



Risk Management Plan

2017 ATHABASCA VOYAGEUR CANOE BRIGADE CANADA`S 150TH BIRTHDAY CELEBRATION

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It is the responsibility of all organizers, officials, volunteers and participants to be aware of the Risk Management Plan, be prepared to deal with an incident and conduct themselves at all times in a safe manner. There can be no compromising of these principles.

Purpose of Management Plan

The 2017 Athabasca Voyageur Canoe Brigade developed this Safety Management Plan with thanks to the Badlands Brigade & Ft Edmonton Plan for the 2017Athabasca Voyageur Brigade. Identify & communicate the health, safety & environmental hazards associated with the Brigade

- Provide recommendations and guidelines to minimize risk to participants and enable them to make appropriate choices and decisions to manage these risks. The management of the risks is based on best practices in previous brigades and provincial and federal regulations.
- Identify and describe the roles and responsibilities related to this Risk Management Plan for Brigade organizers, volunteers and participants.
- Provide procedures and practices for avoiding and responding to incidents and or emergencies
- It is the responsibility of the Team Captains to ensure the safety of their group. The Risk Management Plan is designed to assist Team Captains with decision-making concerning the risks associated with the Brigade/ Journey.
- The Voyageur Brigade Society wants to maintain the credibility of the voyageur canoe adventure.

Brigade Vision, Goals, Objectives, and Legacy

THE 2017 ATHABASCA RIVER BRIGADE VISION is to honor and relive the importance of the Athabasca River as a transportation route in Western Canada for aboriginal peoples, fur traders and settlers.

THE CANADIAN VOYAGEUR BRIGADE SOCIETY has 3 CELEBRATION GOALS
at <http://voyageurbrigade.org/>

- 1 Experience history; cultural cooperation; and water stewardship.
- 2 To celebrate the 150th anniversary of Canada's foundation with a series of north canoe brigades will starting in the spring of 2017 and lasting all summer long. There are brigades planned for all regions across Canada.
- 3 We are using the Canoe as a symbol to make all Canadians aware of what a great country this is, how we were, are and will be all linked by cross continent and global trade and how valuable our water resources are.

The 2017 ATHABASCA RIVER BRIGADE Goal and OBJECTIVES are

Provide a safe and enjoyable big canoe expedition on the Athabasca River starting in the mountains of Jasper and ending in the parkland area surrounding Fort Assiniboine. This will be done with the following objectives:

- To paddle voyageur canoes in a fashion similar to the original voyageurs involved in the fur trade and exploring west.
- Introduce new paddlers to the voyageur canoe brigading experience.
- Create a relaxed social atmosphere for previous brigade participants to reconnect
- Develop voyageur canoe paddling competency.
- Create a template for hosting future voyageur canoe brigades
- To promote the voyageur canoe brigading experience.
- We will have the opportunity to enjoy Jasper National Park, Yellowhead County, Hinton, Whitecourt, Woodland County, Barrhead County and Fort Assiniboine.

The 2017 ATHABASCA RIVER BRIGADE LEGACY is to:

- To increase respect and interest in Canada's waterways, by exposing Canadians (especially young people) to big boat paddling and its related history.
- To celebrate 150 years of Canada and educate people along our Athabasca River on the historical importance of the voyageur canoe and Canada's rivers in the founding of our nation.
- To help improve digital canoe route information for boating on the upper Athabasca River. (Including access points, etc.)

2017 Voyageur Canoe Brigade Overview

The 2017 Athabasca Voyageur Canoe Brigade is planning for ~16 voyageur canoes paddling 333 kilometers of the Athabasca River over a six day period. The Brigade will convene in Jasper on June 22nd, 2017 & finish at Fort Assiniboine on June 28th. Maps of the entire route will be supplied; with roads, put ins, pull outs and crew changes, campsites and the proposed route clearly shown. Maps will be carried on the river by the Daily Water Captain, lead canoe and sweep canoe. GPS data for the route may be supplied to each team prior to the event. Table 1 summarizes the itinerary for the Brigade.

Organizational Structure of the Brigade

A large number of people are required to successfully stage a brigade. People involved can be divided into the following groups: Brigade Organizers, Volunteers, and Participants. The following chart shows the basic organizational structure for this Risk Management Plan.

Organizing Committee Members

#	Position	Name	Email	Contact #
1	Chairperson	Bernie Kreiner	bernie.kreiner@shaw.ca	780-865-9355
2	Co-Chair	Doug Yalte	dyalte@gmail.com	780-223-0927 780-816-0356
3	Registration Secretary	Carrie Anne Guthrie	caguthrie42@gmail.com	780-865-5744
4	Water Logistics	Rick Zroback	rickzro@gmail.com	780-817-4623 780-865-7681
5	Land Logistics	Ken Cassie	kcaissie@snipercom.net	780-849-0324
6	Communications	Jailin Bertolin	Jailin.bertolin@gmail.com	780-817-6404
7	Treasurer	Peter Stone	pstone@hintonaccountants.com	780-817-6423 780-817-2259
8	Hinton Liaison	Diane Watson	hintondwatson@gmail.com	780-817-4596 780-865-7688
9	Ft Assiniboine Liaison	Quinton Olson	teresaolson62@gmail.com	780-307-4592 780-584-2211
10	Jasper Liaison	Nicolas Cournoyer	jasperrecycle@gmail.com	780-852-2583 780-931-6074
11	Whitecourt Liaison	Dan Moore	danm@albertanewsprint.com	780-778-7028 780-778-9099
12	Camping	Bernie Kreiner	bernie.kreiner@shaw.ca	780-865-9355
13	Permits/ Parks Liaison	Bernie Kreiner	bernie.kreiner@shaw.ca	780-865-9355
14	Safety / ERP	Doug Yalte	dyalte@gmail.com	780-223-0927 780-816-0356
15	Porta Potties / Water	Doug Yalte	dyalte@gmail.com	780-223-0927 780-816-0356
16	Jet Boat Liaison	Doug Yalte	dyalte@gmail.com	780-223-0927

Our Brigade committee is established to ensure a safe, successful and fun event.

Direct inquiries to: BRIGADE REGISTRAR AND CANOE AVAILABILITY: Carrie-Anne Guthrie at caguthrie42@gmail.com 780-865-5744.

The 2017 Athabasca River Brigade in Alberta is part of

2017 Canadian Voyageur Brigades. www.voyageurbrigade.org

Risk Management Roles and Responsibilities

Role	Responsibilities
<p>Chair & Co-Chair</p> <p>Communication Coordinator</p>	<ul style="list-style-type: none"> • Facilitate the responsibilities and activities performed by the organizing committee, volunteers and team captains. • Foster collaboration and effective decision making between organizing committee, volunteers and team captains. • Handle all communications with local communities, public, press, emergency services and local authorities in the event of an incident or emergency.
Water Logistics Coordinator	<p>Prior to Brigade:</p> <ul style="list-style-type: none"> • Plan water route for entire canoe trip based on acceptable level of risk as determined by Organizing Committee. • Create and provide route maps with collaboration with Ground Logistics Coordinator to organizing committee and team captains showing the paddling route, barriers to navigation, crew change locations put ins and pull out points. <p>During the Brigade:</p> <ul style="list-style-type: none"> • Update and communicate the daily plan for the next day's paddling at the evening Team Captain's Meeting. The daily plan will include reviewing the specific hazards for the next day's route. (Appendix 6 – Communications Protocol) • Coordinate water route logistics with Ground Logistics Coordinator to ensure canoes and ground support vehicles have an aligned daily plan. • Ensure there is always a Daily Water Captain to coordinate travel along the water route in collaboration with the Team Captains. • After the Brigade: • Provide Brigade Chair with an overview of lessons learned and recommendations from the Brigade.
Daily Water Captain	<p>Before the beginning of daily paddle:</p> <ul style="list-style-type: none"> • Confirm the daily water route plan with Team Captains. • Identify a Lead Canoe and Sweep Canoe and ensure they know their roles and the planned daily water route. • Ensure each Lead Canoe and Sweep Canoe have a first aid kit. • Know who is certified with standard first aid or higher certification. • Meet with Team Captains for a daily Pre-paddle Risk Assessment each morning. <p>During the daily paddle:</p> <ul style="list-style-type: none"> • Be on the water with the canoes whenever the Brigade is afloat. • When risks change compared to the Pre-paddle Risk Assessment facilitate decisions with Team Captains on how to lower risk to an acceptable level (examples: avoid, transfer, mitigate, eliminate). • Ensure radio communications between Lead Canoe and Sweep Canoe. • Provide radio updates, when specified, in the Communications Appendix. • Maintain a record of all teams departing and arriving each day on river. • At the end of each day confirm with the Water Logistics Coordinator that all teams have arrived at the route destination. • Teams must travel as a group of at least three boats, with hailing distance being maintained by all canoes within the group at all times. No boat should

	<p>be left alone at any time. It is the responsibility of the daily sweep canoe to stay with any canoe that falls behind the main Brigade and if necessary should halt progress of the Brigade to allow the slower teams to catch up.</p> <ul style="list-style-type: none"> • At times, there may be crews who wish to follow an alternate route to the day's destination. If that occurs there should be at least three canoes in the group and special conditions agreed to by the Daily Water Captain.
Ground Logistics Coordinator	<p>Prior to Brigade start:</p> <ul style="list-style-type: none"> • Plan ground crew route for entire canoe trip based on water route plan. • Create & provide route maps to committee & team captains showing the land route, crew change locations & put in and pull out points. <p>During the Brigade:</p> <ul style="list-style-type: none"> • Coordinate land route logistics with Water Logistics Coordinator to ensure canoes and ground support vehicles have an aligned daily plan. • Update the daily plan for ground crew route each evening at the Captain's Meeting based on daily water route plan. • Provide signage and markers for land route & flags on the river at designated crew change points and pull out points that match the Daily Water Route Plan. • Provide updated route maps, if required to all ground crews showing directions to campsites and canoe put ins and pull outs. <p>After the Brigade:</p> <ul style="list-style-type: none"> • Provide Brigade Chair with an overview of lessons learned and recommendations from the Brigade.
Camping Coordinator	<ul style="list-style-type: none"> • Contact campsites operators to identify possible campsite specific rules or hazards; for example, fire bans, wildlife awareness, washroom availability, drinking water, curfews, etc. • Communicate to Team Captains potential hazards identified above. • Confirm campsite preparedness and groups are clear on rules and camping plan.
Safety Coordinator	<p>Prior to Brigade start:</p> <ul style="list-style-type: none"> • Review emergency response and canoeing capsizing procedures with Team Captains, Water Logistics Coordinator, Ground Logistics Coordinator and Brigade First Aiders. • Collect local contact information including hospitals/clinics, police, community contacts, etc. for distribution to Brigade participants. <p>During the Brigade:</p> <ul style="list-style-type: none"> • Ensure Risk Management Plan procedures are being followed and implemented. • Provide support and assistance with safety concerns and incident reports. • Ensuring Brigade sites (campsites, community social functions, etc.) are considered safe for all participants involved in the Brigade. • Ensure one comprehensive first aid kit is also available at the Brigade's Mobile Command Centre. • Ensure designated first aid kits are available at campsites and on the river. • Follow-up with Team Captains to confirm participants with injuries or illness are being monitored to ensure they are receiving adequate care. (Eg. Medical alert/ heat stroke, allergies.) <p>After the Brigade:</p> <ul style="list-style-type: none"> • Provide Brigade Chair with an overview of lessons learned and recommendations from the Brigade.

Team Captain	<p>Prior to Brigade start:</p> <ul style="list-style-type: none"> • Ensure team has the required equipment as described in Appendix 8 Brigade Equipment List. • Ensure their team members read & sign a waiver and voluntary assumption of risk statement after being informed of all the details& risks involved with the trip. <p>During the Brigade</p> <ul style="list-style-type: none"> • Provide necessary communications, canoe and navigational safety for their team. • Attend Team Captains Meeting each day and relay all relevant information presented at the meeting to their team. • Ensure all safety equipment is properly stored in canoe prior to each day's paddle. • Ensure their team members are properly equipped with personal flotation device with sound making device attached, snacks & clothing for the day's paddle. • Ensure safety procedures are followed and reviewed by all team members in the case of a canoe capsizing before brigade begins. • Monitor for fatigue, minor sprains and injuries that may occur to a teammate while participating in the Brigade. • Deal with any internal team dynamics ensuring they do not cause disruptions to the workings of the team or Brigade.
Team Members	<p>Prior to Brigade Start</p> <ul style="list-style-type: none"> • Acknowledge they have read and understand the hazards and risks identified for the Brigade by signing the Waiver Form. • Report medical conditions, allergies or chronic injuries and illnesses on the medical information sheet which clearly indicates the person's name, team, emergency contacts and the particulars of their condition to their Team Captain and Emergency Services. This information will only be used in case of an emergency and will be kept completely confidential with their Team Captain and Emergency Services personnel. • Participants will be asked if they are medical professionals (e.g., EMT, nurse, physician, physiotherapist, etc.), and if they wish to be identified as such to assist in the event of an emergency. This information will be provided to the Water Logistics Coordinator, Safety Chair and first-aid personnel. <p>During the Brigade</p> <ul style="list-style-type: none"> • Conduct themselves in a manner complementary with safe canoeing practices as well as in compliance with all related laws (Appendix 1 Environmental Guidelines).

Brigade Risks Identification and Mitigation

The Brigade is a 333kilometer paddling celebration with camping in public campgrounds along the way. There are **3 Broad Activities** that will be considered for this Risk Management Plan:

1. Safe voyageur canoe paddling on the Athabasca River. This will be supported by Jet boats acting as Emergency Response. Radio contact will be utilized with Water Lead Captain, Water Logistics, Jet Boats will be a safety net and identify hazards that can be reviewed aand acted on immediately.
2. Transportation and logistics of equipment and people. The paddling route parallels and crosses main highways, town roads and secondary highways which ensures continual interaction with the general public allowing for easy access for Brigade participants & ground support. Driving and congested traffic is our biggest hazard.
3. Group camping – Campfires and wildlife.

The daily route and schedule will be clearly identified and communicated to everyone involved (Appendix 6 - Communications Protocol). There will be opportunities for teams to exchange paddlers in the middle of a day at crew change points except for 1 day. The longest distance between crew changes is 34 km

4.1 Character of the River

- Class I to Class II
- Average flows of the Athabasca River measured at Hinton in late June average from a low of 400m³/sec to a high of 600m³/sec.
- Average flows measured at the Windfall station near Whitecourt at the same time average from a low of 400m³/sec to a high of 800m³/sec due to other added volume added from rivers and creeks joining the Athabasca River.
- In mid-June in 2016 when the organizers of the 2017 Athabasca River Brigade paddled the river the average flow measured at Hinton was 255m³ sec. This is slightly below average for that time period.
- During that same time period in 2016 the average flow measured at Windfall was 425m³/sec. This measurement is at the low end for average flows during that time period.
- The two voyageur crews that took part in the 2016 Pre-Brigade paddle easily averaged 11.5 km/hr on the water and overall averaged 10/km/hr for each days paddle with breaks included.

Risk Management Plan for Canoeing

Danger	Risk	Mitigation
1. Reputation	<ul style="list-style-type: none"> - Inappropriate participant behaviour - Inability or decision not to follow directions or co-operate 	<ul style="list-style-type: none"> - Set clear behaviour expectations at the start of the Brigade. - Encourage a supportive environment. - Outline possible outcomes of inappropriate behaviour
2. Reputational	<ul style="list-style-type: none"> - Ill will from public - Reputation tarnished 	<ul style="list-style-type: none"> - Choose appropriate areas to brief and unload canoes so that public is not restricted in access and participants are not distracted. - Team Captains to monitor noise and behaviour of group.
3. Group Conflict	<ul style="list-style-type: none"> - Conflict within the group and/or inappropriate participant behaviour 	<ul style="list-style-type: none"> - All participants addressed at the start of the Brigade as to expected standard of behaviour. - Participant behaviour that is un-safe or inappropriate should be referred to their Team Captain for appropriate action and follow-up. If serious or repeated, the participant should be removed from the Brigade and a written incident report should be forwarded to the Chair. - Team Captains actively supervise all members of their group, including participants who may be waiting on shore.
4. Environmental Impact	<ul style="list-style-type: none"> - Reputation - Environmental damage 	<ul style="list-style-type: none"> - Participants are to be briefed on 7 principles of 'Leave No Trace' - Appendix 1 - Environmental Guidelines
5. Exposure to Rain, Cold, Wind	<ul style="list-style-type: none"> - Hypothermia/ Hyperthermia - Wet equipment 	<ul style="list-style-type: none"> - Appendix 2 - Management for Environmental Related Illnesses - Appendix 5 - Emergency Response Plan - Appendix 6 - Communication Protocols
6. Exposure to Sun	<ul style="list-style-type: none"> - Sunburn - Dehydration - Heat Exhaustion -Heat Stroke 	<ul style="list-style-type: none"> - Appendix 2 - Management for Environmental Related Illnesses - Appendix 5 - Emergency Response Plan - Appendix 6 - Communication Protocols
7. River Hazards - submerged logs, rocks, bridge abutments, weirs	<ul style="list-style-type: none"> - Capsizing - Impact injuries - Canoe damage 	<ul style="list-style-type: none"> - Participants are briefed about the presence of river hazards. (Appendix 6 – Communications Protocols) - Participants are monitored around areas where river hazards are prevalent. - Participants are briefed on capsize procedures (Appendix 3 - On the River Safe Voyageur Canoeing Guidelines).
8. Trees with potential to fall over (leaners)	<ul style="list-style-type: none"> - Impact injuries - Canoe damage 	<ul style="list-style-type: none"> - Participants are briefed about hazards of leaners
9. Rubbish (in water and onshore)	<ul style="list-style-type: none"> - Cut feet - Embedded objects 	<ul style="list-style-type: none"> - Participants are expected to wear closed in shoes at all times. - Injuries sustained are treated promptly to reduce the likelihood of infection (Appendix 5 - Emergency Response Plan)
10. Getting In and Out of Canoe	<ul style="list-style-type: none"> - Injury while getting in and out of the canoe 	<ul style="list-style-type: none"> - Team captain to demonstrate correct procedure for getting in and out of canoe. - Correct footwear must be worn at all times. - Area to be checked for hazards prior to use.

11. Edges of Rivers and Lakes	<ul style="list-style-type: none"> - Injury from slipping or falling 	<ul style="list-style-type: none"> - Hazardous areas of lake perimeter are highlighted (rocks, steep slopes, mud). - Appropriate footwear to be worn at all times.
12. Poor Communication in the Canoe	<ul style="list-style-type: none"> - Capsizing - Collision - Emotional or relationship difficulties 	<ul style="list-style-type: none"> - Emphasis is placed on communication between partners to ensure the boat is moving correctly and that people avoid arguments. - Participants are also given paddling tips to assist with the smooth operation of their canoes. - Participants are briefed on capsize procedures. (Appendix 3 - On the River Safe Voyageur Canoeing Guidelines)
13. Canoe Collision	<ul style="list-style-type: none"> - Torso injury as a result of collision/impact with bow/stern of other craft 	<ul style="list-style-type: none"> - Create and encourage sufficient space between paddlers to reduce the likelihood of impact from another paddler. - Participants to be briefed in control strokes of canoeing (steering, emergency stops). - Participants briefed on letting occupants of other canoes know if they are likely to hit their canoe - Emergency stop procedure emphasized and practiced - Appendix 9 - Incident Report Form
14. Rafting Up, Docking	<ul style="list-style-type: none"> - Injury such as cuts, abrasions, crushes from contact with fixed objects such as wharfs, jetties, pylons and other craft when "rafting up" 	<ul style="list-style-type: none"> - Hazardous fixtures identified and participants instructed to remain clear. - Participants instructed to keep hands clear of craft gunwales when "rafting up" - Minor cuts and abrasions from contact with objects be treated promptly to reduce the likelihood of infection. - Appendix 9 - Incident Report Form
15. Storm, wind or squall	<ul style="list-style-type: none"> - Capsizing - Multiple rescue - Group separation 	<ul style="list-style-type: none"> - Appendix 3 - On the River Safe Voyageur Canoeing Guidelines - Appendix 4 - Management for Extreme Weather - Appendix 5 - Emergency Response Plan - Appendix 6 - Communication Protocols - Appendix 7 - Emergency Contact List - Appendix 9 - Incident Report Form
16. Thunderstorm and Lightning Storms	<ul style="list-style-type: none"> - Hypothermia - Lightning strike 	<ul style="list-style-type: none"> - Appendix 2 - Management for Environmental Related Illnesses - Appendix 4 - Management for Extreme Weather - Appendix 6 - Communication Protocols - Appendix 9 - Incident Report Form
17. Specific to a race or competitive activity eg. Slalom/ racing, canoe polo, "tag or chasey games".	<ul style="list-style-type: none"> - These activities present additional risks, or increases/magnifies existing risk due to a potential for altered participant focus and additional/higher speeds - Greater risk of: Fatigue/exhaustion/stress, collision with other paddler, impact from other competitors paddle, capsize, equipment damage. 	<ul style="list-style-type: none"> - A pre-race/competition briefing is conducted with all participants to reaffirm potential risks and hazards, (in particular capsize) and competition rules. - All races/competition is conducted where possible in water greater than marginal (waist) depth. If this is not possible participants are reminded as of potential shallow water and how to identify them.
18. Missing person(s)	<ul style="list-style-type: none"> - Paddler goes missing 	<ul style="list-style-type: none"> - Appendix 5 - Emergency Response Plan - Appendix 6 - Communication Protocols

	<ul style="list-style-type: none"> - Split up of group 	<ul style="list-style-type: none"> - Appendix 7 - Emergency Contact List - Appendix 9 - Incident Report Form
19. Pre-Existing Conditions	<ul style="list-style-type: none"> - Participants suffers from a pre-existing medical condition (eg. Asthma attack, diabetic, anaphylaxis, epilepsy) whilst conducting an activity on the water. 	<ul style="list-style-type: none"> - Participants will share pre-existing medical conditions with captains and brigade first aiders. - All participants are asked to complete a medical form and share with their Team Captain and Brigade first aiders. - Team Captains and Brigade first aiders aware of the location of completed medical forms. - Medication for pre-existing conditions is carried with/by the participants in a water-proof container. - Each canoe carry (or have ready access to) a suitably equipped first aid kit, including spare asthma inhaler. - Where an activity is conducted some distance from the main centre (such as an extended distance), 2-way radio/mobile telephone contact be maintained (Appendix 5 - Emergency Response Plan, Appendix 6 - Communication Protocols and Appendix 7 - Emergency Contact List)
20. Leaky canoe or maintenance required	<ul style="list-style-type: none"> - Injury to paddlers 	<ul style="list-style-type: none"> - Appendix 8 - Brigade Equipment Lists - Appendix 9 - Incident Report Form
21. Non-Reporting of Incident	<ul style="list-style-type: none"> - Missing opportunities to learn and prevent incidents from reoccurring 	<ul style="list-style-type: none"> - Appendix 9 - Incident Report Form

Risk Management Plan for Logistics

Danger	Risk	Mitigation
1. Losing canoe from trailer or truck	<ul style="list-style-type: none"> - Lost canoe causes third party incident, damages or injuries 	<ul style="list-style-type: none"> - Suitably skilled participants are responsible for tying on canoes. - The driver should check that canoes are securely on the trailer before driving away. - The driver is responsible for checking that the trailer is sitting on the tow ball correctly and that the safety chain is secured.
2. Steep banks	<ul style="list-style-type: none"> - Sprains & strains 	<ul style="list-style-type: none"> - Appropriate exits and entry points are chosen to avoid any difficulties. - Use developed entry and exit points
3. Loading and Unloading Canoes	<ul style="list-style-type: none"> - Strains - Soft tissue injuries - Damage to canoes 	<ul style="list-style-type: none"> - Use trailers to transport craft to and from the water if significant distance is required. - Loading and unloading is supervised by experienced person. - Participants are briefed about communicating with each other prior to lifting. - A minimum of four participants are to carry a canoe.
4. Reputation	<ul style="list-style-type: none"> - Ill will from public - Reputation tarnished 	<ul style="list-style-type: none"> - Choose appropriate areas to brief and unload canoes so that public are not restricted in access and participants are not distracted. - Team captions to monitor noise and behaviour of group.

Risk Management Plan for Camping

Danger	Risk	Mitigation
1. Reputation	<ul style="list-style-type: none"> - Inappropriate participant behaviour - Inability or decision not to follow directions or co-operate 	<ul style="list-style-type: none"> - Set clear behaviour expectations at the start of the brigade. - Encourage a supportive environment. - Outline possible outcomes of inappropriate behaviour
2. Reputational	<ul style="list-style-type: none"> - Ill will from public - Reputation tarnished 	<ul style="list-style-type: none"> - Appendix 1 - Environmental Guidelines - Choose appropriate areas to brief and unload canoes so that public are not restricted in access and participants are not distracted. - Team captions to monitor noise and behaviour of group.
3. Group Conflict	<ul style="list-style-type: none"> - Conflict within the group and/or inappropriate participant behaviour 	<ul style="list-style-type: none"> - Set clear behaviour expectations at the start of the brigade. - Participant behaviour that is un-safe or inappropriate should be referred to their Team Captain for appropriate action and follow-up. If serious or repeated, the participant should be removed from the Brigade and a written incident report should be forwarded to the Chair. - Team Captains actively supervise all members of their group, including participants who may be waiting on shore.
4. Environmental Impact	<ul style="list-style-type: none"> - Reputation - Environmental damage 	<ul style="list-style-type: none"> - Participants are to be briefed on 7 principles of 'Leave No Trace'. Appendix 1 - Environmental Guidelines
5. Campfires	<ul style="list-style-type: none"> - Campfire burns 	<ul style="list-style-type: none"> - Appendix 1 - Environmental Guidelines - Appendix 5 - Emergency Response Plan - Appendix 7 - Emergency Contact List - Appendix 9 - Incident Report Form
6. Exposure to Rain, Cold, Wind	<ul style="list-style-type: none"> - Hypothermia/ Hyperthermia - Wet equipment 	<ul style="list-style-type: none"> - Appendix 2 - Management for Environmental Related Illnesses - Appendix 6 - Communication Protocols
7. Exposure to Sun	<ul style="list-style-type: none"> - Sunburn - Dehydration - Heat Exhaustion / Heat Stroke 	<ul style="list-style-type: none"> - Appendix 2 - Management for Environmental Related Illnesses - Appendix 6 - Communication Protocols - Appendix 9 - Incident Report Form
8. Rubbish (in water and onshore)	<ul style="list-style-type: none"> - Cut feet - Embedded objects 	<ul style="list-style-type: none"> - Participants are expected to wear shoes at all times. (no barefoot) - Injuries sustained are treated promptly to reduce the likelihood of infection - Appendix 5 - Emergency Response Plan
9. Thunderstorm and Lightening Storms	<ul style="list-style-type: none"> - Hypothermia - Lightening strike 	<ul style="list-style-type: none"> - Appendix 2 - Management for Environmental Related Illnesses - Appendix 4 - Management for Extreme Weather - Appendix 6 - Communication Protocols
10. Non-Reporting of Incident	<ul style="list-style-type: none"> - Missing opportunities to learn and prevent incidents from reoccurring 	<ul style="list-style-type: none"> - Appendix 9 - Incident Report Form

Cancellation of Activity or Event

Conditions Leading to Cancellation

There are several circumstances that could lead to the delay or cancellation of a day's paddle or event. The following are some possibilities for consideration:

- Extremely bad weather such as high winds, heavy rain or lightning that creates a high risk for paddling.
- Other natural disasters.

Who Makes Decision to Cancel

The following steps will be followed regarding the cancellation of a day's paddle:

- The Chair will engage the Water Logistics Coordinator, Safety Coordinator and Team Captains to discuss the potential risks and will attempt to facilitate a unanimous group decision.
- In instances where there is not a unanimous decision for cancellation, the Chair will make a recommendation for cancelling based on common best practices and guidance provided in the Appendices.
- The Team Captains will have the final decision as to their team continuing with the day's activity. For teams deciding that they will continue the day's paddle in the event of a recommended cancellation, the Team Captain will be asked to sign off that the team will be continuing on their own and not as part of the Brigade.

The decision to suspend paddling part way through a day after the brigade is underway will follow the same protocol as above with the exception that the Daily Water Captain will facilitate the decision process.

Procedures to Follow in the Event of Cancellation

The Brigade Chair will coordinate scheduled meeting(s) with the Water Logistics Coordinator, Safety Coordinator and Team Captains at a specified location to agree on next steps and monitor changing conditions that caused the cancellation.

Appendices

Appendix 1 - Environmental Guidelines

Appendix 2 - Management for Environmental Related Illnesses

Appendix 3 - On the River Safe Voyageur Canoeing Guidelines

Appendix 4 - Management for Extreme Weather

Appendix 5 Emergency Response Plan

Appendix 6 Communication Protocols

Appendix 7 Emergency Contact List

Appendix 8 Brigade Equipment Lists

Appendix 9 Incident Report Form

Forms will be distributed in Appendix tablet