
Festivals & Events Emergency Management Planning Guidelines



The City of Burlington has partnered with the Halton Regional Police Service (HRPS) in the development of the Emergency Management Plan template and guidelines for event organizers in the City of Burlington. The Emergency Management Plan is a formal written plan developed by the event organizer which identifies emergencies that could impact the event and which describes the planned response to minimize the impacts and ensure public safety.

These tools have been created to assist festival and event organizers in developing plans to respond to any emergency situation that may arise during their event, and how to link to the City of Burlington's Emergency Response professionals including the HRPS, Burlington Fire, and Halton Region Emergency Medical Service. Producing an Emergency Management Plan (EMP) will be required for all event organizers using public property and is encouraged to all others. The EMP has a number of benefits that will help your organization deliver a safe and successful event:

- Identifies risks and potential risks,
- Identifies roles and responsibilities,
- Identifies hazard prevention and risk reduction strategies for implementation, to ensure public safety,
- Develops a response plan to manage emergencies if and when they occur, and
- Communicates and coordinates command structures for managing the event and emergencies.

Event organizers will provide an EMP to their events staff liaison sixty (60) days in advance of the event. The events staff liaison will circulate the EMP on behalf of your event to our respective Emergency Response partners. This is to ensure our partners, and members of the City of Burlington Special Event Team (SET), are able to review the plan, suggest any changes that may be necessary, and sign off that the plan has been received.

Disclaimer: The review of the Emergency Management Plan submitted by your organization, and any information provided respecting the plan, is meant to assist your organization to prepare a plan that will serve it well in carrying out the event. The Corporation of the City of Burlington, Halton Regional Police Service, The Regional Municipality of Halton Police Services Board, and The Regional Municipality of Halton (Emergency Medical Services) disclaim any responsibility for the review of the plan as to the quality, appropriateness or suitability of any aspect of the plan or its compliance with any laws and will not be liable for any damages whatsoever to your organization or any other person arising from or related to the use or implementation of the plan. In the event of an emergency, The Corporation of the City of Burlington, Halton Regional Police Service, The Regional Municipality of Halton Police Services Board, and The Regional Municipality of Halton (Emergency Medical Services) will respond to such emergency according to their respective procedures and will work in collaboration with your organization as deemed appropriate or necessary in the circumstance.

Required Elements of an Emergency Management Plan:

- Identification of event risks, hazards & threats,
- Mitigating action to address risks, hazards & threats,
- Identification of residual risk(s) and the appropriate action(s) to be taken by whom, should that situation arise,
- Approval of the Emergency Management Plan by all parties involved in the plan,
- **Training of event personnel, first responders and staff to ensure all parties understand their roles and responsibilities in advance of the event occurring,**
- Post event debrief to record responses and identify improvements to any situations that arise. These responses should be documented by the event organizer and staff for future use.

Part A | General Event Information

In Part A, event organizers are asked to provide specifics on their event including date, time, location, hours of set up and tear down, hours of event, sponsoring organization (if applicable) and contact information for responsible event personnel assigned.

Part B | Event Details

In Part B, event organizers are asked to provide an overview of the event including entertainment lineup and programming. These details will provide insight to emergency response personnel as well as estimated attendance, demographic of crowd, resources utilized on site, event history and emergency incident history. These details may identify preparatory measures which may need to be implemented to ensure the safety of the public and it's assets.

Part C | Event Site Infrastructure Map

In Part C, event organizers are asked to provide a site map including all event infrastructure required. The event site infrastructure map will illustrate the layout of the event allowing users to navigate through the event. The site infrastructure map will include the location of the event organizer and emergency command, any event structures including stages, tents and fencing, hazardous areas including on-site cooking and fuel storage, lost person/family reunification areas, vendors, designated areas serving alcohol and locations for pyrotechnics including fireworks. The map will help emergency service personnel should they be required to find spaces they are looking for during a service call. Should you require an aerial image to complete your event site infrastructure map, please contact your events staff liaison and they can provide you this resource.

Part D | Event Access Map

In Part D, event organizers are asked to provide a site map focusing on event access. The event access map will illustrate a plan for the area surrounding the event allowing users, affected residents, and emergency personnel to navigate through the impact of people and traffic on the event area. The access map will include the event emergency access route, designated event vehicle parking areas, designated public parking areas, public access points and exits including accessible and queuing locations, marshaling/staging area, barricades, transit routes, flow of traffic, security locations and first responder parking and access. The event access map will provide details regarding the flow of people and traffic for emergency responders. Should you require an aerial image to complete your event access map, please contact your events staff liaison and they can provide you this resource.

Part E | Hazard Identification, Risk Assessment; Prevention Risk & Reduction

In Part E, event organizers are asked to identify risks and hazards associated with your event and prevention/risk reduction methods using the risk matrix. The risk assessment tool will require each event organizer to look at the specific details of the event they are offering.

- Step 1 – Identify the risks, hazards and threats that could affect your event. Some common risk have been provided on the template for your reference. Additional risks could include such factors as crowd composition, criminal activity, bomb threats, fire, medical emergencies, situations requiring evacuation or shelter in place, etc.

Definitions:

Hazard: A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.

Risk: A measure of the probability and severity of adverse effects that result from an exposure to a hazard.

Threat: The presence of a hazard and an exposure pathway; threats may be natural or human-induced, either accidental or intentional.

- Step 2 - For each risk scenario identify the potential harm or loss caused by the risk.
- Step 3 – For each risk scenario identify the probability (1 being low, 5 being high) of the risk occurring at your event. Things to consider when assessing the probability of a risk occurrence include: is there a history of similar risk occurrences? Are there best practices or controls in place to prevent the risk occurrence? In your best judgment, what is the likelihood of an occurrence?
- Step 4 – For each risk scenario identify the impact (1 being low, 5 being high) of the risk occurring at your event. Things to consider when assessing the impact of a risk occurrence include the impact on event: reputation, operations, people (both staff & citizens), customer service, financial and event sustainability.
- Step 5 – For each risk scenario identify what measures will be implemented to mitigate the risk. Mitigation measures may be reviewed and evaluated.

Part F | Emergency Response Plan

In Part F, event organizers are asked to prepare four separate emergency response plans organized in the areas of: security plan, safety plan, communications plan, and event continuity plan.

1. Security Plan:

The security plan will identify the response/procedure to deal with a number of security associated risks. They include identifying your on-site police liaison including event day contact information (if applicable), how access to your event will be controlled during an emergency, how traffic may be controlled during an emergency, and emergency responses to a bomb threat/suspicious package and a missing person.

Emergency response to a bomb threat may be standard:

Primary Agency: Halton Region Police Service Secondary Agency: Burlington Fire Department

- If a bomb threat/suspicious package is made, both event security and police should be notified immediately. Security and police should practice caution at all times.
- Inform the event organizer (as indicated in the command and control chart provided), event safety officer and events staff liaison.
- If there is no actual threat, Police should contact the event organizer and advise that there is no bomb.
- If there is a bomb/suspicious package, police and security should evacuate the immediate area as soon as possible without letting the public know that there is a bomb in order to avoid mass hysteria. Public messaging should be prepared in advance indicating that a safe and efficient evacuation is required.
- Once the area has been evacuated, the fire department and EMS will be on standby in case the bomb detonates.

- The Police bomb disposal unit will locate the bomb and diffuse it.
- If the bomb detonates, security and police should immediately barricade the area affected and regain control of the situation.
- Burlington Fire Department will take direction from the Halton Region Police Service should any situation arise requiring Fire assistance.
- 9-1-1 must be called to assist those who have been injured.
- The event organizer must work with their media lead to handle any communications to let the media know that the situation is under control and to ensure the restoration of order
- All involved agencies are required to conduct a follow up of the occurrence with the event organizer after the situation has been controlled so that a report can be made for future reference.
- **Emergency Response to a missing person may be standard:**
- Primary Agency: Halton Region Police Service Secondary Agency: All safety and security staff
- If a person is reported to be missing/lost, it must be reported to the on-site police liaison
- If necessary, an announcement can be made of this nature. Public messaging should be prepared in advance.
- Once the person is at the Police Command Post, police will arrange for his/her return to a parent/guardian. Only the Halton Region Police are allowed to surrender a lost child to a parent/guardian.
- Should the person appear to be ill, injured, etc. on-site medical services (St. John's Ambulance) will be notified or the Halton Emergency Medical Service (EMS)
- All agencies involved are required to conduct a follow up of the occurrence to the event organizer after the situation has been controlled so that a report can be made for future reference.

2. Safety Plan:

The safety plan will identify the response/procedure to deal with a number of safety associated risks. They include identifying your on-site medical liaison (St. John's Ambulance) including event day contact information (if applicable), Fire liaison, three key safety messages to be promoted at the event, evacuation plan, shelters available for use, fireworks procedures and emergency response to a critical injury.

Evacuation Plan should follow a standard format:

In advance of a scenario requiring evacuation, event organizers must describe the actions to be taken if the event location had to be partially or fully evacuated and estimate time required to conduct the evacuation (how long it will take from the time a decision to evacuate is made, to when all evacuees can be moved to safety). This will help to identify the lead time required and your decision point to order an evacuation. Your plan should ensure that everyone can be evacuated to safety in the time available and identify the resources required.

The Evacuation Plan must identify:

- Who will make the decision to evacuate the public from the event location?
- Who will co-ordinate the evacuation (be in charge)?
- How will the event staff/marshals, emergency service personnel and participants be informed and

briefed of the situation? Public messaging should be prepared in advance.

- Do the event staff/marshals have specific tasks in the event of an evacuation?
- Which exits will the public be directed to?
- To where will the public be evacuated?
- Who will inform the emergency services (Police, Fire, Ambulance, etc.)?
- How will the persons evacuated for be accounted for? (This is particularly important should persons be evacuated to more than one location.)

Note: If your event is a linear type event i.e. sponsored walk, bike ride, etc. you will also need to consider:

- If required how do you stop the event?
- How do you inform the safety staff?
- How do you collect and account for the participants?
- To where do you evacuate the participants?

3. Communications Plan:

The Communication Plan will identify how you will communicate with people at your event. This includes event participants, marshals, staff, emergency services, and volunteers. The Communication Plan is of increasing importance if your event is over a large area or moves from one point to another (such as a parade or road race). Communication systems can include portable radios, cellular telephones, public address systems, etc. Event Communication and Emergency Communication may be done on different designated channels to ensure event personnel can remain up to date on communications within each specific context.

The Communication Plan must identify:

- How the event control/organizers will communicate with staff/marshals and vice/versa
- How the event control/organizers will communicate with the public during the event
- Include a list of persons who will have radios and what channel or frequency they can be contacted on
- Include a list of persons who at the event location will have access to a phone and their contact phone numbers
- If your event is cancelled, how will you communicate this to the public

For each type of emergency event message including evacuation, cancellation, etc., a script should be prepared with messaging prior to the event to ensure panic is not portrayed and messaging is concise during a difficult time.

4. Event Continuity Plan:

The Event Continuity Plan will identify how to continue and/or cancel event operations if an event is affected by different levels of disaster. Disasters can be localized short term disasters, to day long problems, to a permanent loss of a City asset.

The Event Continuity Plan must identify:

- Seasonal weather conditions that will be prevalent during event time and appropriate mitigation plans. We would suggest that a plan is made in advance for extreme conditions including who will make the call, who will be responsible for ongoing weather monitoring, what time the call will be made, and how the decision will be communicated to event staff and participants.
- When you modify your event including who will make the call and when e.g. power failure during event
- Evacuate your event including who will make the call and when

Part G | Command and Control

In Part G, event organizers are asked to identify who will be in command when an incident occurs within a festival or event. Immediate action must be taken to control and manage the incident.

The Command and Control hierarchy must identify:

- Event Organizer (Person who has overall responsibility). Include his/her name, where they will be located during the event, and how they can be contacted
- Identify other key personnel (i.e. Event Safety Officer, Media Contact, Operations Coordinator, Event Planner, Logistics, Administration, etc.) Include his/her name, where they will be located during the event, and how they can be contacted
- Should a mandatory position not be filled on the command and control hierarchy, the positions becomes the direct responsibility of the event organizer
- When developing your chart and procedures consider both internal and external persons and agencies that should be notified. These may include: Emergency Medical Services, Emergency Management officials, Police, Fire Services, local Hospitals and others, as appropriate.
- Identify who is responsible to make the notification call to the appropriate emergency agencies, e.g. call to 911, or other emergency agencies. Notification procedures should be developed to ensure the timely notification of persons responsible for taking emergency actions. The procedures should be brief, simple, and easy to implement.
- Emergency procedures should outline what initial actions need to be taken by the event organizers and staff in notifying event participants and the public through an appropriate method (i.e. public address systems/warning systems)
- Event participants should be briefed on what actions they are expected to take when alerted of an impending risk. This chart should be prominently displayed in the EMP document; often it is the first page of the EMP.