REPORT OF THE STUDY COMMISSION OF INQUIRY INTO COMMUNITY EVENTS SAFETY

JUNE 26, 2025

Contents

I. Introduction

The Role of Public Events in British Columbia

British Columbia is a rich and diverse mosaic of cultures and communities. From First Nations who have lived on these lands since time immemorial, to those who have called this province home since it joined Confederation in 1871, to more recent immigrants, people across British Columbia regularly hold public events to mark cultural milestones, seasonal traditions, and moments of collective significance.

In addition to these cultural gatherings, people of British Columbia organize and attend events that celebrate music, the arts, sports, and a variety of other interests that contribute to individual well-being and shared community life. These events not only strengthen social bonds but often generate significant economic activity by attracting visitors from across Canada and beyond.

II. Executive Summary

This report is the result of an in-depth study into how public safety is planned for, and managed at, community events throughout British Columbia. Over the course of May and June 2025, the Commission engaged directly with municipalities, regional districts, Indigenous partners, police, and event organizers representing a wide range of communities –from large urban centres to remote rural regions. Through written submissions, interviews, and detailed questionnaires, the Commission gathered firsthand insights into the practical realities of event safety planning.

The consultations revealed both strengths and vulnerabilities. Many communities have built strong working relationships between local governments, first responders, and community organizations to support safe and successful events. Others, particularly smaller or under-resourced jurisdictions, face persistent challenges –such as limited staff capacity, rising costs for equipment and security, unclear lines of responsibility, and difficulty navigating overlapping jurisdictions or fragmented guidance. While some event organizers have access to professional support, many rely on volunteers with little formal training or funding.

Drawing from this input, as well as expert advice and comparative practices from other jurisdictions, the Commission offers a series of observations, and six recommendations aimed at improving safety outcomes across all types of community events. These include the development of a provincial event hub for information and advice, stronger inter-agency coordination, and more accessible education and planning resources. Rather than impose rigid or prescriptive rules, the Commission recommends steps to foster greater clarity, consistency, and confidence for everyone involved in hosting public gatherings across British Columbia.

III.   Mandate and Scope of the Study Commission

The Terms of Reference establishing the Commission describe its purposes as:
    a) to inquire into and report on measures to protect and strengthen public security and safety at community events;
    b) to provide information and make recommendations as referred to in section 4 (2)[1].

To meet these objectives, the Commission was required to gather and synthesize information on best practices from across the province, and Canadian and international jurisdictions to enhance security at community events and the safety of attendees. The Commission intends to provide guidance and recommendations to municipalities, regional districts, event organizers, and public safety officials on best practices for safety at community events so people can feel safer attending and celebrating with their communities.

Public Safety and the Purpose of the Commission

The vast majority of public events in British Columbia have been safe, well-organized, and widely enjoyed. Led by dedicated community members, many of them volunteers, these events have traditionally unfolded without serious incident and have offered vibrant and welcoming spaces for residents and visitors alike.

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[1] OIC 217-2025, Commission of Inquiry Into Community Events Safety In British Columbia.

However, on April 26, 2025, during a Filipino cultural event known as the Lapu-Lapu Celebration in South Vancouver, a motor vehicle drove into the crowd tragically killing eleven people and injuring many others. In the aftermath of this tragedy, the Government of British Columbia established this Study Commission. The Commission recognizes that the profound human cost, the loss of life, and the lasting trauma experienced by victims, families, and communities, remain a solemn reminder of what is at stake in public safety planning. However, the Lapu-Lapu incident itself is the subject of an ongoing criminal investigation and therefore excluded from the Commission's mandate.

Given the urgency for guidance on event safety, the Province asked the Commission for a final written report to be submitted to the Attorney General of British Columbia by June 30, 2025.

Both Premier David Eby and Vancouver Mayor Ken Sim have made public statements about the need to examine the availability of mental health services in British Columbia. That topic, while critical, also falls outside the mandate of this Commission.

The Commission examined the landscape of public safety at community events across the province. This report is informed by public consultations, expert input, and a review of event planning practices in British Columbia and elsewhere. Its aim is to support safer, more coordinated, and resilient public gatherings in all communities, regardless of size, geography, or available resources.

IV.   Methodology and Engagement Summary

The Commission reviewed three sources:

- A range of documents and planning materials were reviewed, including provincial guidelines and municipal practices from British Columbia and other jurisdictions;
- Consultations were conducted with municipalities, police services, regional districts, Indigenous representatives, and professional event organizers, through interviews and written questionnaires; and
- Expert advice was received from a forensic psychiatrist on the topic of violence

predictability in public spaces.

A. Materials Reviewed

The Commission reviewed the materials listed in Appendix A of this report.

As part of its review, the Commission examined a range of legislative and regulatory instruments that underpin event planning and public safety oversight across British Columbia. These included a comprehensive review of municipal bylaws governing special events, public assembly, and street use. These bylaws typically outline permit requirements, enforcement powers, and safety expectations, and often vary in structure and formality depending on local capacity and governance models.

At the provincial level, the *Local Government Act,* the *Community Charter,* and the *Vancouver Charter* form the foundational statutes enabling municipalities to regulate events and coordinate with emergency services. The *Union of British Columbia Municipalities Act* was also reviewed to understand the collaborative mechanisms that exist between local governments and the province for issues like public safety, liability, and emergency response.[2]

Internationally, the Commission reviewed the United Kingdom's recently proclaimed *Terrorism (Protection of Premises) Act* (commonly referred to as "Martyn's Law") as a potential comparative framework. That legislation introduced statutory requirements for event organizers and venue operators to undertake terrorism risk assessments and develop proportionate security measures. That *Act* exemplifies emerging international standards and offers potential guidance for future legislative consideration in British Columbia.[3]

In addition to legislative frameworks, the Commission reviewed a wide range of

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[2] Union of British Columbia Municipalities. *Local Government in British Columbia: A Community Effort – Fact Sheets*, Final ed. (2022), 3. online: UBCM https://www.ubcm.ca/sites/default/files/2023-09/UBCM%20Local%20Govt%20Fact%20Sheets%20Final%202022.pdf.

[3] *Terrorism (Protection of Premises) Act* 2025 (UK), known as Martyn's Law, received Royal Assent on 3 April 2025. For official details, see the UK government's overarching factsheet, updated 22 April 2025. Online: GOV.UK https://www.gov.uk/government/publications/terrorism-protection-of-premises-act-2025-factsheets/terrorism-protection-of-premises-act-2025-overarching-factsheet.

municipal and regional event safety plans, procedural documents, and participant submissions. These materials included event application forms, permitting checklists, internal coordination guides, and post-event debriefing templates from a range of communities across British Columbia. While some municipalities such as Victoria, Surrey, and Vancouver have established formalized event support teams with structured safety protocols, others rely on *ad hoc* coordination across municipal departments.

Several submissions highlighted the involvement of local police, fire departments, and health authorities with varying degrees of formality. In some cases, event organizers were required to submit safety and security plans in consultation with first responders, while in others, police participation occurred only upon request. These variations underscored the lack of standardization across the province and informed the Commission's assessment of potential opportunities for harmonized practices.

i. BC's Major Planned Events Guidelines

In 2012, the Province of British Columbia formed the Major Planned Events Working Group to address a then-perceived gap in guidance for local authorities and event organizers and other public agencies that had an interest and/or influence planning for Major Planned Events ("MPEs") in British Columbia. The members of the Working Group were volunteers, and included representatives from all parts of British Columbia, health, fire, police, ambulance, First Nations, local authorities, regional districts, universities, government ministries and agencies, event organizations, and others.

In 2014, the Working Group produced the Major Planned Events Guidelines[4] (the "Guidelines") — a resource for safe, successful special events for the use and benefit of everyone throughout British Columbia. The Working Group defined an MPE as any planned event in the province whose nature, expected attendee level, duration, or location challenges the normal response capability of a community (local first

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[4] Province of British Columbia. (n.d.). *Major planned events guidelines*. Emergency Management British Columbia. https://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-response-recovery/local-government/majorplannedeventsguidelines.pdf

responders and/or local authorities) and required special planning by one or more agencies to mitigate impact to public health and safety.

The Guidelines provided an approach for understanding and navigating MPE planning considerations, mitigating potential threats and hazards, and sharing positive best practices.

The Guidelines were intended to observe then current best practices where they existed, to follow the British Columbia Emergency Response Management System Response Goals, and as a starting point for MPEs in British Columbia. They were not intended to replace or supersede any existing legislation or emergency management procedures.

The Guidelines were 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 also developed some key principles to assist event organizers. These included early communication with the agencies named in the plan and the agencies responsible for authorizing the event, recognizing that recurring communication might be necessary; confirming the requirements and steps (e.g., permitting the event with the agencies/organizations responsible for authorizing the event; determining which municipal departments external partners needed to be involved in the planning; utilizing the relationships and partnerships that are established with the local authority and others to assist with the processes.

Of note, early in 2025, the Ministry of Emergency Management and Climate Readiness in British Columbia began the process of re-evaluating and updating the Guidelines, having consulted with various interested parties. While many of the Guidelines remain applicable today, the Province has identified various areas to enhance the Guidelines based on current best practices and past events and is considering including:

- Emerging risks like cyber threats and climate change impacts;

- Integrating modern approaches to crowd management;

- Real-time communication strategies for safety during events, including social media.

- Emphasizing regular, multi-agency training exercises; and security needs for high-risk human-caused hazards such as mass shootings or vehicle incursions. Updates to the Guidelines will focus on:

- Addressing the needs of the Guideline's primary audience: event organizers and support agencies;

- Ensuring the Guidelines are consistent with the broader regulatory framework;

- Addressing the evolving needs of local authorities and event organizers in managing small, medium, and large-scale events;

- Incorporating lessons learned from recent major events, alongside with best practices from local authorities and event organizers; and

- A four-phase approach — mitigation, preparedness, response, and recovery.

Given the contemporaneousness of this report and the Province's re-evaluation of the Guidelines, the Commission's findings and recommendations might be incorporated into the work already in progress.

ii.   Other Planned Event Guides

The Commission was referred to four major guides which attempt to promote the safety of the public and the participants at public events throughout the world. There are the Purple and Green Guides, prepared in the United Kingdom, and the Event Safety Guide for Live Entertainment Events in the United States. These comprehensive guides are far more detailed than this Commission's report, and frankly too compendious for many smaller event organizers' needs in British Columbia. That said, there is much to be learned from these guides by organizers of events of all sizes. The Commission also considered the United Kingdom's Safer Crowds, Safer Venues practice guide from the

Night Time Industries Association, which advocates for an extensive design model[5] for events where fewer than 5,000 seated attendees are expected. Important in this publication is the recognition of Zone Ex (External) to ensure harmonization with the local community and environment.

iii.   Urban Approaches to Event Permitting

Out of several municipalities across British Columbia, the Commission highlights two larger jurisdictions it reviewed in detail: the City of Vancouver ("COV") and the City of Surrey. The COV, in particular, has developed a complex and sophisticated permitting process for special events, alongside comprehensive planning protocols. While this system is more elaborate than what might be required in smaller or rural communities, it may offer valuable considerations for other jurisdictions seeking to improve their event safety planning.

Specifically, the COV's structured approach provides a useful lens through which to examine how municipal planning infrastructure can support safe, well-organized events. The COV's website provides the following six-step process that an organizer needs to consider and follow to obtain a special event permit:[6]

- **Step 1: Determine Event Type and Location**
  Identify where the event will take place (e.g., street, sidewalk, park, multi-site, or parade route) and what infrastructure or services may be required, such as waste and recycling support, bike racks, or water stations.

- **Step 2: Review Permitting Guidelines**
  Read the *Special Event Permitting Handbook* to understand approval timelines, application requirements, costs, and any relevant restrictions (e.g., on dates or activities).

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[5] DIM-ALICED is a risk assessment and crowd management tool used for planning at mass gatherings and major events. It focuses on the phases of an event and how environmental factors influence crowd behavior. The acronym stands for Design, Information, Management, Arrival, Last Mile, Ingress, Circulation, Egress, and Dispersal.

[6] City of Vancouver. *Organize an event on a street, sidewalk, or plaza*. Online: https://vancouver.ca/doing-business/organize-an-event-on-a-street-sidewalk-or-plaza.aspx

- **Step 3: Assess Available Resources**

  Consider what resources, tools, or municipal supports are available to assist in developing the event plan.

- **Step 4: Gather Required Information and Documents**

  Prepare necessary documents, including insurance and permits. Depending on the event, this may include:

  - Health requirements for food/alcohol service (Vancouver Coastal Health)

  - Building permits for structures like tents, stages, or bleachers

  - A traffic and transportation plan for large events (aligned with provincial and municipal standards)

  - A neighbourhood impact plan

  - A detailed safety plan covering risk assessment, emergency response, and mitigation strategies

- **Step 5: Review Fees and Deposits**

  Understand any required application fees and deposits based on the event scale and scope.

- **Step 6: Submit Application**

  Apply for the permit. City staff will review the application, with processing time depending on the complexity of the event.

This six-step process is supported by a robust internal framework that ensures coordination across multiple city departments and partner agencies. Once an application is submitted, it initiates a collaborative review process involving various interested partners who assess the event's complexity, potential risks, and operational needs.

Depending on the size and complexity of a special event, the COV may incur operational costs for services such as sanitation, traffic operations, signage, by-law enforcement, police and fire support, and other administrative needs. Event organizers are typically responsible for covering some or all of these costs. The Film and Special

Event (FASE) office oversees the application process, assigning complexity classifications and coordinating with relevant departments. Monthly Advanced Planning Unit (APU) meetings, chaired by the FASE Public Safety Manager, bring together interested partners from across city departments and external agencies to review past events and prepare for upcoming high-density or high-complexity events.

In Vancouver, after a Special Event Permit application is submitted, it is reviewed by FASE staff, who confirm the event's complexity classification. All events, regardless of complexity, are distributed for information to the Vancouver Police Department's Emergency and Operational Planning Section ("EOPS").

In 2024, EOPS handled 2,287 events requiring dedicated police deployment. In that year, the COV received a total of 785 Special Events applications. FASE referred 167 Special Event applications to EOPS as medium and high complexity events. Of the 167 applications, four were cancelled, and EOPS assessed 83 applications and determined that 54 of these required a dedicated deployment of police officers. The remaining 80 applications were for EOPS' information only.

Events classified as medium or high complexity are escalated to the Festival Expediting Staff Team (FEST) Committee, which includes representatives from various city and provincial agencies. For high complexity events, FASE coordinates with FEST and other partners to conduct risk assessments, manage transit disruptions, and finalize logistics such as emergency access, crowd control, and safety infrastructure. Site walks and planning meetings are held as needed to ensure all safety and operational measures are in place.

B. Consultations

A diverse range of people and organizations provided the Commission with their views, concerns, and recommendations. Participants' comments varied, often greatly, depending on the size, history, and complexity of their organization; whether they were for- or not for-profit; and the communities that they served. Common themes and comments emerged from similar sized and located events and those groups tasked with assisting them such as the local police and government. The individuals and

organizations consulted are listed in Appendix B of this report.

As safety experts are usually involved in the planning and production of major events, their views are incorporated into the following section.

i.   Importance of Community Events

From the Commission's many discussions, one thing was very clear: the importance of community events to British Columbia and its residents cannot be overstated. True, community events boost local economies and place our many landmarks and features onto international stages; but they provide much more than that. Community events allow us to share and celebrate our cultures, to spend time with our families and our neighbours. They allow us to escape boredom and isolation and to share experiences, gain insight, and build community. As we emerged from the pandemic, the need for public events was at its strongest. The need for community connection was not so acutely felt than during those months we were isolated from each other.

Beyond their economic and cultural value, community events play a vital role in fostering a sense of belonging and civic pride. They activate public spaces, draw together people from different walks of life, and remind us of the shared values and histories that shape our province. For many residents, especially those who may feel marginalized or disconnected, these gatherings offer a rare and meaningful opportunity to be seen, heard, and included. Events can uplift, educate, and heal - whether through a small local celebration or a major festival that spans city blocks. In short, they are not just "nice to have"; they are essential touchpoints in the rhythm of public life, reflecting who we are and who we aspire to be as communities across British Columbia.

ii.   Expert Opinion on Predictability

To help assess risks and their predictability, the Commission benefited from the insights of Dr. Roy O'Shaughnessy, a forensic psychiatrist with expertise in the prediction of violent behaviour. Dr. O'Shaughnessy provided the Commission with a report containing his advice on the abilities and limitations of predicting violent behaviour.

Dr. O'Shaughnessy explained, in part:

> I have attempted to discuss the complexities of the issues of prediction
> versus risk assessment of violence in mentally ill individuals as per the
> questions you posed to me. Prediction is extremely problematic based on
> the standard definitions of being able to specifically identify a specific
> outcome within a specific period of time, i.e. whether or not a person will
> become violent over the course of a certain period of time. The ability of
> anyone to do this with any human behaviour, let alone the complexities of
> violence and in particular within a mentally disordered individual, is more
> than challenging. It is more productive to view the problem of violence in
> mentally ill persons as an exercise in risk assessment and being able to
> identify those variables in a particular individual that may increase or
> decrease their likelihood of committing violence in the future. While it is
> possible to accurately predict in the very short term, i.e. an individual being
> brought in by the police to the emergency room, the ability to accurately
> predict violent behaviour diminishes considerably thereafter, especially once
> the individual leaves hospital and there is no longer any control over
> environmental factors that may aggravate their disorder. As noted above,
> some persons who develop mental disorders may not come to the attention
> of medical or psychological professionals or are lost to follow-up due to their
> lack of acceptance they require treatment. In such cases there is no
> capacity to do an assessment of risk which requires personal examination
> of the person.

Dr. O'Shaughnessy's advice confirms that certain risks one simply cannot predict. That
said, knowledge of the possible, yet unpredictable risks go into the planning of making
events "reasonably safe."

V.   Event Planning Considerations by Size and Location

Community events in British Columbia are of a wide variety of sizes and scopes. Many
communities have existing planning protocols and systems in place. Even if these have

proven effective in the past, that does not mean they need not be reconsidered and altered as circumstances require.

Experts in the organization and management of public events both within the province and from other countries were consulted. The consensus of these experts was that the only way to make a public event completely safe is not to hold it at all. As one of the experts consulted put it, the realistic goal of any event planner can only be to make events as reasonably safe as possible.

There remain, however, unknown and unpredictable risks that face those who plan and host events. One such risk is someone committing an act of violence at a public event. Where the threat of danger to the public is most significant is not from carelessness or indifference on the part of organizers or the hosts of these events, but instead from their limited knowledge of, and planning for public safety.

The event planning industry does not have a unified manner to classify event types and sizes. Rather than focus on one factor (e.g., attendance), many municipalities use a multi-factored approach to assess where a prospective event falls on their spectrum of complexity.

The City of Toronto, for example, weighs the proposed event's attendance, duration, sites, external visitors, permits, and costs to the city to determine whether an event is considered "Local" (least complex) to "Mega" (most complex and resource intensive). The model followed in Hamilton, Ontario, reflects a strategic alignment of city resources based on purpose, enabling the municipality to prioritize events that deliver civic, economic, or cultural value. Together, these examples underscore the value of adaptive, fit-for-purpose classification systems that assess not only operational complexity but also clarify municipal responsibilities, financial expectations, and anticipated public outcomes.

By contrast, the COV balances attendance, road closure numbers, and agency coordination to determine whether the event is classified as low, medium, or high complexity.

These differing approaches highlight the spectrum of event planning models in Canada and offer useful context for British Columbia's evolving practices. While British Columbia's low, medium, and high complexity framework effectively captures operational demands, Ontario's municipal classification systems provide a more detailed view that links event characteristics to the level of municipal involvement and expected public resource use.

The Toronto model, for example, ties event categories to service intensity, visitor origin, and the number of overlapping regulatory requirements. This allows city departments to allocate support proportionally and streamline interdepartmental coordination.

Planners in British Columbia would benefit from a unified lexicon that considers the size, complexity and risk/impact analyses that can be transferred between jurisdictions. Industry experts are in the best position to create such a lexicon, and the Commission will refrain from further comment on this topic.

For the purposes of this report, the Commission has generally assessed events based on their attendance and location. Recognizing that all events differ greatly – including those which are of a similar size and location – the Commission will summarize its consultation results on the following scale:

Indigenous events: events of varying sizes that take place throughout the Province and have unique characteristics and considerations

Major events: 30,000 attendees or greater

Large events: 5,000 to 30,000 attendees

Medium events: 500 to 5,000 attendees

Small events: less than 500 attendees

Rural events: take place outside of major urban centers

A. Indigenous events

Indigenous leadership organizations and event hosts raised several issues which are unique to their events. Most of the events discussed are held within a First Nation's

jurisdiction and, therefore, subject to the unique requirements of that particular First Nation, rather than nearby municipal or provincial regulation.

The planners of the events draw on lessons learned from hosting the same event for many decades and from those who have hosted the event in the past. For example, the Yagan Nukiy Traditional Powwow – now in its 32nd year – relies primarily on security drawn from the local community for the three-day event. The organizers depend on a community-based approach to safety, where issues are resolved with dialogue and cooperation. This approach has proven successful throughout the event's history without a marked police presence. Other Indigenous events hired private security companies who assign Indigenous security guards to the events. This arrangement provides the added benefit of having security personnel who are familiar with the underlying cultural aspects, traditions, and rules that come with particular Indigenous events, such as Powwows.

Indigenous groups consulted noted that the increasing numbers attending their events on a yearly basis highlights the need for an optional, centralized resource hub for event planning advice could assist them as their events grow and change. Equally important, that hub could provide resources and referrals to those who plan events that impact Indigenous groups and interests and could provide a means for consultation with the appropriate Indigenous authorities.

B. Major events

The organizers of major events in this Province are sophisticated and experienced in developing and implementing safety protocols. They are generally well-funded and supported, which enables them to plan and implement stringent and thorough event safety plans. It became quite apparent that there was very little guidance the Commission would be able to offer these organizers so long as their safety plans were properly created and adhered to. On the other hand, the Commission benefited from their experience and expertise in identifying best practices, which may assist smaller event organizers and planners.

Major events in our Province are typically located in the larger centers, although some

large music and other festivals occur in more rural areas. Major events often span several days and may include a broad local footprint (e.g., marathon courses).

British Columbia's event classification falls under three main categories depending on their complexity levels: low, medium and high. These levels of complexity are determined by a variety of factors, which include attendance, impact and coordination.

i.   Use of Professional Event Planners

Experienced, paid event planners typically assist in promoting major events. Event hosts benefit from planners' experience with legislation and by-laws, existing relationships with police and other officials, and with safety planning. These planners often have the highest levels of training and education in crowd management and event safety and are alive to both national and international standards. They know that while crowd control must not be restrictive, crowd management must be proactive.

ii.   Tabletop Meetings

Many planners and their clients stressed the importance and utility of "tabletop" meetings to promote event safety. Tabletop meetings bring together all parties that are involved in planning and hosting an event including local government staff, police, security teams, emergency response, fire response, and the event host to discuss safety issues. The group will work through a variety of emergency and safety scenarios to ensure that each member knows their role during a security event. The discussion allows each member to identify issues from their vantage point so that the group can address any vulnerabilities in the safety plan. For major events, multiple tabletop meetings are appropriate at various stages of the planning process. All agreed that tabletop exercises are a best practice to efficiently address safety issues for events and can be easily modified (or scaled) to any event size.

iii.   Overlapping Jurisdictional Issues

Planners of major events raised concerns about the myriad of overlapping regulatory oversight that exists, particularly in larger cities. Each layer of government may have requirements which must be met at a significant cost both of time and money. In

addition to perceived inefficiencies, the overlapping authority often leads to gaps and questions over safety, accountability and responsibility. For example, organizers whose events involve water commented that despite extensive permitting, no singular authority enforces the permits due to jurisdictional confusion, which, in turn, leads to safety issues.

iv. Zone Ex

The main "oversight gap" that those involved with major events emphasized was the area immediately leading up to the event space where crowds arrive, gather, and disperse from events. Security professionals consider this area – variously known as Zone Ex, the grey space, or the last mile – as crucial for crowd management and a high-risk area for security issues – particularly, during egress from an event when large crowds disperse unevenly to different destinations. Zone Ex has been the subject of study and scrutiny internationally, particularly in the United Kingdom after the 2017 Manchester Arena terrorist bombing outside an Ariana Grande concert venue which left 22 people dead and 1,017 injured. Martyn's Law has placed positive duties on event hosts and police to ensure public safety in Zone Ex and delineate responsibility and accountabilities in that area. Its main concern is to determine who is responsible for crowd safety within the public realm.

Major event organizers also suggested that there is ambiguity over responsibility for Zone Ex in British Columbia with respect to both the cost and management of security of these areas. To avoid duplication of responsibility – or worse, a responsibility gap – some of these event organizers suggested that the Province, event organizers, and supporters (e.g., municipalities, police and emergency services) should consider Zone Ex issues together both generally, and, where necessary, on an event-by-event basis.

In addition to responsibility gaps, many large event promoters noted that the regulations that apply to their events may be inappropriate, particularly with respect to vehicle management. Organizers gave the recurring example that they must meet provincial regulations set for traffic control created for large construction projects, despite those being inappropriate in the event context.

v.   Safety Equipment

Large events require considerable equipment to mitigate risks, including signage and barriers. In addition to the high cost of this equipment, organizers must store this equipment for lengthy periods of time. Several large event promoters suggested that equipment pooling within a geographic area might save time and money. In addition, smaller events might be able to access this equipment when it is not otherwise in use.

vi.   Access to Training and Education

As noted, organizers of major events have access to professional event planners with the training and experience to keep up with the ever-changing international norms in public safety. Those in government and the private sector – including emergency response groups – have relied on the Incident Command System. Police and emergency services which are rapidly promoting and adopting the Gold Silver Bronze Operational Command Training for the command and control of major incidents and disasters. The Commission understands that some efforts have been made to coordinate these systems, although it is unclear how well the two systems have been integrated for events.

Event industry support organizations are also creating training modules to assist their members. For example, ActsSafe Safety Association, an organization that supports safe workplace environments for those in the film and live event industry, offers over 25 safety training courses and voluminous other materials for its members. While workplace-focused, these resources would be useful to the industry as a whole.

C. Large events

Large event organizers consulted generally had planning experience but were volunteers rather than professional event planners. Usually, they did not rely on professional planners but rather used volunteers and sought local government expertise. Some suggested that these planners may put too much reliance on city permitting officers for event planning advice, given that permitting officers are usually concerned with the requirements of the permit itself, rather than the event, including its safety aspects.

This dynamic raised important questions about the appropriate division of responsibility between event organizers and local governments. While municipal staff are often willing to assist and provide informal guidance, their primary mandate is regulatory, not advisory. Permitting officers, for example, are tasked with ensuring applications meet legal and logistical requirements, not with overseeing the broader safety or operational design of an event. This distinction is important, particularly for large events with complex logistics or higher-risk activities.

A random survey of some municipalities provided an idea of the information available to event organizers and the various application requirements. The results showed that information, application processes, time expectations, and municipal support vary, even among similarly sized municipalities. While all municipalities require insurance and indemnity forms to be completed, the need for safety plans depends on the size and location of the event and host community. The Commission compiled various responses from municipalities and regional districts outlining public safety measures, best practices, and challenges related to event planning, as detailed in Appendix C.

The Commission also heard concerns that reliance on permitting officers may unintentionally shift responsibility away from organizers, who may believe that securing a permit is equivalent to completing all necessary planning. In practice, comprehensive event safety requires the involvement of multiple interested partners, including professional security teams, medical support, and risk management expertise. Without clear boundaries and improved access to planning resources or training, volunteer-led events may unintentionally overlook key safety considerations.

These concerns highlight a broader need for capacity-building in the sector. As large events continue to increase in scale and complexity, it is essential that volunteer organizers are supported with the tools and guidance necessary to plan effectively, without placing undue pressure on municipal staff or compromising public safety.

i.   The Critical Friend Approach

The Commission repeatedly heard that what volunteer/amateur large, medium, and small event planners and organizers need is a "critical friend" to assist with event

planning. A critical friend offers advice and guidance with a skeptical eye for safety details. A critical friend's focus is to collaborate with the event planners, organizers, and others to make the event a safe success. In so doing, the municipal or other authority scrutinize the aims and plans of the events, identify gaps and deficiencies, and offer assistance and resources to those planning the event. While some larger municipalities that heavily support the event sector are usually able to offer this sort of help to event planners, the vast majority cannot and do not do so.

Throughout its consultations, the Commission heard that event organizers across British Columbia, particularly those without professional planning backgrounds, are often left navigating complex safety requirements with little guidance or support. While passion and community commitment drive many events, this enthusiasm is not always matched with access to expertise. Event safety can quickly become overwhelming, especially when organizers are unclear on who to turn to for help or how to interpret risk requirements. This gap is especially pronounced in small and medium events, where budgets are limited and volunteer organizers often take on multiple responsibilities.

D. Medium events

Organizers of medium events and those who assist them expressed three basic needs: funding to meet any increased security costs; access to advice and resources to help them plan safe events; and a significant decrease in "red tape" associated with planning medium size events, particularly in urban settings.

Organizers of medium events expressed that they felt the most pressure from security costs and planning. Such events are generally large enough to warrant increased security and policing presence; however, planners often had to stretch to meet these costs. As such, organizers suggested their events would be most vulnerable to cancellation if costs and regulation were further increased.

In addition to funding, organizers said that they would benefit from a centralized resource that helps them with preparing safety plans, checklists for best practices, and access to uniform standards to apply to their events. These organizers noted that the requirements for their events differ from larger or smaller events and that they must be

allowed to tailor their plans for their events (as opposed to the imposition of a 'one size fits all' approach).

Second, event planners of medium events noted that they often must meet the same requirements of large events without access to the same resources and funding. In practice, this means that medium events have a disproportionate amount of regulatory "red tape" to get through before hosting their event. Like the other groups, they urged the government to provide more resources, but no more and perhaps fewer regulations.

E. Small Events

Small community events such as block parties are seen throughout the province. For example, the Vancouver Foundation, which despite its name has for many years provided modest funding to neighborhoods to support such events. While one could not expect elaborate security measures for these small celebrations, some receive municipal or regional support from law enforcement and fire fighters, the former sometimes including the placement of wooden barriers to discourage vehicular access to the small area, and the latter to provide actual impediments to vehicle access.

Small events connect people to their immediate communities: whether block parties, cultural, or other celebrations or a small cultural or other celebration. These events survive on the energy of their volunteers and whatever small grants might be available. The organizers are usually untrained in event safety and rely on whatever assistance, if any, is provided by municipal permitting offices for guidance on what safety planning they must undertake. Many small events do not seek permits, even when bylaws require them to do so.

Many supporters of small events observed that planners "don't know what they don't know." Small event organizers (and their supporters) suggested they would benefit from a centralized resource outlining potential safety risks and practical tips to mitigate them. Informing organizers of risks to their event (e.g., inclement weather) and offering practical solutions (e.g., safe exit strategies in the case of lightning, or allowing participants to close off a street using their own vehicles instead of paying for a city vehicle) may be the difference between allowing the event to proceed or not.

In some communities, local governments will provide vehicles or barriers to close streets; however, this is not the norm. Greater security measures, and the costs associated with them will jeopardize the events themselves or persuade organizers to go ahead with the event without permits.

F. Rural Events

Events that take place outside of the major urban centers are usually small community events. Major events (festivals) are not intended to be included.

Local governments of small communities reported very limited capacity for event planning, coordination, and oversight. Small communities have access to commensurately sized security resources but generally noted close relationships with the local RCMP detachments.

Given limited resources, most events rely on modest funding, the goodwill of volunteers, and the community's familiarity with each other to avoid any security threats. Those involved in the planning of rural events stated that, without additional funding, any additional regulatory mandates regarding security will likely be the end of most of their community events. Rather than more safety regulations, rural organizers suggested they need centralized and easily accessible reference resources and advice to help them consider and plan for safety at their events.

VI. The Commission's Observations

A. Practical and Proportionate Safety Measures

While public spaces must be reasonably safe, they must also be functional. The need for safety planning at public events brings into sharp focus, the tension between the desires of individuals and groups to organize and celebrate distinct cultural or other events with minimal governmental interference, but the need for some government protections at such events.

For some events, and particularly those of a cultural or community nature, the planners will want to hold the events in their community, as opposed to a space that is perhaps

easier to secure. Striking the right balance between public safety and practical realities requires thoughtful planning, proportional responses, and careful judgment. Measures must be tailored to the specific risks and needs of each event without imposing unnecessary burdens.

Security measures can be costly and resource intensive, and if improperly thought out, can alienate members of the public. Ideally, the organizers of the public events in British Columbia will have the financial resources to allow the retention of an experienced safety coordinator, but many events lack such resources.

The Commission heard repeatedly that public safety planning must contend with a range of emerging risks and practical constraints. One such threat is hostile vehicle attacks, which have had devastating consequences. Understanding the nature of these attacks, and the role of physical security measures such as barricades and barriers, is essential for informed decision-making. Yet tools alone are not enough. To be effective, safety considerations must be embedded throughout the lifecycle of an event. The following sections explore each of these areas in turn, beginning with a closer look at hostile vehicle incidents.

B. Hostile Vehicle Attacks

Among the most pressing concerns raised during the Commission's consultations was the threat posed by vehicles, whether intentional or accidental, entering pedestrian spaces. This led to broader discussions about hostile vehicle attacks and the measures that can be taken to mitigate them in different event settings.

Many of the sources consulted discussed the prospect of what are termed "hostile vehicle attacks" which are acts by the driver of a vehicle that are intended to cause harm to pedestrians or cyclists or cause damage to infrastructure; for example, buildings and/or utilities accessible from roadways. A hostile attack utilizing a vehicle is attractive to terrorists, as vehicles of most sorts are easily obtainable, and such attacks require little skill or preparation, and the ability to drive a vehicle is widespread.

Hostile attacks were contrasted to the unintentional acts of drivers who simply lose control of their vehicles. That said, hostile vehicle attacks are not limited to acts of terrorism. Attacks have derived from criminal conduct, including police vehicle ramming, impaired drivers, drivers overcome by "road rage", and persons in the middle of arguments.

A May 2018 report from San Jose State University into car ramming incidents and vehicular assaults considered 78 such incidents or attacks between January 1973 and May 2018 at tourist sites, hospitals, restaurants, and public gatherings including street markets, spectator events, celebrations, demonstrations and surface transportation hubs.

In January 2023, the Province of Ontario produced the Hostile Vehicle Mitigation Measures[7] study that is of great benefit in addressing at least one form of danger at public events; vehicular dangers, but the scope of this Commission extends beyond the dangers posed by vehicular causes. This report describes the matter as "a trade-off between ensuring that event attendees are protected from hostile or unintentional vehicle incidents while at the same time allowing special events to continue unabated."

Since the Lapu-Lapu tragedy, there have been at least eight other reported hostile vehicle attacks, including:

- On May 1, 2025, a person drove their car into a crowd of students leaving school in Osaka, Japan, injuring seven;

- On that same day, in Sullivan's Island, South Carolina, a man drove his car in two children and an adult before his arrest;

- On May 7, 2025, a person drove their car into a crowd of soccer supporters on the Champs-Elysees in Paris, France, injuring three, including two critically;

- Again, on May 11, 2025, a teenager drove his car into a Dollar Tree store, injuring

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[7] Suggett, Jeffrey & Jike Wang, Ontario Traffic Council Hostile Vehicle Mitigation Measures (2023). < https://otc.org/wp-content/uploads/2023/04/B001463_OTC_Hostile-Vehicle-Mitigation-Guidelines_e01-Final-Draft.pdf >

a girl;

- On May 12, 2025, a woman drove her car into the entrance of a government building in New Bedford, Massachusetts, injuring the security guard, before attempting to light the American flag on fire with gasoline;

- On May 26, 2025, a car entered a soccer celebration parade in Liverpool, United Kingdom, injuring over 100 people;

- On June 2, 2025, a woman drove her car into two people in Shaanxi, China, injuring both;

- On June 5, 2025, a man drove into the Pacific Coliseum during a Cirque du Soleil performance in Vancouver, Canada, fortunately without injuries to anyone but the driver;

- On June 7, 2025, a man drove into a crowd in Passau, Germany, injuring five people; and

- On June 14, 2025, a man intentionally drove his car into a "No Kings" protest in Virginia, United States, hitting at least one person.

C. Barricades, Bollards, and Barriers

In considering the risk of vehicle incursions and other safety concerns, physical infrastructure becomes a critical part of event planning.

Barricades have been used not only to provide physical security, but to shield people and vehicles from hazards, or to stream the flow of people. But if barriers are to be used, their type and use must be considered. Thought and planning for their use must address the layout of the barriers, the ground conditions upon which they will be placed, expected weather conditions for outdoor events, and the anticipated audience size and behavior.

Consultations highlighted the importance of barriers, bollards, and barricades not only as tools for protection but as instruments that shape how public spaces are used during events. Their placement, design, and purpose must align with the unique needs of each

event and its location.

One consistent theme from the Commission's consultations with expert event planners and safety professionals is that vehicles and pedestrians should not mix, and every effort must be made to avoid moving traffic in areas where pedestrians are located. The Commission learned there is a perhaps understandable tension created at the end of events when food trucks or other vehicle-based supports wish to leave the venue, but attendees remain in the area. Despite this tension, safety demands that vehicles ought not to move until the area is completely cleared and authority is given to do so.

One interviewee noted his participation in a Toronto event. When the event ended, security "swept" the area and required all participants to leave the venue before "releasing" the food trucks. The Port of Vancouver explained their "double sweep" technique whereby staff and security do two sweeps to clear the area: the first a gentle reminder that the event is over, followed by a final, more forceful sweep to ensure the area is clear. The event planners and organizers at the most recent Italian Days employed a similar approach with the added security of the event being closed so that no vehicles could get in or out of the 16-block event space without the approval of VPD and/or the event host.

In addition to hostile vehicle risks, there are many other risks that event organizers identified for the Commission, including the possible adulteration of food and water supplies. The organizers of the Shambhala event recalled when event participants dyed the stream green, which - while ultimately benign - caused a significant safety concern.

Another danger emerged from France's national music festival over the June 20, 2025 weekend where at least 145 people reported being pricked with syringes throughout the country at various festival sites.

D. Life Cycle of an Event

The Commission heard that effective planning does not begin and end with permits or risk assessments. Safety is a continuous process that evolves as an event moves from concept to execution. Many challenges arise not just on the day of the event, but in the

lead-up and aftermath. As such, a holistic view of the event life cycle is necessary to identify vulnerabilities, assign responsibilities, and ensure that risks are managed proactively and consistently.

The process for planning an event consists of several phases that might be described as the planning phase, the pre-production phase, the production phase, and the post-production phase.

i. Planning Phase

During the planning phase of a public event, conducting a thorough hazard and risk assessment is essential, though it can be challenging for many organizers. This assessment should take into account a range of logistical, safety, and accessibility considerations, including how the space is typically used, traffic and transportation impacts, emergency access, and the safe movement of pedestrians and vehicles. Organizers are also encouraged to coordinate with emergency services to identify known hazards and develop clear evacuation and containment procedures, as well as a safe end-of-event plan.

If food, drink, or water will be served at the event, organizers must also ensure that all catering operations meet health and safety standards. This includes proper licensing, hygiene practices, fire safety measures, and compliance with electrical and gas regulations.

ii. Pre-Production Phase

Once an event plan is developed, the pre-production phase typically involves securing the necessary permits or licences from the local authority – or, for larger events, from multiple agencies. While recurring events may benefit from an established track record, approvals are never guaranteed and must be approached with the same diligence as first-time events.

A strong example of effective pre-production planning is the 2024 Vancouver Vaisakhi (also known as Khalsa Day) celebration.[8] Organizers shared their Safe Event Plan with the Commission, which identified potential hazards, outlined mitigation strategies, and detailed emergency communication protocols. The plan was reviewed by the City's FEST Committee and the VPD's EOPS, both of which required detailed traffic and security plans in advance. Based on this review, agencies including VPD, Vancouver Fire and Rescue Services (VFRS), BC Emergency Health Services (BCEHS), and TransLink collaborated on an Emergency Action Plan that established a unified command and communication system for medical, weather-related, or security incidents. Key measures included major road closures, a strong emphasis on crowd management and emergency access, and encouragement for attendees to use public transit. The event also featured a coordinated presence of police, fire personnel, paramedics, volunteer marshals, by-law officers, and private security. All food vendors were required to obtain permits from Vancouver Coastal Health, and open-flame cooking was only permitted with fire extinguishers on hand. To maintain a family-friendly environment, alcohol use, both sale and consumption, was strictly prohibited.

iii. Event Production and Post-Production Phases

While the production and post-production phases of an event fall outside the core focus of the Commission's mandate, their importance should not be overlooked. The Commission recommends that these phases be further explored in materials such as the Event Safety Guide, created by the Event Safety Alliance, beginning at section 2.6.[9] In particular, the Commission stresses the importance of adhering to safety plans during the event itself, ensuring that responsibilities are clearly understood and followed in real time. As for the post-production phase, the Commission encourages structured reflection, including after-action reporting, debriefs with key partners, and the collection of public feedback. These efforts will support continuous improvement and help monitor the progress of the recommendations outlined in this report.

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[8] Also known as Khalsa Day.
[9] Donald C Cooper, Event Safety Guide: A Guide to Health, Safety and Welfare at Live Entertainment Events in the United States, first edition ed (Event Safety Alliance, 2013), 14.

VII. The Commission's Recommendations

Based on the information gathered and assessed, the Commission outlines the main issues facing community event safety in British Columbia below and recommends the following possible resolutions.

Recommendation 1: Risk Assessments in Event Planning

In the Commission's view, all public events in British Columbia, regardless of size, should be supported by a risk assessment. This assessment need not be complex, but it should be thoughtful, structured, and appropriate to the scale and nature of the event. It may be prepared by event organizers, municipal staff, or collaboratively, depending on local capacity.

A comprehensive risk assessment should consider the event's scale, location, activities, and potential hazards, including risks to specific groups and environmental factors. It should evaluate existing safety measures, identify any gaps, and assign clear responsibilities for emergency planning, access, and crowd management. Additional considerations may include fire safety, medical response, weather impacts, and supports for overnight stays where applicable.

To support municipalities and event organizers, the Commission has included an example Event Safety Plan template in Appendix D and an Event Risk Assessment template in Appendix E of this report. These reflect best practices drawn from existing documents and may be adapted to suit a wide range of community events. The aim is to support consistent and practical planning that enhances public safety at gatherings across the province.

Recommendation 2: Clarifying Jurisdictional Roles in Event Oversight

Event organizers and approving authorities frequently encounter both overlaps and gaps in jurisdictional oversight. These uncertainties create confusion about who has the authority to make decisions or enforce requirements, particularly when multiple agencies or levels of government are involved.

The Province should establish clear criteria for consultation that defines the roles and responsibilities of all parties involved in event planning, approval, and emergency response. This framework should articulate where decision-making authority resides and how coordination should occur between event organizers, municipal and regional governments, first responders, provincial agencies, and Indigenous authorities.

In designing this framework, the Province should consider adapting elements of the United States' *National Incident Management System*[10]. A provincial model could help streamline communication, reduce duplication, and ensure consistent expectations across jurisdictions, while respecting the unique roles of Indigenous governments and private interest-holders.

Recommendation 3: Training for Planning Support and Centralized Hub

Most event planners and organizers do not have access to consistent advice or resources for event safety planning. Standardized training is limited, especially for volunteers and municipal staff who often carry significant responsibility without formal expertise. Consultations also revealed a widespread lack of consistent knowledge, training, and experience among those involved in hosting events of all sizes.

The Province should establish a centralized hub to support event safety across British Columbia. This hub would provide accessible, standardized advice, training, and practical tools for event organizers, municipal officials, and others involved in planning public gatherings. It could include resources such as a comprehensive event safety guide, modelled after the United Kingdom's *Purple Guide*, as well as a simplified foundational safety checklist that can be adapted for different event types and community contexts. The Commission recommends that the Province use this report's findings and recommendations to inform its ongoing work to update the Guidelines.

In addition to offering training and resources, the hub should be responsible for setting out clear expectations for event organizers, municipalities, and provincial agencies regarding event planning, approval processes, and on-site safety responsibilities. This

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[10] Federal Emergency Management Agency (FEMA), "National Incident Management System", (October 2017), online: wwwfema.gov <https://www.fema.gov/emergency-managers/nims/components>.

would help ensure consistency across jurisdictions and clarify roles for all parties involved. These expectations should include guidance on managing Zone Ex areas, which refer to spaces outside the formal event footprint such as entrances, exits, and dispersal routes, and could be strengthened by adopting established frameworks, such as the DIM ALICED model, to improve crowd management and safety planning across jurisdictions. The centralized resource should also serve as a "critical friend" to the event industry, offering guidance and referrals, including to appropriate Indigenous authorities for consultation, permission, and support. It should be tasked with developing or endorsing standardized training programs for event organizers, municipal staff, and volunteers. An audit of existing training resources, such as those offered by ActSafe Safety Association, could help identify gaps and avoid duplication.

Recommendation 4: Support for Event Delivery and Local Capacity

Consultations across the province made clear that rising safety and security costs are one of the most significant barriers to hosting community events. For many organizers, particularly in smaller or under-resourced communities, these costs threaten the viability of their events altogether. At the same time, many small and rural local governments noted the limited internal capacity to support community events. Staff shortages, competing priorities, and a lack of specialized expertise in event planning and safety were frequently cited as barriers to effective oversight and permitting. Organizers also highlighted the high costs of acquiring appropriate safety equipment, much of which is reused across multiple events in the same region.

The Province should consider expanding the availability of targeted grants or financial support to help offset event-related safety and security costs. This may include cost-sharing programs for infrastructure such as fencing, barriers, and traffic control equipment, as well as for emergency services where appropriate. The Province should also encourage resource-sharing arrangements among neighbouring jurisdictions, particularly for small-scale events, to reduce duplication and improve access to essential equipment.

In addition, the Province should provide direct funding or staffing support to municipalities, particularly those in smaller or under-resourced jurisdictions, to assist with event permitting, safety planning, and coordination. Municipalities should be encouraged to establish or designate in-house roles focused on event production and safety coordination to build institutional knowledge and long-term capacity. Finally, the Province should plan for equitable access to safety planning tools and guidance in communities with limited staffing or financial capacity and explore opportunities for federal-provincial collaboration on event safety funding to ensure sustained support across a wide range of communities and event types.

Recommendation 5: Foster Local Collaboration on Event Safety

In many smaller communities, event organizers would benefit from more focused collaboration with emergency services to address safety considerations tailored to their specific events. Consultation during the planning phase can improve readiness and build trust between interested partners.

The Province should encourage and promote regular tabletop exercises that include police, fire departments, emergency management services, and event organizers. These exercises should be adapted to reflect the scale and nature of local events.

In addition, the Province should support and promote community-led safety planning efforts, particularly for Indigenous-led and culturally specific events. Ensuring that these communities have the tools and support they need to lead their own planning processes is essential to fostering safe, inclusive public gatherings.

Recommendation 6: Promote Learning Through Event Evaluation

To monitor the progress and effectiveness of any implemented recommendations, the Province should encourage the routine use of after-action reports and structured public feedback collection following events. These tools can help evaluate safety outcomes and identify areas for improvement.

The Province should also explore the creation of a centralized, anonymized repository of event safety data, including case studies and lessons learned. Such a resource would serve as a reference point for future event planning and contribute to a culture of continuous improvement across the event sector in British Columbia.

To ensure this system is practical and widely adopted, the Province should engage municipalities, event organizers, and public safety agencies in its design and implementation. Over time, this shared knowledge base could help inform training, funding priorities, and updates to provincial event safety guidelines.

VIII. Commission Membership and Staff

The Commission was supported by the dedication and expertise of the following individuals:

Salam Guenette

Executive Administrative Assistant with the Justice Services Branch in the Ministry of the Attorney General of British Columbia

Ana Staskevich

Research and Public Policy Analyst with the Ministry of Public Safety and Solicitor General of British Columbia

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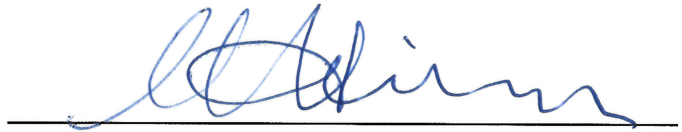
In addition, the Commission expresses its thanks to Mary Williams, Office Manager with the Justice Services Branch in the Ministry of the Attorney General, for all of her assistance.

IX. Conclusion And Acknowledgements

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It is the Commission's sincere hope that the findings and recommendations contained in this report will contribute meaningfully to the creation of safer public spaces across British Columbia and serve as a respectful acknowledgment of all those who have been affected by tragedy.

Date: June 26, 2025

The Honourable Christopher E. Hinkson, K.C.

Appendices

Appendix A – Reference Material

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Appendix B – Consultations and Interviews

Abbotsford International Airshow

- Dave Reith, Executive Director

ActSafe BC

- Trina Pollard, Chief Executive Officer
- Jeff Wonnenberg, Director of Industry Training
- Daniel Farley, Director of Industry Health & Safety

BC Civil Liberties Association

- Liza M. Hughes, Executive Director
- Meghan McDermott, Policy Director
- Aislin Jackson, Policy Staff Counsel

BC First Nations Justice Council (BCFNJC)

- Amanda Carling, CEO
- Tina Miller, Researcher, Indigenous Women's Justice Plan
- Kristi Den Admirant, Researcher, Indigenous Women's Justice Plan

BC Music Festival Collective

- Julie Fowler, Executive Director, BC Music Festival Collective
- Corrine Bundschuh, Emergency Management Specialist for Kootenay Rocky Tourism

BC Place Major Events (BC Lions, Whitecaps, Grey Cup, etc)

- Jenna Visram, Assistant General Manager, Director, Events & Guest Experience

BMO Marathon - RunVan Vancouver International Marathon Society

- Eric Chéné, Executive Director

Calgary Stampede

- Kerrie Blizard, Director, Public Safety & Environment

Canada Day VFPA Convention Center- (Canada Together)

- Gillian Behnke, Director, Events & experience
- Alexandra Hearn, Events & Guest Experience Advisor

Celebration of Light

- Paul Runnals, Partner, Senior VP; Talent + Production

City of Abbotsford

- Todd Stewardson, General Manager, Parks, Recreation & Culture
- Danielle Pope, Director, Recreation & Community Engagement Professional

City of Burnaby

- Lois Dawson, Coordinator – Festivals & Special Events

City of Dawson Creek

- Chelsea Mottishaw - Tourism, Emergency & Climate Readiness Manager
- Lindsay Dufresne, Community Culture & Recreation Manage

City of Fernie

- Jacquie Hill, Manager of Parks and Recreation
- Ula Gasiorowski, Parks, Facilities & Recreation Coordinator

City of Grand Forks

- Duncan Redfearn, Chief Administrative Officer

City of Liverpool – United Kingdom

- Angie Redhead – Head of Operations Culture Liverpool
- Susan Gibson – Head of City Events Culture Liverpool
- Jen Falding - Head of Major Sports Events

City of London - Ontario

- Paul Ladouceur, Director, Emergency Management and Security Services
- Sgt. Jorg Stockman, London Police Service

City of New Westminster

- Jen Arbo, Manager, Community Partnerships

City of Toronto, Economic Development and Culture

- Pat Tobin, General Manager, Economic Development and Culture
- Aderonke Akande, Director, Arts and Culture Services at the City of Toronto
- Collin Joseph, Manager Event Support Economic Development and Culture at City of Toronto
- Stefan Lenzi, Production Manager, Event Support Unit at City of Toronto
- Nathaniel Kennedy, Coordinator, Toronto Emergency Management at City of Toronto

Clayoquot Biosphere Trust

- Brooke Wood – Director

Course Dynamics Race Event Management

- Albert Ngai, Race Director

District of Lake Country

- Matt Vader, Director of Parks, Recreation, and Culture

Downtown Eastside Women's Centre

- Cheryl Sutton - Director, specialized services and programs

Downtown Vancouver Business Improvement Association

- Jane Talbot, President & Chief Executive Officer
- Michael Dove, Lead of Placemaking & Public Spaces
- Claire Leonard, Manager of Placemaking & Public Space

Dragon Boats BC

- Dominic Lai - Senior Development, Marketing, and Operations Director

Event Safety Alliance of Canada (ESA)

- Kevin Tanner - Chair, Board of Directors
- Janet Sellery, Founding Board Member and Programming Chair, Event Safety Alliance Canada

Gentian Events Limited – United Kingdom

- Eric Stuart, Director

GuardTeck

- Aaron Billesberger, Director of Special Projects & Training

Italian Days on Commercial Drive

- Grace Choi, Owner & Event Producer

Kamloopa Powwow

- Colin Stonechild, Event Organizer

Neighbourhood Small Grants (NSG)

- Kim English, Community Relationships & NSG Manager

Nisga'a Ts'amiks Vancouver Society

- Anthony Robinson, CEO
- Kelly Gill, Event Manager

Safe Events – Ireland

- Mark Breen, Director, Safe Events Global
  - Senior Health & Safety Director | Middle East events

Shambhala Music Festival

- Jimmy Bundschuh, Founder
- Corrine Bundschuh, Co-Founder and Emergency Management Specialist for Kootenay Rocky Tourism

soomö Entertainment Company

- Roy Yen, Principal

Squamish Nation Youth Powwow

- Simon Baker, Head Chair
- Carmen Moore, Co-Chair

Surrey Police Services

- Allison Good – Superintendent
- Lav Mangat - Superintendent

The Square Metre Group - United Kingdom

- Andy Hollinson, Chief Executive Officer

Toronto Strong Fund

- Barbara Hall, The Barbara Hall Community Resilience Fund.

Union of BC Municipalities (UBCM)

- Councillor Trish Mandewo, UBCM President
- Gary MacIsaac, UBCM Executive Director
- Bhar Sihota, UBCM Senior Policy Analyst

Vaisakhi - Vancouver

- Sukhpal Jhooty, Co-Lead
- Malkiat Dhami, Past-President
- Jagdeep Sanghera, Vice-President

Vancouver Convention Center

- Craig Lehto, General Manager
- Alikie Knight, Director, Venue Operations
- Sarbjit Minhas, Senior Manager, Venue Operations

Vancouver Farmers Markets

- Randy Elliott, Director of Operations
- Laura Smit, Executive Director

Vancouver Foundation

- Kevin McCort, President & CEO
- Dave Doig, Director, Community Networks

Vancouver Police Department

- Jeff Neuman, Staff Sergeant/Inspector

Vancouver Pride Society

- Joseph Hoang - Director, Community Engagement

Vancouver Sun Run

- Tim Hopkins, Race Director

Village of Kaslo

- Robert Baker, Chief Administrative Officer

Village of Pemberton

- Christine Burns, Manager of Recreation Services

APPENDIX C - Summary of Municipality and Regional Districts Questionnaire Responses

The following summarizes key findings from approximately 27 local governments regarding their event safety practices, challenges, and volumes. Responses have been categorized and distilled for clarity.				
Municipality/ Regional District	**Public Safety Measures**	**Best Practices**	**Challenges**	**Approx. # of Events (as reported)**
CENTRAL INTERIOR				
City of Dawson Creek (Population: 12,323)	Traffic plans required for major road closures; Development Services identifies and communicates safety concerns.	Use of Incident Command Systems (ICS) 100 training; standardized guidelines with risk ratios; bylaw-enforceable protocols in development.	Open-space events without controlled access; high costs for police/security presence.	~10 outdoor events/year; mid-size (~500) with one large-scale (Dawson Creek Exhibition, 10,000+ attendees).
City of Grand Forks (Population: 4,112)	Fire department is the primary contact pre- and during event; no internal event approvals.	Formal permit process for exclusive use helps identify and address potential issues early.	Limited internal capacity for event vetting; event security approvals not within current scope.	~25 total events/year, including small gatherings; ~10 events exceed 500 attendees (e.g., tournaments, festivals).
City of Kamloops (Population: 97,902)	Traffic plans required for road-impacted events; reviewed by Fire Department. Event maps checked for compliance.	Guidelines address insurance, fire safety, emergency plans, and security. Reviewed by Risk, Fire, and Events teams.	Rising costs for traffic control and security; limited staff for enforcement; desire for provincial support/grants.	~251 total; 70+ large outdoor (1k+), 11 major (1k–30k), 30 medium (100–1k).
District of 100 Mile House (Population: 1,928)	Event safety is organizer's responsibility; certified traffic control required.	Small-town context emphasized; low-regulation approach seen as beneficial.	Volunteer burnout; rising insurance costs; fear of overregulation deterring organizers.	25–50 annual events; includes car shows, parades, concerts, and community dinners.

COLUMBIA-KOOTENAY				
City of Fernie *(Population: 6,320)*	Organizers hire traffic control; City installs signage and reviews permits for emergency access. Staff present to oversee road closures.	Organizers must follow BC Major Planned Events Guidelines. Liquor permitting and notification responsibilities fall to the event host.	Limited staff resources; need for flexible approaches tailored to small communities.	15–20 events annually; range from medium-sized to large gatherings.
Village of Kaslo *(Population: 1,049)*	Closures approved by Council; no formal protocols.	Interest in standard checklists tailored by attendance.	No bylaw enforcement capacity; desire for risk assessment standards.	2 major events/year (~2,000 attendees each).
New Denver *(Population: 487)*	Uses BC Emergency Mgmt. Framework and Public Safety Canada templates for event planning.	Calls for centralized toolkit, training modules, and scalable guidelines tailored to smaller communities.	Staffing limits, increased security costs, and challenges with inter-agency coordination.	10–20 outdoor events annually; some large-scale (5,000+ attendees).
City of Revelstoke *(Population: 8,275)*	Traffic control reviewed during planning by Fire and Police. Compliance not monitored during event.	Multi-department review of plans (Fire, RCMP, etc.) at application stage.	Staffing and funding limitations; lack of capacity to monitor event execution; rely on organizer compliance.	41 permits issued in 2024; range from ~100 to 4,000+ attendees.
EAST KOOTENAY				
Regional District of East Kootenay *(Population: 65,896)*	Included in event plans if Special Event Licence is needed.	Proactive engagement with organizers to prevent post-event issues.	Parking/access; enforcement; jurisdictional coordination (e.g., First Nations land).	1–3 events/year requiring Special Event Licence (500+ attendees).

METRO VANCOUVER/LOWER MAINLAND				
City of Abbotsford *(Population: 153,524)*	Highway Use Permit required for traffic impacts, reviewed by Abbotsford Police Department (APD) and Abbotsford Community Events (ACE) team. Emergency access reviewed by APD and Abbotsford Fire Rescue Service (AFRS). Beverage gardens reviewed with APD/LCRB.	ACE Team meets post-application to assess risk/safety. Annual recurring events are tracked for changes year to year.	Organizers often lack training or resources; many are volunteers. Emphasizes need for BC-wide training and funding support.	82 outdoor events in 2024; ~20 are large-scale.
City of Chilliwack *(Population: 93,203)*	Traffic control plans required from hosts; reviewed by Engineering.	Event risk assessed case-by-case with RCMP and Fire input; factors include access, alcohol, capacity, and security.	Volunteer and staff capacity is limited; need for funding and formal event review templates.	2024: 40 block parties (~100 ppl), 63 community events (up to 5k), 1 large event (~10k), mural festival (5k).
City of New Westminster *(Population: 78,916)*	Traffic plans developed by Transportation Engineers; consistent safety measures followed.	Flexibility emphasized; Festival Expediting Staff Team (FEST) team with uniformed police helps ensure planning is grounded and practical.	Costs rising while funding drops. Volunteers need education. Storage space for equipment is lacking.	7–10 large with closures; 30 medium; 100+ small or recurring events.
City of Pitt Meadows *(Population: 19,416)*	Security presence at single large event with bag checks.	Supports tiered safety expectations by event size and type.	Need access to rentable barriers at low/no cost.	1 large (10k), 2 medium (2.5k–4k), 10 small (300–500).
City of Port Moody *(Population: 33,535)*	Police approve safety/traffic plans; larger events involve Fire and Police from the start. Fire notified if food trucks present.	Safety reviewed by Police. New multi-department committee launching in 2025 to formalize reviews.	Staffing and equipment costs rising; limited police/traffic availability; equipment access issues (e.g. bollards).	15 community + 7 Sunday Concerts (small); 3 medium; 3 large; 10–15 block parties; recurring markets.

City of Richmond (Population: 209,937)	Traffic plans by certified firms for large events; reviewed with RCMP and Transportation. Managed via Richmond Event Approval Coordination Team (REACT) process. The REACT team reviews all event applications for events with over 50 people attending that impact public property.	Post-event debriefs standard for large events via REACT. City participates in Creative Cities & West Coast Event Pro networks.	City: equipment rental & staffing costs. Community: planning is complex, REACT is confusing for first timers.	~150 event applications/year; most <1,000 participants, some as large as 50,000 (e.g. Steveston Salmon Fest).
District of North Vancouver (Population: 88,168)	Historically closed roads with cones, personal vehicles, and unlicensed staff. Limited formal protocols. Reliance on community partners.	Safety varies by event size and alcohol. Relies on interdepartmental coordination and discretion of Parks Manager.	Funding shortages and overtime challenges; staff burnout; shifting event supervision and structure.	20–25 concerts by NVRC; 200–230 permitted community events; ~6 are large (500–1k+).20–25 concerts by NVRC; 200–230 permitted community events; ~6 are large (500–1k+).
City of Surrey (Population: 568,322)	Traffic Obstruction Permit process includes full review by Festival Expediting Staff Team (FEST), Police, Engineering. Parades with rolling closures are monitored via an Emergency Operations Centre (EOC).	FEST process evolves through feedback from all stakeholders. Updates made continuously to improve coordination.	Budget constraints for organizers; limited resources to support events requiring road closures.	275–300 community hosting applications/year; ~6 events over 80k attendees.

SOUTHERN INTERIOR/OKANAGAN				
City of Merritt *(Population: 7,051)*	Events requiring closures must coordinate with City for signage and traffic control; provincial road conditions shared via DriveBC/local alerts.	Risk assessments led by event hosts, reviewed collaboratively. Event guide outlines minimum standards. Early communication is emphasized.	Costs, staffing, planning time, hotel/volunteer availability, community buy-in.	1 large annual; 10–20 medium-scale events.
District of Lake Country *(Population: 15,817)*	Traffic control plans are required and reviewed pre-permit. RCMP on site for events over 1,000. Fire and bylaw attend all events. No alcohol allowed.	Annual safety plan developed and reviewed with RCMP, fire, and bylaw. Timely external applications are critical.	Concern about uniform application of standards; need for event-specific flexibility.	10–12 District-hosted (2k–3k); plus 5–7 community events (500–1k).
District of Peachland *(Population: 5,789)*	Traffic plans created by pro firms and reviewed by City depts (Fire, Engineering, Ambulance). Closures require multi-agency approval.	Annual pre-event meetings with departments; strong internal communication; updated contact lists shared for event-day coordination.	Security and evacuation plans add cost. Interested in toolkits and funding for risk management frameworks.	2 large festivals (5k+); ~12 medium events (250–1k attendees).
NOTHERN INTERIOR				
District of Houston *(Population: 3,052)*	Road closures coordinated with District and Regional District.	Use of WorkSafeBC, public health guidance, local emergency services; internal checklists and templates.	Need for scaled frameworks, toolkits, and provincial support for larger events.	~20 outdoor events/year; range from small markets to 300-person mud drag.
SEA TO SKY				
Village of Pemberton *(Population: 3,407)*	Right-of-way approvals, barricades, access routes outlined in safety plan.	Support for standardized protocols, with variations for event size/community capacity.	Limited space, staffing, and infrastructure for larger events.	~7 events/year; growing to 12–15. Events >600 people require Special Event Permit.

VANCOUVER ISLAND & GULF ISLANDS				
The Corporation of the City of Courtenay (Population: 63,282)	Road closure applications reviewed by Operational Services and emergency responders.	No specific practices reported.	Noted future need for support via Comox Valley Emergency Management (CVEM) and the Ministry of Emergency Management and Climate Readiness (EMCR) funding for standardized community safety.	~5 events/year (1 large, 4 small).
City of Campbell River (Population: 35,519)	Special Events permit required; traffic management plan if roads impacted; security required if liquor served.	Checklists and emergency reviews; visible staff; early cleanup; adapt perimeters; awareness protocols and buddy system.	Free events increase risk of disruptions; rising security costs; reliance on volunteers; child safety a recurring issue.	~60 event instances/year; includes CR Live (7), Salmon Fest, Logger Sports, Canada Day Parade.
City of Victoria (Population: 91,867)	Signalized intersections controlled by police, all site plans are reviewed by transportation staff, police, and fire in advance. Police determine the intervention level required to secure static events occurring in public rights-of-way.	Specialized software; seek input from neighboring jurisdictions and compare notes to other Canadian cities related to best practices.	Police resourcing/capacity can be an issue; increasing event and protest activity within region, lack of specialized equipment.	~250-300 permitted events ranging from neighbourhood block parties to major festivals/celebrations.
Comox Valley Regional District (CVRD) (Population: 72,445)	Road closure applications reviewed by Operational Services and emergency services; jurisdictional complexity often leads to gaps in coordination.	Partnerships via Multi-jurisdictional Emergency Management Organisation (MJEMO) model and EOC/ICS tools; strong collaboration with similar-sized regions; knowledge sharing emphasized.	Provincial-level silos between agencies; lack of coordinated funding/support for joint planning; even for off-jurisdiction but impactful events.	Frequent medium events year-round; large events include CFB Comox Air Show (20k–30k attendees).

Emergency Management Cowichan (EMC) *(Population: 89,013)*	Ad hoc approaches vary by community/bylaw; processes and timelines often unaligned, particularly on private land.	Supports flexibility in permitting to preserve cultural and economic value of events while ensuring safety.	No cost recovery for planning/monitoring of events outside traditional permitting; current permitting is layered and burdensome.	Small events (<100) occur frequently, especially in summer; ~2 large-scale events (20,000+ attendees) annually.

Based on the data gathered in questionnaires and interviews, some observations can be made:

1. Most municipalities referenced the rising costs for event operations like security, barricade rentals, training and police services, which tends to also affect event organizers.
2. Smaller events and smaller municipalities rely on volunteers to complete their applications and run the events.
3. The application process varies greatly among municipalities with calls for using standardized guidelines with risk management and ratio formulas.

**Population is based on 2021 available census data: https://www12.statcan.gc.ca/census-recensement/2021/as-sa/fogs-spg/Index.cfm?Lang=E

APPENDIX D - Sample - Event Safety Plan Template

A Safety Plan Sample outlines the procedures and precautions that will be in place to ensure the safety of everyone at the event.

Event Information (basic event details)

Event Name: _____

Event Date: _____

Event Location: _____ *(address or description of venue)*

Event Type: Sporting, Cultural *etc.* _____

Does the event take place entirely or partially on Federal property?

Does the event take place entirely or partially on First Nations Land? *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.*

Estimated Attendance: _____ *(approx. number of people expected)*

      Estimated Peak Attendance: _____ *(approx. number of people expected during peak times)*

Event Start/End Times: _____ *(when the event will open and close)*

      Event Set up/Take-Down Times: _____

Contact Information (On-site contacts responsible during the event)

Event Day Contact: _____ *(name of primary on-site manager)*

Event Day Contact Info: _____ *(mobile phone number and/or radio channel)*

Safety Officer/Leader: _____ *(name of person overseeing event safety)*

Safety Officer Contact Info: _____ *(contact details for safety lead on-site)*

Event Day Secondary Contact: _____ *(name of primary on-site manager)*

      Contact Info: _____ *(mobile phone number and/or radio channel)*

First Aid

1. Who will provide on-site first aid? *(Identify the first aid service or trained personnel, e.g. Red Cross, St. John Ambulance, or certified volunteers.)*

2. Number of first aid attendants and their certification level? *(Specify the number of first aiders and their certification level, based on the size and risk level of the event.)*

Security / Crowd Management

1. Describe security personnel or marshal roles and numbers. *(Include professional security staff, police officers, or trained volunteer marshals if applicable.) If yes, describe their roles, numbers, and schedule. If no, explain how event staff or volunteers will manage crowd safety, access control, and any potential unruly behavior to maintain a safe environment*

2. How will crowd safety and behavior be managed?

Liability and Insurance

When planning your event, it's essential to identify and address potential risks related to property damage and personal injury in advance. All events must carry General Liability Insurance with a minimum coverage of _____ (insurance varies depending on the size of the municipality). The insurance certificate must:

- *Name the municipality of _____as an additional insured*
- *Include a cross-liability clause*
- *Be submitted to the _____team/office for review before a permit can be issued*

By signing the Special Event Permit application, the organizer agrees to indemnify and hold harmless the municipality of _____from any claims, demands, lawsuits, or costs arising from the event, including actions by the organizer or their staff, agents, or volunteers.

Food and Beverage vendors? *Beer and liquor sales require a Liquor and Cannabis Special Event Permit from the B.C. Liquor and Cannabis Regulation Branch. Applications may be obtained online or at any government liquor store*

Activities (Risk Assessment)

List any medium- to high-risk activities and the mitigation strategies. *(for example: inflatables like bouncy castles, alcohol service, fireworks, live animal displays, etc.). For each activity, what plans or procedures will you have in place to minimize the risk factors? (Describe safety measures for each high-risk activity – e.g. supervision and tie-downs for inflatables, ID checks and serving limits for alcohol, safety zone and trained operators for fireworks.)*

Road Closure & Pedestrian Safety

1. Are any road closures planned? *If yes, list and describe the closure plan. (For example, note if you will hire a certified traffic control company or use traffic control persons, what signage or barricades will be in place, the timing of closures, and any detour plan. Include contact information for any traffic management providers or city permits obtained.)*

2. How will pedestrian safety be ensured during closures? *(Describe measures such as having marshals assist pedestrians, using barriers between traffic and walkways, clear signage for crossing points, reflective vests for volunteers, etc.)*

Impact on Local Residents

Develop a notification plan for nearby residents and businesses, especially if sound or traffic will be affected.

Unloading/Loading Zones

1. Describe your plan for loading and unloading zones. What is your plan for loading and unloading zones for the event? *(Describe how vendors, performers, or suppliers will load in and out – e.g. designated areas or times for delivery vehicles, use of cones or staff to control the area, special equipment like dolleys or forklifts. Include how you will coordinate schedules to avoid congestion and any communication to drivers. Ensure this plan is shared with all vendors/participants in advance.)*

Fire Safety

1. Will open flames or fuel be used? Describe precautions. *(For example, for cooking appliances or heaters: maintain safe distances, have fire extinguishers available and staff trained to use them, no smoking near fuel; for fireworks: licensed pyrotechnician handling them, fire department notified; for bonfires: a safety perimeter and water source on hand.)*

Risk Mitigation (Emergency Incidents)

1. Describe procedures and communication plans for:

- Lost child

Outline how lost children will be reported (e.g. immediately radio to staff), where they will be kept (a secure, supervised area), how you will verify guardians and reunite them. Include any ID wristband systems or PA announcements.)

- Medical emergency

(Explain how you will respond to a serious injury or illness – e.g. alert on-site first aid and call 9-1-1 if needed, clear space for responders, crowd control around the area, designate a meeting point for ambulance. Detail who has authority to call emergency services.)

- Fire emergency

(Describe the evacuation or firefighting procedure in case of fire – e.g. raise the alarm (whistle/air horn), clear the area, use fire extinguishers if trained, call the fire department, guide people to exits. Identify who will make the call and who will meet firefighters to direct them to the incident.)

- Evacuation

(If a larger emergency or severe weather requires evacuating the whole event, explain how the decision will be made and announced (e.g. via PA system or megaphone), what exits or evacuation routes will be used, and where people should go. Assign staff to assist in directing attendees calmly to safety.)

- Event cancellation

(For a last-minute cancellation or early shutdown - e.g. due to extreme weather or a security threat - describe how you will inform attendees (prior to or during the event), and how staff/volunteers will communicate and manage the shutdown. This could include social media updates before the event and on-site announcements.)

Communication Plan

1. How will staff/volunteers communicate during the event*? (Identify the primary communication methods: two-way radios on specific channels, cell phone calls/text groups, a messaging app, or a designated command post. Ensure all key personnel have devices and know protocols, e.g. radio etiquette or emergency codes.)*

2. Where is the staff/volunteer headquarters? *(Specify the on-site location that will serve as the coordination center or information hub for the event staff - for example, a clearly marked tent or an indoor room. This is where leadership can be found and where volunteers check in, and it should have first aid kits, incident report forms, etc., if possible.)*

3. How will safety information be shared with vendors/contractors? *(Explain how you will ensure all vendors/exhibitors are informed of key safety rules and what to do in emergencies. For example, pre-event emails or a briefing document outlining emergency exits, fire precautions, and who to contact for issues; or a short safety meeting on the morning of the event.)*

Additional Information

Include any additional safety-related planning details. *(Use this space for anything not covered above. This might include specific health safety measures, environmental hazards (e.g. nearby water bodies), equipment inspections, insurance details, or contacts for on-call services. If nothing additional, you can leave this section blank.)*

APPENDIX E – Sample - Event Risk Assessment Template

Use this template to systematically identify event hazards, evaluate risks, and plan control measures. A risk assessment is simply a careful examination of what at your event could cause harm to people, so you can decide whether you have taken enough precautions or need additional measures. This template helps document who might be harmed and how, what controls are in place, any further actions needed, and who will carry them out and when. Consider all phases of your event – setup, the event itself, and teardown – and common risk areas (e.g. crowd control, safe access/egress, fire safety, severe weather) when identifying hazards

Event Details (basic information about the event and the assessment)

Event Name: _____

Event Date(s): _____

Event Location: _____

Organizing Group/Organizer: _____ *(name of community group or lead organizer)*

Risk Assessment Prepared By: _____ *(name and role of the person assessing risks)*

　　　Organization Website: _____

Date of Assessment: _____

　　　Risk Assessment Approved by: _____

Identified Hazards & Mitigation Measures

Assess each identified hazard's risk level (Low/Medium/High) based on how likely the hazard is and how severe the potential harm could be. Then detail the measures you will use to control or minimize the risk. If additional actions or precautions are needed, note what they are, who will be responsible for them, and by when they should be done. Ensure that after planned controls, the remaining risk is as low as reasonably possible.

Hazard (Potential Harm)	People at Risk	Risk Level (L/M/H)	Control Measures (Existing)	Further Actions (Who & When)
Ex: Wet weather (slippery ground – slip/fall) – Rain could create slick surfaces.	*Attendees, staff*	*Ex: M*	*Non-slip mats at venue, electrical*	*monitor and dry wet areas as needed*

				cables covered	
Ex: Crowd congestion at entry (tripping/pushing) – Bottleneck of attendees at gate.	*Attendees*				
Ex: Crowd composition and vulnerability	*Attendees*				
Ex: Traffic Management	*Will the roads require closure*				
Ex: Live Animals	*Will there be live animals at the event location*				
Ex: Temporary Structures	*Location and size of tents, stages and portable toilets on the site plan.*				
Ex: Food and Beverage	*Have proper licenses, Contact local Health Authorities*				
Ex: Noise Control	*Sound levels for entertainment, music, and speeches should not unreasonably affect residents or businesses*				

(Add more rows as needed for all identified hazards. For example: a hazard could be "Slip on wet floor leading to injury" with attendees at risk, Medium risk level, control measure "cover cables and use wet-floor signs," and further action "add non-slip mats – responsible: J. Doe by event day.")