

British Columbia Major Planned Events Guidelines



*A resource towards safe,
successful Major Planned
Events in British Columbia*

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Executive Summary

The Major Planned Events Guidelines are a resource toward safe, successful special events for the use and benefit of everyone throughout British Columbia. The Guidelines observe current best practices where they exist, and follow the British Columbia Emergency Response Management System (BCERMS) Response Goals. These guidelines are intended as a starting point for Major Planned Events in British Columbia and are not intended to replace or supersede any existing legislation or emergency management procedures. They are intended to complement existing emergency plans, policies and regulations, and to be used as an overview and reference tool for Local Authorities, communities, event organizations (including producers/planners) and other groups with a vested interest in major planned events.



Acknowledgements

The Major Planned Events Committee would like to acknowledge the contribution and participation of the following members in preparation of this document.





North Shore Emergency Management Office

City of North Vancouver • District of North Vancouver • District of West Vancouver

Additional contributions received from:

Adam Lund, BSc, MD, MEd, FRCPC (Emergency)
Clinical Associate Professor, Department of Emergency Medicine, UBC
Founder, Mass Gathering Medicine Interest Group (<http://mgm.med.ubc.ca>)

Jordan Myers
Event-Project Mgmt Consultant | Event Emergency-Risk Specialist
Operations Lead, Mass Gathering Medicine Interest Group (<http://mgm.med.ubc.ca>)

Jeff Danroth, Staff Sergeant
Emergency and Operational Planning Section
Vancouver Police Department
www.vpd.ca

About the Major Planned Events Working Group

The Major Planned Events Working Group was formed in 2012 to address a perceived gap in guidance for Local Authorities and event organizers and other public agencies that have an interest and/or influence planning for Major Planned Events (MPEs) in British Columbia. These events can bring added risk to communities, including impacts on emergency services, local health systems, and infrastructure.

The goal of the Working Group is to promote safe, successful MPEs throughout British Columbia.

The purpose of the Working Group is to identify, discuss, minimize and mitigate the risks associated with Major Planned Events, identify best practices and protective factors associated with well-run events and provide context around operational requirements, developing tools and resources for Local Authorities and event organizers and to potentially promote recommendations for future legislation.

The Major Planned Events Working Group is a multi-stakeholder committee comprised of representatives from all parts of British Columbia, and includes health, fire, police, ambulance, First Nations, Local Authorities, Regional Districts, universities, government ministries and agencies, event organizations, and others. Membership has been voluntary and has drawn in representatives from both rural and urban communities, collaborating in the interest of safe and successful major planned events.



What is a Major Planned Event?

A Major Planned Event (MPE) is any planned event in the Province of British Columbia whose nature, expected attendee level, duration, or location challenges the normal response capability of a community (local first responders and/or Local Authorities) and requires special planning by one or more agencies to mitigate impact to public health and safety.

Major Planned Events Guidelines for British Columbia – Why?

The Major Planned Event Guidelines (“the Guidelines”) have been created to assist Local Authorities and event organizers to plan safe and successful events. MPEs are important to BC; they help drive local economies, give residents exposure to their favourite artists and athletes, and allow communities to gather and celebrate together. It seems like there are more events every year, and some events create challenges for the host communities.

The Guidelines are designed to provide relevant information and considerations to Local Authorities, communities, event organizers (including producers and planners), emergency managers, provincial representatives, various levels of government, and any other groups involved in planning for MPEs. The Guidelines provide an approach for understanding and navigating MPE planning considerations, mitigating potential threats and hazards, and to share positive best practices. The Guidelines can be applied to any MPE to:

- Identify, discuss, minimize and mitigate risks associated with MPEs
- Provide considerations and recommendations for operational requirements
- Promote the importance of establishing multi-stakeholder relationships and sharing information early in the process
- Conduct pre-planning activities to assess and mitigate risks (i.e. use of risk assessments)
- Provide a starting point to develop a plan and work toward continuous improvement through best practices, tools and strategies (from beginning to end)
- Incorporate an After Action Process and identify lessons learned for future implementation and benefit
- Reduce impacts on host communities.



Major Planned Events – Who is involved and what do they do?

In British Columbia communities of all sizes, there are a surprising number of groups and agencies involved in planning and conducting safe, successful MPEs. This section of the Guidelines addresses groups and agencies and describes a little about what they do before, during, and after events. Depending on where in the province your event is taking place, there might be more or fewer groups involved. Later in the Guidelines, we will cover tasks for consideration of the groups below, and what accountabilities each organization might have relating to MPEs. The Guidelines look at the groups involved from two perspectives: the event functions/roles, and the host community functions/roles.

Event Functions/Roles
<ul style="list-style-type: none">• Event Organizers• Event Planners• Event Entertainers/Performers• Event Medical Team• Event Security• Event Communications• Event Transportation Management• Event Waste Management• Volunteers• Suppliers/Vendors• Specialist Skills• Spectators/Public

Host Community Functions/Roles
<ul style="list-style-type: none">• Local Authority• Emergency Management British Columbia• First Nations• Public Health• Healthcare• BC Ambulance Service• Police• Fire• Search and Rescue• Conservation Officer Service• Liquor Control and Licensing Branch• Agricultural Land Commission• BC Safety Authority• Environment Canada• Ministry of Transportation and Infrastructure

The Event Perspective

The event perspective incorporates activities essential to conduct a safe and successful MPE. This means planning, organization, and execution of a host of tasks. Although, not all groups are required for a safe and successful event, they represent essential roles and functions that should be in place.

Event Organizers

Event organizers are those groups or individuals that arrange an event or activity. They are responsible for ensuring the safety, well-being, and enjoyment of their event staff, attendees, and visitors, and for managing the services required at their event site. Event organizing leadership teams should work closely with the surrounding community to ensure a safe, successful event. Sometimes, event organizers are full-time professionals associated with a large production company or sports organization. Often, they are well-meaning volunteers or community leaders who are embarking on hosting a major planned event for the first time. The latter group may have little experience or incomplete knowledge of the many stakeholders who may be impacted by a MPE in their community. Occasionally, they are employees of a Local Authority who are charged with a special task, like managing a parade or a memorial service. Whatever their experience level, it is their job to work with the other groups identified in their local community, and to fulfill any legal requirements identified by laws, by-laws, or regulations.

Event Planners

Event planners are on the event organizer's team. They create the event plan, and work with outside agencies, sub-contractors and community service providers. Their job starts long before the event date, and requires meetings and communication with other stakeholders. Event planners create event schedules (also referred to as a production plan), arrange for site infrastructure, supplies and security, plan for safety and emergency response, and identify ways to make the event more successful for all involved. Some of these functions are specialized and/or require specific credentials or licensing (i.e. security, first aid and/or medical, etc), and may be contracted out to community volunteer and/or private service providers to ensure compliance with local regulations.

Event Medical Team

When people get together in large groups, there is often the potential for injuries or accidents. MPEs happen at various venues such as in arenas, outside, or in remote locations. Often, there are serious injury or illness presentations and occasionally there are larger than expected numbers of patients, resulting in mass casualty incidents. These situations can arise through a number of means including stage collapse, sudden weather changes, drug overdose, violence, etc. The event medical team responds on behalf of the event organizer to provide the highest level of care possible immediately, and works with BC Ambulance and other first responders to ensure that follow-on care is provided if needed. Event medical care is sometimes provided by a private contractor or by volunteers. Ensuring that the event medical team is trained and certified, and has planned with local health and emergency response officials is vital to a safe, successful

event. Later on in these Guidelines, we will address the specific tasks and plans recommended for the event medical team.

Event Security

Some events require professional security. In British Columbia, security personnel are licensed by the Ministry of Justice. At MPEs, the event security team ensures that attendees and the public are following the rules established for events. They are there to help resolve conflicts, to assist with the enforcement of laws and regulations around liquor service, and to liaise with the police if required. Volunteers may assist the event security team by watching for, and alerting them to, problems in and around the event location. However, all security specific work must be performed by a properly licensed professional.

Event Communications

Event communications handle most of the public information about events. Their job is to inform the public attending the event regarding event schedules, activities, rules, and expectations.

The event communications team handle event promotion and media relations, as well as working with the Local Authorities to inform the host community about the event, and how to avoid inconvenience during the event window.

An important aspect of communications is the operational and emergency response communications established pre-event and on-event. Pre-scripted messaging and a robust communications plan including a social media component to address unexpected or unintended issues is essential.

Event Transportation Management

The event transportation management group is there to move people and goods safely and efficiently into, around, and out of the event site. They work closely with the host community and the BC Ministry of Transportation and Infrastructure to ensure that transportation routes are planned and effective, and that transportation safety measures are in place. There is often a professional traffic engineer involved with the event transportation management team, and they can help produce a Traffic Management Plan for the approval of the host community and/or BC Ministry of Transportation and Infrastructure. This group also handles parking arrangements, and sometimes the logistics of supplying the event site with signage, barricades, etc.

Event Waste Management

The event waste management team have a dirty job. They handle arrangements for garbage disposal, site clean-up, and recycling. Sometimes they are a professional waste management provider, and sometimes waste management is handled by volunteers. Where necessary, the event waste management team ensures garbage and other solid waste is stored appropriately to reduce human-wildlife conflict. Event waste management works closely with the host community waste management specialist, the regional health authority (water and sewer), and the BC Conservation Officer Service.

Volunteers

Volunteers are a vital part of many event organizers' teams. They could be skilled volunteers, such as first aid attendants, course marshals, food and beverage servers, child-minders, or they might be unskilled, and help with tasks such as bike parking or site clean-up. If volunteers are doing skilled jobs, it is important that the event organizer ensures they have the appropriate certifications required by regulation. It is also important to ensure that volunteers are covered by event insurance policies. Volunteers are usually managed by someone from the event organizing team.

Suppliers/Vendors

Suppliers and vendors are a big part of any MPE. They might be supplying food for attendees and staff, offering goods for sale, providing accessible communications, or performing waste management services. During MPEs, suppliers and vendors must comply with the regulations that govern their specific industry, as well as their agreements with the event organizer. Regardless of the service they provide, they are an integral part of the event organizer's team.

Specialist Skills

The specialist skills group refers to the wide array of specialty staff that may work for an event. We include in this group professionals who look after fireworks, water safety professionals for MPEs in a marine environment, communications specialists who work with radio and telephone systems, etc. People on the specialist skills team are generally professionals, or amateurs with a great deal of experience in their particular domain. Often, they are licensed for the tasks they perform.

Spectators/Public

An MPE would not be possible without members of the public. They may simply be there for the spectacle, they may be participants or athletes, or they may be members of a cultural or social group marking a significant day. Spectators and attendees come to major planned events with certain expectations in mind. Often, their principle desire is to have a good time, and enjoy a memorable occasion with friends and family. They expect that the event will be safe and secure, that services will be provided in terms of basic needs for food, drinking water, and sanitation, and that they will be taken care of as they are in the wider community. They might be local, or they might have come just for the event. They expect to have good information about the event before they arrive, and access to important instructions and information while they are at the event site. They want to know about parking, transportation, medical assistance, site-specific safety, site layout, security, schedules, and any hazards that might exist or affect their overall enjoyment and well-being. Spectators and the public also expect that the event organizer and the Local Authority have worked together to address any issues that might arise during the MPE.

The Host Community Perspective

The host community is the physical and socio-cultural location where an MPE is being held. It could be a First Nation, a municipality, a district, or a regional district. It might be urban or rural, small or large. This perspective is represented by all those local, regional, and provincial organizations and agencies who have a regulatory responsibility for portions of the MPE plan, who issue permits related to MPEs, and who can offer assistance and advice to event organizers and their teams.

Local Authority

The Local Authority is responsible for MPE permitting, and for ensuring minimum disruption to services for the community. Quite often, the Local Authority will produce a bylaw that governs requirements for MPEs, and will issue a permit to event organizers who meet those requirements. Local Authority participation in MPEs might involve Parks and Recreation staff, Utilities and Public Works, and the Planning department. The Local Authority waste management specialist will also likely be involved.

The Local Authority is also able to coordinate the agencies and organizations in the host community, and provide local knowledge to event organizers. The Local Authority also employs an emergency manager, or someone with emergency management responsibilities. The Local Authority Emergency Manager is a key player in MPEs, and can link event organizers to first responders, and provide both local hazard information and risk management advice.

Emergency Management British Columbia

Emergency Management British Columbia (EMBC) protects and improves public safety in British Columbia through the four phases of emergency management and by engaging Local Authorities, First Nations and other stakeholders in their area of jurisdiction. EMBC seeks to support advanced planning opportunities and learn from Major Planned Events as well as assist local jurisdictions where appropriate in the facilitation and coordination of response activities to an emergency or disaster according to the *Emergency Program Act*.

BC Coroners Service

Occasionally, despite the best plans and risk management practices, a death may occur at a Major Planned Event. If this occurs, it is important that the event organizers recognize the role of, and if necessary, know how to contact the BC Coroners Service, the agency which has the responsibility for investigating all sudden, unexpected or non-natural deaths in BC as well as all deaths of persons under the age of 19 years. The *Coroners Act* specifically states that no one must move or disturb a body or the scene immediately surrounding it without permission from the Coroner. Coroners are on call in all major communities in BC 24 hours a day, 365 days a year.

First Nations

Where MPEs take place on First Nations land, the Band Council and Administration set the criteria for event organizers to follow. Though different regulations may apply which requires further consultation with Aboriginal Affairs and Northern Development Canada, the same effect is often created. The Band Council and Administration work with event organizers to ensure that appropriate plans for security, transportation, communication, safety and medical response, and waste management are in place. Event organizers planning MPEs on First Nations land should consult the Band Council and Administration as to which other agencies should be involved. Those agencies may include the First Nations Health Authority, tribal police, and others.

Public Health

In British Columbia, public health services are delivered by regional Health Authorities. Environmental Health Officers (EHOs), on behalf of the regional Health Authority, are responsible for permitting temporary potable water and waste water systems, for issuing permits to food vendors, and for ensuring that facilities used by the public are safe and hygienic. Environmental Health Officers are also concerned with reducing the risk of food or water borne illnesses. Currently, Health Authorities take no position on the recommendations, planning, evaluating or auditing of the provisions of on-site first aid or medical plans for an event. In the context of a major international event public health is often involved in considerations regarding the potential spread of infectious diseases (i.e. Olympic Games, etc).

Health Care

Health care is represented by the health services and facilities that exist in the host community. These might be hospitals, health centres, clinics, diagnostic facilities or any combination thereof. Public health care is a service delivered by regional Health Authorities in BC, and is an important factor in considering MPEs. Hospitals need to understand what kinds of activities are involved in MPEs (Are they high risk? Is there potential for a surge in patients?), how local health care facilities might be impacted (Are there issues with access to facilities? Will extra staff be required?), and benefit from interacting and pre-planning directly with the event organizers and event medical team leaders.

Health Emergency Management BC (HEMBC) is responsible for emergency planning within regional health authorities, and HEMBC Emergency Managers can serve as a bridge between Event Organizers, the Local Authority, and the regional health authority.

BC Ambulance Service

The BC Ambulance Service (BCAS) is responsible for emergency medical first response and transportation in BC. BCAS works with the event medical team to ensure that an appropriate level of care is being provided at the MPE, that risk assessments have been completed, and that there are sufficient resources to serve the host community during the MPE window.

BCAS also has a Special Operations Branch that is available to event organizers under contract, and is there to augment the Event medical team with trained paramedics and emergency transportation capabilities. It is important to note that only BCAS may legally transport an emergency medical patient on provincial roads in the Province of British Columbia.

Police

Police are responsible for maintaining order, and for ensuring that MPEs are both safe and legal. In BC, municipalities with a population over 5,000 people are responsible for providing police services (either through an RCMP municipal police unit or an independent force). Municipalities with a population under 5,000 people and unincorporated areas are policed by the RCMP Provincial force. Local police resources have a duty to ensure public safety in and around MPEs for local residents, as well as MPE attendees and staff.

If the MPE is taking place within the boundaries of a municipality with a population over 5,000 people, the municipality is responsible for entering into an agreement with the promoter to address the additional costs of policing associated with the MPE. If the MPE is taking place outside of those areas, the Province is responsible for entering into an agreement with the promoter to address the additional costs of policing associated with the MPE.

It's important to note, Police Services Division staff at the Ministry of Justice can assist event promoters in identifying the appropriate level of government responsible based on the proposed event location.

Local police deal directly with the event security team to approve security plans, liquor service arrangements, and to ensure that traffic has been managed appropriately for public safety.

It is important to remember that police are not security guards and do not work for the event organizer. Local police are meant to ensure adequate police presence that takes into account the MPE, as well as the surrounding host community, with necessary resources determined based on various factors such as the MPE sites, demographics, security plan, etc. Local police are governed by the scope of their policing duties and are present to enforce the rule of the law, while security guards enforce the rules of the event. In addition to any responsibilities related to MPEs, police must still maintain the security of the host community, and respond as normal to public safety emergencies.

Fire

Local Fire Departments are key players in MPEs. Within urban areas, they are concerned with fire safety at the event site, for making sure fire personnel and equipment can access the site if required, and for addressing any added risks like pyrotechnics or fireworks. If an event has a marine element, especially around rivers, it is often the Fire Department who has the capability to perform water rescue.

In rural or interface areas, or outside defined fire protection boundaries, the BC Wildfire Management Branch (WMB) works with event organizers to reduce the risk of wildfire, and to ensure site access for WMB crews should a fire start. They also work with event organizers to enforce any fire bans that may be in place during the spring, summer, and autumn.

Search and Rescue

Search and Rescue (SAR) is a service performed by professional volunteers in many BC communities. In relation to MPEs, SAR responds to lost members of the public, and often volunteers or is contracted to perform SAR-related duties for backcountry events like mountain bike races or cross country marathons.

Conservation Officer Service

The Conservation Officer Service (COS) is part of the BC Ministry of Forests, Lands, and Natural Resource Operations. Where MPEs are concerned, the COS is interested in working with event organizers to ensure that the risk of human-wildlife conflict is reduced, that garbage and other waste is stored appropriately so as not to attract wildlife, and that natural areas are

not polluted by MPE activities. The COS often works directly with event organizers, and responds to event sites when human-wildlife issues become a concern to the public.

Liquor Control and Licensing Branch

The Liquor Control and Licensing Branch (LCLB) are responsible for the regulation of liquor sales and service in British Columbia. If liquor is being served, or is available at an MPE, the local liquor inspector will work directly with the event organizer, and often with the local police, to ensure that all vendors and premises are appropriately licensed and trained. The liquor inspector also oversees that liquor service areas, such as beer gardens, have the requisite physical layout, and an approved security plan. MPEs are subject to Special Occasion Licensing requirements.

Ministry of Justice - Security Programs Division of the Police Services and Security Programs Branch

The Security Programs Division of the Police Services and Security Programs Branch provide compliance through education. Their mission is to present regulatory oversight of the Security Industry through awareness, education, compliance and enforcement and conduct investigations for non-compliance with regards to regulatory responsibilities. Regulations include the *Security Services Act*, *Body Armour Control Act*, *Armoured Vehicle and After-Market Compartment Control Act* and *Metal Dealers and Recyclers Act*. The Security Programs Division outlines the benefits of licensing and promotes public confidence when hiring licensed and regulated businesses. They provide forms and guides, access to Acts, Regulations and Security License Process and License Conditions Policies, complains process and other information. Please refer to the links section for additional information.

Agricultural Land Commission

The Agricultural Land Commission (ALC) is responsible for approving the use of Agricultural Land Reserve (ALR) lands for MPEs, and issues event organizers with a temporary use permit in consultation with the Local Authority.

BC Safety Authority

BC Safety Authority is an independent, self-funded organization mandated to oversee the permitting, safe installation and operation of technical systems and equipment. They work directly with event organizers when the MPE includes special electrical systems, or things like elevating devices used in stage shows.

Environment Canada

Environment Canada has two Preparedness and Warning Meteorologists working in BC. Though their services are not available to the general public, Local Authorities can request specific local weather forecasts to aid MPE organizers.

In some cases, events include real-time meteorology tracking as part of their plan. This is a consideration observed in many large events, such as the New York Marathon.



Putting the “Plan” in Major Planned Events

This section of the Guidelines is designed to stimulate discussion and questions regarding MPE planning considerations for two groups: event organizers and Local Authorities.

For event organizers, there is structured guidance on what plans may be required, the suggested content and headings within those plans, who the plans should be shared with, and some basic processes around event management systems and risk assessment.

For Local Authorities, this section of the Guidelines addresses recommendations for Special Event Permitting Bylaws and Permits, and discusses several options for assisting event organizers in planning safe and successful MPEs.

Not all planning considerations apply to all major planned events – it is up to Local Authorities, host community agencies, and event organizers to arrive at those elements required for specific events.



Putting the “Plan” in Major Planned Events: For Event Organizers

It can be a daunting task to organize a major planned event. As the event organizer, you are responsible for making the event safe and successful for your employees, vendors/suppliers, the public, as well as any agencies or first responders that may need to assist you. Additionally, there are a number of regulatory requirements that you must comply with in order to make your event legal. In putting these Guidelines together, the Major Planned Events Committee developed some key principles which may assist event organizers:

- Contact the Local Authority for the jurisdiction in which you plan to hold your event early. Suggested timelines for most Local Authorities is 8-12 months prior to your event date. Confirm requirements for planning your event including permitting and insurance requirements as well as which municipal departments and external partners need to be involved in your planning
- Communicate early and often with the agencies named in your plans, and the agencies responsible for authorizing your event
- Give yourself more time than you think you will need to plan you event, especially if it is a first time event
- Use the resources of the Local Authority to assist you.
- Communicate with Local Authorities and other agencies/organizations named in your plans a minimum of 8-12 months prior to your event date, especially for first time events
- Confirm the requirements and steps (i.e. permitting, insurance, etc) for planning your event with the agencies/organizations responsible for authorizing your event
- Determine which municipal departments and external partners need to be involved in your planning
- Utilize the relationships and partnerships you establish with the Local Authority and other stakeholders to assist you through the processes
- Establish a regular meeting schedule to review progress and follow-up on action items, as necessary.

Keep these key principles in mind as you move through the advice offered in this section of the Guidelines.

Initial Considerations

In the earliest stage of considering a major planned event, take the following factors into account:

Event Type

- What kind of event is it?

Location

- Where do you want your event to be?
- Is it one site, or many, or is it a route?

Personnel

- What are the skills, expertise, and resources of your team?

Size, Scope and Scale

- What is your “hard cap” for attendance?
- Many event organizers are uncomfortable with instituting a “hard cap” on attendance, but most of the agencies and organizations that regulate and approve MPEs can’t work without maximum number of attendees being set.

Process and Permits

- Is there a Local Authority Special Event Permitting Bylaw or a permit process in place?
- Are there other processes or protocols required?

Costs

- What will be your anticipated costs?
- How are these costs being recovered – admission fees, donations, registration fees?

If this is the first event you have planned, conduct background research. Reach out to others who have planned events of a similar nature and ask if they can share examples, templates or advice with you. The more you know about your event going in, the easier the planning process will be. The better the plan, the more likely you are to have a safe and successful event.

Risk Assessments

Once you have answered the basic questions above, gather your team and conduct an event risk assessment. There are many models of risk assessment, with varying degrees of detail and complication. The one presented here is a simplified model that requires no special training or resources, and is used in many parts of the United Kingdom for MPEs. If you are an experienced event organizer, you may have a different model you prefer.

A risk assessment is simply a careful examination of what, at your event, could cause harm to people, so that you can assess whether you have taken enough precautions or should do more to prevent the likelihood of incidents.

Hazard

- This is anything that has the potential to cause harm (it could be chemicals, traffic, electricity, obstacles, crowds, food) natural and human-caused.

Risk

- This is the chance that someone could be harmed by the hazards you identify. This risk can be low, medium or high.

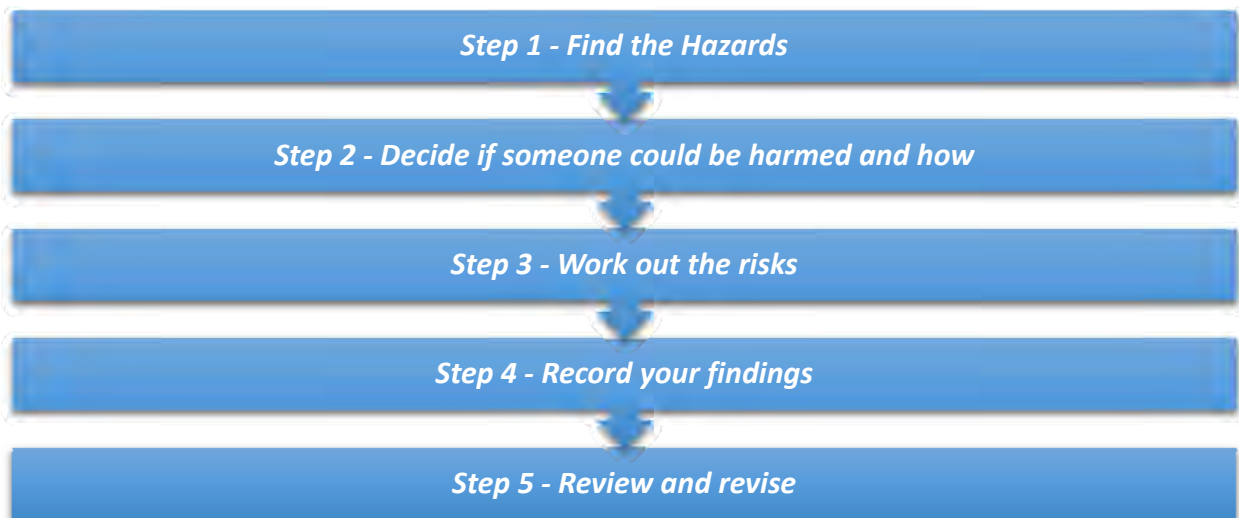
The important thing is to decide whether the hazard is significant and whether you have taken adequate measures to make the risk of the hazard low. This is exemplified in the following example:

Electricity can kill so it is a hazard - however if the live components are insulated and metal casings properly earthed then the risk of harm is low.

A full risk assessment should be carried out for all events. This may be a bylaw requirement in some circumstances, or you may be completing an assessment as a part of your usual planning process.

Basic Risk Assessment – Five Steps

There are five steps to successfully completing a risk assessment for your event using this model. These steps are detailed below:



Step 1 - Find the Hazards

Plan your event on paper. Then think about the hazards relating to the individual activities and any equipment required. A hazard is something with the potential to cause harm. Make note of hazards that could result in significant harm. The following should be taken into account:

- Any slipping, tripping or falling hazards
- Any vehicles driving onto the site
- Poor lighting, heating or ventilation
- Hazards relating to fire risks or fire evacuation procedures
- Electrical safety e.g. use of any portable electrical appliances
- Any possible risk from specific demonstrations or activities
- Any chemicals or other substances hazardous to health e.g. dust or fumes
- Manual handling activities
- Traffic control
- Moving parts of machinery
- High noise levels
- Crowd intensity and pinch points
- Security Incidents
- Severe Weather.

This list is by no means exhaustive so you should consider what hazards will be presented at your event and/or consider contacting your Local Authority for assistance or advice.

Step 2 - Decide if someone could be harmed and how

For each hazard identified, list all those who may be affected. Do not list individuals by name, just list groups of people. The following should be taken into account:

- Vendors, suppliers, exhibitors and performers
- Potential trespassers
- Employees
- Members of the public
- Expectant mothers
- Volunteers
- Disabled persons
- Local residents
- Contractors
- Children and elderly persons.

Risk Assessment - Things to consider:

- Type of event
- Crowd control, capacity, access and egress
- Fire, security and cash collection
- Potential major incidents, including any natural hazards that may impact the site (forest fire, flood, landslide, etc.)
- Provision for the emergency services
- Health and safety issues
- Site hazards including car parks
- Provision of first aid
- Exhibitors and demonstrations
- Types of attendees such as children, elderly persons and the disabled
- Provision of facilities
- Amusements and attractions
- Structures
- Waste management.

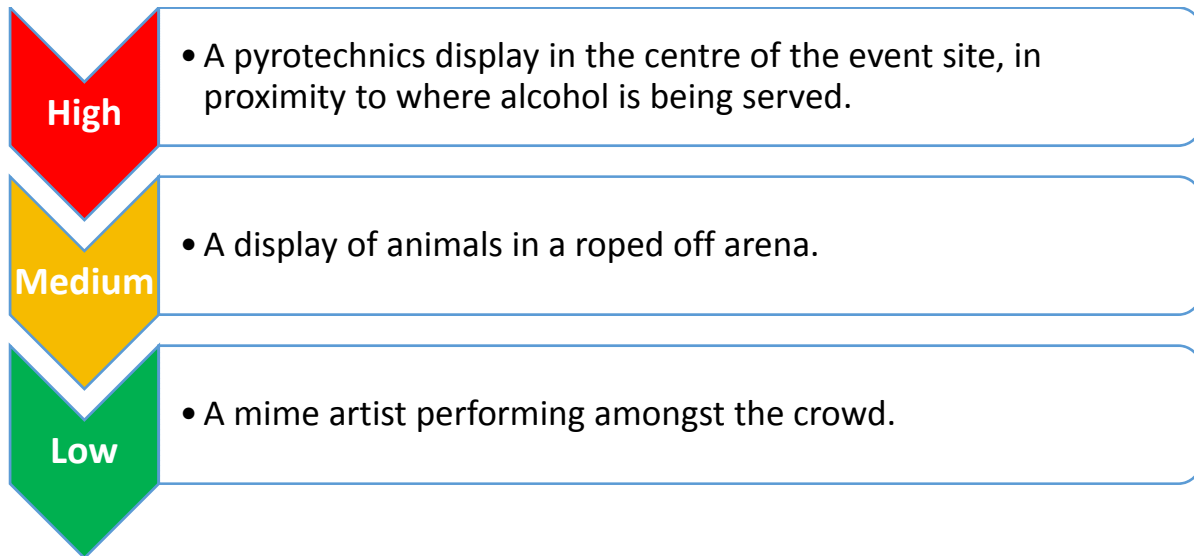
Step 3 - Work out the risks

The extent of the risk arising from the hazards identified must be evaluated and existing control measures taken into account. The risk is the likelihood of the harm arising from the hazard. You should list the existing controls and assess whether or not any further controls are required. The following should be taken into account:

- Any information, instruction and training regarding the event and the activities involved
- Compliance with legislation, regulation, and professional standards

- Whether or not the existing controls have reduced the risk as far as is reasonably practicable.

Classify risks into high, medium and low. Examples of risks falling into these categories are as follows:



For each risk consider whether or not it can be eliminated completely. If it cannot, then decide what must be done to reduce it to an acceptable level. Consider the following:

- Removal of the hazard
- Preventing access to the hazard e.g. by guarding dangerous parts of machinery
- Implementing procedures to reduce exposure to the hazard
- The use of personal protective equipment
- Finding a substitute for that activity/machine etc.

Step 4 - Record your findings

Using the Risk Assessment Form in Annex A of the Guidelines, record all significant hazards, the nature and extent of the risks, and the action required to control them. Consider sharing this document with the Local Authority Emergency Manager and other relevant agencies/organizations as required – they may be able to offer advice or assistance with mitigating any risks you have uncovered, and can provide information on risks that exist in, on, or around the event site.

Step 5 - Review and revise

If the nature of risks changes during the planning of the event, the risk assessment will need to be reviewed and updated.

Writing the Plan

Once you have completed your risk assessment, and answered the basic questions about what sort of MPE you are dealing with, it is time to write your plan. For a major planned event, your event master plan will likely need to contain several sub-plans (or plan elements), each or several of which will need to be shared with regulating and approving agencies. How you choose to structure your plan is up to you. Below is a basic outline of an event master plan and relevant plan elements, planning considerations for each, along with which agency or organization(s) the plan should be shared with. Depending on your jurisdiction, certain elements of the plan may require official approval.

Plan Element	Planning Considerations	Relevant Agency/Organization
<p><i>Event Description</i></p> <p>Describes the details, scope and scale of your event</p>	<ul style="list-style-type: none"> ✓ Type of event (sporting, political, cultural, etc.) ✓ Duration ✓ Location ✓ Expected attendance level ✓ Attendee demographics ✓ Schedule of activities ✓ Load in, load out details ✓ Peak activity windows ✓ Warm start information <i>(warm starts are activities designed to reduce load in pressure at an event site by attracting a percentage of participants to arrive early)</i> 	<p>Share with:</p> <ul style="list-style-type: none"> • All agencies
<p><i>Event Organizer Team</i></p> <p>Details who is responsible for what event function</p>	<ul style="list-style-type: none"> ✓ Organizational chart ✓ Key contacts and areas of responsibility ✓ Phone and email contact list 	<p>Share with:</p> <ul style="list-style-type: none"> • All agencies
<p><i>Master Site Plan</i></p> <p>Visual map(s) of all event infrastructure</p>	<ul style="list-style-type: none"> ✓ Access and exit routes ✓ Parking ✓ Vendor areas ✓ Stages/ key structures <ul style="list-style-type: none"> ○ Bleacher Seating ○ Cell Towers ✓ Start/finish lines ✓ Event routes ✓ Event perimeter ✓ Staff areas ✓ VIP areas ✓ Media areas 	<p>Share with:</p> <ul style="list-style-type: none"> • All agencies

	<ul style="list-style-type: none"> ✓ Controlled access/out-of-bounds areas ✓ Liquor service areas ✓ Event medical layout ✓ Event security layout ✓ Staging/storage areas ✓ Washrooms ✓ Water system layout ✓ Camping areas ✓ Disability access and exit ✓ Accessible facilities ✓ Waste management locations/storage 	
<p><i>Event Medical Plan</i></p> <p>Describes measures the event organizers will take regarding medical incidents</p>	<ul style="list-style-type: none"> ✓ Medical Team Lead <ul style="list-style-type: none"> ○ Name ○ Level of qualification ○ Certifications and licenses ✓ Personnel <ul style="list-style-type: none"> ○ Numbers ○ Levels of certification and licenses, contract or volunteer ✓ Complete medical equipment list and sources ✓ Map of medical and site Infrastructure <ul style="list-style-type: none"> ○ Main Medical Tent ○ Aid Station ○ Fixed Resources ○ Medical Personnel Deployment ✓ Personnel deployment schedule and locations ✓ On-site medical transport protocol (transport to a medical facility, on-site) ✓ Emergency medical transport protocol (transport to hospital or clinic) – Ground/Air/Marine ✓ Non-emergency medical transport protocol – Ground/Air/Marine ✓ Spectators calling 911 without notifying event organizers/staff protocol ✓ Medical team communications protocol and equipment (on-site) ✓ Communications protocol – off-site and BC Ambulance ✓ Documentation protocol - reporting, maintaining records 	<p>Share with:</p> <ul style="list-style-type: none"> • Regional Health Authority • BC Ambulance Service • Local Authority • Ministry of Transportation and Infrastructure <p>Approved by:</p> <ul style="list-style-type: none"> • Regional Health Authority • BC Ambulance Service • Local Authority • Ministry of Transportation and Infrastructure

	<ul style="list-style-type: none"> ✓ Insurance for event medical team 	
<p>Event Security Plan</p> <p>Describes the measures the event organizers will take regarding safety and security incidents, including lost child policy, site security, and police protocols</p>	<ul style="list-style-type: none"> ✓ Security team lead <ul style="list-style-type: none"> ○ Name ○ Level of Qualification ○ Certifications and Licenses ✓ Personnel <ul style="list-style-type: none"> ○ Numbers ○ Levels of Certification and Licenses ✓ Map of security and site Infrastructure <ul style="list-style-type: none"> ○ Checkpoints ○ Screening locations ○ Fixed Personnel Location ○ Security Patrol Personnel Deployment ✓ Personnel deployment schedule and locations ✓ On-site security protocol (regular operations) ✓ Emergency security protocol and risk assessment/contingencies ✓ Spectators calling 911 without notifying event organizers/staff protocol ✓ Security team communications protocol and equipment (on-site) ✓ Communications protocol – off-site and local police ✓ Documentation protocol - reporting, maintaining records ✓ Insurance for event security team 	<p>Share with:</p> <ul style="list-style-type: none"> • Local police • Liquor Control and Licensing Branch • Local Authority <p>Approved by:</p> <ul style="list-style-type: none"> • Local police • Liquor Control and Licensing Branch
<p>Public Health Plan</p> <p>Details event arrangements for water and waste water systems, sewerage, and food service</p>	<ul style="list-style-type: none"> ✓ Food vendors – licenses and facilities ✓ Food storage – locations and equipment, cold chain power sources ✓ Water/waste water system technical drawing ✓ Waste water/sewerage contractor ✓ Waste water/sewerage disposal location ✓ Porta-potty locations and numbers 	<p>Share with:</p> <ul style="list-style-type: none"> • Regional Health Authority Environmental Health Officer • Conservation Officer Service • Local Authority waste management specialist

	<ul style="list-style-type: none"> ✓ Accessible facilities locations and numbers ✓ Hand wash station locations and numbers ✓ Potable water sources and distribution locations/equipment ✓ Map of showers, washrooms, porta-potties, hand wash stations, garbage receptacles, garbage storage locations ✓ Bear Aware garbage and food storage protocol ✓ Human-wildlife interaction guidance for attendees/public ✓ Solid waste disposal and recycling arrangements ✓ Site clean-up arrangements ✓ Water and food vending permits from Regional Health Authority 	<p>Approved by:</p> <ul style="list-style-type: none"> • Regional Health Authority Environmental Health Officer • Local Authority waste management specialist
<p><i>Event Fire Safety Plan</i></p> <p>Provides details of the measures to prevent or respond to fire and associated hazards</p>	<ul style="list-style-type: none"> ✓ Event fire safety lead – name, qualifications and certification ✓ Fire safety crew – numbers and deployment of personnel, qualifications and training ✓ Map of fire safety equipment locations, evacuation routes, locations of pyrotechnics/flammables ✓ Fire response protocol ✓ Fire safety crew emergency communications protocol ✓ Fire safety crew communications equipment ✓ Communications with off-site or external agencies (fire department/Wildfire Management Branch) ✓ Fire safety guidance for attendees/public ✓ Site evacuation protocol including activation and management ✓ Copies of burn permit authorizations 	<p>Share with:</p> <ul style="list-style-type: none"> • Fire Department OR • Wildfire Management Branch • Local Authority Emergency Manager <p>Approved by:</p> <ul style="list-style-type: none"> • Fire Department OR • Wildfire Management Branch
<p><i>Event Communications Plan</i></p>	<ul style="list-style-type: none"> ✓ Event Communications Lead – name, contact information ✓ Event attendee messaging 	<p>Share with:</p> <ul style="list-style-type: none"> • All agencies

<p>Describes how the event organizers will communicate information to event attendees and participants, as well as the host community at large</p>	<p>and release schedule/mechanism</p> <ul style="list-style-type: none"> ✓ Traffic management messaging and release schedule/mechanism ✓ General public/host community messaging and release schedule/mechanism ✓ Event safety messaging and release schedule/mechanism ✓ Media relations/access arrangements ✓ Social Media engagement ✓ Pre-scripted messaging for: <ul style="list-style-type: none"> ○ delay of event ○ cancellation of event ○ evacuation 	<p>Approved by:</p> <ul style="list-style-type: none"> • Ministry of Transportation and Infrastructure • Local Authority
<p><i>Event Traffic Management Plan</i></p> <p>Describes how the event will manage traffic and communicate information to the public</p>	<ul style="list-style-type: none"> ✓ Traffic engineer – name, contact information ✓ Traffic control contractor – name, contact information ✓ Route selection and information ✓ Emergency response and route clearing protocols ✓ Numbers and deployment of traffic control persons (TCPs) ✓ Schedule of traffic control persons ✓ Police traffic assistance – locations and deployment ✓ Route signage and signal light arrangements ✓ Parking arrangements ✓ Map showing routes, signage, TCPs ✓ Traffic Management Communications Plan ✓ Ministry of Transportation and Infrastructure Special Events Permit (provincial roads only) 	<p>Share with:</p> <ul style="list-style-type: none"> • All agencies <p>Approved by:</p> <ul style="list-style-type: none"> • Ministry of Transportation and Infrastructure • Local police • Local Authority Public Works
<p><i>Event Liquor Control Plan</i></p> <p>Covers how event organizers intend to control, sell or distribute liquor at the event</p>	<ul style="list-style-type: none"> ✓ Site plan with liquor service and camping areas delineated ✓ Secure liquor storage and distribution mechanism ✓ Liquor service security deployment and protocols ✓ Guidance for attendees regarding event liquor policies 	<p>Share with:</p> <ul style="list-style-type: none"> • Liquor Control and Licensing Branch • Local police • Local Authority building inspector • Fire Department

	<ul style="list-style-type: none"> ✓ Special Occasion License 	<p>Approved by:</p> <ul style="list-style-type: none"> • Liquor Control and Licensing Branch • Local police • Local Authority building inspector • Fire Department
<p><i>Other Event Plans & Other Contingency Plans</i></p> <p>Describes any other arrangements to mitigate risks and hazards, or address outstanding issues</p>	<ul style="list-style-type: none"> ✓ Lost child/adult protocol ✓ Disability access arrangements ✓ Fireworks, pyrotechnics, other hazards ✓ Animal management ✓ Extreme weather protocols ✓ Evacuation Plan <ul style="list-style-type: none"> ○ procedures for staff/volunteers ○ routes & muster points ○ accountability protocols for staff/volunteers ○ key messaging ○ site map (alternatively, can be included on general site map) ✓ Delay of Event protocol ✓ Cancellation of Event protocol Protocols for stopping/re-routing linear events (e.g. marathons & parades) 	<p>Share with:</p> <ul style="list-style-type: none"> • All agencies

Insurance and Liability

There are tangible risks associated with organizing an MPE. In order to address liability, it is always recommended that MPE organizers consult with an insurance professional to determine what sort, and what amount of coverage should be obtained (I.E. General Liability, Errors and Omissions, Professional Malpractice, etc). In some cases, insurance is required as a condition of receiving a Local Authority special event permit. Additionally, insurance should always be carried by certain event staff, such as medical and security contractors.

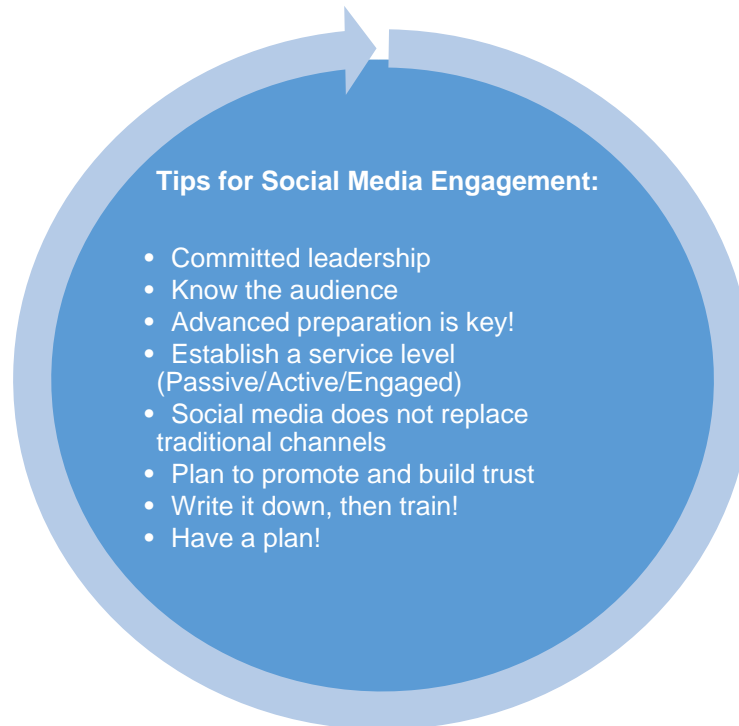
Testing Your Plan

Education, training and exercise are three key elements to consider when addressing any plan. Conducting a tabletop exercise is a useful method for event organizers, Local Authorities and agencies who are involved to validate the planning, preparation and coordination of the activities required pre-event. Exercises further provide an opportunity to refine plans, if necessary.

Consider using partnerships to become familiar with exercises and how they are conducted. Many Local Authorities have experience in this area.

Communication and Social Media

Social media is increasingly a preferred way of sharing information quickly, and with a wide, interactive audience. Both event organizers and host Local Authorities should consider how social media can contribute to a safe, successful event before, during, and after the event period. Considerations might include messaging policies, monitoring of social media, and dedicated resources to manage the social media presence of a major planned event.



Cancelling Your Event – Unforeseen Circumstances

There is a difference between cancelling an event and an event not being permitted or supported by the Local Authority. In emergency management, there is an adage that says “open for the best, plan for the worst”. Sometimes, it is necessary to cancel an event at the last moment. This might be due to weather, an unforeseen hazard or accident that makes the event location inaccessible or unsafe, or for some other reason. Whatever the reason, event organizers should plan in advance how they would communicate a cancellation to the public, to suppliers and vendors, to partner agencies, and to their staff as part of their communication plan.

A note about Event Management Systems, ICS, and the British Columbia Emergency Response Management System

Event Management Systems are a subset of the Incident Command System (ICS). ICS is a standardized on-site management system designed to enable effective, efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. ICS is used by all first responder agencies in the province of BC to manage emergency incidents, and can be used equally well for both small and large situations.

The British Columbia Emergency Response Management System (BCERMS) is an adaptation of ICS used by emergency managers in BC. It is used in all Local Authorities to manage emergencies and disasters, and is based around the following response goals:

- Provide for the safety and health of all responders
- Save lives
- Reduce suffering
- Protect public health
- Protect government infrastructure
- Protect property
- Protect the environment
- Reduce economic and social losses

Event organizers who take the time to familiarize themselves with the language and management systems of Local Authorities and other first responders (such as ICS and BCERMS, which is widely recognized within the emergency management community), will have an easier time understanding the acronyms, language, and structures, should an emergency occur on the event site, or during an MPE. Additionally, event organizers who adopt an Event Management System based on ICS may discover and benefit from operational efficiencies in day-to-day MPE activities.

The After-Action Debrief

If you have been involved in executing a safe and successful major planned event, you know the feeling of satisfaction and pride (and maybe a little relief!) that comes after all the work is done. Once an MPE wraps up, the event organizer's team deserves to take a break, and to celebrate their success. However, before the team breaks up, the event organizer should ensure that they conduct an after-action debrief (also commonly referred to as a "Hot Wash").

The After Action Debrief is an opportunity to talk about what went well, what was a challenge, and what to do differently next time around. Additionally, the event organizer should attend the Local Authority after-action debrief, and invite a Local Authority representative to attend their event after-action.

After Action Debriefs are a reliable way to establish best practices for a particular event, and the implementation of lessons learned ensures that events improve year after year.

After Action Debrief Tips:

- Appoint a note taker
- Assign responsibility for action items
- Apply deadlines to your action items
- Capture the successes you wish to repeat and the steps needed to achieve them
- Note any challenges and possible solutions
- Revise and apply changes to your plans
- Share and disseminate to others as needed (i.e. Local Authorities, first responders, vendors, etc.)
- Schedule any follow-up calls, meetings, etc. to address any outstanding issues or specific matters.



Putting the “Plan” in Major Planned Events: For Local Authorities

Local Authorities are responsible and accountable for the activities that take place within their jurisdictions, including major planned events. Currently, there is not overarching provincial or federal legislation that mandates the degree to which event organizers must plan for events, or a mechanism to compensate Local Authorities when things go wrong. In some cases, Local Authorities experience impacts from major planned events, including public disorder, impeded access to services, litter, and a frustrated local population. Large MPEs can increase the population of a Local Authority by several times, and increase demand on local first responders and health facilities to a similar degree. Without a plan in place to welcome events and event organizers into a host community, the experience can become negative very quickly.

In this section, the Guidelines offer some advice to local authorities on the measures that can be instituted to ensure that MPEs are not just safe and successful, but accountable to local government as well.

The Special Event Permit Bylaw

If your jurisdiction does not have a Special Event Permit Bylaw in place, it is the recommendation of the BC Major Planned Events Committee that you develop and institute one in the absence of regulations governing MPEs. It is the simplest way for Local Authorities to work with event organizers to establish minimum standards of accountability and preparedness as Local Authorities don't have control over provincial agencies that provide services within their jurisdictions.

For example, Health Authorities are regional entities, while policing can be a municipal or provincial resource; BC Ambulance is a provincial resource as are Wildfire Management Branch staff, and although Local Authorities cannot control staffing levels or response times, through a Special Event Permit Bylaw, they can take a pivotal role in guaranteeing that all first responders and service providers are aware of upcoming MPEs, and have considered the impacts that MPEs could have on the system as a whole.

A good Special Event Permit Bylaw is one that is tailored to your jurisdiction, one that meets the needs of your residents and your community. However, there are a number of common features that are found in many existing Special Event Permit Bylaws across British Columbia:

Defining what constitutes a “Special Event”

In a major urban centre, a gathering of 200 people in a park wouldn't be unusual, and might not qualify as a special event. However, in a village of 150 people, a 200 person gathering could definitely qualify as out of the ordinary, and may challenge the capacity of that village to cope. A Special Event Permit Bylaw should categorize what constitutes a “Special Event” for your jurisdiction. Many local authorities break events into Classes.

For instance, an event 200 – 500 people would be a Class I, an event with 500 – 1,000 people would be a Class II, Class III – 1,000 people plus and so on.

Setting deadlines

A Special Event Permit Bylaw allows local authorities to set deadlines for event organizers. Those deadlines could be for submission of an application, or for submission of a particular MPE plan element. Setting a deadline allows the Local Authority the time to address any outstanding issues with the event organizer.

Charging a fee

There is a lot of Local Authority staff time that goes into assisting event organizers, and into managing applications. An application fee helps to offset the cost to the taxpayer. A commensurate fee can be charged based on attendee level, or event class. Alternately, the Local Authority may choose to waive their fee for a charitable event or worthy cause.

Influencing the planning of the MPE

Through a Special Event Permit Bylaw, the Local Authority can require that the event organizer complete certain event plans. A sample of those requirements might include:

- Event description
- Event risk assessment
- Event organizer team diagram
- Event medical plan
- Event security plan
- Event public health plan
- Event traffic management plan
- Event fire safety plan
- Event liquor control plan
- Event communications plan
- Master site plan.

A duty to consult

Though Local Authorities may not control provincial assets and services in their jurisdiction, they can require event organizers to consult with, and seek approval from, provincial agencies with a regulatory responsibility. Before granting a Special Event Permit to an MPE, many Local Authority bylaws call for written approval from various outside organizations, like:

- Regional Health Authority
- BC Ambulance Service
- Agricultural Land Commission
- BC Ministry of Transportation and Infrastructure
- BC Ministry of Forests, Lands, and Natural Resource Operations
- Local Police
- Liquor Control and Licensing Branch
- Fire Department
- BC Safety Authority

Indemnification of liability and a requirement for insurance

A Special Event Permit Bylaw can contain clauses that indemnify the Local Authority from certain liabilities related to MPEs, and also clause that demand a minimum level of insurance be proven by the event organizer.

A security deposit

Sometimes, there are unexpected costs following an MPE in a host community. The Special Event Permit Bylaw can impose a security deposit on the event organizer, to be returned following the MPE – provided nothing goes wrong, and there are no unexpected costs borne by the Local Authority.

The ability to say “No”

A Special Event Permit Bylaw, if carefully written, can provide the Local Authority a mechanism for refusing a particular event in their community. This should be done in careful consultation with legal counsel.

Build a Major Planned Events Network

Safe and successful major planned events demand a high level of cooperation and collaboration amongst various levels of government, and across agencies. Local authorities are ideally positioned to coordinate those different organizations and agencies around MPEs. An approach that has seen marked success in some areas of BC is the establishment of a “Major Planned Event Network” within a Local Authority, or a region. Since the same agencies and organizations are called on over and over to approve or permit MPEs, there is some value in formalizing that relationship. Membership in the Network, built around the Local Authority, might include the following “usual suspects”:

- Police
- Fire
- Ambulance
- Event Organizer(s)
- Regional Health Authority (HEMBC or similar)
- BC Ministry of Transportation and Infrastructure
- Local Authority Emergency Management
- Local Authority Public Works
- Local Authority Communications
- BC Ministry of Forests, Lands, and Natural Resource Operations (as needed)

By including the event organizer in the group and by meeting face-to-face a couple of times, personal relationships are formed, and a level of personal accountability is introduced into the MPE planning process. Every agency has the opportunity to state their requirements, to offer suggestions, and the event organizer receives a clear message about what is expected.

Establish a Single Point of Contact

For event organizers, dealing with Local Authority procedures can be both frustrating and exhausting. For international event organizers, the Canadian regulatory environment can be downright baffling. One step that Local Authorities can take to reduce the frustration and

confusion for event organizers is to establish a single point of contact for MPEs. Depending on what works for your jurisdiction, this may be a dedicated special event staff, a staff member who deals with special events in addition to other responsibilities, or even an entire committee and/or department. Because MPEs carry the potential for adverse public safety impacts to the community, and because there is a requirement for frequent consultation with first responder agencies, many Local Authorities have had good results making special events the responsibility of their Emergency Manager. Regardless of who is chosen the single point of contact should have some expertise in assessing MPE plans, and good connections to the rest of the Major Planned Events Network.

Managing Risk

At the time these Guidelines were being written, there was very little scientific evidence to indicate what type, size, location, or duration of MPE carried the most risk for host communities. However, recent experience across Canada and around the world has demonstrated that MPEs carry some degree of inherent risk, whether that risk is generated by the MPE itself, or subject to some external hazard. Local Authorities should conduct their own risk assessments for MPEs, using historical knowledge of similar events in the community, and similar events in similar communities. The risk assessment should draw in a host community's Hazard, Risk, and Vulnerability Assessment, along with the observations and contributions of partner agencies.

Risks should be mitigated where and when they are identified. Mitigation can include transferring responsibility to event organizers through the introduction of planning accountabilities. In other situations, the Local Authority must determine what an acceptable risk threshold is, and manage accordingly.

Activating an Emergency Operations Centre

Many Local Authorities struggle with the decision to open an Emergency Operations Centre (EOC) during MPEs. It should be noted that Emergency Management BC, in its interpretation of the Emergency Program Act, does not consider MPEs to be "emergencies". Therefore, EOC costs incurred during MPEs will be borne by the Local Authority – unless something goes wrong. Ultimately, the decision to open an EOC during an MPE should be based on the Local Authority's risk assessment, its resources, and the scale and scope of potential public safety impacts that could occur.

At a minimum, though, a Local Authority should be prepared to open an EOC, if required. Prior to the commencement of the MPE, Local Authority emergency managers should assess the readiness of the EOC facility, check that resources are in place should they be needed, and evaluate the availability of trained EOC staff during the MPE window. Communities that will be hosting MPEs can also create emergency management training exercises based on MPE scenarios.

MPE After Action Debrief

Local Authorities should take the opportunity to conduct an After Action Debrief following an MPE in their community. Much like the After Action Debrief following an emergency, an MPE

After action allows the Local Authority to turn a lens on itself and examine what went well, what could be improved, and changes to be made in policy and planning for the next MPE. The event organizer should be encouraged to attend the Local Authority After Action Debrief, and their lessons learned should be incorporated into the assessment of the success of the event. Contributions should be solicited from the Major Planned Events Network members, and particular attention should be paid to incidents that required multi-agency coordination. Individual plan elements should be discussed, and examined both independently and as a whole.

The After Action Debrief and the inclusion of lessons learned into the requirements of future MPEs, will assist in identifying solutions and efficiencies and over time increase a Local Authority's capacity to address safe and successful MPEs. Additionally, the information gathered through the After Action Debrief can assist Local Authorities in lobbying for more inclusive and comprehensive provincial regulations for major planned events. An After Action Checklist is available Annex C.

Conclusion

This Guideline should be considered as the start of a conversation about major planned events, which builds on the work of many Local Authorities, provincial agencies, and event organizers. However, much more work is still needed to ensure a uniform approach that promotes safety, security, and allows event organizers and local communities to share the many benefits of Major Planned Events. As the conversation continues, academic research in BC and around the world will inform changes to the Guidelines through evidence-based approaches. Policy discussions between government agencies at all levels may result in regulation or legislation changes. This Guideline is a first step towards safe, successful events in all areas of British Columbia.



Glossary

AAR- After Action Review

AAD – After Action Debrief

ALC – Agricultural Land Commission

ALR – Agricultural Land Reserve

BCAS – British Columbia Ambulance Service

BCERMS – British Columbia Emergency Response Management System

COS – Conservation Officer Service

EC – Environment Canada

EOC – Emergency Operation Centre

EMBC – Emergency Management British Columbia

EHO(s) - Environmental Health Officers

HA(s) - Health Authorities

HEMBC – Health Emergency Management British Columbia

ICS – Incident Command System

LCLB – Liquor Control and Licensing Branch

MPE(s) - Major Planned Event(s)

SAR – Search and Rescue

WMB – Wildfire Management Branch

References

The Major Planned Events Committee would like to recognize the following references toward the photography utilized within the document.

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Links

After Action Checklist and Case Study

- www.alnap.org/pool/files/aar_case_study.pdf

BC Coroners Service

- To contact the coroner on call, phone 1-855-207-0637

Emergency Management British Columbia

- <http://www.embc.gov.bc.ca/em/index.htm>

Liquor Control and Licensing Branch

- <http://www.pssg.gov.bc.ca/lclb>
- Special Occasions Licensing Manual
<http://www.pssg.gov.bc.ca/lclb/docs-forms/lclb208-policy-specialoccasion.pdf>

Mass Gathering Medicine Interest Group

- <http://www.mgmcanada.ca>
- <http://mgm.med.ubc.ca/>

Mass Gathering Medicine Registry

- <https://www.ubcmgm.ca/registry>

Ministry of Forests, Lands and Natural Resource Operations

- <http://www.sitesandtrailsbc.ca/default.aspx>
- <http://www.frontcounterbc.gov.bc.ca/locations/>

Ministry of Justice – Security Programs Division

- www.pssg.gov.bc.ca/securityindustry/

Mobile Medical Unit

- <http://bcmmu.ca>

Squamish Lillooet Regional District

- <http://www.slrd.bc.ca/services/special-events>
- <http://www.slrd.bc.ca/sites/default/files/pdfs/special-events/Special%20Events%20Application%20Form.pdf>

UK Events - Risk Assessment

- <http://www.swale.gov.uk/events-risk-assessment/>

Annex A

Risk Assessment Form Template

Instructions	<p>The following Risk Assessment Form intends to provide Local Authorities, event organizers, and participants involved in a Major Planned Event, a starting point to assess risks, identify potential hazards and impacts. Each participant is encouraged to fill out the form, meet and compare results to ensure hazards, event plans, processes and notifications, etc are identified in addition to any action items within an appropriate time frames to be determined by the parties involved.</p> <p>This form does not supersede any existing processes, documents or policies and is not an exhaustive list. Please refer as appropriate to the Major Planned Events Guidelines.</p>				
Assessor Information	Date:		Time of report:	Name of Assessor:	
	MM DD YYYY	0:00 AM PM		First Last	
	Assessors Contact #		Event Organizer:	Assessors Organization/Agency:	
	() - () -	First Last			
Event and Hazard Information	Event Name:		Type of Venue: (Indoor/Outdoor/Mixed)		
	Event Date(s): (MM/DD/YYYY)		What areas COULD be impacted? (Transportation, Site, Camps)		
	From:				
	To:				
	Who COULD be harmed? (List by group – Public, Volunteers)		What are the potential hazards? (Floods, Severe Weather)		
	Impacts:		Description:	Risk: (H – High, M – Medium, L – Low)	
	Safety People Infrastructure Property Environment Economy Government Other				
	Things to consider:			Overall risk consideration?(Select)	
	<ul style="list-style-type: none"> ➤ Type of event ➤ Location ➤ Types of attendees ➤ Number of attendees ➤ Capacity/Crowd Control ➤ Personnel ➤ Access/Egress ➤ Costs ➤ Other Events/Incidents 			<ul style="list-style-type: none"> ➤ Health and Safety ➤ Medical/First Aid ➤ Structures/Facilities ➤ Food/Water ➤ Amusements/Attractions ➤ Waste Management ➤ Process/Permits ➤ Number/Type of Vendors 	
				<div style="text-align: center;"> High Medium Low </div>	
			Note: Consider adding the number of Highs, Mediums and Lows in addition to the overall form to determine your organizations overall risk consideration.		

	Who Requires Notification?	When? (MM/DD/YYYY)	What decisions are needed?
	Event Organizer		
	Local Authority		
	Provincial Ministries		
	Vendors/Suppliers		
	Volunteers		
	First Responders		
	Agencies/Organizations		
	Other		
Capacity	Internal capacity (Select)	Existing agreements (Select)	Additional capacity (Select)
	Sufficient	Sufficient	Not required
	Low potential to be exceeded	Low potential to be exceeded	Low potential to be required
	High potential to be exceeded > 24 hours	High potential to be needed > 24 hours	High potential to be needed > 24 hours
	High potential to be exceeded 12-24 hours	High potential to be needed 12-24 hours	High potential to be needed 12-24 hours
	Exceeded or imminent	Exceeded or imminent	Needed or imminent
Outlook	Situation (Stable, Improving, Gaps Identified, Complete)		Plans Required: (name type of plan required)
	Short-Term Situation:		Short-Term:
	Mid-Term Situation:		Mid-Term:
	Long-Term Situation:		Long-Term:
	Actions to mitigate issues: (i.e. hazards, capacity, notification)		Are there any public information needs?
			Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/>
			Explain:
Additional Information	Other Considerations: (Please use additional space/forms as necessary)		
Sign-Off	Name:		Signature:
	First		
	Last		

Annex B

Example Special Event Permitting Bylaw

**(Name of Jurisdiction)
BYLAW NO.**

A bylaw of the (Name of Jurisdiction) to provide for the regulation of special events.

WHEREAS it is deemed advisable to provide adequate health, sanitation, vehicle control and security for persons attending special events, and for the adequate protection of the quiet, peace, rest, enjoyment, comfort and convenience of the general public;

AND WHEREAS the (Local Authority) may regulate a function, gathering, or entertainment;

AND WHEREAS the (Local Authority) may impose a permit charge for any function, gathering, or entertainment for which a fee is intended to be charged;

AND WHEREAS the (Local Authority) may require as a condition of issuance of such a permit, the posting of security by the owner, occupier, or the person or persons promoting the function, gathering, or entertainment in such form and amount as may be stipulated for the reimbursement of any costs incurred by the (Local Authority) because of and as a consequence of the function, gathering, or entertainment;

NOW THEREFORE, the (Board/Council) of the (Name of Jurisdiction), in open meeting assembled, enacts as follows:

SECTION 1 APPLICATION

1.1 This bylaw applies to Special Events held in all the areas of the (Name of Jurisdiction).

SECTION 2 DEFINITIONS

2.1 For the purpose of this bylaw, the following words or expressions are defined:

“(Board/Council)” means the (Board/Council) of the (Name of Jurisdiction).

“Class I Special Event” means a Special Event having an attendance of two hundred (200) or more people and less than five hundred (500) people, or any Special Event the (Local Authority) expects will have an attendance of two hundred (200) or more people and less than five hundred (500) people.

“Class II Special Event” means a Special Event having an attendance of five hundred (500) or more people and less than one thousand (1,000) people, or any Special Event the (Local Authority) expects will have an attendance of five hundred (500) or more people and less than one thousand (1,000) people.

“Class III Special Event” means a Special Event having an attendance of one thousand (1,000) or more people, or any Special Event the (Local Authority) expects will have an attendance of one thousand (1,000) or more people.

“Fee” means any consideration paid, transferred, exchanged, assigned, or acknowledged, or to be paid, transferred, exchanged, assigned, or acknowledged.

“Medical Health Officer” means a person designated as a medical health officer under the *Public Health Act*, S.B.C. 2008, c. 28.

“Permit” means a permit issued by the (Local Authority).

“Permit Holder” means a person holding a permit issued by the (Local Authority).

“(Local Authority)” means the (Name of Jurisdiction).

“Special Event” means any public assembly, show, exhibition, carnival, fair, concert, rave, vehicular race, parade, sporting event, performance or other event attended by, or which may reasonably be expected to be attended by, more than 200 people, and which may occur on one day or on consecutive days.

“Special Event Permit” means a permit granted by the (Local Authority) pursuant to the provisions of this bylaw.”

SECTION 3 GENERAL

- 3.1 If the (Local Authority) has reason to believe that more than two hundred (200) people are expected to attend at any location with respect to a Special Event within the (Local Authority), the (Local Authority) may give notice in writing to any or all of the owners or occupiers of the lands upon which the Special Event is to be held, or the promoters of the Special Event, requesting any or all of them to apply for a Special Event Permit to hold a such Special Event and to comply with the provisions of this bylaw.
- 3.2 Notwithstanding section 3.1 and the definition of Special Event, an application may be made for a Special Event Permit for an event not expected to exceed 200 people and upon application to the (Local Authority), the event shall be deemed to be a Class I Special Event herein for the purposes of this bylaw, to which all provisions of this Bylaw, including section 4.1 vii) a), shall be applicable. Nothing herein requires any such Special Event to be granted a Special Event Permit.
- 3.3 Non-consecutive dates shall constitute separate Special Events.

SECTION 4 APPLICATION REQUIREMENTS

- 4.1 An application, in writing, for a Permit to hold a Class I, II, or III Special Event shall be made to the (Local Authority) office not less than Sixty (60) days, nor more than Two Hundred and Seventy (270) days, before the first day on which such a Special Event is to be held. An application for a Class I, II, or III Special Event permit shall:

- i) state the legal description of the property (or properties) at which the Special Event is to occur
- ii) state the name, address and telephone number of the promoter of the Special Event and the name, address, and telephone number of the owner or occupier of the property (or properties) at which the Special Event is to take place
- iii) the dates of the Special Event including setup and teardown
- iv) the total number of expected spectators and participants including volunteers
- v) include a sketch plan of the property showing the following:
 - a) the location and use of existing structures
 - b) the location and use of any temporary structures proposed for the Special Event including any temporary seating arrangements which may be proposed
 - c) the location and size of parking areas
 - d) the location, number and arrangement of washrooms and other sanitation facilities
 - e) the location, size, and nature of garbage disposal, recycling, and composting containers
 - f) the location, size, and nature of domestic water dispensing facilities
 - g) the location of cooking facilities and other food and drink preparation, if such are proposed
 - h) the location of first aid sites and equipment
 - i) the location of any water body within 30 metres of the proposed site
 - j) where a Special Event is to occur on more than one property, a sketch plan showing a) to i) above is required for each property
- vi) be accompanied by a statement describing the proposed arrangements for the following:
 - a) access and egress to and from the Special Events site(s)
 - b) security and crowd control
 - c) fire protection, this shall include a copy of the applicant's letter and fire plan as sent to the Provincial Wildfire Management Branch
 - d) first aid
 - e) water supply systems as defined by the Drinking Water Protection Act
 - f) sanitary facilities
 - g) garbage, recycling, wastewater, and organics collection and removal, and consideration of Bear Smart guidelines
 - h) food premises including offsite storage of food and food related equipment, cold storage and ice trucks
 - i) emergency medical facilities
 - j) source of heat for cooking facilities (if any)
 - k) power to support all of the above
 - l) land disturbance, dust and sediment control
 - m) noise control to protect the quiet, peace, rest, enjoyment, comfort and convenience of neighboring residents and the general public

- vii) if the applicant, or the owner or occupier of the lands on which the Special Event is intended to take place, intends to charge a Fee, directly or indirectly, for persons to participate in or attend the Special Event, the application must be accompanied by a payment of:
 - a) \$100 for a Class I Special Event
 - b) \$200 for a Class II Special Event
 - c) \$300 for a Class III Special Event
 - 1) plus \$100 for every one thousand (1,000) participants or any part thereof between two thousand (2,000) participants and ten thousand (10,000) participants.
 - 2) plus \$200 for every one thousand (1,000) participants or any part thereof between ten thousand (10,000) participants and twenty thousand (20,000) participants.
 - 3) plus \$300 for every one thousand (1,000) participants or any part thereof over twenty thousand (20,000) participants.
- viii) comply with any requirements, permits or approvals from the (name of jurisdiction) Building Department, the BC Safety Authority, the Liquor Control and Licensing Branch of the Provincial government and the B.C. Agricultural Land Commission, if applicable.

4.2 All applications for a Class I, II, or III Special Event shall be accompanied by the following:

- i) written approval from the registered owner and occupier of the land(s) upon which the Special Event is to be held;
- ii) written confirmation from the Medical Health Officer responsible for the area in which the Special Event is to be held, that he or she is satisfied with arrangements relating to public health;
- iii) written undertaking by the applicant to indemnify and save harmless the (Local Authority) and its directors, officers, servants, agents, employees, contractors, subcontractors, and others from and against all costs, losses, damages, compensation, claims, demands, actions, judgments and expenses, including actual legal expenses of every kind, description and nature whatsoever, in any way connected with or arising from the Special Event, in whole or in part, including but not limited to, any death or injury to persons or property loss or damage resulting from any acts or omissions of the Permit Holder, its directors, officers, servants, agents, employees, contractors, subcontractors and others, or that would not have occurred but for the use or occupation of the property by the Permit Holder;
- iv) where an event is multi-jurisdictional, confirmation of extra-jurisdictional approval(s).

4.3 In addition to the requirements of Section 4.1 and 4.2, applications for Class II and III Special Events shall be accompanied by the following:

- i) written confirmation from the Royal Canadian Mounted Police (RCMP) officer or designate in charge of the area(s) in which the Special Event is to be held, stating that they are satisfied with arrangements relating to public order and security;
- ii) written confirmation from the Ministry of Transportation & Infrastructure stating that they are satisfied with arrangements relating to access to the Special Events site(s);

- iii) if access will be from a forest service road, then written confirmation from the Ministry of Forests, Lands, and Natural Resource Operations stating that they are satisfied with arrangements relating to access to the Special Events site(s).

SECTION 5 SECURITY

- 5.1 The (Local Authority) will require as a condition of granting a Class II or III Special Event Permit, the posting of a security by the owner or occupier of the premises, or by the person or persons holding the Special Event.
- 5.2 An application must be accompanied by a security deposit in the form of cash or a standby irrevocable letter of credit in the amount of:
 - i) \$5,000.00 for a Class II Special Event
 - ii) \$10,000.00 for a Class III Special Event.
- 5.3 The (Local Authority) may set a higher or lower amount for the security required in subsection 5.2 if the (Local Authority) believes that the scope, scale, and nature of the proposed Special Event creates an increased or decreased risk of damage to persons, land and property.
- 5.4 Subject to section 5.5, the (Local Authority) will hold any security deposit for a maximum of 30 days following the conclusion of the Special Event, at which time the (Local Authority) shall return the security or such portion of the security not returned under subsection 5.5.
- 5.5 If, in the opinion of (Local Authority), the Special Event causes damage or results in the (Local Authority) incurring financial costs and expenses for the cleanup, repair, reconstruction or replacement of any public place or (Local Authority) property which is not remedied immediately upon demand, the (Local Authority) may from time to time draw down on the security posted to the extent of any cost incurred or expected to be incurred by the (Local Authority) in connection with the cleanup, repair, reconstruction, or replacement, including but not limited to legal costs on a solicitor and own client basis.
- 5.6 For the purposes of Section 5, damage caused by the Special Event includes, but is not limited to, damage caused by a participant or spectator at the Special Event.

SECTION 6 INSURANCE

- 6.1 As a condition of granting a Class I, II, or III Special Events Permit, the (Local Authority) will require proof of insurance to cover the agreement to indemnify and save harmless the (Local Authority), as follows:
 - i) A. Class I: Commercial General Liability of \$2,000,000 minimum per occurrence in Canadian funds;
B. Class II & III: Commercial General Liability of \$5,000,000 minimum per occurrence in Canadian funds;
 - ii) the document must include a cross liability clause;

iii) the following must be “named insured” included in the coverage:
(Name of Jurisdiction);

iv) 30 days prior written notice of cancellation or material change.

6.2 If the (Local Authority) believes the nature of the proposed Special Event creates an increased risk of injury or death to participants or spectators, or an increased risk of damage to property, the (Local Authority) may require the applicant to provide additional insurance coverage.

SECTION 7 COSTS, CHARGES AND EXPENSES

7.1 All costs, charges and expenses whatsoever incurred in meeting the requirements of this bylaw shall be borne by the applicant.

SECTION 8 POWERS OF THE (LOCAL AUTHORITY)

8.1 Where the (Local Authority) considers that because of the nature of the proposed Special Event, including but not limited to, considerations as to the:

- i) small number of participants;
- ii) small number of spectators;
- iii) minimal need for traffic control, crowd control, security or parking;
- iv) minimal need for emergency services and personnel;
- v) few anticipated community impacts;
- vi) proposed dates and times of the Special Event; or
- vii) proposed route and use of public places.

An applicant may be exempted from providing some or all of the information and materials prescribed in Sections 4, 5, or 6 of the bylaw.

8.2 In addition to the requirements set out in sections 4, 5 and 6 of this bylaw, the (Local Authority) may impose one or more of the following conditions as part of the Special Event Permit:

- i) A. the form, content, means and extent of notice to potentially affected owners and occupiers surrounding the Special Event property including, without limiting the generality of the foregoing, any one or more of the following:
 - 1. highway signage at or near the entrance to the lands on which the proposed Special Event is to be held, indicating the dates and times of the Special Event;

2. copies of the Special Event Permit, or the application therefore, or both, to be posted at or near:

(a) the entrance to the lands on which the Special Event is to be held;

(b) any other public place designated by the (Local Authority) within the area in which the Special Event is to be held;

3. where the applicant has a website, publishing the details of the proposed Special Event on such website;

4. publication of the Special Event Permit, or the application therefore, or both, on the website of the (Local Authority);

5. mailing copies of the Special Event Permit, or the application therefore, or both, to potentially affected owners and occupiers surrounding the Special Event property; and

6. such further and other reasonable notice to potentially affected owners and occupiers surrounding the Special Event property as may, in the opinion of the (Local Authority), be reasonable in the circumstances.

B. the permitted venue(s) or route(s), or both, of the Special Event;

ii) A. the maximum permitted number of days on which the Special Event may be held;

B. the permitted dates and times of the Special Event, including restrictions or conditions placed on any planned activities of the Special Event within the dates and times specified and in accordance with this section;

iii) the maximum permitted number of participants or spectators or both;

iv) the procedures required to be in place to address access and egress to and from the Special Event for participants, spectators, event personnel, and emergency medical, police, and fire vehicles, equipment and personnel;

v) the number and qualifications of emergency medical personnel and equipment that must be available during the Special Event;

vi) the number and qualifications of traffic control and security personnel and equipment that must be available during the Special Event;

vii) the procedures required to be in place to address traffic control, traffic direction and safety concerns;

viii) the procedures required to be in place to address crowd control and security concerns;

- ix) limitations on noise permitted during the Special Event, including limitations on noise permitted and limitations on planned activities which may produce noise during any specified times of the Special Event;
 - x) such reasonable terms and conditions as are, in the opinion of the (Local Authority), reasonably necessary to protect the safety, health, welfare and property of the participants and spectators of the Special Event and the safety, health, welfare, property, quiet, peace, rest, enjoyment, comfort and convenience of the general public.
- 8.3 The (Local Authority) upon being satisfied as to compliance with the provisions of this bylaw, including any Special Event specific conditions imposed by the (Local Authority), may issue a Special Event Permit for the holding of a Special Event and may stipulate that such Permit is contingent upon receipt of any outstanding documents or approvals required by this bylaw.
- 8.4 The (Local Authority) may refuse to issue a Special Event Permit if:
- i) the applicant has not submitted all the information and the written confirmation required in Sections 4, 5, and 6;
 - ii) the applicant has submitted false or misleading information;
 - iii) the issuance is prohibited by, or contrary to, another bylaw, act, or regulation, or applicable authorizing agency;
 - iv) the applicant is not in compliance with all the provisions of this bylaw;
 - v) the quiet, peace, rest, enjoyment, comfort and convenience of neighboring residents cannot be adequately protected by the applicant's proposed arrangements pursuant to section 4.1(vi)(m) herein, nor by any conditions that may be imposed by the (Local Authority) pursuant to section 8.2 of this bylaw; or
 - vi) the nature of the proposed Special Event creates an increased risk of injury or death to participants or spectators, or an increased risk of damage to property which cannot be adequately addressed for the (Local Authority) by way of additional insurance coverage from the applicant pursuant to section 6.2 of this bylaw.
- 8.5 Where the (Local Authority) considers that an applicant for a Special Event Permit is unlikely to be able to meet the requirements of this bylaw or the specific conditions of a Special Event Permit imposed pursuant to sections 5.3, 6.2 and 8.2, or any of these sections, or has breached the conditions of this bylaw or the conditions of a current or previous Special Event Permit, the (Local Authority) may refuse to issue, or may revoke, the Special Event Permit.
- 8.6 The (Board/Council) delegates to the Chief Administrative Officer of the (Local Authority) the authority, on behalf of the (Local Authority), to:

- i) exempt an applicant from having to provide some or all of the information and materials prescribed in sections 4, 5 or 6 of the bylaw, pursuant to section 8.1 of this bylaw;
- ii) impose specific conditions for a Special Event Permit pursuant to sections 5.3, 6.2 and 8.2, or any of these sections;
- iii) approve applications for Special Event Permits pursuant to section 8.3 of this bylaw;
- iv) amend at any time Special Event Permits granted pursuant to this bylaw;
- v) refuse to issue a Special Event Permit pursuant to any of the grounds enumerated in sections 8.4 and 8.5 of this bylaw; and
- vi) revoke Special Event Permits pursuant to section 8.5 of this bylaw;

provided that the Chief Administrative Officer must consult with the appropriate Electoral Area Director(s)/Councillor(s) for the area(s) in which the proposed Special Event is to be held before exercising this authority.

SECTION 9 INSPECTIONS

- 9.1 Bylaw enforcement officers, other (Local Authority) staff and members of the Royal Canadian Mounted Police are hereby authorized to enter, at all reasonable times, on any property subject to this bylaw, to ascertain whether this bylaw is being observed.

SECTION 10 PENALTIES

- 10.1 Any person who violates any of the provisions of this bylaw or who suffers or permits any act or thing to be done in contravention of this bylaw, or who refuses, or omits or neglects to fulfill, observe, carry out or perform any duty or obligation imposed by this bylaw, is guilty of an offence and
- (a) pursuant to the *Local Government Act* or the *Offence Act* or both shall be liable on summary conviction to:
 - (i) a fine not exceeding two thousand dollars (\$2,000.00), imprisonment of not more than 6 months, or both,
 - (ii) the costs of prosecution, and
 - (iii) any other penalty or remedy imposed or permissible pursuant to an enactment;
 - (b) the penalties and remedies imposed under subsection (a) shall be in addition to and not in substitution for any other penalty or remedy imposed by or permissible under this bylaw or any other enactment; and
 - (c) each day that a violation is caused or allowed to continue constitutes a separate offence under this bylaw.

SECTION 11 PROHIBITIONS

- 11.1 Every person commits an offense contrary to the provisions of this bylaw who:
- i) organizes or holds a Special Event, unless the (Local Authority) has issued a valid Special Event Permit for such an event
 - ii) obstructs the entry of any person or persons charged with the administration or enforcement of this bylaw
 - iii) allows a Special Event to take place contrary to the terms of a valid Special Event Permit or other written approval issued pursuant to this bylaw.

SECTION 12 SEVERABILITY

12.1 If any section, subsection, sentence, clause, or phrase in this bylaw is for any reason held to be invalid by a decision of any court of competent jurisdiction, the decision shall not affect the validity of the remaining portions of the bylaw.

SECTION 13 REPEAL

13.1 _____ are repealed and replaced by this bylaw.

SECTION 14 CITATION

14.1 This bylaw may be cited for all purposes as the “(Name of Jurisdiction) Special Events Bylaw No. (insert # here).”

READ A FIRST TIME this _____ day of _____

READ A SECOND TIME this _____ day of _____

READ A THIRD TIME this _____ day of _____

ADOPTED this _____ day of _____

First Name Last Name
Chair

First Name Last Name
Secretary

(Name of Jurisdiction) Special Events Bylaw No. xxxx-year, as amended by (Name of Jurisdiction) Special Events Bylaw No. xxxx-year, Amendment Bylaw No. xxxx-year-and (Name of Jurisdiction) Offences Amendment Bylaw No. xxxx-year.

Note: *This is an example only; any Bylaws written will need to conform to the conventions and practices of the end user jurisdiction.*

Annex C

After Action Checklist Template

Before the AAR Event

- Schedule the AAR as close as possible to the event.
- Ensure that everybody who was involved in the event can attend.
- Recruit a facilitator as early as possible. The facilitator should be an independent and neutral party but with some familiarity of the issues.
- Check through results of past AARs to identify any lessons that might be useful to the current AAR.
- Identify objectives for the AAR in a participatory manner, to ensure participant buy-in and commitment to the AAR process.
- Prepare 'guide' or 'trigger' questions to stimulate discussion and reflection. Disseminate to participants before start of the AAR.
- Identify and appoint a note taker to record the proceedings.

During and After the AAR Event

- Record recommendations and action points in sufficient detail to enable follow-up. Identify who is responsible for what. Give clarity to expected outcomes. Set deadlines for completion.
- Create a written record of the AAR. Use a standard format so that results can be compared across different AAR events.
- Ensure the names, titles (areas of responsibility or involvement) and contact details of all participants are fully recorded. Other interested parties may wish to get in contact.
- Elicit feedback from participants. Make sure that the AAR record represents a true and accurate reflection of the AAR.

Disseminating AAR Event Findings

- Archive the AAR record as a permanent and accessible document – both electronic and hardcopy. Make sure that everyone has access to the document on an ongoing basis.
- Ensure that decision-makers have been informed.
- Publicise the results via internal staff distribution list, bulletin boards, discussion lists, staff notice boards, newsletters, website and staff meetings etc.
- Disseminate AAR outcomes to internal and external stakeholders who have an interest in the findings.

AAR Monitoring and Follow-up

- Monitor follow-up on recommendations and action points. Report back to participants and stakeholders on progress made in follow-up.
- Conduct periodic review and analysis of the historic record left by previous AAR exercises. Identify significant trends, lessons not learned, recurring issues and lessons truly learned (i.e. when issues no longer appear in subsequent AAR exercises).

AAR Development Activities

- User analysis – find out who uses the results of the AAR? How often? For what purpose? What types of benefits are achieved? Use the analysis to make AAR more productive.
- Build awareness, promotion and advocacy for the AAR process. Support other people in achieving the widespread adoption and adaptation of AAR methods.