CENTER FOR
AQUILA
CRUISE EXCELLENCE

TRAINING ★ TOURS ★ DISCOVERY

Safety, Security & Risk Management Policy

Property of **Aquila Tours Inc.**

(Tour Operations & Center for Cruise Excellence)

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This document is confidential and intended for internal use only

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Aquila Safety, Security & Risk Management Policy

The travel industry offers exciting opportunities for travelers to experience destinations across the globe. With this unique opportunity comes great responsibility, not only to our guests and clients, but also our company.

This safety, security and risk management policy is designed to provide practical plans and guidelines that are adaptable for any situation. ***It is a working document – to be updated as the industry, the world and our company changes.***

Our policy is part of our overall safety and emergency preparedness standards. As important as planning for emergencies is, it is important to have good communication plans in place to protect our company's image and credibility.

Too often, companies make the mistake of waiting until a crisis occurs to plan a reaction. This gives the company the smallest chance of surviving the crisis without damage. The following guidelines help to keep us focused on what's important as we monitor our potential risks:

- **Predict** - Anticipate everything that could go wrong with our operations. Identify the issues.
- **Position** - Decide what our position will be on these issues.
- **Prevent** - Take preventive measures.
- **Plan** - In case prevention doesn't work, prepare a plan for dealing with the crisis.
- **Persevere** - Follow the plan and stick to the positions we have taken. See the crisis through in a thorough and professional manner.
- **Evaluate** - If the plan is enacted, review the results to determine if there are other steps that can be taken to prevent the crisis from happening again.

1. Purpose

The purpose of this policy is to ensure the **health, safety, and security** of all guests, team members, training participants, clients, suppliers, and contracted partners participating in our operations. This policy establishes standards for risk management, safe operations, emergency preparedness, and incident response.

2. Scope

This overview applies to all team members (full-time, part-time, and seasonal). All team members are expected to read, understand, and comply with the policies and guidelines relevant to their role. This includes:

- Aquila Office team members
- Aquila Tours seasonal cruise operational team members
- Center for Cruise Excellence Global Trainers
- Interns, students, and volunteers

- Any representative acting on behalf of Aquila in Canada or abroad (including while travelling, on client sites, on ships/ports, at events, or when working remotely)

3. Duty of Care & Regulatory Compliance

Aquila is committed to exercising a high standard of care for our team, tour guests, and training clients. We recognize our responsibility to provide safe and secure experiences, particularly for cruise passengers visiting unfamiliar destinations.

Our operations are conducted in full compliance with all applicable Canadian federal regulations and the laws and safety standards of the Province of New Brunswick. This includes adherence to insurance, transportation, occupational health and safety, and tourism-related legislation. In addition, Aquila follows the high safety standards and regulations for the cruise industry. We continuously review our practices to ensure they meet or exceed regulatory requirements while promoting a proactive culture of safety, risk awareness, and accountability across all aspects of our operations.

4. Roles & Responsibilities

There are multiple touchpoints with Aquila operations that affect our safety and security. Each member of the Aquila team is responsible in part for their own safety and the safety of guests and clients by following these guidelines to the best of their ability. There are various responsibilities and while this document provides an overview of key expectations, more detailed procedures (job-specific duties and guidance) is outlined in individual handbooks and training materials.

It is important for each team member of Aquila to know their roles in the event of a crisis so that we can minimize the risk associated and ensure that all team members and guests are safe. All team members are expected to be familiar with this policy and the handbook relevant to their position. While all team members are responsible for minimize risk where possible, here is a summary of key responsibilities for each role:

4.1 Leadership & Office Team

- Ensure this policy is available to all team members and is being implemented on all levels of Aquila operations – both with tour operations and international training.
- Ensure team members have easy access to emergency procedures and contact information.
- Ensure proper communication with team members on new procedures.
- Ensure proper communication with cruise lines on incidents and emergencies (including head office and shore excursion teams).
- Ensure team members are following safety and risk prevention best practices.
- Provide training and resources for the team.
- Review incidents and enforce corrective actions.
- Ensure continuous improvement of Aquila's operations.
- Respond to incidents and emergencies quickly, effectively, and safely – follow all Aquila's protocol's for responding to incidents.

- In cases of passenger injury or fatality, notification of relatives should be left to the police. Only police and hospital staff can provide details of passenger condition.
- It may be appropriate, depending on circumstances, for a company official to follow up with passengers or relatives regarding the action the company has taken.

4.2 Tour Guides

- Ensure you are following best practices to avoid possible incidents and exercise due diligence to keep all team members and cruise guests safe.
- Deliver safety briefings and safety reminders to guests so they are aware of best practices for a safe and enjoyable tour.
- Monitor guest behavior and safety throughout the tour.
- Count, count and count again, (at the dock as you load, whenever passengers have been off the coach).
- Ensure good communication with Aquila and guests.
- Respond to incidents and emergencies quickly, effectively, and safely – follow all Aquila's protocol's for responding to incidents.
- Stress traffic safety for coach and when passengers are boarding and exiting the coach and on walkways.
- Do not allow passengers to stand on a moving coach.

4.3 Drivers

- Ensure you are following best practices to avoid possible incidents and exercise due diligence to keep all team members and cruise guests safe.
- Conduct vehicle inspections.
- Ensure proper driver training and clean driver abstract.
- Drive safely and comply with all traffic laws.
- Ensure good communication with Aquila and guests.
- Respond to incidents and emergencies quickly, effectively, and safely – follow all Aquila's protocol's for responding to incidents.
- Stress traffic safety for coach and when passengers are boarding and exiting the coach and on walkways.
- Do not allow passengers to stand on a moving coach.
- Secure wheelchairs, strollers or other large objects in the coach.

4.4 Suppliers

- Ensure experiences contracted with Aquila are being delivered safely including relevant safety briefings and reminders for guests.
- Have proper insurance and safety training in place.
- Regular maintenance and safety procedures and protocols in place to minimize risk.
- Compliance with all Canadian and New Brunswick safety regulations.

4.5 Guests

- Follow tour guide and driver instructions.
- Disclose relevant medical conditions.
- Act responsibly and respectfully during the tour.
- Follow Aquila's *Travel Kindly Pledge* ***(see Aquila's Sustainability Policy for full details)***



5. What is a Crisis?

A crisis is an event or series of circumstances that can threaten the reputation, operations, or even the survival of a company. In the tourism industry, such events represent critical moments for businesses, guests, and clients alike. While motorcoaches are recognized as among the safest forms of road transportation, they are still exposed to the inherent risks of highway travel and, on occasion, may be involved in incidents.

Given the unpredictable nature of these risks, it is essential that we are prepared to respond effectively and efficiently to any crisis situation in order to minimize impact and ensure the safety and well-being of all involved.

6. Risk Identification

Identifying risks is an ongoing process. Aquila's crisis team identifies many potential risks, but new incidents and situations can arise at any moment. Crisis risks can generally be put in two categories - **manmade or natural**.

Manmade risks include violence, vandalism, accidents, operator error, negligence, defective equipment, poor planning and scheduling, strikes, fire, and illness such as food poisoning. Natural issues include things such as weather, earthquakes and communicable disease.

Some examples of potential issues to consider include motorcoach accidents, robbery, death on tour, strikes, natural disasters, bankruptcy, terrorism or war, and travel scams. Even if such a crisis does not happen to Aquila, but happens to another tour operator, cruise line or industry partner, we need to be prepared to answer questions regarding our readiness should we face the same situation. The crisis team

should continually look for potential issues and develop a plan of action should that issue become a reality. That will keep our policy up to date and vital.

There are **four main priorities** Aquila has identified that require an action plan should a crisis occur. They can be identified as:



7. Risk Management & Emergency Response Team

The Aquila team is charged with identifying various scenarios that could adversely affect the company and developing a model or plan to follow in each. The team has identified specific priority risks to be addressed further in this document including prepared media statements, press releases, notification lists and other materials will help keep an emergency under control and calm the person who must deal with the situation. The Aquila Emergency Response Team is as follows:

Beth Hatt – Founder and President – 506-333-7054
Danielle Timmons – Vice President, Cruise Operations – 506-639-0168
Melanie Colpitts – Vice President, Center for Cruise Excellence – 506-636-2127

They are responsible for all communication/media relations, dispatching to site of emergency, and being team leaders in the event of incidents and emergencies. For example, on a cruise day communication is critical. Further in this plan specific scenarios are identified, but in any crisis the chain of communication would be:



8. Aquila's Crisis Consultants

In addition to our Aquila's Emergency Response Team, a group of experts/advisors will also be called upon should the situation require professional intervention. These individuals and companies are as follows:

COMPANY	SPECIALTY	PHONE NUMBER	E-MAIL ADDRESS
Gallagher	Insurance Broker (General Liability, Cruise Excellence Training, Cyber Security & Trolleys)	506-459-3000	info@ajg.com
Carnaghan Thorne	Insurance Broker (Vehicles & Building)	506-634-1177	info@carnaghanthorne.com
Brenton Kean – Bill Kean	Lawyer	506-646-7505	wck@brentonkean.com
Julie Estabrooks – Whittaker and Estabrooks	Accountant	506-642-4950	julie@jkwhittaker.com
Natalia Lopez - Marketplace Excellence	Public Relations Consultant & Marketing	201-861-2056	natalia@marketplaceexcellence.com
Jeff Peterson	IT Support	506-647-7320	seleya@gmail.com
WorksafeNB	Employee Safety and Incident Claims	506-632-2200	Form 67 electronically filled out at https://www.worksafenb.ca/myservices/electronic-form-67/

9. Costs of a Crisis

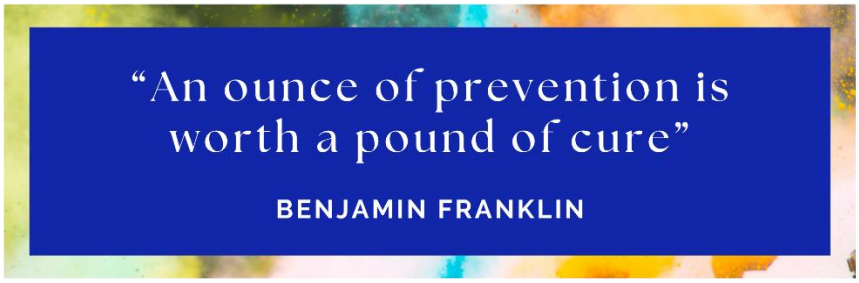
In addition to Aquila's reputation, there are also physical costs to be considered when responding to a crisis. With any incident, the Aquila Risk Management & Emergency Response Team will meet to address all associated costs upon. These costs can include but are not limited to:

- Transportation, board and lodging for our on-site response team
- Use of facility as on-site command center
- Board and lodging of non-hospitalized clients

- Telecommunications costs and calls home for those affected
- Transportation and lodging for relatives wishing to travel to incident scene
- Trauma counseling
- Utilization of physicians from home country to monitor medical situation
- PR expenses
- Hardship payment

10. Emergency Incident Prevention

In order to minimize risk, Aquila has provided procedures and policies intended to encourage safe operations. However, employees need to follow these procedures and take responsibility for their own personal safety and the safety of those around them. By integrating safe practices into daily responsibilities and communicating observed potential hazards, employees can reduce the likelihood of an emergency and protect their own safety and the safety of Aquila cruise guests.



10.1 Proactive Incident Prevention

Proactive Incident Management is creating or controlling a situation to identify and solve problems before they manifest themselves in the form of incidents. There are many ways in which Aquila proactively prevents incidents. These include but are not limited to:

- Ensure work areas are clean and clear of any debris including access to stairs and doorway exits
- Report any potential incidents as soon as they are noticed so proper corrective action can be taken
- Apply "lesson learned" techniques that promote health and safety in hazardous conditions
- Establish and communicate emergency procedures for various incidents that could occur
- Drivers operate vehicles in a responsible manner strictly obeying signage
- Training for team members in the proper handling of incidents and CPR/First Aid response
- Ensure all guides and drivers are provided the "Safety Briefing" for guests
- Work in coordination with all cruise partners to ensure safety for all (Port Saint John, Suppliers, Transportation, Guides, etc)
- Regularly assess safety concerns on tour and any new procedures to be implemented
- Establish and communicate site-specific response checklists for identified risks

10.2 First Aid Policy

To minimize risk in the case of any incident, Aquila will ensure that all our Tour Guides and Trolley Drivers are certified in CPR & First Aid. This course is through the Canadian Red Cross and is their Level C

CPR/AED Course. While not required, our Pierside Operations Team also has the option to take the training should they choose (pierside are not face-to-face with guests during our tour experiences). This does not apply to anyone we subcontract although we are encouraging them to do the same.

Our full ***First Aid Policy*** is provided to our team every season on our resource website, including contact information for Connecting First Aid, how to sign up, and the requirements for certification. Here is a summary of expectations:

- In order to be a tour guide and/or drive for Aquila, you must have a valid, up-to-date certification in First Aid and CPR (Workplace Standard First Aid Course) .
- If you have a valid certification, you must provide a copy or photo to Aquila.
- If you don't have one (or it expires before the end of season) you must take the course. Aquila will pay for the course; however, not for the time it takes.
- Canadian Law states that if an employer has paid for your CPR & First Aid Training, that while you are at work, you are obligated to use your training if a situation comes up. If you are not at work, you are not obligated to use your training.
- **First Aid Kits:** Aquila has a First Aid kit at the tour booth & in the office. The buses and trolleys are all equipped with First Aid kits. We now have small travel-size First Aid kits for guides to take on the walking tours. We are working on educating our suppliers to ensure that they all have a standard First Aid kit on their premises.

10.3 Safety Briefings on Tour

At the start of every tour experience, we conduct a comprehensive safety briefing. This proactive approach ensures that all participants are aware of potential risks, understand proper procedures, and are prepared to respond appropriately to any situation.

By setting clear expectations and reinforcing safe practices from the outset, we significantly reduce the likelihood of incidents and create a safer environment for both guests and staff. Our full ***Safety Briefing Policy*** is provided to our team every season on our resource website. This includes what must be said by the tour guide. Here is the standardized Safety Briefing that all tour guides must share at the start of their experience:

Please be advised that this is to be said at the beginning of ***EVERY*** *tour program after you have introduced yourself, your driver, and reviewed tour name and itinerary. We ask that you memorize this script, recognizing that you may need to add bullets to suit the tour you are providing (you may have the safety briefing bullets on a small card if necessary). You are able to personalize the introduction and conclusion, but you must say the relevant bullets listed here as well as any additional points that suit the tour you are providing, and you must ask that all bumps and bruises be reported to you, even if they're small.*

Safety Briefing Script

I'm delighted to have you join me for this tour, and we're going to have a great time today! Before we get started, I want to remind you that your safety and comfort is very important to us, so on tour today, please:

- Watch your step getting on and off the bus;
- Please remain seated while the bus is moving;
- We will be walking over uneven today, so please watch your step, especially on the curbs
- When taking photos please make sure both feet are planted on the ground

If you have any concerns, or if you have any incident occur, even little bumps & bruises, please bring them to my attention right away. Again, I want you to be comfortable, safe, and having fun all through the tour.

We love where we live, and we know you will too. Please help us keep it that way by recycling your water bottles, disposing of waste properly, and following Leave No Trace principles – take only memories, leave only footprints. We call this traveling kindly and small respectful actions make a big impact on local communities - thank you!

Optional add ons and site-specific safety reminders can be found in the full Safety Briefing Policy.

10.4 Smoking, Drug & Alcohol Policy

We maintain a comprehensive ***Smoking, Drug, and Alcohol Policy*** designed to proactively minimize risk and promote a safe, healthy work environment. By setting clear expectations and providing guidance on acceptable conduct, this policy helps prevent incidents before they occur, supports employee well-being, and ensures compliance with relevant regulations. Our approach focuses on awareness, accountability, and early intervention to protect both our people and our operations.

10.5 Sustainability Policy & Responsible Tourism

As members of the Aquila Team, we all play a key role in promoting responsible tourism. We are in a unique position to be able to assist and support visiting cruise ship passengers in being responsible travelers in our destination. Responsible tourism includes encouraging respect for our environment and natural resources, supporting local vendors, respecting the culture and cultural events in our community, and paying a fair price for local goods and services. Aquila has established and maintain a full **Sustainability Policy**, as well as memberships with various organizations dedicated to sustainability.

10.6. Aquila's Joint Health & Safety Committee

We are in the process of establishing a seasonal Joint Health and Safety Committee to further strengthen our commitment to both the safety of our clients and workplace safety for our team. This committee will bring together representatives from both management and seasonal team members to collaboratively identify hazards, review safety practices, and recommend improvements throughout the operating season.

By creating this dedicated forum for communication and accountability, we aim to promote a proactive safety culture, ensure compliance with regulations, and continuously enhance the wellbeing of both employees and guests. Once Aquila's JHSC is established, it will be communicated with our team via the Human Resources Manager and posted to the team resource website.

11. Response to Incidents & Emergencies

Our approach to responding to incidents and emergencies is organized to ensure clear, effective actions across all aspects of our operations. This section outlines our procedures in three key areas: incidents occurring within the Aquila office, those arising during cruise day operations, and responses required for large-scale events.

By tailoring our response strategies to each setting, we ensure that all situations are managed promptly and consistently.



11.1 Aquila Office Incidents or Emergencies

For any office crisis it is important to remember to remain calm. The number one priority in any event is keep all employees and clients safe. While we put preventative measures into place to minimize risk, there is always a chance of an incident occurring at the office. The following priorities should be top of mind in any emergency.

- Minimize damage
- Ensure the safety of staff and clients
- Protect vital records/assets
- Allow for self-sufficiency for at least 72 hours
- Provide for continuity of operations

The following is a list of possible incidents that we have identified could occur at the Aquila office. Below each incident is a guideline on how to respond to one of these incidents occurring. While every incident is

different and will require specification, these guidelines are to be used to minimize the risk associated, both for the employee and the business entity:

A. Evacuation from Office

- Remain Calm
- Alert employee's evacuation is required by shouting "evacuate"
- **Call 911**
- Follow Evacuation Map outlined in ***Appendix A: Emergency Evacuation Map***
- Employees check in with Floor Wardens at Three Sisters Lamp
- Follow EMO (Fire Department, Police, Ambulance) directions
- In case of staff member injury or death, follow EMO directions and call staff member emergency contact
- Call Insurance, Lawyer, IT Services if required

B. Fire Safety Evacuation from Office – Appendix B: Fire Emergency Plan

- Remain Calm
- Alert employee's evacuation is required by shouting "fire"
- **Call 911**
- Follow Evacuation Map outlined in ***Appendix A: Evacuation Map***
- Employees check in with Floor Wardens at Three Sisters Lamp
- Follow EMO (Fire Department, Police, Ambulance) directions
- In case of staff member injury or death, follow EMO directions and call staff member emergency contact
- Call Insurance, Lawyer, IT Services if required

C. Medical Emergency – Appendix C: Medical Emergency

- Remain Calm
- **Call 911**
- Do not move affected person(s) unless absolutely necessary
- Personnel trained in CPR/First Aid attend to individual
- If no trained personnel are available, priorities are to stop bleeding and clear airways
- Follow EMO (Fire Department, Police, Ambulance) directions
- Contact staff member emergency contact
- Leadership Team Member to accompany staff member to hospital
- Complete Worksafe NB Form 67 online. Must be completed within 3 days of incident occurring.

D. Extended power outage

- In the event of extended power loss to our office, certain precautionary measures should be taken
    - Unnecessary electrical equipment and appliances should be turned off if power restoration would surge causing damage to electronics and effecting sensitive equipment.

- Electronic equipment should be brought up to ambient temperatures before energizing to prevent condensate from forming on circuitry. Call IT Support for assistance.
- Fire and potable water piping should be checked for leaks from freeze damage after the heat has been restored to the facility and water turned back on.
- Keep informed on outage details from Saint John Energy.

E. Team member death or critical illness

- Reach out to team member or family members (in case of serious illness or death) to see how Aquila can be of any assistance.
- Contact Manulife for Critical Illness or Life Insurance. Start process and provide information to family members.
- Leadership Team (Beth, Melanie, Danielle) to meet and decide on any assistance to offer team member and/or family member. Also, delegate office tasks that require immediate attention.
- Follow ***Employee Leaving Checklist (Appendix D)***
- Forward employee's e-mails and reset voicemail greeting/password.
- Designated Aquila employee will pack up personal belongings of team member from office and safe and deliver to team member and/or family members.
- Public message to Aquila associates (i.e. tour guides, pierside, suppliers, transportation, friends, etc).
- Payroll, ROE, RRSP contributions, and all other documentation required to be completed.
- Leadership Team to arrange grief counselling for team members if required.
- Follow up with team member and/or family members.

F. Lawsuit

- Upon receiving lawsuit notification, immediately contact lawyer and insurance companies (either Commercial General Liability or Vehicle Insurance).
- Leadership Team (Beth, Melanie, Danielle) to meet and designate lead for lawsuit and discuss associated costs with lawsuit.
- Create folder under "Risk Management > Files from Previous Incidents" on server regarding the lawsuit. Keep all documentation (letters, emails, notices, witness statements, incident reports, photos, etc.) in this location.
- Lead will communicate regular updates with Aquila office team and if necessary will prepare media statements to be released with assistance of media spokesperson (Melanie).
- Follow direction of legal team
- Final update upon resolving lawsuit communicated with team and media (with respect to any non-disclosure agreements).
- Keep Lawsuit paperwork together in one location (make copies for server) and ensure that more than one person is aware of location.

G. Working in the office alone after hours

- Keep front door locked

- Ensure team member and/or family member knows you are at the office alone
- Notify someone when you are leaving the office
- Do not answer the door when alone in the office after hours
- For any emergencies, **call 911**
- Inform Leadership Team after calling 911

With any Aquila office incident, do not….

- Admit liability or offer payment
- Discuss the incident with anyone other than the police or an insurance company representative
- Destroy or dispose of related/pertinent items

11.2 General Response to Cruise Day Incidents or Emergencies

The following is a general guideline for each Tour Guide, Cruise Manager, and Aquila Risk Management Team to follow for any incident which occurs during a cruise day. Guidelines to specific incidents will be identified in the next section, however the following protocol should be followed by each member of the Aquila Team to minimize risk associated with any incident no matter the size.

A. Tour Guide and/or Trolley Driver Response to Incidents

1. Incident Occurs/Tour Guide receives notice of incident
2. Remain Calm
3. Evaluate the scene, checking for injuries and hazards and evacuate the vehicle if appropriate
4. Call 911 (if required) – do not hang up until they do
5. Call your Aquila Cruise Manager – do not hang up, provide all information available including:
    - guest name(s)/cabin number(s)
    - number of injuries
    - exact location
    - hazardous conditions
    - extent of damage
    - other vehicles involved
    - traffic disruption
    - kind of emergency assistance driver requires and if it has been arranged
6. In the case of an emergency, an Aquila Emergency Response team member (Beth, Melanie, or Danielle) will be dispatched immediately to the scene.
7. Tend to guests as best as you can. Do not attempt to move injured persons unless they are in danger.
8. Do not attempt to engage individuals who are breaking the law or experiencing a psychiatric event. Emergency Services (police, ambulance, etc) will have the training necessary to manage these incidents. Follow their lead and keep other guests out of harm's way.
9. Keep all other guests out of additional danger and evacuate to ***Designated Safe Spaces on Tour (Appendix E)*** if required

10. If necessary, administer any necessary first aid to guests/team members until EMO arrives at the scene.
11. Refer all media inquiries to the Aquila Risk Management Team Media Contact (Melanie). If a reporter asks for information, ask for their phone number and simply state: "an Aquila representative will be available shortly to answer your questions."
12. Fill out the ***Incident Report (Appendix F)*** with all information available. Write down names and phone numbers of witnesses, as well as names, phone numbers and insurance information of any drivers involved. If possible, have cruise guest/team member sign incident report AND a witness to the signature (not the event) both sign the Incident Report Form.
13. Upon returning to pier, tour guide and/or driver should debrief Cruise Manager fully of details and provide Incident Report Form

B. Cruise Manager Response to Incidents

1. Cruise Manager receives call from Tour Guide or Driver. Follow the ***Responding to Emergencies Checklist (Appendix G).***
2. Remain calm, reassure the team member, and retrieve incident response kit documents.
3. Do not hang up! Using the ***Incident & Emergency Call Log (Appendix H)*** write down all information possible including but not limited to:
    - guest name(s)/cabin number(s)
    - number of injuries
    - exact location
    - hazardous conditions
    - extent of damage
    - other vehicles involved
    - traffic disruption
    - kind of emergency assistance driver requires and if it has been arranged
4. Remind Tour Guide or Trolley Driver to not admit fault.
5. Depending on extent of incident, contact Emergency Response Team (Beth/Melanie/Danielle) with incident information. This should be done via the ***Emergency & Incidents WhatsApp Group*** for Cruise Managers and Leadership Team.
6. If required, dispatch another coach to pick up passengers. Depending on distance, consider obtaining coach(s) from another operator closer to the scene.
7. If incident involves the tour guide/trolley driver/pierside team member – work in coordination with Human Resources Manager and Transportation Manager to secure a replacement team member and tend to employee as best as possible (same as we would with guest). After incident, ensure Worksafe NB documentation has been filed within 3 days.
8. If required, contact Shore Excursion Team on ship to advise of incident and measures being taken to ensure safety of guests (If it will delay ship's departure, copy hotel director, head office, and any other required contacts from ship). Contact methods depend on the shorex team but is often done on WhatsApp.

9. Assist Tour Guide/Driver in keeping guests calm and reassured as much as possible (ex. Bus breakdown send water and treats)
10. Upon return to the pier, check guests' demeanour when disembarking and if required address the group.
11. Review incident report with Tour Guide when they return to the ship to ensure all details are accurately described and all relevant information is reported.
12. Relay incident report and other information necessary to Shore Excursion Team as soon as possible – copy Head Office if required.
13. Relay media requests to our media contact (Melanie).
14. Cruise Manager should always have two cases of water and treats (candies, cookies, etc) in their vehicle so that a team member can deliver to the scene of any incident such as a bus breakdown to assist with guest satisfaction.
15. After any incident, ensure that all documentation is saved in the ship folder for that day so that it can be easily located should a lawsuit arise.
16. Complete ***After Action Review (Appendix I)***

C. Risk Management Emergency Response Team (if required)

1. Risk Management Team receives call from Tour Guide or Cruise Manager. Follow the ***Responding to Emergencies Checklist (Appendix G).***
2. Remain calm, reassure the team member, and retrieve incident response kit documents.
3. Do not hang up! Using the ***Incident & Emergency Call Log (Appendix H)*** write down all information possible including but not limited to the following. All emergency communication should be done in the ***Emergency & Incidents WhatsApp Group*** for Cruise Managers and Leadership Team:
    - guest name(s)/cabin number(s)
    - number of injuries
    - exact location
    - hazardous conditions
    - extent of damage
    - other vehicles involved
    - traffic disruption
    - kind of emergency assistance driver requires and if it has been arranged
4. Dispatch at least one Emergency Response Team Member to incident location.
5. Evaluate the scene, checking for injuries and hazards and evacuate the vehicle if appropriate.
6. Assist tour guide in helping to guests as best as you can. Do not attempt to move injured persons unless they are in danger. Attempt to keep all guests out of additional danger.
7. Do not attempt to engage individuals who are breaking the law or experiencing a psychiatric event. Emergency Services (police, paramedic, etc) will have the training necessary to manage these incidents. Follow their lead and keep other guests out of harm's way.
8. If incident involves the tour guide/trolley driver/pierside team member – work in coordination with Human Resources Manager and Transportation Manager to secure a replacement team member

and tend to employee as best as possible (same as we would with guest). After incident, ensure Worksafe NB documentation has been filed within 3 days.

9. For **any** major emergency or crisis – Call insurance, lawyer, PR/media contact immediately
10. Ensure all documentation possible has been/is being recorded by Tour Guide/Trolley Driver
11. Address any media inquiries at incident location (or refer to Melanie)
12. Accompany any injured guest(s) to hospital if applicable
13. Contact Saint John Port Authority & Ships Agent
14. Contact Cruise Line Head Office Representative for **any** major emergency or crisis
15. Complete ***After Action Review (Appendix I)***
16. Follow up with any post-incident media requests, including communication with entire team to dispel rumors and summarize what happened

With any cruise day incident, do not….

- Admit liability or offer payment
- Discuss the incident with anyone other than the police or an insurance company representative
- Destroy or dispose of related/pertinent items

11.3 Response to Specific Cruise Day Incidents

The following is a list of possible incidents that we have identified could occur during a cruise day either on tour or at the pier. Below each incident is a guideline on how to respond to one of these events occurring. While every incident is different and will require specification, these guidelines are to be used to minimize the risk associated, both for the employee, guests and the business entity:

A. Guest Accident or Minor Injury on Tour

- Follow procedures for general response to cruise day incidents

B. Guest Minor Illness/Vomiting on Tour

- Follow procedures for general response to cruise day incidents plus:
- **Incident Handling** - If any guest becomes ill during a Shore Excursion it is vital that appropriate action is taken. Any guest who vomits or suffers diarrhea on tours (particularly while on a motorcoach) are very likely to spread the illness. Guests, with these symptoms should be removed from the tour and sent back to the vessel by taxi and the ship should be notified immediately so that the ships medical staff can meet the guests upon their arrival back to the ship.
- First Stage:
    - If a guest vomits or has diarrhea on the motor coach, stop and evacuate the coach where possible.
    - Cover the residuals with paper towels
    - Spray the area with disinfectant solution
    - Keep people as far away from the area as possible
    - If the incident happens in the bathroom of the coach, it should be closed off for the rest of the guests.

- Second Stage:
    - When the motorcoach has stopped and guests are off, the driver should carefully clean up the residuals and place it in a plastic bag and seal it.
    - Dispose of the plastic bag.
    - Spray the surrounding area with disinfectant solution and leave for 10 minutes before wiping it down.
    - All clothes, etc. should be bagged and disposed of.
    - Open all doors and windows to ventilate the coach.
    - Keep all guests off the coach for as long as possible or for at least 10 minutes minimum.
- Third Stage
    - Where possible, an alternative motor coach should be provided. Whenever possible the coach should be taken out of service for the remainder of the day.
    - Transportation Manager should follow up with the bus company

C. Death or Serious Illness on Tour

- Follow procedures for general response to cruise day incidents

D. Illness Onboard the Ship (Sick Ship Management Plan – Appendix J)

- Follow procedures for general response to cruise day incidents plus:
- Cruise Manager/Transportation Manager/Human Resources Manager: Advise Tour Guides, Buses, Drivers, Suppliers, SJPA. Our team needs to be made aware of the situation. They have the choice to work or not work.
- Cruise Manager: clarify with the ship what their protocols are & if they are providing Quick Response Kits (cleaning kits) for each tour and what their protocols will be. If not, we bring our own prepared cleaning kits.
- Cruise Manager: If there are other ships in port on the same day, advise the other ship of the situation and investigate if it's possible to keep groups isolated from each other at tour stops.

E. Tour Guide or Trolley Driver not able to continue while on tour

- Follow procedures for general response to cruise day incidents plus:
- Cruise Manager: Send Emergency Response Team Member immediately to the location
- Cruise Manager: Work with assistance of Human Resources or Transportation Manager to secure new tour guide/driver
- Human Resources Manager or Transportation Manager: notify family member of illness and/or send a team member to the hospital with the team member until family arrives.
- Cruise Manager: Advise Shore Ex Team of what is happening and include Incident Report Form.
- Human Resources Manager or Transportation Manager: follow up with team member after to ensure they are doing okay. If the case of injury, start the WorksafeNB form 67 process.

F. Transportation Breakdown on Tour

- Follow procedures for general response to cruise day incidents plus:

- Cruise Manager will work in coordination with Transportation Manager to secure replacement transportation as soon as possible to minimize impact on guests.

G. Motor Vehicle Accident on Tour

- Follow procedures for general response to cruise day incidents plus:
- Driver:
    - Stop the bus and assess damage. Check for injuries and hazards (risk of fire, hazardous materials). If other vehicles are involved, check for injuries.
    - Set out your three reflector triangles to protect the scene. Don't use flares if there is a risk of fire. Use extreme care to prevent "secondary collisions" at the accident scene.
    - Evacuate the bus if passengers are at greater risk inside the bus. Ensure passengers gather in a safe location away from traffic or other hazards if they evacuate the bus. Keep passengers from wandering onto the roadway
    - If you can, minimize traffic obstruction by moving vehicles off the road. If the collision results in injuries, fatality, or property damage over $1,000.00 vehicles should not be moved until directed by police.
    - You are authorized to discuss accident circumstances with company officials and law enforcement officers only. You are not authorized to speculate about causes or who was at fault. Never admit blame for the accident
- Emergency Response Team Member:
    - Write down the names and phone numbers and insurance information of all drivers involved. Write down the names and phone numbers of all witnesses, including passengers
    - Share information with drivers of other vehicles involved.
- Transportation Manager:
    - If it is our trolley, debrief with the driver and ensure that they are okay and to determine if this was preventable. Corrective action at this time is not necessary with the driver this can occur later; however, depending on the situation try to collaboratively find a solution to prevent this from happening again with the driver, this helps in restoring confidence to the driver as well as ensuring due diligence.
    - If it is not one of our trolleys, work with bus company to ensure the driver is okay and determine if the situation was preventable.

H. Boat Tour - Falling Overboard

- Follow procedures for general response to cruise day incidents plus:
- Tour Guide:
    - If someone falls overboard, alert captain and crew with “Man Overboard!”
    - Follow lead of boat crew and assist where needed
    - Attend to other guests, keeping everyone calm while rescue is underway

I. Psychiatric Event on Tour (guest)

- Follow procedures for general response to cruise day incidents plus:

- Tour Guide and/or Emergency Response Team Member:
    - Attend to other guests, keeping everyone calm while proper emergency response arrives (police, ambulance, etc).
    - Keep other guests at a safe distance, ideally with an object between you and the individual experiencing the psychiatric event.

J. Fire on Tour

- Follow procedures for general response to cruise day incidents plus:
- Tour Guide and/or Driver:
    - Alert staff and guests by yelling "fire"
    - Follow suppliers lead on fire safety plan

K. Boat Pilot / Bus Driver Endangering or Scaring Guests

- Follow procedures for general response to cruise day incidents plus:
- Tour Guide:
    - Speak with boat pilot / bus driver and voice concerns
    - Call Cruise Manager if problem persists
    - Cruise Manager will contact boat or bus provider to resolve issue

L. Incident on Tour with No Cell Service

- Follow procedures for general response to cruise day incidents plus:
- Tour Guide and/or Driver:
    - Check if anyone on the bus has cell phone service, if so – ask to use their phone if possible
    - Depending on safety of guests, either tour guide or driver will flag down a passing car or walk to nearest house.
    - If driver leaves, guide to provide necessary Aquila contact information. Driver can **ONLY** leave if vehicle if in a safe location and deemed safe by driver to leave.
    - If car passes, see if they can transport guide/driver to service area and back to bus or if they can call Cruise Manager on their behalf
- Driver:
    - Ensure proper safety signage on road (pylons, flags, etc)

M. Missing Guests on Tour

- Follow procedures for general response to cruise day incidents plus:
- Tour Guide:
    - Assess the implications of leaving without the guest. General rule is waiting 10-15 minutes, unless further way from the ship (Hopewell).
    - If concerned about guest wellbeing, call Cruise Manager or Emergency Contact. If necessary, call 911.

N. Disruptive Guest or Undesirable Behaviour on Tour

- Follow procedures for general response to cruise day incidents.
- Tour Guide:
    - Ask guest to stop the disruptive behaviour.
    - If behaviour persist, contact Cruise Manager to determine the best course of action.

O. Disruptive Local on Tour

- Follow procedures for general response to cruise day incidents plus:
- Tour Guide:
    - **Don't argue or challenge**: That can escalate things quickly.
    - **Don't ignore completely if it alarms guests**: A quick acknowledgment helps people feel secure**.**
    - **Avoid dehumanizing language**: Model respect in how you refer to the person.
    - **Keep the group moving**: Movement reduces tension and exposure.
    - **Avoid confronting or telling the person to "stop":** don't let the group crowd or stare at the person
    - To the local individual, keep it brief and neutral with a "*we're just passing through – take care*" and move the guests along to a new location. To your guests you can say: *"Alright everyone, let's keep moving together this way. Let's just give them some space and continue on. We'll pick up the story around the corner – follow me"*.
    - Once at a new location, you can reassure the guests with a further comment like *"Situations like that can happen in busy urban areas. The best thing is to stay together and give people space, which is exactly what we did."*

11.4 Large Scale Events

A large-scale event is an action or event that happens over a very wide area or involves a lot of people or things. Examples of these incidents that could affect Aquila either during the cruise season or out-of-season include, but are not limited to:

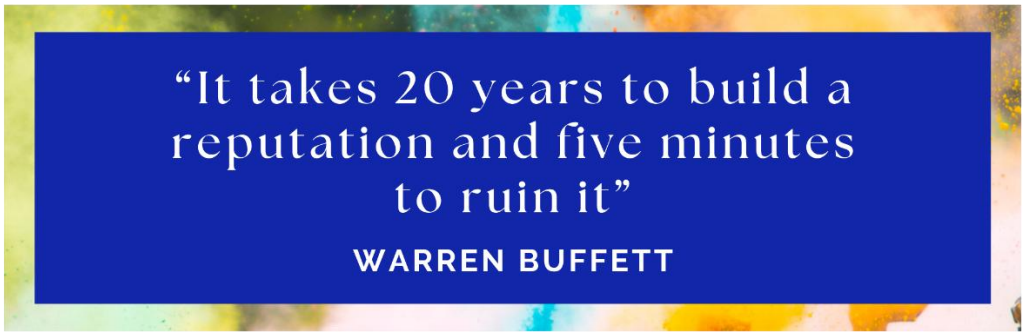
- ***Explosion (LNG, Refinery, Lepreau, etc.)***
- ***Widespread Power Outage***
- ***Terrorist Attack – local and elsewhere in the world***
- ***Flood or Storm Surge***
- ***War / Conflict***
- ***Hijacking***
- ***Robbery***
- ***Threat of Violence***
- ***Hurricane***
- ***Forest Fire***
- ***Global Pandemic***

In the event of a large-scale incident, Aquila will use the following steps to keep all employees and guest's safety of top priority:

- Always follow lead of government emergency services and any public announcements made (notice to evacuate, shelters, etc).
- If long term power outage, arrange for IT Services to allow access to server and e-mails. This may require relocating server offsite to location with power.
- Stay in communication with team members via group WhatsApp message where possible. If not possible, another possible method is the radios.
- If cruise day, follow our normal protocol to minimize risk for team members, clients, and guests including the following steps:
    - Tour Guide, Cruise Manger, and Emergency Response Team to follow Emergency Services (EMO) lead and determine if guests need to be evacuated. For **any** emergency, call 911.
    - Leadership Team (Beth, Danielle, or Melanie) as well as other Aquila Team Members (Cruise Manager) will be dispatched to location of event to assist as needed.
    - Cruise Manager and Emergency Response Team Team to communicate with Port Authority, Ship Agent, and Cruise Lines to consult on course of action.
    - If required, Aquila will follow lead from Cruise Line and Ship's Agent decision and offer assistance in arranging shelter and/or transportation for guests to return to their ship.
    - Team members will stay in contact always either with cell phone or radios (if no cell service).

12. Crisis Communication & Media Relations

When responding to an incident, our response should always be honest, timely and direct. A good safety, security & risk management policy helps us resist the temptation to say "no comment" or have our company appear uncooperative or secretive during a crisis situation. It is our responsibility and in our best interest to provide current, complete information.



12.1 Importance of Effective and Timely Crisis Communications

The public will judge a company's response to an emergency or crisis almost entirely based on what the media reports. Therefore, the public's perception of your company's response or actions will be mostly determined by the communications response.

Since a crisis can threaten the reputation and survival of an organization, it is essential that media relations be handled in a timely and effective manner. Well managed media relations help with credibility, help to de-escalate the situation and help restore public confidence in your company and the industry.

12.2 Aquila Media Spokesperson

Our company's media spokesperson is Melanie Colpitts, with backups Beth Kelly Hatt and Danielle Timmons.

12.3 Getting the Facts

In a crisis, the most critical first step in communications is to gather as many accurate facts as possible. If there has been a serious incidents, you can be sure the media will be calling soon, so anticipate their call and be ready.

The Media Representative should ensure the following information is collected from the Cruise Manager/Emergency Response Team. Use the ***Media Work Sheet (Appendix K)*** to collect important information. The first 24 hours are the most important with regards to managing media communications and public perceptions.

24 Hour Media Cycle During a Crisis



12.4 Preparing Specific Responses

We understand that the media wants to know three things: what happened, why did it happen and what are we going to do to make sure that it never happens again? Our team considers the following checklist when drafting position statements:

- Define the scope of the crisis – local, regional, national or international.
- Establish a unified response – one spokesperson to distribute statements to the media, etc.
- Keep the message simple, clear, consistent and tailored to each audience.

As every new position statement is prepared for issues identified by our team, they will be included in our overall risk management policy. In addition, sample press releases are included for each issue in advance.

In addition to the policy statements and press releases, our team attempts to anticipate questions that will be asked by the media. ***Stand-by Media Statements (Appendix L)*** and answers are to be used as tools and will be updated as new questions are identified as the need for media responses arise.

A. The Media's "Most Asked" Questions in a Crisis

- What happened? Where and when? Who was involved? Why did it happen?
- What are you doing about it?
- How much damage/injuries?
- Who can be blamed?
- What safety measures were taken?
- Why don't motor coaches have seat belts?
- Is your company accepting responsibility or liability?
- Has this ever happened to you (or another company) before?
- Do you have anything to say to the victims?
- How will this impact your operations?

- Were there witnesses and can we speak to them?

B. Questions You Should Ask a Reporter on Initial Contact

Often, a reporter will call you and catch you unaware of an incident. You should be helpful but don't agree on the spot to be interviewed until you get some facts about the incident.

Ask some questions like these:

- Clarify name of reporter, their phone number and the name of their newspaper or station
- "What is it about?"
- "Do you have some specifics?"
- "Can I call you back once I get some information?"
- "What deadline are you working to?"

Be sure you call the reporter back, even if only to tell them that you are still working on getting the facts. If not, they will give up and get their story from someone else at which point you have lost control of media communications.

C. Tips for "Initial Response" When Confronted by the Media at the Incident Site

The on-location initial responder should exercise care and may want to limit their comments to the following:

- *"We have just arrived on site"*
- *"Our immediate concern is to secure the area to ensure the passengers, employees and the public are safe and that all injured persons are being tended to"*
- *"We are asking for your co-operation to keep back for your safety and to avoid interfering with the (rescue) (treatment) (investigation)"*
- *"We will provide updates for you as soon as we have more information"*
- *"We cannot confirm the cause, and it would be inappropriate for us to speculate"*
- *"We cannot confirm the extent of injuries" (remember - do not release the names of injured or deceased until next-of-kin have been properly notified)*

D. Things You Should Know When It Comes to Dealing with the Media

- Be sure the quality of communications does not become the issue
- Be pro-active, try to drive the communications process rather than merely reacting
- Be visible, not hidden, and be responsive to the media's requirements
- Respect reporters' deadlines & return their calls
- The media can obscure the facts and harm your organization's reputation if you do a poor job communicating what you know
- It doesn't take them long to decide who is credible and who isn't

- **Be quick**. Ensure a brief statement is released as soon as possible. The first few hours present the opportunity to shape the image of your company and to influence the media coverage and public perception
- If the facts aren't available or you just arrived on scene, tell reporters you don't know what happened and you will issue a statement shortly after being briefed
- If you don't know the answer, say so and offer to find it
- Never say "no comment" because this is usually interpreted to mean "it's true, but I can't admit it"
- Communicating early shows you aren't trying to hide anything and that you're straightforward, honest, and caring
- Co-operation beats confrontation. Be careful not to react to a reporter's negative attacks. Your credibility is judged on how you respond
- Be careful with "off the record remarks." It is not advisable to make "off the record" statements to a reporter because while the reporter may respect your request and not disclose your name, nothing stops the reporter from obtaining the same information from another source and reporting it

5 Nevers

- Never admit liability
- Never lie
- Never speculate
- Never get angry
- Never quote off the record

4 Always

- Always appear to answer
- Always express sympathy
- Always show warmth
- Always indicate openness

E. Other Media Questions and Issues to Consider

- Are any investigators involved yet? (Emergency Measures, Transport Canada etc.)
- How can passengers retrieve personal effects left on the coach?
- Will a company representative visit the injured, send flowers or gifts to family, or attend funeral services?
- Maintain a list of personal items damaged or not recovered
- Maintain a list of damage/loss for your insurance company
- Was the driver charged? Was any other driver or pedestrian charged?
- Did the driver assist in rescuing passengers, or mitigate severity of impact (for positive news item)?
- Anticipate calls from 3 media locations: passengers' hometown media, your local media where your company is based, and the media for the area where the accident occurred.

13. After the Incident or Emergency Passes

The risk management process does not end once a crisis has occurred and been resolved. Each situation should be carefully evaluated. An evaluation process will be conducted with our team include the following items:

13.1 Internal Communications Review and Recognition

- General management to communicate internally to summarize what happened and dispel rumors.
- Share lessons learned and how communications could be improved in the future
- Recognize special performance (through letters or a meeting with senior management) by employees, e.g. drivers, dispatch etc.
- Issue letters of appreciation to partner organizations and anyone who helped in the emergency response
- Evaluate: Where did the plan work? Where did the plan fail? How could our response be improved?

13.2 Correcting Media Mistakes

- If the story was reported inaccurately, call the reporter to advise him/her and if the error was significant, ask that an immediate correction appear in the next edition. If that fails, call or write to the managing editor or executive producer and submit in writing a "request for correction" with supporting evidence
- If you object to the tone or overall impression the story leaves with the reader, write a letter to the editor or executive producer that explains your concerns, but do not be offensive and don't "whine"
- If the story is extremely critical and based on false information, consider issuing a press release to other media outlets to set the facts straight or take out an ad in that newspaper
- If the story ran on TV or radio, request the producer arrange an interview to correct the facts or have your comments aired in a subsequent program
- Legal action is a last resort. It might be difficult to win. This should be reserved for the most serious and damaging stories that have the potential to threaten your company. Be careful not to play the game of threatening legal action if you don't intend to follow through
- Pick your fights…if the erroneous story appeared or aired in a small market or the media lacks credibility, it might be wise to leave it be rather than draw attention to it

13.3 Post-Incident Review

With any incident, emergency, or crisis, it's important to review all information to see what we've done well and where we can improve. Aquila's operational team conducts post-crisis review following any significant incident to capture lessons learned and minimize future risk. Questions we ask ourselves include (but are not limited to):

- Where did our plan work well? Where did it not?
- Did we respond timely and in a coordinated way?

- Where could we have improved or done things differently?
- Could our communications have been improved?
- What was the media coverage? Did it affect our reputation? What do we need to do to rebuild trust?

Based on these insights, Aquila implements ways to better response to incidents and emergencies and improve our operations for our guests, clients, and team members.

Only after a risk management plan has been put to the test can our team evaluate its effectiveness. Although our company has been lucky enough not to have a severe crisis situation in which to test its plan, it should be constantly monitored to make sure the procedures and protocols are still relevant. Our Safety, Security & Risk Management Policy is a living document, meant to undergo frequent evaluation and updates as the world changes.

14. Contact

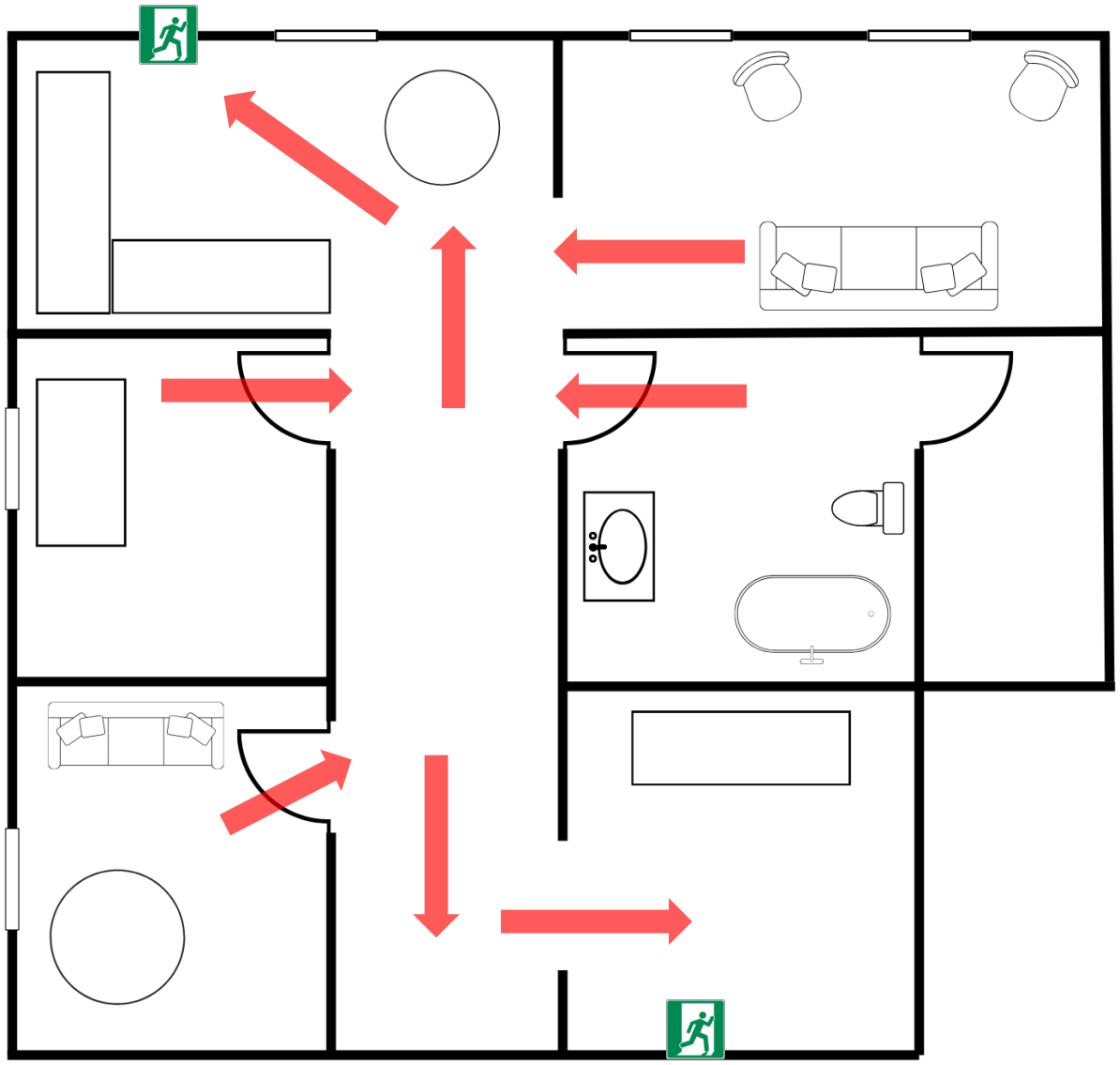
By following this policy, we ensure a safe and professional environment for both team members and guests. Aquila values integrity, responsibility, and respect, and expects all employees to adhere to these guidelines to maintain the high standards that define our workplace culture.

If you have any questions or need clarification, please reach out to Aquila's Human Resources Manager below. Thank you for contributing to a positive and professional atmosphere at Aquila.

Sam MacVey
Human Resources Manager
sam@aquilatours.com
506-647-1890

EMERGENCY EVACUATION MAP

APPENDIX A



LEVEL 1 – ZEN DEN (GROUND FLOOR)

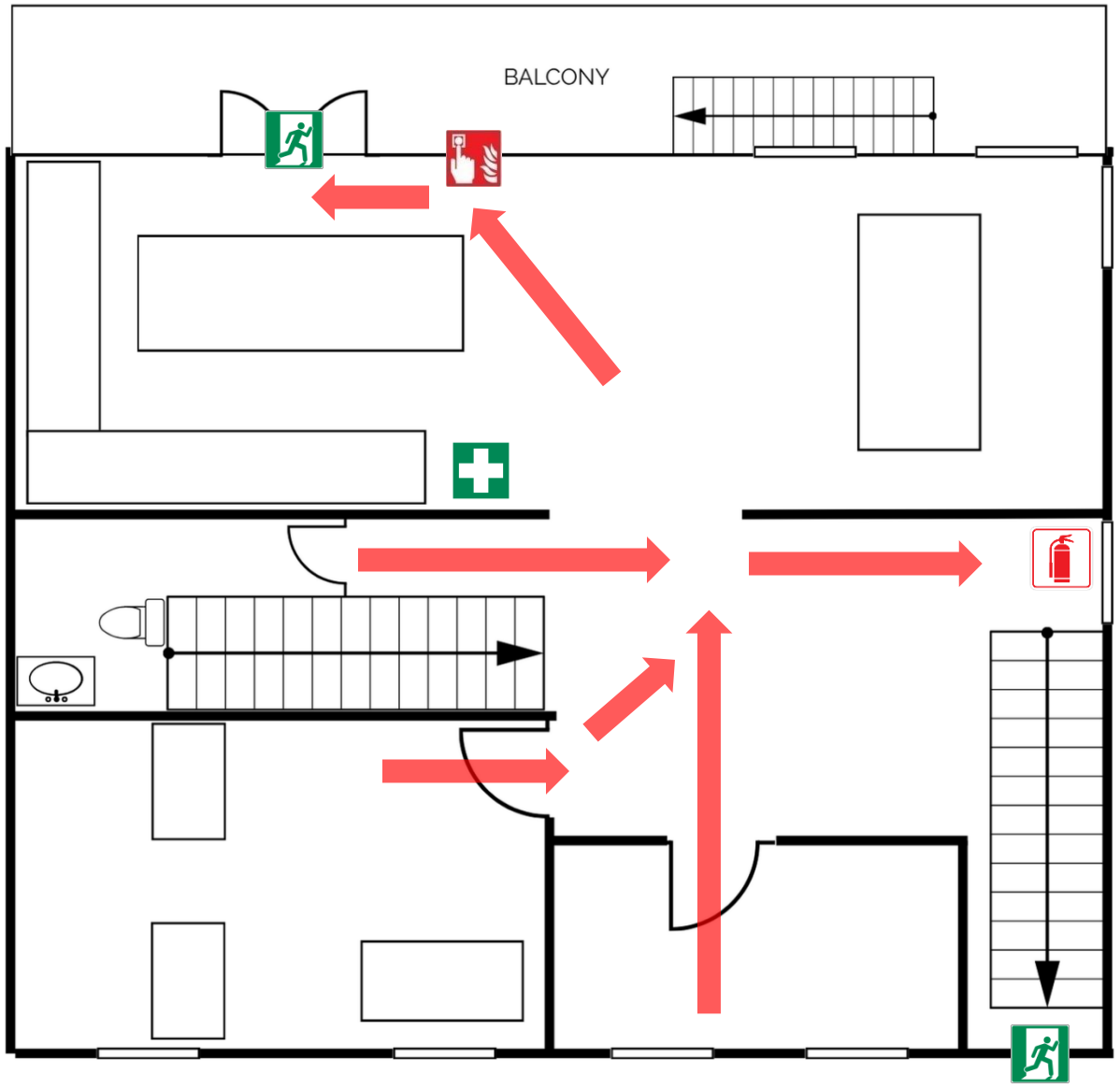
LEGEND

- Emergency Exit
- First Aid
- Fire Extinguisher
- Fire Alarm
- Exit Route
- Emergency Assembly Point

Three Sisters

EMERGENCY EVACUATION MAP

APPENDIX A



LEGEND

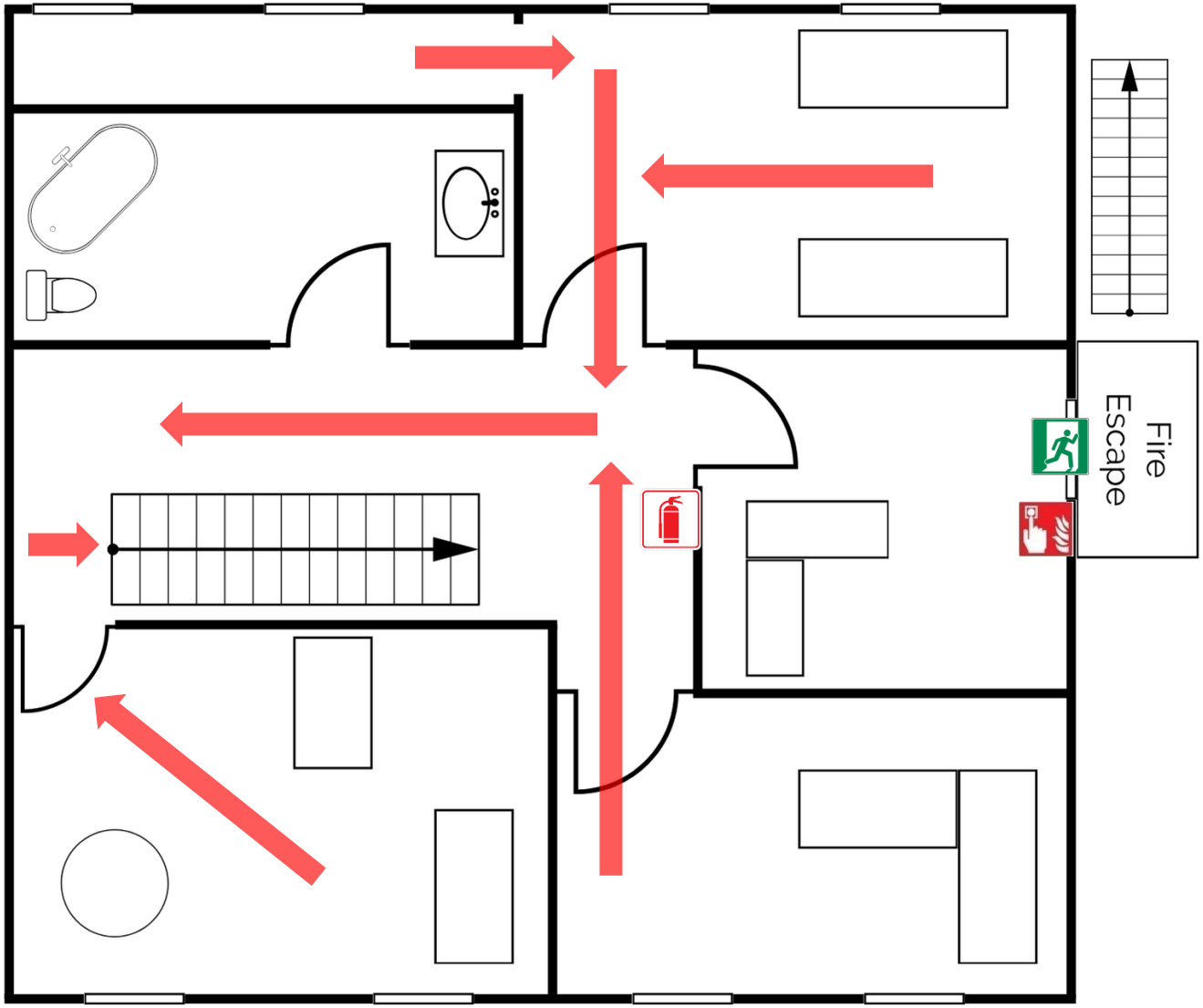
- Emergency Exit
- First Aid
- Fire Extinguisher
- Fire Alarm
- Exit Route
- Emergency Assembly Point

LEVEL 2

Three Sisters

EMERGENCY EVACUATION PLAN

APPENDIX A



LEGEND

- Emergency Exit
- First Aid
- Fire Extinguisher
- Fire Alarm
- Exit Route
- Emergency Assembly Point

LEVEL 3

Three Sisters

FIRE EMERGENCY PLAN

***When fire is discovered*:**

- Remain Calm
- Activate the nearest fire alarm and alert employees by shouting “Fire!”
- Notify the local Fire Department by calling **911**

Fight the fire ONLY if:

- The Fire Department has been notified.
- The fire is small and is not spreading to other areas.
- Escaping the area is possible by backing up to the nearest exit.
- The fire extinguisher is in working condition, and personnel are trained to use it.

Upon being notified about the fire emergency, occupants must:

- Leave the building using the designated escape routes.
- Assemble in the designated meeting area (specify location): **THREE SISTERS LAMP**
- Remain outside until the competent authority (Fire Department) announces that it is safe to reenter.
- All employees must check in with designated floor warden:
    - Zen Den Warden: Beth Kelly Hatt (Back-up: Melanie Colpitts)
    - Second Floor Warden: Danielle Timmons (Back-up: Yessika Véliz)
    - Third Floor Warden: Samantha MacVey (Back-up: Angela Samson)

Team Members must:

- Disconnect utilities and equipment unless doing so jeopardizes their safety.
- Coordinate an orderly evacuation of personnel.
- Perform an accurate head count of personnel reported to the meeting area.
- Determine a rescue method to locate missing personnel.
- Provide the Fire Department personnel with the necessary information about the facility.
- Perform assessment and coordinate office emergency closing procedures

MEDICAL EMERGENCY PLAN
(for office team)

Call 911

Provide the following information:

a) Nature of medical emergency,
b) Location of the emergency (address, floor level),
c) Your name and phone number from which you are calling.

Do not move affected person(s) unless absolutely necessary

Call the following personnel trained in CPR and First Aid to provide the required assistance prior to the arrival of the professional medical help:

Name: Angela Samson **Phone:** 416-908-3444

If personnel trained in First Aid are not available, as a minimum, attempt to provide the following assistance:

- Stop the bleeding with firm pressure on the wounds (note: avoid contact with blood or other bodily fluids).
- Clear the air passages using the Heimlich Maneuver in case of choking.

Once professional medical help arrives (EMO), follow their directions

Reach out to staff member(s) Emergency Contact

Leadership team member accompany staff member(s) to Hospital

EMPLOYEE LEAVING CHECKLIST (OFFICE)

Payroll

- Last day at the office _____
- Last day for payroll _____
- Vacation, profit share or wellness? _____

Email

- Auto-reply on email, indicating people should contact _____
- Forward email to _____
- Email password is _____
- Email Team re Aquila Group distribution lists

Desk Phone

- Change voicemail to indicate to contact _____
- Desk phone voicemail password _____

Other Passwords:

- Other? _____
- Other?_____
- Other? _____

RRSP & Life Insurance:

- Check with Lori to make sure contributions & matching are paid up to date
- Give Mike Walton's info if changing to an individual plan for RRSP and/or Life Insurance (60 days)

To Collect:

- Laptop
- Other office equipment (monitors, keyboards)
- Mail Key
- Clipboard
- Aquila clothes

To Do:

- Remove access to LogMeIn
- Remove from Social Media groups
- Remove from WhatsApp Groups
- Remove from Aquila email distribution lists

APPENDIX E

DESIGNATED SAFE SPACES ON TOUR

DESTINATION	SHORE EXCURSIONS	SAFE LOCATION
Saint John	ALL TOURS	Marco Polo or Diamond Jubilee Cruise Terminal, SJ Trade & Convention Centre, Saint John City Market, Market Square, Lily Lake Pavilion, Carleton Community Center, Church Halls, Fire/Police Station
St. Martins	Saint John & the Bay of Fundy Top 10, St. Martins & the Bay of Fundy, Fundy Trail Parkway	Four Seasons Complex, Fire/Police Station, Caves Restaurant
Quispamsis	Saint John & the Bay of Fundy Top 10, St. Martins & the Bay of Fundy, Hopewell Rocks Tidal Discovery, Maple Sugar Shack & Brunch, Yip Cider Sip & See	Amsterdam Inn Fire/Police Station YSJ Airport
St. Andrews	Whale & Wildlife Watching, Scenic St. Andrews at Kingsbrae/Algonquin	The Algonquin Hotel, Quoddy Link Marine, Cruisin' with the Whales, Jolly Breeze, Fire/Police Station
Alma/Hopewell Cape	Hopewell Rocks Tidal Discovery	Hopewell Rocks Interpretation Center Fundy National Park Headquarters Wolf Lake
Hampton	Maple Sugar Shack & Brunch, Kennebecasis River Kayaking (KV Adventures)	Lighthouse River Centre, Service New Brunswick, Hampton Fire Station, Summit Centre
Kingston Peninsula	Maple Sugar Shack & Brunch, Yip Cider Sip & See	Elmhurst Outdoors, Yip Cider, Kingston Fire Station

SAMPLE INCIDENT REPORT FORM

Tour Operator Information

Tour Operator Name **AQUILA TOURS**	
Address **10 ST. JAMES STREET SAINT JOHN NB E2L 1T9 CANADA**	
Contact Name **BETH KELLY HATT**	Phone **506-633-1224**
Tour Guide Name	Bus or Boat Driver Name

Incident Information

Cruise Ship	
Tour Name	
Port	
Date of Incident	Time of Incident AM PM
Physical Location of Incident (name & full address)	

Passenger Information

First Name	**Last Name**	
Address (including country):		
Home Phone	Cell Phone	Other
CABIN #	Date of Birth	Gender

Incident Details

Type of Incident (please circle):	Illness	Incident	Injury	Death	Other:
What was the passenger doing just before the incident occurred? (Describe the activity)					
What happened? (Tell how the incident occurred)					
Where did the incident occur? (hotel lobby, cross walk, bus #, rail car #, etc.)					
What was the incident? (Explain part of body affected and how it was affected - be more specific than "hurt," "pain," or "sore." Examples: "strained back," " burn on right hand."					
What object or substance directly harmed the passenger? (Examples: "concrete floor," "chlorine" - if machine, specify part)					
In your opinion, has corrective action been taken?					
Is follow-up required: No Yes	If yes, by whom				
Is the illness chronic? No Yes					
If an illness, list dates, times, locations and the foods consumed within the past 48 hours					

Treatment

Was medical assistance offered? No Yes	**If yes, when**

Were authorities contacted? (police, fire, ambulance) No Yes	If yes, when
Was a report number provided? No Yes	If yes, report #
Were photographs taken? No Yes	If yes, by whom and date
Was treatment given? No Yes	**Did Passenger refuse treatment? No Yes (If yes, please sign medical referral below)**
Minor on-site first aid? No Yes	Minor treatment in clinic or hospital? No Yes
Emergency evacuation / emergency room? No Yes	Hospitalization for more than 24 hours? No Yes
In the case of death of Passenger, date death occurred	
Name & Address of treating physician	
Name & Address of treating hospital/clinic: □ Saint John Regional Hospital □ St. Joseph's Hospital □ Charlotte County Hospital (St. Stephen) □ Other:	
Name, Address & Phone # of witness(s) to the incident	

Shoreside Medical Treatment Referral

If passenger has refused treatment, please sign:

I, _____, refuse medical care and/or to be taken to a local shoreside medical facility for any and all injuries/medical conditions which may have arose while participating on the above named tour on the date above.

Guest Signature: _____ Cabin #: _____

Additional Details / Signature

Further details / explanation. Provide a narrative describing the events leading up to the incident, the actual incident, injuries sustained and further action, if any, required.	
Completed by	Date Completed
Cruise Passenger Signature	
Witness Signature (witness to the signature)	

RESPONDING TO EMERGENCIES CHECKLIST

- ✓ **Assess the Situation**
  - Determine the nature of the emergency
  - Use ***Incident & Emergency Response Call Log*** to capture all details
  - Assess the situation

- ✓ **Take Appropriate Action**
  - Ensure emergency measures (fire, ambulance, police, etc) are enroute
  - Report to the scene of the incident/emergency
  - Take action appropriate to the nature of the emergency including, but not limited to:
    - Ensure medical aid has been offered and accepted/declined
    - Transporting guests back to the ship
    - Accompany guests to the hospital for medical treatment
    - Contact Port & Port Agent if guest(s) will be disembarking the ship

- ✓ **When taking appropriate action:**
  - Be decisive
  - Act quickly
  - Remain calm and in control
  - Reassure guests
  - Ensure everyone is accounted for and help Tour Guide keep guests together

- ✓ **Report to Aquila**
  - Report all details and actions taken to the Emergency Response WhatsApp Group which includes all Cruise Managers and Emergency Response Team
  - Report to Cruise Line if applicable

- ✓ **Direct the Media**
  - Do not engage the media
  - Keep guests away from media
  - Kindly direct them to Aquila's Media Contacts (Beth, Melanie, or Danielle)

- ✓ **Document the Incident**
  - Complete an incident report if Tour Guide has not yet completed one
  - Include detailed facts, such as the nature of the incident, the emergency procedures followed, and the names and addresses of any witnesses.
  - Ensure all documentation is communicated and saved in appropriate ship folders

- ✓ **Evaluate**
  - Complete a post incident review using the ***Aquila Incident Evaluation – After Action Review (AAR)*** form

INCIDENT & EMERGENCY RESPONSE CALL LOG

Responding effectively to emergencies is a critical skill for our Aquila Emergency Response & Cruise Operations Team. The following information must be collected from the Tour Guide or Cruise Manager upon initial report of an incident.

I. Tour Details

Date:
Ship:
Tour Name & Code:
Tour Guide Name:
Bus Number & Driver Name (if applicable):

II. Key Details of Incident

Who is Involved:

What incident has occurred?

Where did the incident occur?

Where is the individual (or group) located now?

Have emergency services been contacted? (if applicable)

Once you have this information, respond appropriately to the incident.

Aquila Contact Information

Aquila Office – 506-633-1224
Danielle Timmons – 506-639-0168
Beth Hatt – 506-333-7054
Melanie Colpitts – 506-636-2127
Jennifer Hay – 506-721-2475
Sam MacVey – 506-647-1890
Trina Forrest – 506-651-2949
Kelsey Phinney – 506-721-1988
Angela Samson – 416-908-3444
Barb McAloon – 506-470-1054

AQUILA INCIDENT EVALUATION - AFTER ACTION REVIEW (AAR)

To be completed by Cruise Manager and/or Emergency Response Contact

I. General

Aquila Cruise Manager Name:
Cruise Ship:
Ship Shorex Manager Name:
Cruise Terminal:

II. Passenger Information

First Name	**Last Name**
Cabin #:	

III. Incident Information

Tour Guide Name:	
Tour Name & Code:	
Bus Driver or Boat Captain Name:	
Date of Incident:	**Weather:**
Please describe what happened including details that aren't recorded in the Incident Report:	
Does the guide or driver need a follow-up call? [ ] Yes [ ] No (if **yes**, please inform HR Manager)	

IV. How do you feel we handled the incident? *(Tour Guide, Emergency Response Contact, Cruise Manager)*

V. What could have been done differently, or should we do differently in future?

VI. Is there anyone else we should follow up with? *(City of Saint John, Cruise Line, Local Person or Organization, Insurance, Driver, etc.)*

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SICK SHIP MANAGEMENT PLAN

Before Ship Arrives

Advise the following:

- Pierside Operations Team
- Tour Guides
- Buses & Drivers
- Suppliers
- SJPA

Guides, drivers & suppliers need to made aware of the situation & potential risks. They have the choice to work or not work. Clarify with the ship what their protocols are & if they are providing Quick Response Kits for each tour, etc.

If there are other ships in port on the same day, advise the other ship of the situation and investigate if it's possible to keep groups isolated from each other at tour stops.

Ship Day Standard Procedures

- When team members arrive, advise them on protocols for the day and remind them to follow all sick ship procedures on tour
- Get cabin numbers for anyone displaying signs of illness or if you suspect they may be sick. Cruise Manager must be informed asap of the names & cabin numbers of the affected passengers.
- Passengers who report nausea whilst on the bus should be escorted off the bus and provided alternative transportation, if possible. If vomiting occurs in the bus, the affected area must be isolated where possible. The vomit/diarrhea residues must be covered with paper towels or absorbent powder and sprayed with bleach cleaner. The bus should be taken out of service as soon as possible, until it is fully cleaned and disinfected.
- If the incident occurs near the ship, passengers should be disembarked and provided alternative transportation. Often crew from the ship will disembark, disinfect and clean up the residues and re-disinfect the area using the ship board procedures.
- If the incident occurs away from the ship, the coach should stop and allow passengers off the bus until the affected area is cleaned. Surrounding areas should be thoroughly sprayed with bleach cleaner and left for at least 5 minutes before wiping down. All cloths and contaminated materials should be bagged and disposed of. Passengers should be kept out of the vehicle for as long as possible and all doors and windows opened to ventilate the area.
- Guides or escorts should try to keep toilet closed after someone vomits or has diarrhea. All cleaning procedures should follow the guidance above.

After a ship leaves

- Sterilize working area
- Advise pierside team, guides, buses, drivers & suppliers to do a thorough clean after guests have left, especially if there is another ship in soon.
- Advise next ship (if within a couple days) about the steps that were taken, how long since exposure, etc.

MEDIA WORK SHEET

What happened?

_____

_____

_____

When? _____

Where? _____

Origin of trip _____

Destination _____

Is Driver's or Lead's report available?_____

Number of passengers _____

Do we have manifest/names? _____

Driver's name _____

Do we know driver's condition? _____

Were any passengers taken to hospital? _____

What is extent of passenger injuries? _____

What type of group was it? (scheduled tour, charter, cruise trip, etc)

_____

_____

What caused the accident?

_____

_____

Who is on the scene?

- Police
- Fire
- Air ambulance
- Extrication response team

What is being done to protect persons and property?

_____

Is your company and the driver in compliance with all applicable safety regulations?

- Aquila's corporate compliance statement/policy
- Aquila's training program
- Pull driver's file for current license status
- Years experience as driver
- Training history

STAND-BY MEDIA STATEMENTS

The above information will help your spokesperson prepare for the initial media contacts. Be careful not to wait until you know everything before you communicate. Stand-by tools can help you "hit the road running" and ease the pressure and buy you some time. Here are some suggested media releases for three bus accident types:

Sample Media Releases

A. Bus "Mishap" Media Statement (minor mishap - no injuries)

Company Letterhead

NEWS RELEASE

Contact Person and Phone No.

Motor Coach Mishap Statement

(City) (Province) (Date)

At (time), a (name of bus operator) coach on a (charter trip) (tour) (line run) from (origin) to (destination) was involved in a minor mishap on (highway), (province). There was a total of (number) passengers on board. According to (name of spokesperson, and position) "reports reaching us indicate no one was hurt in the incident. Passengers were transferred to another coach to continue their trip to (destination). Our company has begun our own investigation and is co-operating fully with (name of police force) who are still investigating the incident. Until we are able to get all the facts, it would be inappropriate for us to speculate as to what caused the accident."

B. Bus Accident Media Statement (minor injuries)

Company Letterhead

NEWS RELEASE

Contact Person and Phone No.

Motor Coach Accident Statement

(City) (Province) (Date)

At (time) on (date) a (name of carier) motor coach on a (charter) (tour) (sheduled line run) trip from (origin) to (destination) was involved in a collision on (highway) at (location), (province). There was a total of (number) passengers on board. According to (name of company spokesperson) of (name of carrier) "reports reaching us indicate that there were no fatalities, however, (number) people were taken by ambulance to (name of hospital). The identification and condition of the passengers hospitalized is unconfirmed at this time. Some passengers were treated for minor injuries at the scene and released. Most opted for transfer to another coach to continue their trip to (destination city). Our company has begun our own investigation and is co-operating fully with (name of police force) who are still investigating the incident. Until we are able to get all the facts, it would be inappropriate for us to speculate as to what caused the accident."

C. Motorcoach Accident Statement

Company Letterhead

NEWS RELEASE

Contact Person and Phone No.

Motor Coach Accident Statement

(City) (Province) (Date)

At (time) on (date) a (name of carrier) motor coach on a (charter) (tour) (scheduled line run) trip from (origin) to (destination) was involved in a serious collision on (highway name and location), (province) during which there was (number) fatality(ies). There was a total of (number) of passengers on board. According to (name of company spokesperson & position) of (carrier name) "(name of carrier) is co-operating fully with authorities investigating this accident. The company has chosen to defer any comment about possible causes of the mishap pending the outcome of those investigations." The accident occurred near (location). "According to reports reaching us, (number) people were taken by ambulance to (name of hospital). The remaining passengers were treated at the scene and released, then transferred to other coaches to either continue their trip to (destination city) or return to (originating city)".

More Sample Media Messaging:

A. Motorcoach, Boat or other Transport Accident

First, express our knowledge of the situation and our concern. For example: "We learned of the incident this morning and we are very concerned whenever we hear about any accident. On behalf of Aquila, I send our regards and best wishes for a speedy recovery to those who were injured."

Our team will be prompt with information that we know, avoiding any speculation. If details are not available, we will report that complete information is not known but that we understand the situation is being investigated further by the proper authorities.

If the accident involves a motorcoach, we will point out that these accidents are a very rare occurrence: "The overall safety record of motorcoaches is very solid. Accidents associated with motorcoaches are lower than those involving other forms of transportation. Millions of people travel by motorcoach each year. It is our commitment to provide them with the safest vacation possible."

In addition, we will stress all the steps we take to provide passengers with a safe trip: "As professional tour operators, we require that safety standards are met by the drivers and companies who operate our chartered motorcoaches."

B. Robbery

It is vital to have a prompt and honest response to the media regarding the details of any robbery, especially when reiterating information they have from the police report. Should the media ask for details of the robbery that we are unfamiliar with, we will refer them back to the police report – again: we should never speculate. It is also important to point out that this is a very rare occurrence.

To illustrate this point, we could add a statement such as: "Aquila has been in business for over 40 years and we have served/transported hundreds of thousands of people and this has never happened on one of our tours before." We will point out that, although the situation was very unfortunate, there is a bright side in that no one was hurt (if that is the case).

Additionally, we could share a testimonial from a member of the group if we know of one. For example, did anyone express relief that they were not driving in their own car or that they were grateful to be in a group situation when the robbery occurred? It is important that we note that the passengers, the driver and the company were not negligent in any way. Should they ask if it is unsafe to travel or visit a location where a robbery occurred, we can remind them that crime is inexcusable under any circumstances and is a societal problem – not one limited to the travel and tourism industry.

If asked what we as a tour operator intend to do to further protect travelers, we will inform them of all the measures we currently take to ensure the safety of our passengers/visitors, along with any additional plans we intend to implement in light of the current issue.

C. Natural Disaster - Weather

If a natural disaster, such as a tornado or flood, occurs while on tour or in our area, we will remain calm and professional to reassure our passengers/visitors of their safety. Essential messages will be to point out that this is a rare occurrence; and to relate statistics and facts regarding the location of the disaster and the damage caused, as well as the history of such disasters. For example: "There has not been a flood/tornado of this magnitude in this area for ____ years."

We will also point out that, although the situation was unfortunate, there is a bright side in that no one was hurt or damage was minimal (if true). Additionally, we could share testimonials from tour passengers or visitors if we have them.

D. Fuel Crisis

A fuel crisis could drastically affect a tour company. In a dire situation, we would not be allowed any fuel to conduct motorcoach tours, or in a lesser crisis, fuel prices could skyrocket.

With either situation, we will report our knowledge of the crisis, how it has affected our suppliers and partners, and when we expect things to return to normal. If the fuel crisis has occurred because of environmental concerns, we should respond to those specific concerns.

The bottom line when facing the media and preparing press releases is for our team to be honest and open with all questions. We are committed to being honest about the bad as well as the good, and informing members of the public of the steps our company has taken or will take to ensure that such a crisis be avoided in the future. We will state our company's position and then support that position with fact. We believe that honesty and preparedness will help our company weather the crisis and keep our reputation – and that of the tourism and travel industry – unscathed.

E. Delays/Cancellations/Change of Itinerary Due to Political or Civil Crisis

Before departure if significant danger exists or there is a travel advisory, we will contact the cruise lines to suggest a change of destination or different tour rather than cancelling the departure. We monitor news and local weather when possible to be aware of pending difficulties.

F. Global Pandemic

A global pandemic could significantly impact a tour company, as widespread health concerns and government restrictions may halt travel entirely or severely limit operations. Border closures, quarantine requirements, and reduced consumer comfort could force cancellations, disrupt itineraries, and affect partnerships with transportation providers and local suppliers.

In either a severe or moderate scenario, we will communicate clearly with the public about how the pandemic is affecting our operations, suppliers, and destinations. We will provide updates on travel advisories, health and safety protocols, and anticipated timelines for recovery when available. If the pandemic raises specific public health concerns, we will address those directly by outlining the measures we are taking to protect our customers and staff, including sanitation practices, flexible booking policies, and adherence to government and health authority guidelines.

The bottom line in addressing the media and preparing press releases is transparency and accountability. Our team is committed to being open about both the challenges we face and the actions we are taking to manage them. We will clearly state our company’s position, support it with accurate and up-to-date information, and demonstrate our commitment to safety and responsible travel. We believe that by prioritizing honesty, adaptability, and customer well-being, our company can navigate the pandemic effectively while preserving our reputation - and contributing positively to the recovery of the tourism and travel industry.