Festival and Events Organizer’s
Emergency Response Plan
Guide

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Introduction

Events registered with the City of Calgary are obligated to prepare an emergency response plan (ERP). Such plans need to be created to prepare for and respond to potential emergencies involving fire, flooding, severe weather, bomb threat, medical emergency, power outage, gas leak, violence or other threats in a timely and effective manner.

This suggested ERP events guideline includes an event description; plan scope and administration; hazard identification and mitigation; roles and responsibilities; external resources; site plan; medical, safety and security plans; communication plan, activation and response; VIP list and coordination plan; vehicle and pedestrian traffic plan; and education and training.

The purpose of this guide is to;

- Aid event organizers in developing comprehensive and consistent emergency response plans
- Emphasize the importance of preparing for an emergency before an incident occurs
- Increase the safety of citizens during special events

These guidelines have been developed with reference to the Alberta Emergency Management Agency’s *Emergency Response and Planning for Mass Gatherings*, the Canadian Standards Association’s *Emergency Management and Business Continuity Programs* (CSA- Z1600) and *Emergency Preparedness and Response* (CSA- Z731).
Plan Contents

1. Event Description
The event description should include the event date(s) and times, location(s) specifying aspects of the event that will be indoors and/or outdoors, expected attendance numbers and demographic of attendees, parking details, set-up and take-down times, what kind (if any) food will be provided, and whether or not alcohol will be served.

2. Plan Scope and Administration
Indicate the parameters the ERP, what it covers and what it does not cover (ie: events, times, dates, etc.) If there is an existing site ERP, this plan must also be referenced and/or incorporated. Also, list who is responsible for maintaining or updating the ERP and to whom the ERP will be distributed.

3. Hazard Identification and Mitigation
Based on the type of event, venue and audience identify hazards, risks and threats and develop a mitigation plan for the protection of life, property and the environment. Include a lost child/persons procedure in this section as well. Ensure monitoring of weather, flooding potential, news and social media for potential impacts or risks to the event.

4. Roles and Responsibilities
Roles and responsibilities during an emergency or disaster should be clearly outlined. The plan should identify each responder’s position, duties and reporting relationship. Sufficient details should be provided to ensure that all critical activities are covered. Flow charts and action checklists are valuable for communicating activation procedures, condensing information and making decisions. If checklists are used, they should contain sufficient detail to ensure that all crucial activities are considered.
Determine incident command and control, and how emergency responders will communicate. A contact list should also be created including all key personnel, which should list contact names, a brief description of the roles and responsibilities of each contact, and contact information.
In the event of an emergency one or two event personnel may be required to liaison with the agency in command of the incident (Fire, Police, EMS, etc.). These personnel will not be able to perform other duties during this time.
5. External Resources
This section will identify external resources and should include the names of contacts, telephone numbers and email addresses if possible. Include appropriate resources such as fire departments, police, municipal agencies, hospitals, doctors, weather information service and news media.

6. Site Plan
Include a site/facility map(s) and if applicable, a list of onsite chemicals or other hazards. Emergency shutdown procedures should be developed as well as an emergency evacuation plan for people and temporary infrastructure showing all escape routes. The following elements must be considered when developing evacuation plans: onsite alarm system; maps showing both the primary and alternate evacuation routes and crowd flow diagrams; designation of primary as well as alternate offsite muster points; designation of personnel responsible for checking the evacuation area and for taking head counts at the assembly area to ensure that the area has been safely evacuated; designation of emergency escape equipment; and procedures to increase the degree/extent of areas to be evacuated if the emergency situation escalates.

7. Medical, Safety and Security Plans
Identify Emergency Medical Service providers and ensure training for all other first aid providers, and develop a mass casualty plan. Have on hand easily accessible emergency equipment. Identify provision of security services and the number of security staff required in support of the event. Identify the requirement for Calgary Police Service / Pay Duty.

8. Communication Plan
In an emergency, information must be communicated quickly and accurately. The purpose of the communications plan is to establish an effective emergency communication network and a procedure for the prompt notification of individuals and agencies involved in an emergency response. All media communication should be coordinated with the Incident Commander or the Calgary Emergency Operations Centre. Ensure contact lists and numbers are readily available for all event organizers and emergency coordination and response personnel. Determine what public communication systems will be used and how emergency communications will be made to event attendees (including developing pre-planned messages for staff and public in the event of an emergency).
Determine how and who will manage media and initiate call outs to individuals on the contact list(s).

The ERP should identify communication system responsibilities and personnel, including: a spokesperson(s) to facilitate initial and subsequent communications with internal personnel, responders, the media, attendees, etc.; a spokesperson(s) to communicate with personnel responsible for advising the public and others that an emergency has ended; the notification procedure to be used in emergency scenarios, which can include flow charts and checklists; and the communications tools to be used during an emergency (e.g., two-way radios, cellular telephones, public warning systems). To prevent system breakdown, an alternate person should be designated for each key position of designated responsibility.

9. Plan Activation and Response
Identify under which conditions, such as a bomb threat or gas leak, the ERP will be activated, and which people will have the authority to activate the ERP. If an emergency occurs The City of Calgary Emergency Responders will take an incident command role and emergency response efforts will be directed by the incident commander. The ERP should include an Emergency Action Checklist. The action items may include the following: identify the nature of the emergency and ascertain if there are casualties; locate the source, the area of immediate risk and the potential for escalation; raise the alarm, alert emergency services and activate the appropriate warning system; mobilize the appropriate resources to isolate the hazard as far as possible and to implement first aid remedial actions; arrange to account for personnel and to log events; activate emergency communications plan; liaise with emergency services personnel, and cooperate as required; call for further emergency assistance as may be necessary; monitor developments and ensure that the means of giving and receiving information, advice and assistance are functioning effectively, including that related to public relations; deactivation of the plan.

10. VIP List and Coordination Plan
List VIPs and any special considerations or procedures that are required for these attendees. If there are security risks to any VIPs this matter will have to be coordinated directly with Calgary Police Service.

11. Vehicle and Pedestrian Traffic Plan
Determine if and how traffic control is required. Ensure unimpeded access for emergency services at all times, and that there is a permitted and approved roads plan.
A pedestrian traffic plan is required when the movement of people in and around the event poses a possible risk to public safety. A transit plan should also be considered if the service is impacted as a result of the event.

12. **Education and Training**
Competency in responding to emergency incidents requires a complete understanding of the roles and duties of each person responsible on the team. Comprehensive training in the use of emergency response equipment and tactics is necessary to ensure the best response capability. Practical discussion, table tops or simulation exercises should take place with all personnel who have roles and responsibilities outlined in the ERP. The purpose of this is to familiarize personnel with their responsibilities and the site(s), and evaluate: the practicality of the ERP, adequacy of communications and interactions among parties, emergency equipment effectiveness, adequacy of first aid and rescue procedures, and evacuation and personnel count procedures. Training records should be maintained. The amount and frequency of training will depend on such factors as procedures, roles and responsibilities, size and scope of the event, risk factors, regulatory requirements, equipment and lessons learned from previous response activities. Provision for training is an integral part of a complete ERP.

**Appendix**
Additional information referenced in the Plan Content sections may be attached in the Appendix section.
Definitions / Glossary of Terms

**Disaster**: An event that results in serious harm to the safety, health or welfare of people or in widespread damage to property.

**Emergency Response Plan (ERP)**: A formal planning document that outlines roles, responsibilities, contacts, planned actions, and procedures to be followed in the event of a Major emergency or disaster at an event (planned or un-planned).

**Event**: A scheduled non-emergency activity (e.g., sporting event, concert, parade).

**Hazard Analysis**: Identifies potential hazards, estimates how serious they are and establishes planning priorities. Provides a factual basis for planning, and the necessary documentation for planning and response efforts.

**Incident**: An occurrence, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Command System (ICS)**: A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Commander (IC)**: The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operation and is responsible for the management of all incident operations and the incident site.

**Hazard**: A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.
**Mass Gathering:** A congregation of people at an event or activity, that has the potential to place exceptional demands on, or impact to, the community and its services and resources. These events can be pre-planned or spontaneous attracting a relatively large number of people in a confined area either indoors or outdoors.

**Mitigation Strategy:** The Canadian Standards Association (CSA) Z1600-08 document defines mitigation as “actions taken to reduce the risks and impacts posed by hazards” and provides examples of mitigation strategies including: adopting current building codes in development proposals, recognizing, removing or reducing the potential consequences of the hazard and reallocating resources to deal with these strategies. It is recommended that the event emergency planning group incorporate mitigating strategies including: up to date site plans, defined access and egress routes, mutual aid agreements and multi-agency response coordination plans.

**Municipal Emergency Plan (MEP) - (Also known as MEMP, Municipal Emergency Management Program):** The formal emergency response plan required by legislation of all local governments that includes activation, notification, roles and responsibilities in the event of a major emergency or disaster that typically requires the declaration of a State of Local Emergency (SOLE) and/or a coordinated response by a number of emergency management agencies.

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

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

**Alberta Emergency Alert:** Disaster can occur anywhere, at anytime. It is your responsibility to ensure you are prepared if a disaster occurs. Alberta Emergency Alerts are issued to assist you—providing you with critical information about an immediate disaster, where it is occurring and what action you need to take. Alerts are distributed to the public through various outlets including: Radio and television, Internet, RSS Feed, Social Media (Facebook, Twitter, etc.) and road signage.

**Environment Canada Weather Office:** Provides up to date weather conditions and forecasts including Weather Watches and Warnings. Go to website http://www.weatheroffice.gc.ca/city/pages/ab-52_metric_e.html