



Ontario Association of Agricultural Societies

2018 Convention

Fairmont Royal York Hotel, Toronto

February 16, 2018



“Soft Target Hardening”

Identifying, Assessing and Responding to ‘External’ Threats from Activism/Terrorism

TOPICS

- **Types of “External” Threats?**
- **Identifying, Assessing, Preparing and Responding to Threats?**
- **Managing Crowds.**
- **Preparing for and Mitigating Risk and Legal Liability.**

SSIP Principals

Steve Summerville – President

- Law Enforcement and Security Experience
- Recognized Expert in Security
- Expertise in
 - Special Event Security Management
 - Security Training

Frank Simone – Vice President

- Law Enforcement and Security Experience
- Expertise in
 - Emergency Preparedness/Incident Management
 - Special Event Security Management

SSIP Available Services

- 1. Training Programs and Services.**
 - Front Line/First Responders/Security
- 2. Special Event Security Management.**
- 3. Emergency Preparedness Planning and Training Services**
 - Incident Management Systems (I.M.S.)
- 4. Security Reviews/Threat and Risk Assessment (T.R.A.)**

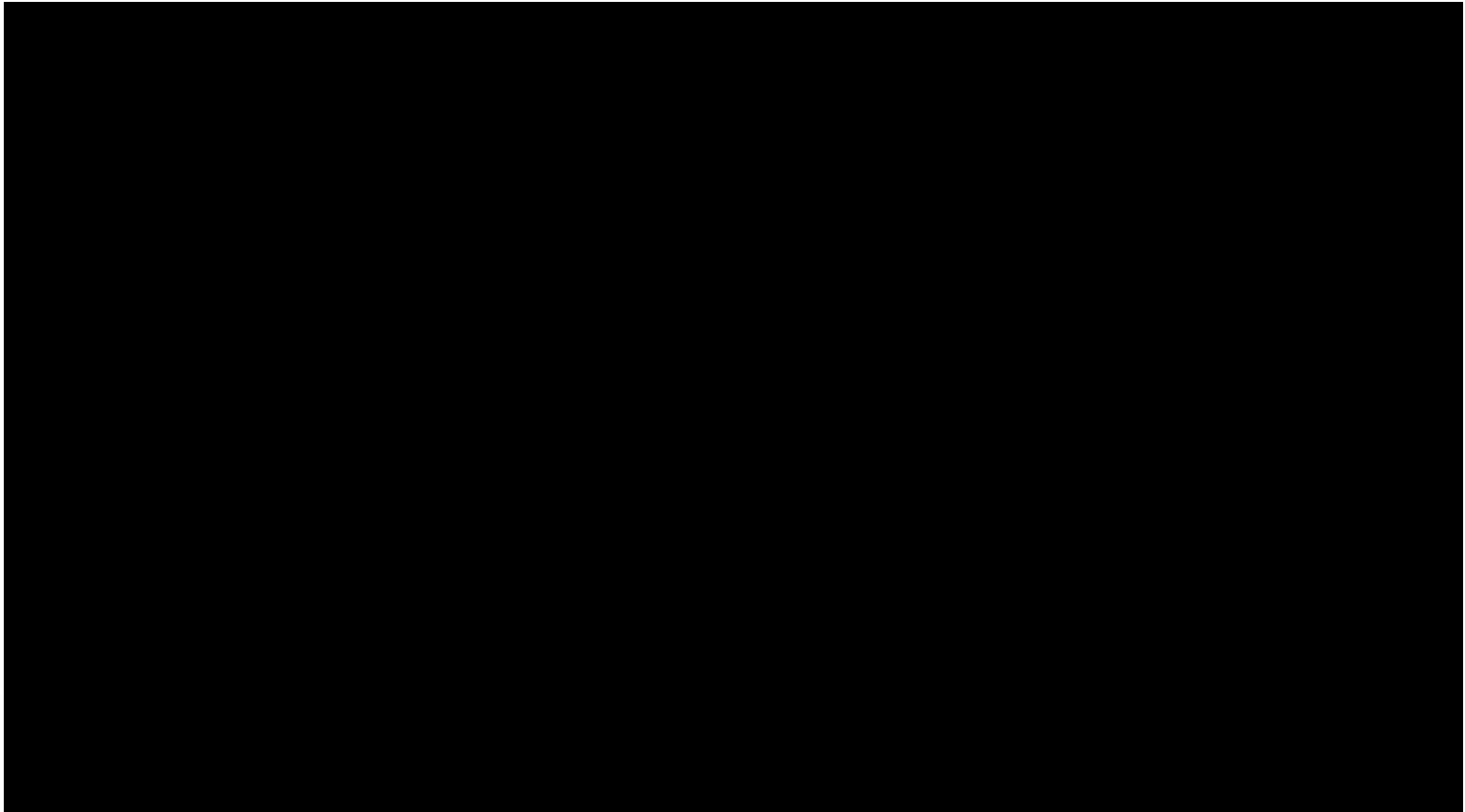
Special Event Security Management



AIDS 2008 Mexico City



Special Event Security Management



Soft Targets



Managing A Special Event

1. ASSESSMENT PHASE

2. PLAN OR PREPARATION PHASE

3. ACTION PHASE

ASSESSMENT PHASE

Managing A Special Event

INCIDENT PREPAREDNESS POLICY/PROCEDURES

Policy for the handling of Critical Incidents

- Gives ALL stakeholders a plan of action.
- Establishes an Incident Command structure that is called upon to deal during events.
- Addresses the Civil and Legal Responsibility.
- Mitigates the risk of Litigation (Civil/Criminal)

THREATS

Examples may be, but not limited to, the following;

1. **Activism (Protests, Marches, etc.)**
 - **Animal Welfare,**
 - **Anti or Pro Religious, Nation, etc.**
2. **Bomb Threats**
3. **Active Attacker / Hostage Situations**
4. **C.B.R.N.T. (Chemical, Biological, Radioactive, Nuclear and/or Terrorism)**

PIG SAVE Protest CNE 2015



Response to Potential Activism/Protests

- **Preparation and Intelligence Collection**
- **Develop a “Peaceful Protest” policy that includes the stakeholders that may be targeted.**
- **Identify and arrange meetings with Activists/Protesters and establish relationship with law enforcement, etc.**
- **Facilitate “Peaceful Protest” where possible**

Response to Potential Activism/Protests

Organizational Statement

Peaceful protest has always been and continues to be a key element of participation at the conferences. The IAS opposes the destruction of property or the use or threat of physical force by any individual or group of individuals during the conferences. The IAS opposes the disruption of conference sessions or satellite meetings that results in the inability for dialogue and debate to take place.

SECURITY PROVIDER SELECTION

Protocols for dealing with planned or spontaneous protests

- Documented and signed off on by security provider
- If you have exhibitors or sponsors that could be subject to protest ensure that a representative of the Firm and not their Security Provider agrees to act as an Agent in the event of Criminal activity

Calgary Stampede



GENERAL PREPARATION STRATEGY FOR ANY TYPE OF EVENT

Preparing for Special Event

Type of Special Event (Concert, Fair, Conference, etc.) INCLUDE where a Concert is held on within a Fair as an example

- **Dates, Times and Length of Event**
- **Private, Public, Corporate**
- **Anticipated Attendance (Scale and/or Limited Number)**
- **Special Access Requirements**
 - **IPPs, VVIPs, VIPs, etc. expected**

Preparing for Special Event

- **Crowd Dynamic (Political, Religious Group, Youth, Children, Mature)**
- **Ticketed (Seated or Open Seating/Standing)**
- **Concert, Special Speaker, Exhibit Booth, etc.**
- **Talent (Performer, Speaker, Public Figure)**

Preparing for Special Event

Identify Potential for Protests, Activism, etc. (for or against):

- **Contact**
 - **Local, Provincial, Federal Law Enforcement.**
 - **Federal Agencies (CSIS, etc. to advise and request any information if available.**
- **Alcohol (Sales, Service, etc.)**
- **Special Considerations (Pyrotechnics, etc.)**

Preparing for Special Event

Venue Selection

- **Conduct Assessment of Venue and surrounding area (Threat and Risk Assessment)**
 - (Include potential target lines –e.g. Las Vegas)
- **Concert within an enclosed Venue (fairground, etc.)**
- **Arena, Concert Hall, Convention Centre, etc.**
- **Open Air or partially enclosed facility (Field, Stadium, etc.)**

Preparing for Special Event

Amenities around Venue/Fairgrounds

- Proximity of Healthcare facilities, Emergency Services (Police, Fire and Ambulance)
- Availability of Public/Private Transit
- Access routes (Roads, Highways, etc.)
- Accommodations (Hotels, convention centres, etc.)

Preparing for Special Event

Establish Single Point of Contact for each level of response and Command

- **Event Organizer – Security Director duties**
- **Stage Manager**
- **Security (Contracted, Venue, In-house)**
- **Promoter (Contracted or in-house)**
- **Venue (Emergency Management)**
 - **Incident Commander**
- **Client Representative with Authority to Act**

VENUE CONSIDERATIONS

Mitigate Risk of Liability

Venue In-house or Contracted (Preferred Vendor) Security Provider

- **Roles and Responsibilities (in relation to the Venue)**
- **Intimate knowledge of venue and E.P.P.**
- **Identify Security Director for On-site Assistance for Event**
- **Review Rental Agreement to ensure services that will be provided by security and what obligations Client has.**
- **Liability or Insurance requirements in the event of law suits due to injuries, etc.**
- **Authorized to Act as Agent under the TPA**

VENUE CONSIDERATIONS

Obtain and Review - Venue Emergency Preparedness Plan

- Including Evacuation, Fire Alarms, Weather, Active Attacker, etc.**
- CCTV placement and coverage (live monitored or recorded)**
- Communications devices (radios, cellphones, etc.) operate in all areas and with all service providers**

Schedule of security briefings and debriefings

VENUE CONSIDERATIONS

Communications plan

- **Primary and Secondary with List of Contacts/Duties (cellphones, radios, texting, etc.)**
- **If radio system in use - ensure extra radio for stakeholders**
- **Proximity to Communications (telephone, venue repeater system)**

VENUE CONSIDERATIONS

- ✓ **Liaison with law enforcement and Emergency Services (Fire, Ambulance) and include Venue Security Director**
- ✓ **Liaison with in-house and/or contracted security providers**
 - **Paid Duties Police Offices required and specific roles and functions**
- ✓ **Incident and response reporting procedures**
 - **Whose responsibility to complete and obtain copy for your records (i.e. calls, accidents, etc.)**

VENUE CONSIDERATIONS

- ✓ **Emergency response procedure**
 - **Planned Access and Egress routes for Emergency Vehicles and Personnel (Primary and Secondary) and maintained**
- ✓ **Production Schedule**
 - **Build-Up and Takedown of booths, equipment, etc.**
 - **Access to facility for above purposes and scheduling requirements**
 - **Date and Time when facility is taken possession of for the event and returned**

SIGNAGE

- ✓ Adequate and Clear signage indicating location or direction of meeting rooms, Emergency Exits, etc.)
- ✓ Trespass to Property Act compliant (prohibited activities, etc.)
- ✓ Prohibited Items List (Search Protocol)
 - Must be “Plainly Visible” and displayed at Entry points
 - If ticketed event should have a rider “in the interest of public safety” on the back indicating acceptance for entry – i.e. bag search, no alcohol, no prohibited items, subject to search at any time, etc.

SECURITY PROVIDER SELECTION

- ✓ **In-house, Contracted or Preferred Vendor List from Venue**
 - **Determine benefits (Costs, Insurance and Sharing Liability Risk) - can be used to direct patrons through the facility and should have an intimate knowledge of the Evacuation procedure at a minimum.**
 - **Ensure Provider and Personnel are Licenced, Bonded and Insured in the Province by demanding Proof**
 - **Ensure Supervisor to Security Personnel level is no more than 6:1**
www.staysafeip.com

SECURITY PROVIDER SELECTION

- ✓ **Security Provider Contact Person/Manager**
 - **Identify ONE main Contact Person for both – all queries, issues go through that person only**
 - **Advise all stakeholders that the Main Contact Person is only one able to deal with any issue involving security and that security personnel on-site do not have authority to act without direction.**
 - **Consider written Authority to act under TPA**

SECURITY PROVIDER SELECTION

- ✓ **Determine Number and when required**
 - Build-up, Takedown and overnight
 - Staggered start times for Event and sufficient personnel so that they can have a break if a long event.
- ✓ **Security Deployment Plan**
 - Ensuring staffing is at level contracted
 - Specific locations and duties to be documented and “signed off”
 - Consider Wristbands for each security personnel that are issued at start of event and returned for payment

SECURITY PROVIDER SELECTION

- ✓ **Establish additional requirements**
 - additional training FA/CPR/AED certification, Crisis Management and Effective Communications
 - Radio communication devices required
 - Specialized training with focus on Customer Service (Traffic Control, Effective Comm. Crisis Management, Crowd Management)
- **Event-focused training seminars**
 - Strongly recommend material is documented and a copy is VETTED and available to the Client

SECURITY PROVIDER SELECTION

Security deployment and protocol plan for VIPs, IPPs, VVIPs

- **IPP – Internationally Protected Persons (Heads of State, etc.) may require liaison with RCMP, US Secret Service, etc.**
- **In Canada, RCMP is responsible for the security requirements of visiting IPPs and the Prime Minister although they will work closely with US Secret Service where a current or former President is attending.**

SECURITY PROVIDER SELECTION

Exhibitors, Sponsors Booths or Displays or “Talent” security details

- **Ensure as part of any agreement that you have the names, etc. of any additional security personnel retained**
- **they agree in writing to report to your Security Director and that they are accountable for any actions committed by them.**
- **Should be licenced or authorized to practice in Province**

SECURITY PROVIDER SELECTION

- ✓ **Search and seizure procedure for prohibited items and activities**
 - **Requires Clear SIGNAGE (if ticketed event should be included on same)**

- ✓ **Arrest and removal procedure**
 - **Directions for security personnel and transfer to Police Custody**

- ✓ **Surveillance policy**
 - **CCTV (fixed and temporary) surveillance**

SECURITY PROVIDER SELECTION

- ✓ **Establishment of a security operations command post**
 - **NOT on or near a stage, etc.**

- ✓ **Recommend appropriate stakeholders be trained in Incident Management Systems (IMS)**

EVENT STAGING

Show Schedule to be provided to security

- **Start and End Times**
- **Identify EMCEE (prepare and provide “script” in the event of an Emergency, Incident, Weather Warning, etc.)**
- **Performer/Speaker/Entertainer and Timing**

✓ STAGE

- **Restricted and Controlled Access to performers, speakers, etc. and crew**
- **“Front of House” barricades (stanchions, Rock n Roll or MOJO style) and establishing pit if necessary**
- **No access to pit other speciality security personnel**

✓ **MEDIA ACCESS/ACCREDITATION**

- **Security – Refer to Client/Media Rep**
- **Establish credentials and level of Access to backstage, front, etc.**

What is an Emergency Preparedness Plan

IMS is based on the understanding that in any and every incident the functions of command, operations, planning, logistics, and finance & administration must be carried out regardless of the number of persons who are available or involved in the emergency response.

Incident Management Systems (IMS)

- **IMS and ICT (Incident Command) are internationally recognized standards for dealing with Emergencies or Critical Incidents**
- **Legislative requirements**
 - **OH&S**
 - **Bill C-45 (Criminal Negligence of Employers)**
- **Table-top and Live Exercises**

CROWD MANAGEMENT PRINCIPLES

CONGREGATION (WHY PEOPLE COME TOGETHER)

- Religious Needs.
- Political Needs
- Entertainment Needs.
- Recreational Needs.
- Personal Needs.



Crowd: Definition



- A group of individuals who are assembled in a recognizable area

Charter of Rights (Canada) (Statute Authority)

- **Freedom of Speech.**
- **Freedom of Association.**
- **Freedom of Assembly.**
- **Freedom of Religion.**



Crowd Management (Mission Statement)



Principles:

- **Protect Lives & Property of All.**
- **Prevent Breaches of the Peace.**
- **Perform Tasks Using The Minimal Amount Of Force Possible.**

Orderly Crowd Characteristics



1. A Self-Controlled Peaceful Assembly That Requires Little Or No Interaction.
2. Crowd Displays Individual Control As Opposed To Group Control.

Orderly Crowd Characteristics

3. The Crowd Displays Limited Organization.
4. The Crowd Shows Limited Leadership.
5. The Crowd is Law Abiding.



Orderly Crowd Characteristics

6. The Crowd Shows *Limited Group Cohesion.*



Conduct Model:

1. Always Face The Crowd.
2. Use Requests not commands.
3. Avoid Poor Language.
4. Maintain Polite Responses.
5. Maintain Positioning.
6. Remain Impartial.
7. Identify Potential Leaders.
8. Avoid Drawn-Out Arguments.

Conduct Model:

9. Show Respect to all.
10. Continually Inform The Crowd.
11. Co-Operate with Volunteers.
12. Never Bluff a Crowd.
13. Obtain Guidance Before Arrest.
14. Maintain your Appearance & Behaviour
15. Avoid being baited.

Incidents



PNE Animal Rights Protest



**Dortmund Team
Bus Bombing**



STAY SAFE
Instructional Programs