



Emergency Planning

A Guide for Event Organizers

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Emergency Planning for Special Events and Mass Gatherings

Public safety is an important element of special event planning. The City of Ottawa requires that all applicants for a Special Event Permit submit an Emergency Plan to the satisfaction of the City of Ottawa Emergency Services and the Ottawa Police Service.

Disclaimer

This guide, and any advice or information hereto provided, is meant to assist your organization in preparing a working emergency plan that will serve it well in carrying out the special event. The City of Ottawa and the Ottawa Police Service disclaim any responsibility for the use of such plans and will not be liable for any damages arising from their use and implementation.

In the event of an emergency, the Ottawa Police Service, Ottawa Fire Services and Ottawa Paramedic Service will respond according to their respective procedures and will work in collaboration with your organization as deemed appropriate or necessary in the circumstance.

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Section 1: Introduction

This planning guide was developed by the City of Ottawa's Event Central Office in consultation with Emergency Services, the Ottawa Police Service and Ottawa Public Health. The Event Central Office is the first point of contact for event organizers wishing to host an event in Ottawa. Event Central leads integrated planning in a supportive environment, reconciles the input of all impacted stakeholders, and ensures organizers and City services are coordinated in a manner that contributes to positive events and their safe execution.

While this guide is comprehensive, it cannot address every possible question or topic. Event Central remains available to assist organizers at every stage of the application process, including the development of an emergency plan and use of the online tool.

Frequently Asked Questions

What is an emergency plan?

An emergency plan is a formal written plan developed by the event organizer that lists key personnel's roles and contact information, identifies hazards that could impact the event, and outlines the measures taken to ensure public safety. The emergency plan is the framework that prepares the event organizer, staff, and volunteers in an emergency. Emergency plans are tailored to the site-specific conditions and nature of each special event. Prevention efforts, along with how to respond to an emergency, are both integral components of the emergency plan.

Hard copies of the emergency plan should be kept in an operations binder in the command post. It should also be used when delivering training to staff and volunteers.

Why is it important to have an emergency plan?

An emergency plan helps event organizers in planning safe and successful events through:

- Establishing roles and responsibilities and identifying who is filling each role
- Identification of potential hazards and associated levels of risk to event staff, volunteers, contractors, and the public
- Identification and implementation of prevention and risk reduction strategies for hazards
- Identifying training opportunities (e.g., *Party Safer*, preventing and responding to an overdose, mental health)

- Development of response plans to manage emergencies if they occur
- Identification of communication methods and procedures for managing the event and emergencies

What counts as an emergency during a special event?

An emergency during a special event is any incident, natural or human-caused, with the potential to harm people (staff, volunteers, contractors, and the general public) or cause damage to equipment or property. These types of incidents require event organizers, staff and volunteers to be prepared if extra measures are required on their part to respond. A minor incident is not likely to escalate and can be managed through the event's normal procedures. A major incident will likely exceed the capability of staff and volunteers to respond and would require the involvement of local Emergency Services (e.g., an overdose).

Examples of the types of emergencies that could occur during a special event include severe weather, fire, the collapse of a temporary structure, medical incidents, lost children, overcrowding / crowd surges, etc. A list of common types of emergencies can be found in [Section 5](#) of this guide.

Who should complete an emergency plan?

Public safety is an important part of special event planning. It is good practice for organizers of events of all sizes and complexity to plan for mitigating and managing risks associated with their event (preventing emergencies as well as being prepared for them).

The City of Ottawa requires that all applicants for a Special Event Permit submit an emergency plan at the time of application. In Ottawa, a Special Event Permit is required for outdoor events on public or private property when the expected attendance is 500 or more persons at any one time per the [Special Events on Public and Private Property By-law](#) (No. 2013-232).

How is my emergency plan reviewed?

Event Central facilitates event review by leveraging the expertise and experience of the Special Events Advisory Team (SEAT). SEAT brings together City departments and other public agencies to work with event organizers to ensure that appropriate plans and permits are in place. The Office of Emergency Management, Ottawa Fire Services, Ottawa Paramedic Service, and Ottawa Police Service are involved in the review of emergency plans and have the authority to require plans to include any information

deemed necessary to complete their review. External agencies may be involved in the review of an emergency plan depending on the size, nature, and location of the event.

Event emergency plans are kept confidential and are not shared with other event organizers or the public.

How often should an emergency plan be updated?

Event organizers should review and confirm the emergency plan with the leadership team (Event Command) annually. More frequent review may be required for events that take place several times in a year. Debriefing with the leadership team following an event or when an emergency response was required is the best time to adjust an emergency plan. Every emergency offers operational and resource challenges, some of which may not have been considered or identified prior to the event. Debriefing after the event is an opportunity to capture those experiences and learn from the event.

Section 2: The Emergency Operations Plan

Integration with Event Operations

Emergency plans cannot be created in isolation. There is no one standard that can be applied to address the needs and risks present at all events. Each organizer must look at their unique set of activities and tailor their plan to suit. Emergency plans should consider not only the primary event activities, but those associated with load-in and load-out phases as well. Hazards can present at any time and the organizer must be prepared to mitigate injury to staff, volunteers, and contractors, damage to property, strain on community and emergency services (emergency departments), etc.

The event's unique site should be considered when assessing risk and developing response procedures – for example, some sites are near known hazards such as water or roads. For successful planning, tap into the expertise of the planning team as they are sure to have insight into the event's activities.

In addition to accounting for hazards associated with event activities, prevention efforts that start in advance of the event can have a big impact during the event (e.g., Party Safer messaging). When appropriate, these measures can and should be integrated into the event's marketing strategy.

Command Structure

A key part of emergency planning is pre-identifying a chain of command for when an incident occurs at an event, as immediate action must be taken to control and manage the incident.

All identified personnel should have knowledge of:

- The information included in the emergency plan
- Other key personnel, their roles, responsibilities, and contact info
- Muster points and assembly area locations
- Emergency exit locations
- Medical and other emergency equipment locations
- Method(s) used for communication with other key personnel, volunteers, and attendees

Roles and Responsibilities

Event organizers should consider the following positions in their command structure and identify event personnel or volunteers to fill them where possible. If a position is not filled, the responsibilities of that position become the direct responsibility of the event organizer. A deputy or alternate can also be identified for each role.

Event Director: The person who holds responsibility and decision-making authority for all event activities (normally the event organizer)

Responsibilities:

- Provide leadership to Event Command
- Declare an emergency in consultation with Event Command
- Evaluate the need for evacuation
- Initiate evacuation if required
- Notify 9-1-1 as required
- Determine resources that may be needed
- Decide if and when a message needs to be sent out to public, volunteers and staff
- Provide input to the Media Representative on news releases and public announcements
- Keep Event Command informed of the emergency situation
- Liaise with required Emergency Services that have jurisdiction in the emergency

Media Representative: The person who will talk to the media about the special event / mass gathering if an emergency occurs

Responsibilities:

- Represent Event Command when speaking to the media about the special event in the event that an emergency occurs
- Report to Event Director

Safety Officer:

Responsibilities:

- Identify hazards associated with event
- Ensure protective equipment is available
- Report to Event Director

Operations Lead: The person who manages the tactical operations of the event

Responsibilities:

- Deploy necessary resources as requested by Event Command in support of emergency
- Provide direction to Area Leads (volunteer, entertainment, vendor coordinators, etc.)
- Direct MCs to make public announcements during emergency as required
- Assist in getting emergency vehicles into and out of the site
- Report to Event Director

Planning Lead:

Responsibilities:

- Collect, evaluate, and process information about the incident
- Maintain Incident Reports from various areas
- Report to Event Director

Logistics Lead:

Responsibilities:

- Identify and provide resources for operation of Event Command
- Identify and provide services, personnel, equipment, and materials needed to respond to emergency as required
- Report to Event Director

Finance and Administration Lead:

Responsibilities:

- Maintain the budget and allot funds for rental or purchase of emergency resources or materials
- Report to Event Director

Medical Lead: Person or third-party organization responsible for medical response at the event (i.e., first aiders)

Responsibilities:

- Evaluate medical conditions
- Provide care for sick or injured

- Request ambulance and assist Paramedics
- Report to Operations Lead
- Provide medical log to Planning Lead

Security Lead: Person or third-party organization responsible for security response at the event

Responsibilities:

- Respond to security-related incidents
- Evaluate and provide recommendations to Event Director
- Maintain site and perimeter control
- Report to Operations Lead
- Provide Incident Reports to Planning Lead

Hazard Identification, Risk Assessment, Prevention & Risk Reduction

Event organizers are responsible for identifying hazards and risks associated with their event and for putting in place prevention and risk reduction methods to appropriately manage those risks. Knowing the risks ahead of time and planning for them is essential to running a successful event. Event organizers must look at the specific details of the event they are offering and tailor their event plan to consider each risk identified.

Some hazards/risks, such as sudden severe weather, apply broadly and must be accounted for in each emergency plan submitted for review.

Definitions

Hazard: Events, physical conditions or human activity that have the potential to cause the loss of life or injury, infrastructure damage, property damage or loss, social and economic disruption or environmental degradation.

Risk: An assessment of the danger posed by hazard, measured in terms of that hazard's probability of occurrence and severity of impact or adverse effects that result from an exposure to a hazard.

Risk prevention and reduction: Activities aimed at lessening or eliminating either the probability factor or the impact factor (or both) associated with a given hazard.

Risk mitigation and management: Measures that have been put in place to mitigate the impact of and manage the response to a risk if it does occur.

Steps to conduct a Risk Assessment

1. List all possible hazards that may impact your event and identify the potential harm or loss
2. For each hazard, decide how *likely* it is that the hazard may occur at your event (low, medium, or high)
 - Things to consider when assessing the probability of a risk occurrence include: is there a history of occurrence at your or similar events? Are there best practices or controls in place to prevent the risk occurrence?
3. For each hazard, decide the *severity of impact* such occurrence would have on your event (low, medium, or high)
 - Things to consider when assessing the impact on the event: operations, people (both staff and the public), reputation, financial and event sustainability.
4. For each hazard, identify what measures have or will be implemented in advance of the event to prevent the risk from occurring or reducing the impact the risk would have
5. For each hazard, identify what measures are in place to mitigate and manage the risk if it were to occur.

Refer to [Section 5](#) of this guide for a list of potential hazards/risks at special events and the potential harm or loss caused by such hazards.

Additional considerations

- Ensure you have proper representation in the room when evaluating potential hazards
- It is important to examine the whole event, including set up and take down. Done properly, the number of risks identified may be large and seem overwhelming. It is important however to be thorough.
- Get broad input for ideas on mitigating hazards
- Know the audience demographics and plan for expected behaviour (e.g., alcohol availability at an event with a high youth turnout)

Sample assessment table

The following table is an example of the layout of a Hazard Identification and Risk Assessment. Refer to the sample emergency plan in [Section 6](#) for a more detailed example of an assessment conducted for a community event.

Hazard / Risk	Potential Harm or Loss	Likelihood	Severity of Impact	Prevention / Risk Reduction Actions	Risk Mitigation/ Management
Environmental: High winds	<ul style="list-style-type: none"> • Injury to staff, vendors or attendees • Damage to infrastructure and equipment • Cancellation of activities or event 	Medium	High	<ul style="list-style-type: none"> • Weather monitored leading up to event • Weather monitoring through Environment and Climate Change Canada during event • Shelter location identified • Volunteer training 	<ul style="list-style-type: none"> • PA announcement script for public directions • Stage crew secure stage equipment • Enact emergency response plan

Emergency Response Procedures

Emergency response procedures are developed from the hazards identified through the Hazard Identification and Risk Assessment. For many hazards, event organizers can put measures in place to mitigate risks to the event, however, some risk will remain. Procedures are established ahead of the event to help event organizers respond to emergencies that can arise from this risk. If organizers are developing procedures in the moment as an emergency is unfolding, it is likely that items will be missed, and public safety could be put at risk.

[Section 5](#) of this guide outlines some situations that event organizers should be thinking about when developing their emergency plan and provides a standard response for each. While this resource can be used when developing your emergency plan, all organizers are responsible for revising procedures, where applicable, to be suitable for the dynamic of their event.

Emergency situations all events must account for

At a minimum, all event emergency plans must account for the following types of emergencies:

- Severe weather conditions (e.g., heavy rainfall, extreme winds/tornado warning, extreme heat or cold)
- Fire-related emergencies (e.g., smoke or fire, structural failure or collapse, propane/natural gas leak)
- Medical emergencies relevant to the event (e.g., dehydration, hypothermia, allergic reaction, heart attack, drug overdose, etc.)
- Evacuation
- Lost person/child

Staff and volunteer training

It is important that staff and volunteers understand their roles and expectations in handling various emergency situations. They should know what the limits of their roles are and who to contact when escalation is required. In an emergency, staff and volunteers should have pre-assigned tasks and reporting stations both to ensure they can be accounted for and to provide immediate aid to attendees. Having staff that appears organized and calm while providing coordinated instructions will provide significant reassurance to attendees and reduce panic.

Staff and volunteers should be trained on the emergency plan each year and when there are critical updates to the plan.

Communications Plan

The communications plan shows how you will communicate with people at your event. This includes event participants, staff, volunteers, contractors, and emergency services. The communications plan is of increasing importance if the event is over a large area or moves from one point to another, such as a parade or road race.

For each type of emergency, it is beneficial for organizers to prepare pre-written scripts for public announcements. Having these scripts helps those responsible for making announcements stay calm and ensures that messaging is concise and important information is included. Scripts should be included with the emergency plan in the event binder. Refer to [Section 6](#) of this guide for script templates.

An Emergency Contact List should be created and included with the emergency plan in the event binder. Refer to [Section 6](#) of this guide for a contact list template.

Incident Reporting

In proportion to the size and complexity of the event, event organizers and Event Command staff (security, medical, and health and safety staff) should document incidents that occur at the event. Incidents should be documented as soon as possible and capture (a) who was involved, (b) what happened, (c) where the incident took place, (d) at what time, and (e) the outcome of the incident. Incident reporting can help event organizers identify trends, assess risks, and learn from one event to the next. Review of incident reports can provide valuable insight when validating the overall emergency plan.

Section 3: Safety Considerations for Common Hazards

Weather Safety

All events have the potential to be severely impacted by a weather event. Managing the hazards associated with weather is essential and can only be adequately addressed through proper planning.

The most basic requirement for weather preparedness is a reliable weather information source that can provide extended and short-range forecasting of weather events including temperatures, winds, snow, rain, and lightning and thunderstorms. Forecasting should be used throughout the planning process to evaluate the need for delay or cancellation due to weather-related circumstances.

The following should also be considered when developing a plan for weather preparedness:

- While rain, snow, and lightning present hazards to events, the largest hazard for outdoor events has proven to be wind. It is also a difficult hazard to predict given its nature.¹
- Emergency response procedures must be specific to the event and relative to the event's size and format (for example, whether there are buildings to shelter in)
- Emergency response should identify who is responsible for public address announcements and for making decisions about execution of the plan
- Event organizers should identify all methods of communication required to execute the plan and ensure they are in good working order
- During a weather hazard situation, time is of the essence, therefore all communication between staff and to the public needs to be efficient, accurate, and targeted
- The amount of time required for forecasting, assessing the risk, executing the mitigation actions, and evacuating the site (if necessary) must be considered when developing the response plan
- Weather-related conditions that will result in a day-of show/event delay or cancellation should be coordinated with the crowd management plan
- Public address announcements should be pre-scripted and rehearsed ahead of event

¹ "ANSI ES1.7 - 2021, Event Safety Requirements - Weather Preparedness." Entertainment Services and Technology Association (ESTA) and Event Safety Alliance (ESA), March 8, 2021.

Crowd Management

With every event, there is potential for minor or major injury occurring through the dynamics of crowd behaviour. As an event organizer, you have the primary responsibility for the safety of the crowd inside and outside your event site. Measures should be taken by event organizers to ensure that there is effective and safe crowd management in place so that risks from crowd dynamics and overcrowding do not occur.

Potential hazards from crowd dynamics:

- Surging or swaying leading to crushing between people and against fixed structures
- Falling and being trampled underfoot
- Dangerous behaviour, such as climbing onto vehicles, temporary / permanent structures or throwing objects

The following are some best practices for managing crowds safely:

- Good planning at an early stage, while keeping equal priority with all other goals, will help you run your event safely
- The event site should be designed so that people can assemble, enter, move around and exit the space safely. In an emergency, they should be able to evacuate quickly, through properly signed locations, to a safe place.
 - Locations should be identified in advance and clearly communicated to emergency responders through the site plan, to staff and volunteers during training, and to patrons during the situation
- Complete an audience profile and anticipate likely behaviour
 - Are visitors familiar with the event venue and layout?
 - Will the performer attract a large and enthusiastic crowd or encourage a certain behaviour?
 - Performers can have a significant influence on crowd mood, behaviour, and consumption of alcohol and drugs. Several acts/performances may attract different groups of people, resulting in considerable crowd movement. Example: an artist may offer free materials during a sold-out concert causing the crowd to suddenly surge forward and crushing could result
- Collect information on the safety records of previous events at the same venue and/or with the same performers
- Conduct a risk assessment to figure out the adequacy of arrangements for controlling crowds, and change them if necessary
- Remember to consider young people and people with disabilities or learning difficulties when deciding the actions to take
- Ensure there are clearly defined roles and responsibilities in relation to crowd

safety, addressing both normal and emergency situations

- Decide who is responsible for the various safety duties
- Make sure everyone understands their own responsibilities
- If contracting out duties (e.g., to a third-party security company), ensure that they are appropriately licensed to operate in Ontario
- A combination of queuing systems, signage, appropriate barriers and effective stewarding can be used to manage crowd flow/pressure/dynamics
- Manage lines and gate entry procedures (e.g., bag checks) effectively. Excessive delays may cause people to surge towards the gates or climb over barriers, leading to overcrowding problems in other areas.
- Ensure that the maximum capacity of the venue and individual event spaces are established
 - Consider the following factors when determining capacity:
 - time it takes to get into the site and during entrance phase of different areas (e.g.: if there are multiple stages)
 - capacity of areas where crowds will form – crowd density while waiting to enter, within queue lines, screening areas and within the event space
 - time it takes to exit the site
 - crowds typically have staggered arrival but want to leave quickly at the same time, so the crowd density and dynamic in different areas changes
 - emergency evacuation time
 - number of emergency exits, available evacuation routes, and how the routes will be activated affect evacuation time (e.g.: unlocking gates, removing barriers, etc.)
 - occupant load (refer to the Event Guide for calculating occupant load for spaces licensed for alcohol)
 - **Note:** The safe capacity is the lowest of the four
 - When calculating capacity, ensure that allowance is made for areas taken up by installations such as food vendors, stages, and merchandise stalls, as people cannot use these areas
 - Assess the impact of these factors and event programming along access and egress routes to ensure crowd flow capacity is not compromised
- Have a system in place for restricting the number of people who arrive to / enter the venue if there is a possibility that arrivals will exceed capacity
- Plan your transportation management arrangements well in advance for, and not restricted to, arrival, departure, and emergency egress

Substance Use, Violence Prevention and Mental Health

Event organizers are encouraged to include *Party Safer* planning and messaging about substance use, violence prevention and promotion of mental health as they plan and host their event. Information on *Party Safer* tips and strategies are available through Ottawa Public Health (OPH) websites:

- TheLinkOttawa.ca
- StopOverdoseOttawa.ca
- [Mental Health, Substance Use and COVID-19](#)

Examples of *Party Safer* planning include:

- Reach out to OPH through the event review process to discuss availability of training (i.e., how to ID an OD, naloxone, violence prevention, mental health) for organizers, their staff, and volunteers. Ensure that staff and volunteers are aware of the opportunity to attend these no-cost virtual trainings sessions, and where they can access no cost naloxone kits.
- Promote the OPH websites as well as *Party Safer* messaging through social media channels prior to and during the event
- Post visuals (i.e., [Stop Overdose Ottawa posters](#)) in high traffic areas at the event. Visit the OPH website print resources for downloadable posters (i.e., [Anything Can be Cut with Fentanyl or Carfentanil](#))

The following event policies can decrease the risk of overdose and other drug related harms:

- Intoxication policies and procedures (ID check, smart serve training)
- Availability of low-cost non-alcoholic drinks
- Access to first aid, security, and volunteer presence
- Reduce risks through lighting, crowd control, and hazard mitigation
- Position toilets and health facilities in accessible and well-lit areas
- Provide free water
- Signage in high traffic areas (i.e., entrances, toilets, etc.)
- Adding QR codes to mental health and substance use resources on tickets and/or entry bracelets

Free Online Resources

- Canadian Red Cross – [First Aid Tips and Resources](#)
- Canadian Red Cross – [Confirm if a First Aid/CPR Certificate is valid](#) (online tool)

- Environment and Climate Change Canada – [Criteria for Public Weather Alerts](#)
- Environment and Climate Change Canada – [Cold season weather hazards](#)
- Environment and Climate Change Canada – [Warm season weather hazards](#)
- Event Safety Alliance (USA) – [The Event Safety Guide](#) (PDF guide download)
- Event Safety Alliance (USA) – [ANSI ES1.4 - 2021: Event Safety - Event Fire Safety Requirements](#) (PDF guide)
- Event Safety Alliance (USA) – [ANSI ES1.7 - 2021: Event Safety Requirements - Weather Preparedness](#) (PDF guide)
- Event Safety Alliance (USA) – [ANSI ES1.9 - 2020: Crowd Management](#) (PDF guide)
- [Ottawa Public Health Cold Weather Tips](#)
- [Ottawa Public Health Print Resources](#) (PDF posters)
- [Ottawa Public Health Mental Health, Substance Use and Covid-19](#)
- Province of Ontario – [Ontario Hazards](#)

Section 4: Emergency Plan Online Tool

Introduction

Event Central, in consultation with City of Ottawa Emergency Services, has developed an online Emergency Plan tool that can be used by organizers to create an emergency plan that meets the requirements outlined in this planning guide. The tool asks a series of questions and inputs responses into a template that can be downloaded and printed by organizers for use during actual event operations.

The Emergency Plan tool is accessed through the [special event permit portal](#). Organizers can prepare their Emergency Plan in advance of submitting their application as well as save their work in multiple sessions. The plan produced through the tool must be reviewed and finalized by the organizer, and then uploaded to the documents section of the special event permit application.

Using the online tool to create an emergency plan for the first time can seem daunting, however organizers should try to complete the form. In many cases, once the plan has been created, the organizer will only have to make small revisions to the plan in later years.

Sections in the online tool

General Event Information

Provide basic information about the event such as the venue, the primary event representative, and a description of the event. There is a section to outline the dates and details of pre-event, event, and post-event activities that will be taking place (e.g., load-in, orientation meetings, event activities, tear down, etc.).

Event Site Map

Organizers are to insert an image of the event site plan in the final emergency plan.

Site plans used in emergency plans should include the following elements:

- All event installations (tents, stages, amusement rides, etc.)
- Emergency exits
- Emergency access route through site (if applicable)
- Emergency gathering points including locations of shelters

Event Command Structure

This section of the tool displays the positions outlined in [Section 2](#) of this guide. Organizers are asked to indicate which positions in the command structure are filled by event staff and add the person's name and cell phone number. Deputies or alternates can be identified for each position if applicable. The tool will auto-populate the responsibilities into the draft emergency plan document.

For positions that are not filled by an individual, the responsibilities of that position will fall to the Event Director. The tool will auto-populate the Event Director's name and cell phone number for that position in the emergency plan.

Hazard Identification, Risk Assessment, Prevention & Risk Reduction

This section of the tool includes the potential hazards and risks outlined in [Section 5](#) of this guide. The default for each is not applicable. Review each hazard and assess risks based on regular event operations. For each, indicate the likelihood of occurrence and the impact to the event on a scale of low, medium, or high. Your assessment should be based on the specifics of the current year's event, past history of the event or similar events, and industry information that is known.

Hazards identified as having a moderate or high likelihood of occurrence **and** a moderate or high impact to the event will prompt three more questions. For each of these hazards, you will show the potential harm or loss to the event (refer to [Section 5](#) for examples), the actions taken by the organization to either prevent or reduce the risk of the hazard, and how the risk will be mitigated/managed if it were to occur. Responses can be in point form.

Results of the risk assessment will be presented in a table in the draft emergency plan document. You can edit the document to include other risks to the event if applicable. Those marked "Not applicable" should be kept in the table so that SEAT members can see that the risk was assessed.

Emergency Response Plan

In this section you will start to build an emergency response plan that addresses the hazards and risks identified for the event. At a minimum, all events must account for applicable severe weather conditions, fire-related emergencies, medical emergencies, evacuation procedures, and lost person/child procedures. For severe weather and fire-related emergencies, check only those situations that apply to the event. Locations of first aid services, directions for first responders, and gathering points can be identified in this section.

The draft emergency plan document will present the situations in a table where you can input the relevant actions/response for each situation. Examples of emergency responses can be found in [Section 5](#) of this guide. Additional situations can be added to any table if applicable to the event.

Communication Plan

This section provides information on communications within the event. Identify the methods of communication used for each group.

Section 5: Resources

Potential Hazards/risks at Special Events

The following list is meant to provide some examples of hazards and risks present at events and is not an exhaustive list. Event organizers must look at the details of the event they are offering and identify hazards that apply to their specific situation.

Category 1: Environmental

Hazard / Risk	Potential Harm or Loss
Heavy rainfall	Damage to structures or equipment. Localized flooding. Show/event delay or cancellation.
Flooding	Damage to structures, equipment, infrastructure. Physical harm to participants, staff, vendors. Show/event delay or cancellation.
Lightning storm	Damage to structures, equipment, infrastructure. Physical harm to participants, staff, vendors. Show/event delay or cancellation.
High winds	Damage to structures, equipment, infrastructure. Physical harm to participants, staff, vendors. Show/event delay or cancellation.
Tornado	Damage to structures, equipment, infrastructure. Power outages. Impact to communications. Physical harm to participants, staff, vendors. Potential loss of life. First responder difficulty reaching and treating patients. Event cancellation.
Extreme heat	Physical harm to participants, staff, vendors – heat exhaustion, heat stroke, etc. Cancellation of elements of event.
Extreme cold	Physical harm to participants, staff, vendors – frost bite, hypothermia, etc. Cancellation of elements of event.
Winter storm	Roads, parks, facilities covered in snow, icy conditions, etc. Damage to structures, equipment, infrastructure.

Hazard / Risk	Potential Harm or Loss
	Physical harm to participants, staff, vendors. Event delay or cancellation.
Earthquake	Damage to structures, equipment, infrastructure. Physical harm to participants, staff, vendors. Show/event cancellation.

Category 2: Health

Hazard / Risk	Potential Harm or Loss
Water contamination	Illness among participants, staff, vendors. Loss of water refill station – possible dehydration. Loss of food service. Cancellation of event.
Food-borne illness	Illness among participants, staff, vendors. Removal of vendor or loss of food service.
Virus transmission	Potential source of outbreak. Harm to event reputation – fear among attendees. Changes to Provincial requirements alter event elements or permissibility.
Animal-related injury	Physical harm to participants, staff, vendors, potential loss of life. Halt to related event activity.
Medical emergency	Physical harm to participants, staff, vendors. Potential loss of life. Delay or cancellation of event.

Category 3: Infrastructure

Hazard / Risk	Potential Harm or Loss
Accessibility	Participant, staff, vendor safety jeopardized. Human rights complaint.
Fire – structure/building	Evacuation required, attendee panic, surging. Physical harm to participants, staff, vendors. Damage to structures, equipment, property. Delay or cancellation of event.

Hazard / Risk	Potential Harm or Loss
Fireworks malfunction	Fire. Physical harm to spectators, technician harm. Delay or cancellation of show.
Amusement rides / stunt malfunction	Injury to participants, possible loss of life. Could result in stunt person entrapment requiring rescue. Delay or cancellation of show/event.
Structural failure or building collapse	Stage, tents, fencing collapse or malfunction. Physical harm to participants, staff, vendors – possible loss of life. First responder safety jeopardized, responder difficulty reaching and treating patients. Delay or cancellation of event.
Gas leak – natural or propane	Inhaling or ingesting fumes. Explosion. Physical harm to participants, staff, vendors.
Hazardous material or spill	Inhaling or ingesting fumes. Fire, explosion, environmental contamination.
Power - communication failure	Short circuits/power surge – damage to equipment / data loss. Loss of power to ATMs. Delay or cancellation of entertainment. Interruption of communication capabilities with attendees.
Vehicular accident	Physical harm to staff, vendors, public sharing use of the site. Damage to site – ruts in park space, loss of damage deposit, environmental contamination.
Water supply - sewer return disruption	Damage to equipment. Loss of area of event space. Water contamination. Delay of event.
Public transportation – over demand, disruption, breakdown	Harm to event reputation. Danger of physical harm – crowding on roadway / pedestrian-vehicle conflicts. Public disorder / aggressive behaviour. Attendees driving under the influence of substances.
Proximity to hazards – water, electrical, roads	Vehicle intentionally or unintentionally accesses closure / event site. Power surges. Localized flooding. Physical harm to participants, staff, vendors, potential loss of life.

Hazard / Risk	Potential Harm or Loss
Traffic congestion	Complaints from the public - harm to event reputation. Impeded access for emergency services in the area. Potential for pedestrian-vehicle conflicts.

Category 4: Social Disorder

Hazard / Risk	Potential Harm or Loss
Alcohol consumption - over service	Intoxicated event attendees – possible injury / need for medical attention. Disorderly / aggressive behaviour. Loss of alcohol licence.
Underage drinking	Injury to minor – possible need for medical attention. Disorderly / aggressive behavior. Loss of alcohol licence.
Drug use - overdose	Injury to attendee – potential harm to multiple attendees if drugs being sold on site. Potential loss of life.
Lost person – vulnerable person or child	Physical / mental harm to person(s).
Overcrowding / Crowd surge	Lack of open space and visibility. Visitor anxiety and stress – harm to event reputation. Physical harm to participants, staff, vendors – lost persons, surging, sexual harassment, assault, etc. Public and first responder safety jeopardized, responder difficulty reaching and treating patients. Possible loss of life. Delay or cancellation of show / event.
Criminal - aggressive behavior	Altercations between attendees or staff. Physical harm to participants, staff, vendors. Damage to property.
Sexual harassment / assault	Physical / mental harm to person(s).
Civil disobedience – protestors, gangs, extremists	Risk of altercations. Physical harm to participants, staff, vendors. Damage to property. Delay or cancellation of event.

Hazard / Risk	Potential Harm or Loss
Active threat - killer	Mass panic / crowd surges. Physical harm to participants, staff, vendors – loss of life. Vehicle borne attack – potential mass casualties. Responder difficulty reaching and treating patients. Cancellation of event.
Bomb / chemical threat / suspicious package	Evacuation required. Attendee panic / crowd surges. Physical harm to participants, staff, vendors.

Additional Considerations – Perimeter Hardening

Recent world events (including in Canada) have demonstrated the devastating consequences of vehicular accidents or hostile vehicle attacks on crowded places, including parades, festivals, and sporting events.

The following have been identified as risk factors for when perimeter hardening / enhanced barricading should be considered for at a special event:

- Vehicular access: event is on a public roadway or has vehicle access to site due to proximity to roadway
- Capacity: crowd density is high and there may or may not be escape routes
- There is a straight approach to a crowd
- There is international/significant media attention on the event itself
- Attendees have reduced sensory awareness (e.g., alcohol consumption, drug consumption, audio/visual impairment, etc.)

For those events deploying site hardening measures, SEAT members will be able to provide some direction on mitigation device placement, however, the functionality or effectiveness of the product used may require the organizer to get a professional engineering opinion.

Emergency Situations and Responses

The following have been drafted as a preliminary outline of situations and scenarios that may occur at a community event. Event organizers are responsible for identifying in their emergency plan which scenarios they have planned for and revise procedures, where applicable, to be suitable for the dynamic of their event.

Weather

Situation	Action / Response
Heavy rainfall	<ul style="list-style-type: none"> • Programming may continue as scheduled • Volunteers and security will be assigned to tents to ensure they do not exceed capacity • Staff and volunteers to conduct scan of areas / equipment that may be affected by pooling water and mitigate as needed • Move crowd away from pooling of water overflow, temporary shutdown of a section until water subsides
Flooding prior to or during event	<ul style="list-style-type: none"> • Sections of the event may be deemed off-limits to attendees and roped off accordingly • Depending on the nature of the flooding, and the areas affected, event programming may continue as scheduled • Volunteers and security will help with cordoning off flooded areas or removing materials affected by flooding • If there is a risk of flooding in areas with electrical equipment, power will be cut-off to that area and equipment relocated if safe to do so • Move crowd away from temporary / permanent structures as needed • Efforts to protect and preserve the event site and the safety of event attendees are the priority in any flooding situation
Lightning storm	<p>The event will follow the 30-30 Rule for lightning. If lightning is observed and thunder is heard within 30 seconds, the event activities will be delayed until 30 minutes have passed since thunder was last heard.</p> <p>Temporary closure:</p>

Situation	Action / Response
	<ul style="list-style-type: none"> • Announcements will be made to the public through the main stage PA system • Programming, vendors and performers will stop all activity until the closure ends • Public will be advised to seek shelter in the off-site gathering area <p>Complete closure:</p> <ul style="list-style-type: none"> • Announcements will be made to the public through the main stage PA system • Open all emergency exits for a safe and orderly exit by the crowd • Public will be advised to leave the event site at once. Those that do not have the means to leave safely can seek shelter in the off-site gathering area. • Volunteers and security to help with crowd control and ensure everyone leaves the site safely • All vendors are responsible for closing their areas and leaving at once
<p>Heavy winds (greater than 61 km/h) or tornado warning</p>	<ul style="list-style-type: none"> • All programming and performances will cease at once • Announcements will be made to the public through the PA system • Public will be advised to leave the event site at once. Those that do not have the means to leave safely can seek shelter in the off-site gathering area. • Announcement to include location of emergency place of refuge and note tents may not be viable • Volunteers and security to help with crowd control and ensure everyone leaves the site safely • All vendors are responsible for closing their areas and leaving at once • All tent structures will be checked for reinforced weights. Tents that are not secured with be collapsed. Tent structures with walls will have walls opened to allow air through. • Stage speakers and props will be lowered to ground level or removed

Situation	Action / Response
	<ul style="list-style-type: none"> • Normal event operations will not resume until wind speeds have reduced below thresholds for at least 30 minutes
Extreme heat	<ul style="list-style-type: none"> • Announcements will be made through the PA system for attendees to limit exposure and keep hydrated by drinking water • Deployment of misting station equipment • Event Director and Event Command to assess event activities and reschedule to hours with cooler temperatures where feasible
Extreme cold	<p>When temperature or wind chill is expected to reach -28°C:</p> <ul style="list-style-type: none"> • Social media messaging to attendees ahead of event start to dress appropriately for the conditions and limit time spent outdoors • Additional warming stations opened • Event Director and Event Command to decide at what temperature event activities will be shortened or cancelled

Fire-related emergencies

Situation	Action / Response
Should you discover smoke or fire	<ul style="list-style-type: none"> • Assess the situation and potential for evacuation • Remove anyone in the immediate vicinity if it is safe to do so • Notify the Event Director who will call 911 • If trained, attempt to extinguish the fire with appropriate fire extinguisher if safe to do so • The Event Director will assess the situation and begin evacuation if deemed necessary • Prepare for clear emergency vehicle access/response, if required • Complete an Incident Report as soon as possible
Structural failure or collapse	<ul style="list-style-type: none"> • Event Director to contact Emergency Services – 911 to begin emergency response • At the direction of the Event Director, evacuate the area and prepare for clear emergency vehicle access/response • Clearly identify safest and quickest route for emergency response

Situation	Action / Response
	<ul style="list-style-type: none"> • Event Director to call 911 to provide updates if required • Assigned individual is in place to meet and direct emergency responders to area and is prepared to provide briefing/update if required • Look for and set up an incident command post for emergency response / personnel / equipment • Complete an Incident Report as soon as possible
Hazardous material spill	<ul style="list-style-type: none"> • Hazardous materials include oils, cleaning products, fuels from vehicles, and chemical spills • Personnel who find such a spill, or are notified by a patron of such a spill, are to notify the Area Lead at once • At the direction of the Event Director, evacuate the area at once if required • Event Director to contact Emergency Services – 911 • Identify the source and amount of material and section off the area so that no one can gain entry • Attempt to control any further spill • Turn off electrical equipment/gas within area of the spill • Upon direction from Emergency Services, soak up the material using appropriate spill kits and arrange for disposal at a suitable facility • If appropriate, have a decontamination tent nearby and ready to be set up as needed • Complete an Incident Report as soon as possible
Propane gas leak	<ul style="list-style-type: none"> • Personnel or vendor who finds leak is to notify the Area Lead at once • Section off the immediate area so that no one can gain entry • Call propane distributor to remove faulty cylinder from event site • Attempt to control any further leak • Turn off electrical equipment within area of leak • Complete an Incident Report as soon as possible

Medical emergencies

Situation	Action / Response
Limited injury (e.g., trip/fall, bee sting, dehydration)	<ul style="list-style-type: none"> • Provided there is no risk to the individual or the event, these types of injuries will be treated onsite • The first aid service will be equipped to aid with any injuries of a limited nature • The injured person will be released to their own care or the care of a parent/guardian after consent to release has been received by the first aid service
Mid-range injury (e.g., allergic reaction, sprain, heat exhaustion)	<ul style="list-style-type: none"> • Provided there is no risk to the individual or the event, efforts will be taken to treat these types of injuries onsite • In cases where the injury requires medical assistance, the injured party may be released into the care of a parent/guardian or those who attended the event with them, and told to seek medical assistance at a doctor or hospital • In cases where more urgent care is needed, Paramedics may be called by a member of the first aid service or the event committee by dialling 911 • If Paramedics are required, the address for the event site will be provided to 911 dispatch as: • The Paramedics may be instructed to arrive at: (e.g., main gate) • A member of the event committee and first aid service will meet the Paramedics at the designated entrance and provide crowd control to escort the injured party to Paramedics or vice versa
Severe injury (e.g., broken bone, heart attack, suspected drug overdose)	<ul style="list-style-type: none"> • Paramedics will be called to the event to attend to all severe injuries by calling 911 • If Paramedics are required, the address for the event site will be provided to 911 dispatch as: • The Paramedics may be instructed to arrive at: (e.g., main gate) • A member of the event committee and first aid service will meet the Paramedics at the designated entrance and provide crowd control to escort the injured party to Paramedics or vice versa

Security-related incidents

Situation	Action / Response
Aggressive behaviour	<ul style="list-style-type: none"> • Do not intervene without assistance • Notify the Security Lead • Volunteers to help security personnel in keeping people back from the incident • Event Director to call 911 and request Police assistance if needed • Complete an Incident Report as soon as possible
Overcrowding - crowd surge	<p>At early signs of overcrowding:</p> <ul style="list-style-type: none"> • Security personnel to evaluate and maintain capacity limits • Security personnel to assess emergency exists, evacuation routes and ensure they are unobstructed <p>If risks from overcrowding are imminent:</p> <ul style="list-style-type: none"> • Initiate show-stop protocol • Security personnel stationed at emergency exits to open gates – security personnel equipped with necessary means/keys to open gates/fencing/locks as required • PA announcement directing attendees to evacuate the area using the nearest emergency exit (see script in event binder) • Public messaging on video screens • Complete an Incident Report as soon as possible
Suspicious items - packages	<ul style="list-style-type: none"> • Security personnel to evacuate the area or event per evacuation procedures • Call 911 and request Police assistance • In situations where suspicious items/packages are identified, the Event Director or Security Lead may ask Area Leads and personnel to carefully check all areas for other unusual/suspicious items • If identified, items are not to be disturbed and the area should be cordoned off • Any suspicious items/packages are then reported to Police upon arrival

Situation	Action / Response
	<ul style="list-style-type: none"> • Personnel and patrons are only to re-enter the area/event when Police have advised that it is safe to do so • Complete an Incident Report as soon as possible

Evacuation / Shelter in place

Situation	Action / Response
<p>A partial or full evacuation may be required in specific emergency situations such as:</p> <ul style="list-style-type: none"> • Severe weather • Fire and explosion • Hazardous materials spill/leak • Medical emergency • Active threat 	<p>The Event Director will take the following into consideration when deciding if and when to evacuate:</p> <ul style="list-style-type: none"> • The severity of the incident • The likelihood of escalation • The incident becomes uncontrollable beyond the resources available <p>Procedure:</p> <ul style="list-style-type: none"> • Reason for an evacuation is realized • Appropriate personnel assess situation • Emergency Services notified of the emergency – call 911 • Notification given to staff, volunteers and vendors using radio channels that evacuation protocol has been initiated • Identify collection casualty point / locations • Notification given to public using PA system to evacuate to assembly points • Security personnel open emergency exits • Staff and volunteers ensure that all patrons are moved to assembly areas • Identify injured people (if present) – first aid tent equipped with as many tourniquets as possible • Security personnel ensure venue is vacated including public areas, toilets, etc. • Await Emergency Services assessment and direction • Complete an Incident Report as soon as possible

Situation	Action / Response
Shelter in place	<p>Response to an emerging or immediate risk or hazard where people are temporarily housed within a facility (where such facility has been pre-identified)</p> <ul style="list-style-type: none"> • Emergency Services notified of emergency requiring shelter in place – call 911 and advise of shelter location • Notification given to staff, volunteers and vendors using radio channels that shelter in place protocol has been initiated • Notification given to public using PA system to calmly make way to shelter locations • Security personnel to open emergency exits (if required) • Staff and volunteers to aid the public in moving to shelter location • Identify injured people (if present) • Security personnel ensure the venue is vacated including public areas, toilets, etc. • Complete an Incident Report as soon as possible

Lost person/child

Situation	Action / Response
Children or vulnerable person found without their parent / guardian / support person	<ul style="list-style-type: none"> • A child or vulnerable person appearing to be lost should be approached and asked if they know where their parent, guardian or support person is • If a child or vulnerable person still appears to be lost, they should be led to the Collection Point, where they will be encouraged to remain until they have been re-united with their parent, guardian, or support person • The child or vulnerable person should gently be asked for as much information as possible, including: <ul style="list-style-type: none"> ○ Their name ○ The names of who they are with ○ Their parent/guardian/support person/sibling, etc. names ○ Where they last saw them and a description of them

Situation	Action / Response
	<ul style="list-style-type: none"> • If the child is brought over by another adult, as much information as possible should be gained from this person, including: <ul style="list-style-type: none"> ○ Where the child was found ○ If anyone was with the child • Information will be documented in the Lost Person Log at the Collection Point • Event staff to notify the Event Director. Event Director will report to the Collection Point, gain the necessary information, and call Police – 911 • When notifying the event team of a lost person/child the event staff person will use the code: (insert code here) • Security should be given an update as soon as possible on descriptors of missing / lost person • The Event Director will make the public announcement • If the name of the parent/guardian/support person is known the following announcement will be made via PA system: <ul style="list-style-type: none"> ○ This is a public announcement, could (Name of person) please make their way to the (Collection Point) • If the name of the parent/guardian/support person is not known the following announcement will be made via PA system: <ul style="list-style-type: none"> ○ This is a public announcement, please remember this is a busy event, if you have been separated from a family member, please go to (Collection Point) • PA announcements are not to mention the name of the lost person/child
<p>Parent, guardian, or support person reporting lost child or vulnerable person</p>	<ul style="list-style-type: none"> • Reassure parent/guardian/support person informing you of a lost person/child that efforts to find the person/child will be undertaken at once • Encourage the parent to come to Collection Point if not already there so they can give details • Ask the parent for the following details of the child or vulnerable person: name; age; gender; hair colour; clothing;

Situation	Action / Response
	<p>other identifying characteristics; location last seen and who they were with</p> <ul style="list-style-type: none"> • Information will be documented in the Lost Person Log at the Collection Point • Encourage the parent to remain at the Collection Point in case they are found • Event staff to notify the Event Director. Event Director will report to the Collection Point, gain the necessary information, and call Police – 911 • When notifying the event team of a lost person/child the event staff person will use the code: (insert code here) • The Event Director will make the public announcement • Staff will use radio or cell phones and state: <ul style="list-style-type: none"> ○ Please be advised of a (Code). Looking for (state the information available). • Security should be given an update as soon as possible on descriptors of missing / lost person • Event staff and volunteers will conduct a first search of the area • All exits should be monitored for missing person and security advised to stay at or attend exits • When the child or vulnerable person is found, they will be led to the Collection point to be re-united with their parent, guardian, or support person – see procedures below
<p>Re-uniting parent / guardian / support person with lost person / child</p>	<ul style="list-style-type: none"> • Police should be present during reuniting. They may ask additional questions. • Before releasing a child or vulnerable person to an adult presenting as their caregiver, ask the child or vulnerable person if they know this person • If the child or vulnerable person appears not to know the person presenting as their caregiver, or is reluctant to go with the collecting adult, ask the adult to supply proof of ID and their signature

Situation	Action / Response
	<ul style="list-style-type: none"><li data-bbox="488 258 1430 394">• Staff at the Collection Point should take a picture of the collecting adult's ID and signature and keep the picture for post-event documenting<li data-bbox="488 394 1430 531">• The collecting adult must also sign the Lost Person Log, providing their first name, last name, telephone number and address<li data-bbox="488 531 1430 688">• Once a child or vulnerable person has been re-united with their collecting adult, all event staff, security, volunteers, and Police will be informed at once

Section 6: Event Binder Sample and Templates

Sample Emergency Plan

Chase the Sun Festival

Last updated: January 27, 2022

Part A: Purpose

This Emergency Operations Plan predetermines actions to take before and during the event in response to an emergency or otherwise hazardous condition. These actions represent those required prior to the event in preparation for those required during an emergency.

The command structure for the event as well as roles and responsibilities are outlined. All staff and volunteers are trained on the emergency procedures and reporting structure.

Part B: General Information

Primary Event Venue

Walter Baker Park

100 Charlie Rogers Place, Ottawa, ON, K2V 1A2

Event Organization

Weather it Together Inc.

2039 Robertson Rd

Ottawa, Ontario, Canada

Event Representative (Primary Contact)

The event representative is the primary point of contact for all communications regarding the event.

Name: Charlie Hill

Position: Executive Director

Cell: 555-555-5555

Email: charlie@weathertogether.com

Event Description

Chase the Sun Fall Festival is a celebration of the changing season and cooler weather. We offer seasonal food and beverage and local entertainment. There are artisan vendors and workshops.

Part C: Event Operations

The following activities make up the regular operations for the event.

Pre-event Activities

October 5-6, 2022

Day 1 load-in: fencing, stage and equipment, generators Day 2 load-in: toilets, water station, food trucks and beverage vendors, artisans Soundchecks

Event Activities

October 7-9, 2022

Food and beverage operations daily Artisan village daily Live performances on stage at 11 am, 2 pm, 5 pm, and 8 pm, daily (except Sunday - last show at 2 pm) Workshops / product demos held in the main tent at 10 am and noon (Saturday and Sunday only)

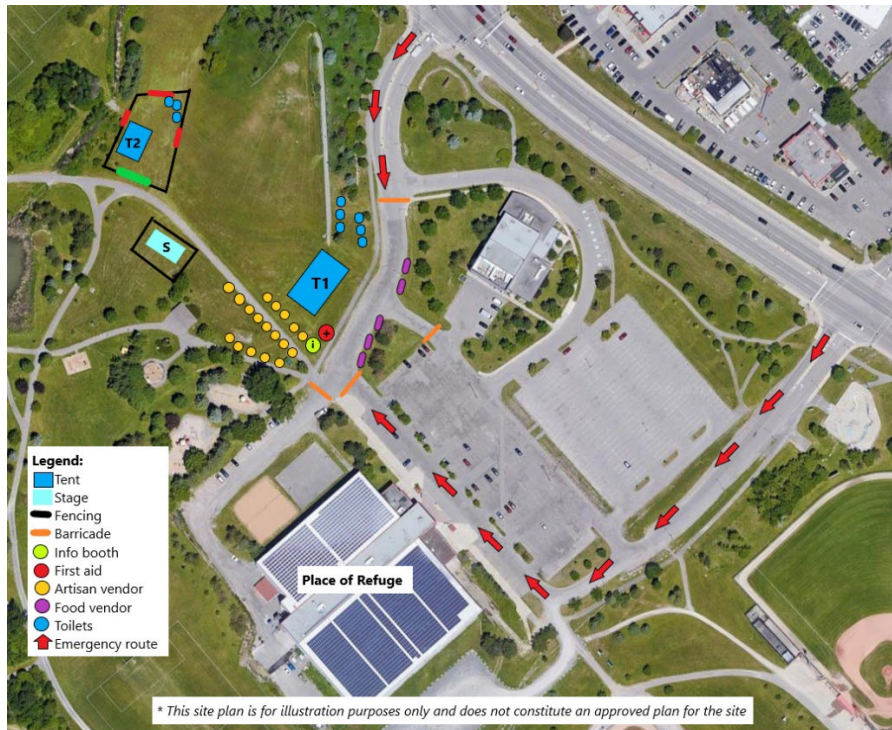
Post-event Activities

October 9-10, 2022

Post-event load-out: vendors Day 2 load-out: equipment, site cleared

Part D: Event Site

Site Plan



Emergency Gathering Points

In case of an emergency, the following **onsite** gathering point has been communicated in advance to the necessary parties:

- **On-site gathering point:** Command Post, Main tent

In case the event site must be evacuated, the following **off-site** gathering point has been communicated in advance to the necessary parties:

- **Off-site gathering point:** Kanata Recreation Complex

Part E: Event Command Structure

The following command structure is for normal operations at the event. In the case of an emergency, an emergency command structure would take precedent, which may involve a different team that includes emergency responders.

Each person identified is aware of their role and responsibilities within this plan.

Event Director

Name: Charlie Hill

Cell phone: 555-555-5555

Responsibilities:

- Provide leadership to Event Command
- Declare an emergency in consultation with Event Command
- Evaluate the need for evacuation
- Initiate evacuation if required
- Notify 911 as required
- Determine resources that may be needed
- Determine if and when message needs to be sent out to public, volunteers and staff
- Provide input to Media Representative regarding news releases and public announcements
- Keep Event Command informed of the emergency situation
- Liaise with required Emergency Services that have jurisdiction in the emergency

Event Director deputy/alternate, if applicable:

Pat Arnold (555-666-6666)

Media Representative

Name: Charlie Hill

Cell phone: 555-555-5555

Responsibilities:

- Represent Event Command when speaking to the media about the special event in the event that an emergency occurs
- Report to Event Director

Safety Officer

Name: Angela Lee

Cell phone: 777-555-5555

Responsibilities:

- Identify hazards associated with event
- Ensure protective equipment is available
- Report to Event Director

Planning Lead

Name: Angela Lee

Cell phone: 777-555-5555

Responsibilities:

- Collect, evaluate and process information regarding the incident
- Maintain Incident Reports from various areas
- Report to Event Director

Logistics Lead

Name: Pat Arnold

Cell phone: 666-555-5555

Responsibilities:

- Identify and provide resources for operation of Event Command
- Identify and provide services, personnel, equipment and materials needed to respond to emergency as required
- Report to Event Director

Finance and Administration Lead

Name: Fern Gray

Cell phone: 888-555-5555

Responsibilities:

- Maintain the budget and allot funds for rental or purchase of emergency resources or materials
- Report to Event Director

Operations Lead

Name: Charlie Hill

Cell phone: 555-555-5555

Responsibilities:

- Deploy necessary resources as requested by Event Command in support of emergency
- Provide direction to Area Leads (volunteer, entertainment, vendor coordinators, etc.)
- Direct MCs to make public announcements during emergency as required
- Assist in getting emergency vehicles into and out of the site
- Report to Event Director

Medical Lead (First Aiders)

Name: Sue McGrath

Cell phone: 999-555-5555

Organization: First Choice First Aid

Responsibilities:

- Evaluate of medical conditions
- Provide care for sick or injured
- Request ambulance and assist Paramedics
- Provide medical log to Planning Lead
- Report to Operations Lead

Security Lead

Name: Paul Barnes

Cell phone: 999-444-4444

Organization: Platinum Force Security

Responsibilities:

- Respond to security-related incidents
- Evaluate and provide recommendations to Event Director
- Maintain site and perimeter control
- Provide Incident Reports to Planning Lead
- Report to Operations Lead

All Personnel and Volunteers

- Carry out tasks as instructed by the Event Director and Area Leads
- Assist in directing public to gathering points
- Report presence to area lead at the assembly area
- Not to leave assembly area unless advised by Event Director or Emergency Services personnel

Part F: Hazard Identification, Risk Assessment, Prevention & Risk Reduction

A risk assessment was conducted based on regular event operations. The following table outlines hazards or risks identified as having moderate to high impact to the event or a possible to near certain likelihood of occurring and the steps taken to reduce such risks for the event.

Category 1: Environmental

Hazard / Risk	Likelihood	Impact	Potential Harm or Loss	Prevention/ Risk Reduction Actions	Risk Mitigation/ Management
Heavy rainfall	High	Medium	Damage to structures or equipment. Localized flooding. Show/event delay or cancellation.	Weather monitored leading up to event. Weather monitoring through Environment and Climate Change Canada during event. Volunteer training	Follow emergency response plan
Flooding	Low	Medium			
Lightning storm	Medium	Medium	Damage to structures, equipment, infrastructure. Physical harm to participants, staff, vendors. Show/event delay or cancellation.	Weather monitored leading up to event. Weather monitoring through Environment and Climate Change Canada during event. Shelter location identified. Volunteer training	PA announcement script for public directions. Programming activities stop. Follow emergency response plan
High winds	Medium	High	Damage to structures, equipment, infrastructure.	Weather monitored leading up to event. Weather monitoring through Environment	PA announcement script for public directions. Stage crew secure stage

Hazard / Risk	Likelihood	Impact	Potential Harm or Loss	Prevention/ Risk Reduction Actions	Risk Mitigation/ Management
			Physical harm to participants, staff, vendors. Show/event delay or cancellation.	and Climate Change Canada during event. Shelter location identified. Volunteer training	equipment. Follow emergency response plan
Extreme heat	Not applicable				
Extreme cold	Not applicable				
Winter storm	Not applicable				
Earthquake	Low	High			

Category 2: Health

Hazard / Risk	Likelihood	Impact	Potential Harm or Loss	Prevention/ Risk Reduction Actions	Risk Mitigation/ Management
Water contamination	Low	High			
Food-borne illness	Medium	Medium	Illness among participants, staff, vendors. Removal of vendor or loss of food service.	Serviced site. All vendors have certified food handler. Public health inspections. Multiple vendors on site to reduce impact to event if one were to cease service.	If a complaint is received, advise public health inspector for follow-up.

Hazard / Risk	Likelihood	Impact	Potential Harm or Loss	Prevention/ Risk Reduction Actions	Risk Mitigation/ Management
				Hand washing stations available at washroom facilities.	
Virus transmission	Low	Medium			
Animal-related injury	Not applicable				
Medical Emergency	Medium	Medium	Physical harm to participants, staff, vendors. Potential loss of life. Delay or cancellation of event.	Hired third-party first aid service. Volunteer training. Pre-event site scan to address potential hazards - e.g. wires covered to reduce tripping hazard.	Follow emergency response plan

Category 3: Infrastructure

Hazard / Risk	Likelihood	Impact	Potential Harm or Loss	Prevention/ Risk Reduction Actions	Risk Mitigation/ Management
Fire - structure/ building	Medium	High	Evacuation required, attendee panic, surging. Physical harm to participants, staff, vendors. Damage to structures, equipment, property. Delay or	Fire extinguishers at stage and in tents. Emergency procedures established. Staff and volunteer training	Follow emergency response plan

Hazard / Risk	Likelihood	Impact	Potential Harm or Loss	Prevention/ Risk Reduction Actions	Risk Mitigation/ Management
			cancellation of event.		
Fireworks malfunction	Not applicable				
Amusement ride / stunt malfunction	Not applicable				
Structural failure or building collapse	Low	High			
Gas leak	Low	Medium			
Hazardous material / spill	Low	Medium			
Power/ communication failure	Low	High			
Vehicular accident	Low	High			
Water supply/ sewer return disruption	Low	Medium			
Public transportation	Low	Low			

Hazard / Risk	Likelihood	Impact	Potential Harm or Loss	Prevention/ Risk Reduction Actions	Risk Mitigation/ Management
Proximity to hazards	Low	Medium			
Traffic congestion	Medium	Medium	Complaints from public, harm to event reputation. Impeded access for emergency services in the area. Potential for pedestrian-vehicle conflicts.	Traffic and transportation plan created and reviewed with City staff / Ottawa Police	Security team to manage traffic flow in the parking lot. Issue debriefed with City staff to resolve for next day.

Category 4: Social Disorder

Hazard/Risk	Likelihood	Impact	Potential Harm or Loss	Prevention/ Risk Reduction Actions	Risk Mitigation/ Management
Alcohol consumption/ over service	Medium	Medium	Intoxicated event attendees – possible injury / need for medical attention. Disorderly / aggressive behaviour. Possible increase in violence. Loss of alcohol licence.	Alcohol management plan. Security watching for signs of intoxication. Vendors <i>Smart Serve</i> trained. Limits on beverages sold at one time. Access to no-cost water / availability of food. <i>Party Safer</i> messaging pre-event and during event. Staff and	Security to eject person(s). Medical team to assess situation, accompany and address as needed. Working with medical team, security lead to arrange for safe transportation if person does not have prior arrangements.

Hazard/Risk	Likelihood	Impact	Potential Harm or Loss	Prevention/ Risk Reduction Actions	Risk Mitigation/ Management
				volunteers offered <i>Party Safer</i> and naloxone training	
Underage drinking	Low	Medium			
Drug use / overdose	Low	Medium			
Lost person - vulnerable person / child	Low	Low			
Overcrowding / Crowd surge	Low	Medium			
Criminal / aggressive behaviour	Low	Medium			
Sexual harassment / assault	Low	Medium			
Civil disobedience	Not applicable				
Active threat / killer	Low	High			
Bomb/ chemical threat/	Low	High			

Hazard/Risk	Likelihood	Impact	Potential Harm or Loss	Prevention/ Risk Reduction Actions	Risk Mitigation/ Management
suspicious package					

Part G: Emergency Response Plan

The following emergency response plan and procedures have been developed from the hazards and risks identified in Part E of this plan.

Weather

The weather will be monitored leading up to and during the event by: **Angela Lee**

Incoming inclement weather will be reported to: **Charles Hill**

The decision to pause, postpone or cancel the event due to weather will be made by: **Charles Hill**

Situation	Action/Response
Heavy rainfall	<ul style="list-style-type: none"> • Programming may continue as scheduled • Volunteers and security will be assigned to tents to ensure they do not exceed capacity • Staff and volunteers to conduct scan of areas / equipment that may be affected by pooling water and mitigate risks as required
Lightning storm	<p>The event will follow the 30-30 Rule for lightning. If lightning is observed and thunder is heard within 30 seconds, the event activities will be delayed until 30 minutes have passed since thunder was last heard.</p> <p>Temporary closure:</p> <ul style="list-style-type: none"> • Announcements will be made to the public through the main stage PA system • Programming, vendors, and performers will stop all activity until the closure ends • Public will be advised to seek shelter in the off-site gathering area <p>Complete closure:</p>

Situation	Action/Response
	<ul style="list-style-type: none"> • Announcements will be made to the public through the main stage PA system • Public will be advised to leave the event site at once. Those that do not have the means to leave safely can seek shelter in the off-site gathering area. • Volunteers and security to help with crowd control and ensure everyone leaves the site safely • All vendors are responsible for closing their areas and leaving at once
<p>Extreme winds (greater than 61 km/h) or tornado warning</p>	<ul style="list-style-type: none"> • All programming and performances will cease at once • Announcements will be made through the PA system • Public will be advised to leave the event site at once. Those that do not have the means to leave safely can seek shelter in the off-site gathering area. • Announcement to include location of emergency place of refuge and note tents may not be viable • Volunteers and security to help with crowd control and ensure everyone leaves the site safely • All vendors are responsible for closing their areas and leaving at once • All tent structures will be checked for reinforced weights. Tents that are not secured will be collapsed. Tent structures with walls will have walls opened to allow air through. • Stage speakers and props will be lowered to ground level or removed • Normal event operations will not resume until wind speeds have reduced below thresholds for at least 30 minutes

Fire-related Emergencies

All fire-related emergencies are to be reported to the Event Director.

An Incident Report will be completed for all fire-related emergencies as soon as possible following the incident.

Situation	Action/Response
<p>Smoke or fire</p>	<ul style="list-style-type: none"> • Assess the situation and potential for evacuation • Remove anyone in the immediate vicinity if it is safe to do so

Situation	Action/Response
	<ul style="list-style-type: none"> • Notify the Event Director who will call 911 • If trained, attempt to extinguish the fire with appropriate fire extinguisher if safe to do so • The Event Director will assess the situation and begin evacuation if deemed necessary • Prepare for clear emergency vehicle access/response, if required • Complete an Incident Report as soon as possible
Structural failure or collapse	<ul style="list-style-type: none"> • Event Director to contact Emergency Services – 911 to begin emergency response • At the direction of the Event Director, evacuate the area and prepare for clear emergency vehicle access/response • Event Director to call 911 to provide updates if required • Assigned individual is in place to meet and direct emergency responders to area and is prepared to provide briefing/update if required • Complete an Incident Report as soon as possible
Hazardous material or spill	<ul style="list-style-type: none"> • Hazardous materials include oils, cleaning products, fuels from vehicles, and chemical spills • Personnel who find such a spill, or are notified by a patron of such a spill, are to notify the Area Lead at once • At the direction of the Event Director, evacuate the area at once if required • Event Director to contact Emergency Services – 911 • Identify the source and amount of material and section off the area so that no one can gain entry • Attempt to control any further spill • Turn off electrical equipment/gas within area of the spill • Upon direction from Emergency Services, soak up the material using appropriate spill kits and arrange for disposal at a suitable facility • Complete an Incident Report as soon as possible
Propane gas leak	<ul style="list-style-type: none"> • Personnel or vendor who finds leak is to notify the Area Lead at once • Section off the immediate area so that no one can gain entry • Call propane distributor to remove faulty cylinder from site • Attempt to control any further leak

Situation	Action/Response
	<ul style="list-style-type: none"> • Turn off electrical equipment within area of leak • Complete an Incident Report as soon as possible

Medical Emergency

The event has retained **First aid service** to be onsite during all hours of operation.

The first aid service is located: **Gate 1**

The first aid tent will be staffed at all times.

All first aid incidents and emergencies will be documented by the first aid service and provided in a post-event report.

If Paramedics are required, the address for the event site will be provided to 911 dispatch as: **100 Charlie Rogers Place**

The Paramedics may be instructed to arrive at: **Main entrance (Gate 1)**

Situation	Action/Response
Limited injury (e.g., trip/fall, bee sting, dehydration)	<ul style="list-style-type: none"> • Provided there is no risk to the individual or the event, these types of injuries will be treated onsite • The first aid service will be equipped to aid with any injuries of a limited nature • The injured person will be released to their own care or the care of a parent/guardian after consent to release has been received by the first aid service
Mid-range injury (e.g., allergic reaction, sprain, heat exhaustion)	<ul style="list-style-type: none"> • Provided there is no risk to the individual or the event, efforts will be taken to treat these types of injuries onsite • In cases where the injury requires medical assistance, the injured party may be released into the care of a parent/guardian or those who attended the event with them, and told to seek medical assistance at a doctor or hospital • In cases where more urgent care is needed, Paramedics may be called by a member of the first aid service or the event committee by dialling 911

Situation	Action/Response
	<ul style="list-style-type: none"> • A member of event command and first aid service will meet Paramedics at the designated entrance and provide crowd control to escort the injured party to Paramedics or vice versa
Severe injury (e.g., broken bone, heart attack, suspected drug overdose)	<ul style="list-style-type: none"> • Paramedics will be called to the event to attend to all severe injuries by calling 911 • A member of event command and first aid service will meet Paramedics at the designated entrance and provide crowd control to escort the injured party to Paramedics or vice versa

Security-related incidents

All security-related emergencies are to be reported to the Event Director.

An Incident Report will be completed for all security-related emergencies as soon as possible following the incident.

Situation	Action/Response
Aggressive behaviour	<ul style="list-style-type: none"> • Do not intervene without assistance • Notify the Security Lead • Volunteers to help security personnel in keeping people back from the incident • Event Director to call 911 and request Police assistance if needed • Complete an Incident Report as soon as possible

Evacuation

Situation	Action/Response
A partial or full evacuation may be required in specific emergency situations such as: <ul style="list-style-type: none"> • Severe weather 	The Event Director will take the following into consideration when determining if and when to evacuate: <ul style="list-style-type: none"> • The severity of the incident • The likelihood of escalation • The incident becomes uncontrollable beyond the resources available Procedure:

Situation	Action/Response
<ul style="list-style-type: none"> • Fire and explosion • Hazardous materials spill / leak • Medical emergency • Active threat 	<ul style="list-style-type: none"> • Reason for an evacuation is realized • Appropriate personnel assess situation • Emergency Services notified of the emergency – call 911 • Notification given to staff, volunteers and vendors using radio channels that evacuation protocol has been initiated • Notification given to public using PA system to evacuate to assembly points • Security personnel open emergency exits • Staff and volunteers ensure that all patrons are moved to assembly areas • Identify injured people (if present) • Security personnel ensure venue is vacated including public areas, toilets, etc. • Await Emergency Services assessment and direction • Complete an Incident Report as soon as possible

Shelter-in-Place

Shelter-in-place location(s): **Kanata Recreation Complex**

Capacity of shelter: **tbc**

Situation	Action/Response
<p>In an emergency it may be required to seek safety at the current location or near by building</p>	<p>Response to an emerging or immediate risk or hazard where people are temporarily housed within a facility (where such facility has been pre-identified)</p> <ul style="list-style-type: none"> • Emergency Services notified of emergency requiring shelter in place – call 911 and advise of shelter location • Notification given to staff, volunteers and vendors using radio channels that shelter in place protocol has been initiated • Notification given to public using PA system to calmly make way to shelter locations • Security personnel to open emergency exits (if required) • Staff and volunteers to assist public in moving to shelter location • Identify injured people (if present) • Security personnel ensure venue is vacated including public areas, toilets, etc.

Situation	Action/Response
	<ul style="list-style-type: none"> • Complete an Incident Report as soon as possible

Lost Person/Child

The organizing committee recognizes the potential for its attendees, and specifically children visiting the event to become separated from their parents or responsible adult.

The designated Collection Point for any lost people/children is the: **Information tent**

If lost children, parents separated from their children, vulnerable persons or support persons of vulnerable persons arrive at other points or speak to an event staff person or volunteer they should be directed or taken to the Collection Point as appropriate.

When notifying the event team of a lost person/child the event staff person will use the code: **Purple pony**

Situation	Action/Response
Children or vulnerable person found without their parent / guardian / support person	<ul style="list-style-type: none"> • A child or vulnerable person appearing to be lost should be approached and asked if they know where their parent, guardian or support person is • If a child or vulnerable person still appears to be lost, they should be led to the Collection Point, where they will be encouraged to remain until they have been re-united with their parent, guardian, or support person • The child or vulnerable person should gently be asked for as much information as possible, including: <ul style="list-style-type: none"> ○ Their name ○ The names of who they are with ○ Their parent/guardian/support person/sibling, etc. names ○ Where they last saw them and a description of them • If the child is brought over by another adult, as much information as possible should be gained from this person, including: <ul style="list-style-type: none"> ○ Where the child was found ○ If anyone was with the child • Information will be documented in the Lost Person Log at the Collection Point

Situation	Action/Response
	<ul style="list-style-type: none"> • When notifying the event team of a lost person/child the event staff person will use the code: • The Event Director will report to the Collection Point, gain the necessary information, and make the public announcement • If the name of the parent/guardian/support person is known the following announcement will be made via main stage PA system: <ul style="list-style-type: none"> ○ This is a public announcement, could (Name of person) please make their way to the (Collection Point) • If the name of the parent/guardian/support person is not known the following announcement will be made via main stage PA system: <ul style="list-style-type: none"> ○ This is a public announcement, please remember this is a busy event, if you have been separated from a family member, please go to (Collection Point) • PA announcements are not to mention the name of the lost person/child • If a parent/guardian/support person is not found within 10 minutes event staff will notify the Event Director who will notify Police
<p>Parent, guardian, or support person reporting lost child or vulnerable person</p>	<ul style="list-style-type: none"> • Reassure parent/guardian/support person informing you of a lost person/child that efforts to find the person/child will be undertaken at once • Encourage the parent to come to Collection Point if not already there so they can give details • Ask the parent for the following details of the child or vulnerable person: name; age; gender; hair colour; clothing; other identifying characteristics; location last seen and who they were with • Information will be documented in the Lost Person Log at the Collection Point • Encourage the parent to remain at the Collection Point in case they are found • When notifying the event team of a lost person/child the event staff person will use the code: • Staff will use radio or cell phones and state: <ul style="list-style-type: none"> ○ Please be advised of a (Code). Looking for (state the information available).

Situation	Action/Response
	<ul style="list-style-type: none"> • Event staff and volunteers conduct a first search of the area • When the child or vulnerable person is found, they will be led to the Collection point to be re-united with their parent, guardian or support person • If the child or vulnerable person is not found within 10 minutes event staff will notify the Event Director who will notify Police
Re-uniting parent / guardian / support person with lost person / child	<ul style="list-style-type: none"> • Before releasing a child or vulnerable person to an adult presenting as their caregiver, ask the child or vulnerable person if they know this person • If the child or vulnerable person appears not to know the person presenting as their caregiver, or is reluctant to go with the collecting adult, ask the adult to supply proof of ID and their signature • Staff at the Collection Point should take a picture of the collecting adult's ID and signature and keep the picture for post-event documenting • The collecting adult must also sign the Lost Person Log, providing their first name, last name, telephone number and address • If necessary, the Police should be called • Once a child or vulnerable person has been re-united with their collecting adult, all event staff, security, volunteers, and Police (if necessary) will be informed at once

Part H: Communications

Event Command will communicate to staff and volunteers and vice versa by: **Radios and cell phone**

Event Command will communicate to the public during the event by: **PA system, megaphones in event of power failure**

If the event is cancelled, attendees not yet on site will be notified by: **Social media channels (Facebook and Twitter)**

Complete Emergency Contact List is located in the Event Operations binder.

Public Announcement Scripts are located in the Event Operations binder.

Template: Contact List

Role	Name	Cell Phone	Radio Channel
Event Director	Charles Hill	555-555-5555	Channel 1

Template: Incident Report

Date (DD-MM-YYYY): _____

Location: _____

Your Name: _____

Current Time: _____ AM PM

Your Position: _____

Time of Incident: _____ AM PM

Description of Incident:

Description of Patron:

Was First Aid required? Yes No

If yes, who administered First Aid/CPR? _____

What did you see and what steps did you take?

Was EMS called? Yes No

If yes, how long until they arrived? _____ minutes

Were other staff involved? Yes No

If yes, Name: _____ Name: _____

Were Police called? Yes No Police Report No. _____

Could the incident have been avoided? Yes No

If yes, how?

Signature of person writing report: _____

Time Finished: _____ AM PM

Signature of Event Director: _____

Was Event Central was notified of incident? Yes No

Template: Lost Person Log

Name of lost person	Age / Gender	Description	Time lost / reported	Time found	Released to	Collecting adult info

Template: Public Announcement Scripts

Severe Thunderstorm Watch

Attention: Environment Canada has issued a severe thunderstorm watch for the area. Conditions exist that could produce lightning, heavy rain, and high winds. If severe weather moves into the immediate area, be prepared to follow the direction of event staff and seek shelter or evacuate the site. Thank you for your cooperation. *(Repeat as necessary)*

Severe Weather – Event Cancellation

Attention: Due to inclement weather, we must regrettably cancel the event for the day. For your own safety, we ask you to please follow the direction of event staff to the nearest exit and vacate the site at once but calmly. Thank you for your cooperation. *(Repeat as necessary)*

Power Outage

Attention, please remain calm. We have experienced a temporary power outage. We are correcting the situation. Every effort will be made to resume the event as soon as power is restored. Thank you for your cooperation. *(Repeat as necessary)*

Emergency Evacuation

Attention: Please follow the direction of event staff and exit the area through the nearest exit in a calm and orderly fashion. Please remain silent in order to hear further announcements. Event staff will help direct you to the nearest exit. *(Repeat as necessary)*

Reference List

The following resources helped inform the development of this guide. Event Central would like to thank municipalities across the country for their leadership in this area.

City of Airdrie. n.d. "Special Event Emergency Response Plan Template."
<https://www.airdrie.ca/getDocument.cfm?ID=10255>

City of Oakville. n.d. "Emergency Management Plan: Helpful Guide Book."
https://www.oakville.ca/assets/EmergMgmtPlan_Oakville_GuideBook.pdf

City of Oakville. n.d. "Emergency Management Plan Template (long form)."
https://www.oakville.ca/assets/general%20-%20culture%20recreation/Template_EmergMgmtPlan_Oakville_template.pdf

City of Toronto. n.d. "Special Events / Mass Gatherings: Emergency Action Plan Information & Event Safety Tips." https://www.toronto.ca/wp-content/uploads/2017/10/9703-TP_EAP-Guidelines-March-2017.pdf