emergency (Non-Life Threatening)
<ol style="list-style-type: none"> 1. Phone Safety Manager 2. Provide the following information: <ol style="list-style-type: none"> a. Employee full name b. Date of birth c. Details of the incident d. Phone number to contact back 3. Safety Manager will notify Area Safety Manager and set-up the appointment with: <ol style="list-style-type: none"> a. 1st WCD Nurse and Dr. Gene Vitug (if required) <u>or</u> b. 2nd Haztech 4. Safety Manager will complete the joint 3-way call with the injured person and one of the above 5. Doctor will advise the next steps to ensure best treatment

24.0 ADDITIONAL RESOURCES

For questions about this document or the additional resources listed below, contact your [district safety manager](#) or [regional operations safety director](#).

1. Every project should have a comprehensive crisis communication plan. The company's crisis management library and crisis plan template can be found [here](#).
2. The Corporate Safety SharePoint has several additional resources to help your project:
 - f. [Mental health resources](#)
 - g. [Safety recalls](#)
 - h. [SDS for Kiewit](#)
 - i. [Toolbox talk/Give me 5 toolbox library](#)
 - j. [Claim reporting](#)



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25.0 WCD INFRASTRUCTURE SAFETY MANUAL

[Infrastructure Safety Manual](#)