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SCENARIO MAPPING

DURING A CRISIS

Canadian Association of Fairs and Exhibitions
www.canadianfairs.ca

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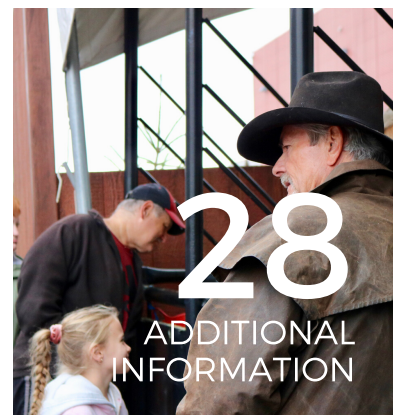
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INTRODUCTION

This is a tool developed by the Canadian Association of Fairs and Exhibitions in order to help you map out the various scenarios you may encounter when new circumstances develop that have the potential to have a significant impact on your organization including disease outbreaks, strikes and major weather activities. In any of these circumstances, there are many factors to consider when evaluating whether your organization will be able to resume business-as-usual. This guide is intended to help you make educated decisions, but in no way is intended to make the decision for you. Some important factors that will ensure an informed decision include:

- Preparation: in order to make informed decisions, it is essential to prepare. This includes preparing financials for analysis, having a list of involved stakeholders, and having documentation related to what “status quo” looks like for your organization. This information will be used as a baseline to assess different scenarios and so it needs to be accurate and readily available.
- Track the situation: in any unexpected circumstance, the situation frequently and steadily evolves so it is important to track it on a regular basis from credible sources. Follow news sources and government agencies for up to date information. Follow affiliated and like industries to evaluate trends and best practices.
- Repetition: this is not a one-time exercise. As mentioned above, the situation likely is constantly evolving, so you will have to repeat the scenario mapping exercise as the situation evolves. This could be as often



as daily, which is why it is important to be prepared. By having the baseline information readily available, you will be able to quickly re-assess the scenario based on changing conditions.

Overall, you should:

1. Stay calm, follow official agency guidelines (federal, provincial and municipal government)
2. Treat each event differently and assess separately
3. Develop new prevention measures
4. Communicate early and often
5. Manage your expectations

When an unexpected circumstance arises, depending on the stage of evolution, you should work on prevention, preparedness and response. Understand that these are only basic guidelines and should be adapted to your situation accordingly.

SCENARIOS



Depending on the crisis you are facing, the scenarios you evaluate will be different. As a general rule, there are five main scenarios you can evaluate:

- Business as usual
- Adapted event (scaled down or virtual)
- Postponement
- Postpone, then cancellation
- Cancellation

This document is meant to take you through the various steps and

considerations for each of these scenarios. It is designed to be a guideline that can be adapted to your unique situations and scenarios.

For this exercise, each scenario you are considering should follow each of these steps to offer a clear comparison when discussing the options and ultimately making a decision. This also may not be the final decision as a situation adapts, but you will be able to make the best decision for your organization with the information available at the time. With each scenario, here are the steps you should follow:

1. Brainstorm

- a. Perform a SWOT (strengths, weaknesses, opportunities, threats) analysis
- b. Perform a PESTLE (political, economic, social, technological, legal and environmental) analysis. Step-by-step guidelines in the context of a crisis are outlined below.

2. Evaluate

Using the information above, go through these exercises:

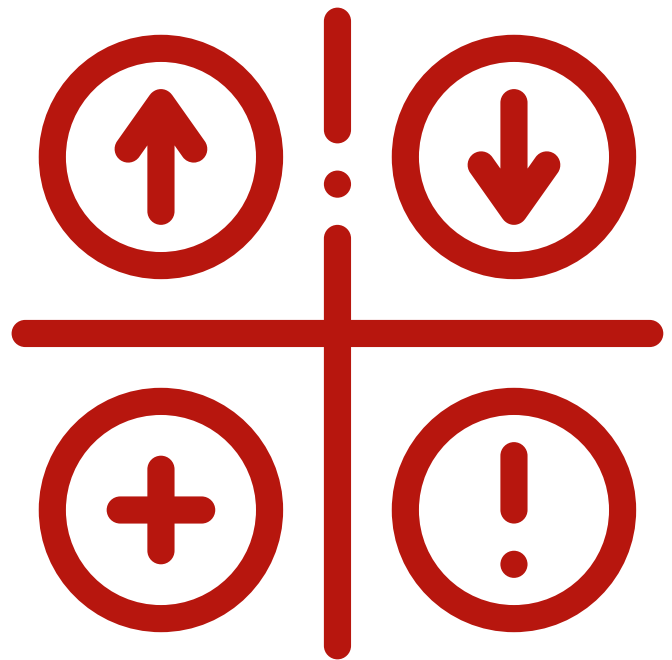
- a. Risk assessment
- b. Stakeholder Assessment
- c. Financial Assessment

3. Discuss and decide

Use the tools developed in items 1 and 2 as the foundation for a discussion with the decision makers in your organization in order to make an informed decision.

SWOT ANALYSIS

You may already be familiar with a SWOT analysis. This is a framework to “assess a wide variety of factors that may have a profound impact” on an organization’s performance. They may be internal or external and may help or hinder your organization (Source: Business-to-you). To use a SWOT analysis, you first make a 2x2 matrix and consider the strengths, weaknesses, opportunities and threats as it relates to the scenario you are evaluating. This is an important brainstorming exercise to consider various elements and perspectives that may have an impact on your organization. Once you understand the SWOT, you can attempt to address the weaknesses and threats as part of the evaluation phase. Your SWOT will evolve through the evaluation phase as you assess different components of your organization.





PESTLE: POLITICAL

Often, the government plays a crucial role in any crisis, so make sure to carefully follow what each level (municipal, provincial and federal) are doing, announcing and requiring. Occasionally, funding will be available to support operations. Or, the government may place restrictions on large gatherings. Contact your local politicians to find out what they know or how they can support you. They also have direct contacts in the right departments so can connect you to the departments responsible for placing any restrictions. Having conversations with all stakeholders, including government, is one of the most important things you can do. Questions to consider include:

- Will there be funding assistance to fairs?
- When will the government make decisions about large gatherings?
- What are public health officials saying about large gatherings in the short- and medium- term?
- What actions do relevant departments recommend you take?
- How will the situation likely unfold? (For example, with the COVID-19 pandemic, it could be very likely that large gatherings will be staggered in loosening of restrictions).

This is where being a member of relevant associations such as CAFE also reaps significant benefits. CAFE will actively advocate for specialized funding and carefully tracks any federal announcements and requirements for you. Reach out to CAFE to find out what is available and what is being said. You can also find out how to support advocacy efforts at the federal level during a crisis.

PESTLE: ECONOMIC

FINANCIAL ASSESSMENT

Reviewing financials is one of the most crucial parts of scenario mapping as it will have the largest impact on your organization. During difficult times, sometimes it is hard to predict what the financials will look like depending on the scenario.

The first step is to collect your last three financial statements and find the average of each line item. If you do not have that, use the most recent financial statements you have. Then, create different financial scenarios. To determine what the scenarios should look like, here are some basic guidelines:

- For cancelling your main event, remove any revenues related to that event, as well as any expenses that have not yet been committed and therefore can be saved. Then, compare the revenue and expense to see what the final contribution is (revenue less expense = contribution). Determining the contribution will determine whether you will have to dip into reserves to maintain your organization for the next year. This can be presented to your team or board for discussion.
- For a hybrid event (downsized, removing certain components, etc.), follow the same principles as above, except remove the revenue and expenses related to the components being removed. This is where you may have to make estimations. For example, if you get rid of your grandstand show, it's hard to predict how many people will or won't come as a result. Likewise, if you are to remove the midway. If it is a significant part of your event, consider removing 50-75% of the gate revenue when doing your calculations. If it is a less significant part, consider removing 20-50% of the gate revenue. It's better to "plan for the worst and hope for the best" when uncertain. This is where you can reference customer surveys if you have them. For example, if 50% of the respondents say they come for the midway primarily, you can safely assume they will not attend if there is no midway. Again, you can determine the approximate contribution and determine with your team or board whether your organization can handle the financial strain.

- To postpone your main event to later in the year and calculate the financial impact is extremely speculative. It will depend on the time of year, competing events, consumer confidence, how the crisis has evolved, vendor and contractor availability and so on. You can use the points above, but be cautious.
- To host an event with decreased attendance you can prepare a few scenarios and analyse the contribution by adjusting the revenues related to attendance (food sales, gate revenue, beverage sales, etc.) Some good scenario levels include decreased revenue of 25%, 50% or 75% to provide a general sense of what your bottom line will look like. Again, adjust expenses related to attendance accordingly as well. Then, as above, compare the contribution against reserves and ability to carry a smaller profit or larger deficit for one year.

Make sure to consider other external factors such as the time of year, competing events, consumer confidence, how the crisis has evolved, vendor and contractor availability and so on when evaluating financials. As well, review your line items carefully. If you decide to run your main event and rent a stage, the cost of the stage is the same whether 500 or 5,000 people show up, so a straight 50%

cut on that line item (equipment rental) does not make sense. As well, include a "contingency factor." With unpredictable situations, the contingency provides reasonable flexibility.

When considering which prevention measures to implement and as part of the scenario planning, collect estimates on the additional costs associated with each measure you intend to implement. When evaluating if you can afford to maintain your organization for the next year, consider:

- 1.What expenses can be cut over the next year: What isn't essential for your business to continue? Are there any maintenance or marketing expenses that can be decreased?
- 2.What money will be saved by adjusting or cancelling your event?
- 3.What activities, expenses and deposits can be moved ahead to next year? How much will this save you? This is where you can have conversations with stakeholders to see if they will hold the deposit for the next year. Or perhaps the board had plans to build a new shed, can it wait a year? Are there any off-season projects that are absolutely necessary? You need to determine this and the costs associated with this.



PESTLE: SOCIAL

When evaluating the social impact of a scenario, you are looking at the:

“

demographic characteristics, norms, customs and values of the population within which the organization operates. This includes population trends such as the population growth rate, age distribution, income distribution, career attitudes, safety emphasis, health consciousness, lifestyle attitudes and cultural barriers (Source: Business-to-you)

”

This will be plugged in to your “Stakeholder Assessment” later. If the majority of your demographics are considered high risk, that will affect your attendance. If there is travel involved and there might be travel restrictions in place, this will also affect your attendance. Bring the decision makers and key stakeholders together to brainstorm, the more perspectives the better because inevitably new ideas and challenges will be brought forward. It’s also ok to consider your personal or family response to participation in your main events throughout the year, because your situation will be reflective of your friends and neighbours who may or may not attend.

PESTLE: TECHNOLOGICAL

In evaluating the technological aspect, you are looking at innovation, automation and what technologies are available within your context. Your context may include, for example, slow rural internet or a limited budget to invest in technological innovations. Consider what technologies will affect (positively and negatively) the operations of the scenario brought forward, what technological awareness your audience has, and the value and lifespan of the technology you may be considering. A few examples could be:

- We need to operate virtually with remote offices, what do we need to be successful?
- Are there new technologies you could be using?
- Are there any technologies on the horizon that will impact you?

PESTLE: LEGAL

It is important to know and understand the legal implication of different scenarios. If you have the opportunity to consult with a lawyer, this is by far the best option. However, regardless you should consider the following:

1. Follow all government orders and guidelines regarding operations.
2. Review all contracts for restrictive or inclusive clauses. Often a “force majeure” or “act of God” clause allows contracts to be cancelled without penalty. However, contracts created during an active “Act of God” (for example, if you sign a contract during a pandemic) often no longer qualify the “Act of God” because it is no longer unexpected.
3. If you do not have a “force majeure/Act of God” clause in contracts, consider adding them to contracts in the future.
4. Any contracts or agreements that seem unclear, reach out to the other party to discuss the contract and possible alternatives in light of the new circumstances. Often the other party will be keen to develop another solution to preserve the business relationship as well as ensuring a best alternative to a negotiated agreement.
5. If you do not have a written contract, have a conversation regardless.

PESTLE: ENVIRONMENTAL

Depending on the crisis, look at the environmental factors and how that may affect your scenario. This includes weather, climate, and your environmental footprint. “Environmental factors have come to the forefront only relatively recently. They have become important due to the increasing scarcity of raw materials, pollution targets and carbon footprint targets” (Source: Business-to-you), which is why it is important to consider. It may not play a large role in the crisis at hand, but it is good practice for the exercise.



RISK ASSESSMENT

Evaluating the risk assessment is an essential tool when looking at various scenarios during a crisis. A scenario may seem feasible when considering finances, stakeholders and logistics, but it may carry too high of a risk to implement. People may want to have a fair, but the chance of community spread virus may be too high, even if the event is postponed. This section helps weigh the risks. Note: as always this is a guideline with basic templates and should be adapted to the scenario and your individual situation. Parts of your PESTLE and SWOT analyses will come into play here, too.

SAFETY FILTERS

As a basis for the risk assessment exercise, use the safety filter on the next page. Answer each question in a section and then pass through the next level down. If you can answer yes to all questions, you passed through the filters successfully.



SAFETY FILTER



RISK ASSESSMENT SPREADSHEET

When using the event risk assessment spreadsheet, update the sections based on the crisis at hand. For example, looking at a global pandemic, risk scores should be added for “high touch areas” and cleaning practices. When entering a risk score, do so within the context of the scenario. This means if you are considering going ahead with the event, is a “concert” considered risky for the crisis being evaluated. For a global pandemic, with people in close quarters, the answer would be “yes” and so 4 points would be added.

NOTE: Editable document available by contacting info@canadian-fairs.ca

Event Risk Assessment			
Event Name:			
Event Date:			
Event Location:			
		Risk Score	Applicable Score
Projected Attendance (per day)	<100	1	
	100-500	2	
	500-1000	3	
	1000+	4	
		Total Score	
Demographic	Children < 16	2	
	Special Needs	2	
	Seniors	2	
		Total Score	
Activities Associated With Event	Dancing	1	
	Concert	4	
	Alcohol Served	2	
	Skating	1	
	Bounce House	2	
	Amusement Devices (Mechanical Bull)	3	
	Athletics	3	
	Construction (Setup)	2	
	Dust/Smoke	2	
	Animal Competition	2	
	Close Contact with Animals	3	
	Moving vehicles	1	
	Protests	2	
	Outdoor Event (Weather Impact)	2	
	Total Score		
Event History	Previous Medicals	2	
	Drug Issues	4	
	Disturbances	3	
	New Event/Promoter	2	
		Total Score	
Other Events In Venue	Attendance Score (Total)		
		Total Score	
Security Booked	None	2	
	One	1	
	Two or More	0	
	Pay Duty	0	
		Total Score	
Total Risk Matrix Score _____			

Matrix Score	
Low risk	< 10
Medium risk	10-15
High risk	15+



RECOMMENDATIONS

Emergency Responders

Build strong relationships with all emergency service partners (police, fire, EMS). Their insight can provide valuable insight into any potential risks the event may encounter.

Lessons Learned

Check in with other venues to understand any challenges they may have encountered when hosting the event at their site. What were their lessons learned?

Research through social media and news feeds to understand the demographics and potential challenges

Reach out to industry experts and CAFE contacts for advice.

Weather Contingency

Never underestimate the potential impact of severe weather. Ensure contingency plans are in place for announcements, shelter, power failures and cancellation or show delay notifications.

Test the Plan

Bring everyone together at a tabletop exercise and talk through some potential risks. Ensure everyone has a place and voice at the table.

STAKEHOLDER ASSESSMENT

To assess your stakeholders means to consider every person, business, component or organization that has a stake in your activity and to gauge how any scenario will affect you both. The most important thing you can and should do is have a conversation with each of the key stakeholders. Be open and transparent about the situation and have a frank conversation about the options. Knowing what is feasible and what they are willing to do on their end will help you make informed decisions. Often, these stakeholders have been working with you for years and either way are looking to preserve the relationship and find a way to salvage their business as well as yours so will likely be amenable to discussing alternative options.

Your key stakeholders may include vendors, food and beverage, your midway, sponsors, operations, rentals, service clubs, charities, entertainment and exhibits. Each situation varies so you may have different stakeholders to consider. Ultimately, anyone who will have a “stake” in your activity or event.

Below is a sample of a spreadsheet you can use (available through CAFE) to analyze your stakeholders and key components of your activity or event. The spreadsheet is designed to give you quick access to summary data related to each stakeholder. It is a template only, so be sure to adjust to your individual needs. It is recommended that you copy the worksheet for each scenario you are considering. Use common terms where possible so it becomes easy to quickly reference (and use formulas to find quick totals) summary data. For example, use the terms “yes, no, maybe, unsure, not applicable” when entering whether a deposit can be forwarded to next year. This spreadsheet can then be shared with the decision makers in your organization as part of the discussion of the various scenarios.

For more information on how to use formulas to quickly find the sum of each answer, contact info@canadian-fairs.ca or do a google search to use the COUNTIF function in Excel.

STAKEHOLDER ASSESSMENT

The spreadsheet also has a section for public sentiment. In any scenario, the public is your most important stakeholder so it's important to analyse the challenges they will face with the scenario. Challenges may include finances, safety or availability, for example. If these challenges are not addressed, your own financial viability may be at risk and this is an important consideration when determining which scenario is best.

When having conversations with key stakeholders, here are a few conversations to consider:

- Can deadlines be extended? For example, if there is a deadline before a deposit is due, can it be pushed back?
- Be clear and open about your situation and timelines. Honesty will help maintain, preserve and grow the relationship.
- Discuss government restrictions and ask for flexibility related to current and potential restrictions.
- Know the absolute drop-dead deadlines so you can prioritize deadlines and know the latest you can push any decisions to. With marketing deadlines, can you adjust your budget to spend more on marketing that has a shorter timeline?
- Ask what creative ideas they are seeing in the industry. This likely isn't the first conversation the midway is having about alternative scenarios and they will have unique suggestions, advice and support.
- If you cannot get out of a financial commitment, consider getting creative on how you can still use that component.

Fairs, exhibitions, agricultural societies are pillars of their communities and after a crisis people will want to come together and celebrate. Remain confident in your conversations that the future will be bright and you look forward to finding the best solution for everyone.



STAKEHOLDER ASSESSMENT

By filling out the spreadsheet below, it will help start the thought process on key components of your activity. For example, if there is no fair, will you be able to keep your year-round staff and what will you have them do? This is a great time to encourage them to participate in online professional development, to develop a communications strategy or best practices for your activities. Everyone has items on their list that have constantly been pushed to the bottom with the thought, 'when I have time' – well, now's the time!

Other considerations should include your guest demographics: if the majority are considered high risk, that will affect your attendance. If there is travel involved and there might be travel restrictions in place, this will also affect your attendance. Bring the decision makers and key stakeholders together to brainstorm, the more perspectives the better because inevitably new ideas and challenges will be brought forward. It's also ok to consider your personal or family response to participation in your main events throughout the year, because your situation will be reflective of your friends and neighbours who may or may not attend.

To maximize efficiency, categorize each answer with common terms. For example: yes, no, maybe, unsure, not applicable.

<p>Public sentiment</p> <p>With this scenario, how will the public and your guests react? How can you mitigate their reactions? Will they feel confident in your decision? Will they have the financial capacity to participate? Will they feel safe to attend?</p> <p>How will you address any challenges?</p> <p>NOTE: Use the risk assessment tools for scenario mapping to measure risk and whether challenges can be addressed.</p>	
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COMMUNICATIONS

While mapping out the various scenarios, it's still important to communicate with your stakeholders. This is referenced in several sections throughout this document because of its importance. The first option should be to follow your communications strategy and emergency plan, but if you do not have either of those, below is a preliminary guideline of how to communicate. For every stage, identify who your public representative will be. That is: who is responsible for responding to media, comments and feedback related to the communications. This person should be well-spoken, have a clear understanding of the communications and messaging, and be able to remain consistent with the approved messaging.



	Internal Communications	External Communications
<p>Stage I</p> <p>No decision has been made</p>	<p>Internally, you should communicate with staff, volunteers and key stakeholders that you have not made a decision but are actively monitoring the situation. Have conversations with stakeholders who will be impacted by your decision to see how you can work together. See the section “Stakeholder Assessment” for more information on how to effectively engage your stakeholders in these conversations.</p> <p>Sample message to stakeholders: “We will work with you to explore the best options available including extension of contract and alternate solutions that will provide the maximum benefit to you with consideration of the current circumstances”</p>	<p>Externally, continue to maintain conversations through regular media channels. Share positive, relevant stories. However, make sure you’re not “tone deaf.” To be “tone deaf” means you are posting content that seems insensitive to the current situation. You can avoid being “tone deaf” by acknowledging the current situation and explaining your reasoning for sharing the content.</p> <p>By continuing to communicate with the public, you will earn community support and awareness.</p> <p>It’s not essential to share news related to the crisis unless you have information to report. You could be adding to the noise and confusion and sometimes will create more confusion (people misreading posts, etc.). However, if many people are asking what is going on, a general communication may be beneficial.</p>
<p>Stage II</p> <p>A decision has been made</p>	<p>Before making the decision public, make sure to inform your staff, board and key stakeholders of the decision so they are not surprised and can support your decision publicly. They may have questions, so answer them now as it will prepare you for other questions you will receive.</p>	<p>Prepare concise messaging that is reviewed by the decision makers in your organization. Again, ensure you are not “tone deaf” in the messaging. If possible, prepare internal comments to respond to potential community reaction so that all communication is consistent and responsible.</p> <p>The decision makers are responsible for determining when the messaging should be made public. Before going public, make sure all key stakeholders have been informed with direct contact. Ideally, a decision will be made public within 3 business days of the decision in order to prevent leaks. Be prepared to answer questions from the community and follow comments carefully.</p>
<p>Stage III</p> <p>Post-crisis</p>	<p>After the messaging for a decision has been made public, turn your attention to what will your organization look like post-crisis. Consider what measures will need to be put in place for your visitors to feel safe, healthy and welcomed. See the section “Prevention and Consumer Confidence” for more information.</p>	



INSURANCE

Ultimately, you should reach out to your insurance broker or company to review any and all scenarios when evaluating them. Your insurer often will have advice or important information relevant to the scenario.

If you have insurance that you think might be useful during a difficult time, discuss it with your insurance provider to see if it's applicable, this may include: event cancellation insurance, business interruption insurance or liability insurance.

If one of the scenarios you are evaluating carries new risk, it's important to ask your insurance provider whether additional insurance will be necessary as this is an added expense. Likewise, if you are cancelling events, consider asking your insurance provider if they are willing to deactivate certain insurance components in order to receive a partial refund. Often, insurance components can be reactivated within days if needed. Do not cancel the insurance, though.

Also it is important to understand that after a difficult time, insurance providers will likely update and adapt insurance packages to respond to lessons learned, so review any chances with your insurance provider and ask how it may impact your organization.

PREVENTION & CONSUMER CONFIDENCE

Regardless of which scenario you choose often after a crisis arises, Reactive and proactive action is required. For example, after a pandemic, consumers may not be inclined to visit large gatherings due to the increased risk of picking up a disease.

This is where following industry trends will be beneficial. What are other mass gatherings doing to rebuild consumer confidence? How can you prevent the crisis from recurring? For example, as it relates to the COVID-19 pandemic, to decrease the risk of picking up the disease and therefore increase consumer confidence, you can implement some of the following suggestions (or variations thereof):

***NOTE:** A separate document with further direction is being prepared related to this topic.

When considering which prevention measures to implement and as part of the scenario planning, collect estimates on the additional costs associated with each measure you intend to implement.

PREVENTION & CONSUMER CONFIDENCE

EXAMPLE: COVID-19

While mapping out the various scenarios, it's still important to communicate with your stakeholders. This is referenced in several sections throughout this document because of its importance. The first option should be to follow your communications strategy and emergency plan, but if you do not have either of those, below is a preliminary guideline of how to communicate. For every stage, identify who your public representative will be. That is: who is responsible for responding to media, comments and feedback related to the communications. This person should be well-spoken, have a clear understanding of the communications and messaging, and be able to remain consistent with the approved messaging.

- Provide contactless temperature screening (thermal cameras at all entrances)
- Masks and gloves worn by staff, volunteers, vendors and on-site businesses and organizations
- Make masks available and/or mandatory for guests
- Ensure additional wash stations available throughout the grounds, determined based on attendance
- Foster a culture of social distancing by:
 - Reviewing your grounds layout to maximize usage of space and allow for optimal social distancing
 - Providing signage explaining minimum social distancing standards
 - Marking the ground with safe distance indicators and directional patterns (in lines at rides, washrooms, etc.)
 - Enforce increased spacing in seating (bleachers, etc.)
 - Reduce capacity in buildings and tents (consider 30-50% less)
- Increase staff at entrances to ensure PPEs are worn and social distancing is following
- Increase cleaning staff capacity to allow for more frequent cleaning
- Document cleaning activities and have them signed by staff
- Have healthcare professionals on site
- Provide additional security to enforce protocols
- Pre-test staff and volunteers
- Provide plexi-glass barriers at key interaction points between staff/volunteers and guests
- Provide training for staff and volunteers
- Decrease the amount of vendors and concessionaires to allow for better spacing throughout the grounds
- Increase hand sanitizer stations throughout the grounds
- Restrict the number of entrances
- Increase virtual component of your main events
- Enforce no touching policies

PREVENTION & CONSUMER CONFIDENCE

EXAMPLE: COVID-19

- Do not allow activities that facilitate “high touch” zones or ensure the zones are cleaned with increased frequency
- Evaluate and review protocols throughout and after the event to improve and determine corrections
- Only sell food for human consumption and ensure all food permits are up to date permits for food
- Use only single use, closed takeout containers for ready to eat food
- Do not provide any food or beverage samples
- Sell beverages in sealed retail containers
- Do not have sit-down eating areas
- Provide only cashless payments options
- Additional measures depending on the activity (require wipes to be available to clean rides, games, etc.)
- Require increased frequency of disinfecting surfaces and full washes for your midway, vendors, etc.
- Specialized cleaning team to clean “high touch” areas (ATM machines, picnic tables, door handles), increase cleaning and reduce interaction

Always follow federal, provincial and local agency guidelines at your event and focus on raising awareness about these guidelines, including:

- Avoid close contact with people who are sick, if you are sick do not attend any events.
- Avoid touching your eyes nose and mouth.
- Stay home when you are sick.
- Cover coughs and sneezes with a tissue that is immediately thrown in the trash. If unavailable, cough into your elbow.
- Do not shake hands with other individuals.
- Clean and disinfect frequently touched objects and surfaces using a regular household cleaning spray or wipe.
- Follow guidelines related to masks and gloves
- Wash hands frequently for at least 20 seconds with soap and water (or a 60% alcohol-based hand sanitizer if soap is not available)
- If you have travelled recently, take precaution and follow government guidelines related to self isolation and/or quarantine.

PROACTIVE ACTION

Whatever scenario you land on, there are a few activities your organization should be doing regardless in order to maximize your efficiency and to maintain your reputation as a credible pillar in your community.

First, you should support your community. In a crisis, many people, businesses and organizations are affected. You also likely have access to tools and resources that may be a benefit to your community. In the past, fairgrounds have been converted to temporary hospitals or overstock of food has been converted into meals for the needy. Other organizations have shared important community news on their own social media outlets. A community comes together in times of crisis, and you are part of the community so do whatever you can to support your neighbours.

Secondly, consider the opportunity to experiment and innovate. There could be virtual components to your main events, or you could try something new you've been hesitant to do in the past.

Also, throughout this entire exercise, one message stands true: communicate. Have conversations, stay engaged on social media. Get people sharing and perpetuate positivity. Now is the time to build and strengthen relationships so keep the conversation going. Listen to people's challenges and see if you can help but also be transparent and honest about your own circumstances in discussing any opportunities to support each other.

Next: adapt. There is a chance to innovate here, so again consider what could be done differently. If you have staff, this is a chance for them to expand their professional development through online seminars. This is also a chance to do the things on the "to do list" that have been put off for a while, sometimes even years. Have you been meaning to repair that fence? Or perhaps review your grounds layout for special events? Take a chance to look at it now.



PROACTIVE ACTION

Treat every situation uniquely. When dealing with your different stakeholders, everyone is going through something different so be conscious of that and don't implement blanket rules to adapt.

By implementing these ideas regardless of the situation, you will be able to continue to be efficient while also maintaining a presence in the community that is sensitive to the current situation and respectful of your neighbours.





CONCLUSION

Mapping out scenarios is extremely challenging because there are so many variables at play. This document is intended to serve as a preliminary guideline to get you started on mapping the various scenarios you may need to consider during a crisis.

In any of these circumstances, there are many factors to consider when evaluating whether your organization will be able to resume business-as-usual. This guide is intended to help you make educated decisions, but in no way is intended to make the decision for you. Some important factors that will ensure an informed decision include:

Don't forget to stay calm, follow the guidelines of officials, treat each event and scenario differently and communicate early and often. If you have questions or need any help, do not hesitate to reach out to the CAFE office.

Our industry is strong. We are fueled by our communities and our history and we will get through any crisis we are faced with if we prepare, share and work together.

SOURCES

CAFE would like to thank the numerous organizations and individuals who contributed to this document. A list of original sources and information providers is available below:

Abernethy Agricultural Society

[Business-to-you](#)

Calgary Stampede

[Capri Insurance](#)

[Carnival Warehouse](#)

Fredericton Exhibition

[International Association of Fairs and Expositions](#)

Norfolk County Fair and Horse Show

North American Midway Entertainment

Ontario Association of Agricultural Societies

West Coast Amusements Event

[Manager Blog: Coronavirus and Events: Outlook and Recovery Timeline](#)

APPENDIX

TEMPLATE INFORMATION & PROCEDURES

Fairgrounds

- Outline basic information about your grounds: property acreage, entry points, fencing, buildings and their history.
- What staging, tents or temporary facilities are erected for special events?
- What temporary entertainers, vendors and contractors arrive on the grounds for special events (quantities, setup and description)

Current Situation

Outline what is known about the current situation. For example, source information about COVID-19, with links to the sources and provide a background, summary, severity and include national and local situation.

Risk Assessment

Outline the current risk level for different demographics depending on the situation. For example: general public, communities, healthcare workers, travellers, long-term care facilities, etc.

Prevention

- Outline current and potential external prevention measures (vaccine, limiting exposure, best practices in social situations)
- Provide links to credible sources
- Outline your organization's internal prevention measures and what stakeholders are involved in determining these measures (vendors, government, contractors, etc.). Provide quantities of measures and locations. For example, how many hand washing and hand sanitizer stations are available in each building and who has access to them? Outline temporary versus permanent setups. What measures of due diligence are taken:
 - Record keeping
 - Frequency of sanitation
 - Frequency of refills
- What are the minimum requirements for prevention measures for you and your stakeholders?
 - Minimum percentage of alcohol in hand sanitizer
 - Required signage
 - Record keeping
 - Additional measures depending on the activity (wipes available to clean rides)
 - Increased frequency of disinfecting surfaces and full washes
 - Specialized cleaning team to clean "high touch" areas (atm machines, picnic tables, door handles)
- What changes will you make to limit high exposure areas?
 - Converting to swinging doors
 - Adjusting grounds layout to allow better social distancing
 - Inspection of vendors, etc.



SCENARIO PLANNING

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