



Municipality of Wawa

MONTHLY REPORT – OCTOBER

Department of Infrastructure Services

Prepared By: Dan Beach	Report No: DB 2024-19
Agenda Date: November 19, 2024	File No: C11

Purpose

The purpose of this report is to provide Council with an overview of the Infrastructure Services work completed during the month of October.

Aerodrome Operations

- Equipment was serviced and implements were attached for the upcoming winter season.
- The AV gas pump was fixed and put back into service along with the replacement of a reconditioned hose reel motor on the Jet A fuel pump.
- An annual exercise was conducted on the Aerodrome and this was to test Wawa's Emergency Response Plan and response processes by simulating a safety event designed to challenge the municipality's response protocol for an airport incident. An after Action Report is attached to this report for information.

Cemetery Operations

- Notifications were posted on social media as a reminder to pick up flowers and ornaments from headstones and plots so that they don't get misplaced or thrown away by accident. The Fall/ Winter season wind blows hard at the cemetery creating havoc with anything that is not a permanent structure.
- Water was turned off and the lines were blown out for the season so they don't freeze.

Landfill Operations

- AIM the contractor that removes the scrap steel from the landfill was able to make 3 trips in October. The residents in town are gearing up for winter and cleaning their yards of scrap steel, old bikes, torn tarp sheds and any other scrap steel paraphernalia laying around.

- Kresin Engineering staked out the second cell to be used and the operators started digging the first part of the cell so that it would be ready to start filling when the active cell gets full. Better safe than sorry.

Road Operations

- 2000 tons of screened winter sand was hauled to the Municipal yard and mixed with salt to a 5% ratio to be stock piled for roadway sanding this season.
- The brusher has been diligently clearing the sides of the roadways that are overgrown creating a visual hazard. This will continue on until there is enough snow for routine plowing.
- Grading and re-sloping of gravel roads in preparation for fall rainy season and winter snow.

Water and Sewer Operations

- A week long (50hrs) of sanitary line cleaning and flushing was performed. The main lines and problem areas were focused upon with one day set aside for problem storm drains. This is performed annually and budgeted for.
- Regular Maintenance of the water treatment plant and water distribution is being performed. Preventative maintenance is a must to keep things running smoothly

Capital Projects

- Intake Project – working on the tendering process.
- Cemetery – new benches were placed at set points with concrete bases and anchor bolts though out the new section and old active section.
- Airport Funding – Mike Moore Construction started demolition on the washrooms. Extending walls, busting floors and moving plumbing is just some of the work being done.
- Sidewalks – the funding is done at the end of the year and with the last stretch set pour we will have exhausted the entire funding budget.

Month Ahead

Forecasted for November.

- Finish up sidewalks
- Prepare for winter operations
- Service roads with markers and signage for winter
- Work on budgets, capitol and operations

Attachment

Attached to this report:

- After Action Report – Emergency Management Plan Annual Desktop exercise training report

Recommendation

That Council acknowledges receipt of Infrastructure Services Monthly Report DB-CH 2024-19 submitted by Dan Beach/Craig Hornyak dated November 19, 2024, for information.

Respectfully submitted by:
Dan Beach/Craig Hornyak



MUNICIPAL AFTER-ACTION REPORT

2024

Tabletop Exercise
Conducted On:
September 23, 2024

Prepared by:

THE **LOOMEX** GROUP



Municipality of Wawa

Municipal Exercise After-Action Report

Exercise conducted on:

September 23, 2024

Prepared for:

Maury O'Neill

CAO – Clerk

Municipality of Wawa

Prepared by:

The Loomex Group

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1.0 Introduction

1.1 Background

As per the Canadian Aviation Regulations (“**CARs**”) and the Emergency Management and Civil Protection Act, airports and municipalities must conduct regular exercises to test their emergency plans.

Exercises are crucial in enabling airports and municipalities to assess and refine their Emergency Response Plans (“**ERP**”). By engaging in simulated scenarios, airports and municipalities can actively collaborate with stakeholders, ensuring a comprehensive evaluation of their emergency preparedness. Through these exercises, organizations can pinpoint strengths, weaknesses, and areas for improvement in their operations.

Recognizing these aspects allows airports and municipalities to adapt and enhance existing procedures and develop targeted training to address identified safety and security needs. This iterative process contributes to the continuous improvement of emergency response capabilities.

1.2 Objective of an After-Action Report

An after-action report (“**AAR**”) is a document that evaluates an organization’s performance during specific events, exercises, or incidents. The document systematically addresses the assessment and execution of plans and procedures and analyzes decision-making, communication, and coordination to identify strengths and weaknesses.

By capturing lessons learned during an event, exercise, or incident, an after-action report helps an organization understand what worked well and what areas need improvement, fostering a culture of continuous improvement. The report provides actionable recommendations and guides the organization as it refines policies, procedures, and training programs.

The AAR also serves as an official record of the sequence of actions, decisions, and outcomes during an event, exercise, or incident, and can be used for historical reference and compliance purposes. An organization should communicate the findings of the AAR with relevant stakeholders. This encourages transparency and collective learning, increasing the organization’s overall resilience and preparedness for future events.

1.3 Airport Safety and Municipal Exercise

On September 23, 2024, The Loomex Group facilitated a tabletop exercise for the Municipality of Wawa (“**Wawa**”). The exercise tested Wawa’s ERP and response processes by simulating a safety event designed to challenge the municipality’s response protocol for an airport incident.

2.0 Methodology

2.1 Overview of Methodology

To create this AAR, The Loomex Group followed a methodology designed to comprehensively evaluate an organization's performance during an event, exercise, or incident.

The preparatory phase of the AAR process involves reviewing the exercise objectives, selecting participants that represent various roles, and collecting data from stakeholders and available records.

The AAR also includes a summary of the facilitated discussions that were held. The discussions comprise an introduction to the process, a review of predefined objectives, and a chronological analysis of the timeline and events. Facilitated discussions encourage open communication, allowing for a thorough exploration of experiences and perspectives.

The analysis phase involves identifying strengths and weaknesses, conducting a root cause analysis, and comparing performance against objectives. Findings are then compiled into a structured report, including actionable recommendations. The report is distributed to relevant stakeholders and the organization implements an action plan based on the recommendations. The organization then begins an iterative process that involves ongoing monitoring and evaluation. This process contributes to the continuous enhancement of the organization's emergency response capabilities.

This AAR summarizes The Loomex Group's findings and presents recommendations that Wawa can follow to correct deficiencies and enhance its response efforts.

Figure 1 illustrates the outcomes of the exercise.



Figure 1. Illustration of exercise outcomes.

3.0 Summary of the Training Session

3.1 Training Session Topics

The Loomex Group designed Wawa's training session to provide participants with the knowledge and skills that are essential to responding effectively to emergencies as outlined in the ERP.

The session facilitators covered several key topics to ensure participants received comprehensive preparedness training. The topics discussed included the following:

- Overview of different types of airports and their specific regulations.
- Responsibilities of the municipality and airport staff in ensuring passenger travel safety.
- Review of critical manuals necessary for airport operations.
- Examination of various types of emergency responses specific to airport scenarios.
- Breakdown of the components involved in an airport emergency response.
- Review of relevant sections of the CARs.
- Discussion on the organizational structure required during an airport emergency and its integration with the ERP.

4.0 Summary of the Exercise

4.1 Areas of Focus

Wawa's exercise focused on the following objectives:

- Evaluate the Emergency Operations Centre Process: Discuss the activation and operational process's strengths and weaknesses.
- Assess Emergency Plan Execution: Analyze the effectiveness of the municipal ERP during the incident.
- Review Partner Collaboration: Evaluate the level of collaboration with internal and external partners.
- Communication Systems Analysis: Discuss the operational effectiveness of communication systems, practices, and procedures.
- Recovery Plan Effectiveness: Evaluate the efficiency and effectiveness of the recovery plan, processes, and operations.
- Incident Management System Use: Assess the organization's ability to utilize the Incident Management System.

The exercise areas of focus allowed Wawa and the airport's staff to fulfill their legislative requirements.

Before starting the exercise, The Loomex Group discussed objectives and safety protocols with Wawa's control group.

4.2 Exercise Overview

Participants

The exercise involved nine participants from various organizations, including:

- Municipality of Wawa (including fire services representatives)
- Algoma District Paramedic Services
- Ontario Provincial Police
- Wawa Airport

Exercise Methodology

The Loomex Group developed a tabletop exercise that followed established practices for facilitating guided discussions. Tabletop exercises take the form of simulations or interactive discussions and typically are used to explore and test theoretical concepts, strategies, and plans in a controlled and collaborative environment.

The Wawa exercise allowed participants to discuss a hypothetical emergency scenario in order to enhance their awareness of emergency response procedures and associated aviation safety and security concerns.

After delivering the initial scenario, facilitators provided the participants with a series of scenario updates. Facilitators also asked relevant questions designed to evaluate mission essential tasks and key objectives. This method helped The Loomex Group understand the airport and municipality's overall response posture and the collective decision-making process of participating teams and stakeholders.

Scenario

The exercise presented the participants with the following scenario:

On a Monday morning on September 23, 2024, Wawa Airport is preparing for a charter flight, scheduled for departure at 1300 hours local time. The airport is bustling with passengers checking in and airport staff are preparing for the flight to Toronto. The weather is cool but clear, typical for the season.

At 1315 hours, Flight Charter 345 begins its takeoff roll on Runway 21. However, shortly after initiating takeoff, the aircraft encounters an issue. The pilot aborts the takeoff due to a suspected technical malfunction and attempts to bring the aircraft to a stop. Unfortunately, the plane veers off course and comes to a halt on the grass adjacent to the runway.

Scenario Updates

Following the initial scenario, the participants were presented with various scenario updates throughout the exercise. The updates consisted of the following:

Scenario Update 1

Time of Occurrence: Approximately 15 minutes after the initial incident.

Situation: Responders have arrived at the scene. Panic and confusion reigned as passengers scrambled to escape the plane, some injured and in shock. Family members in the terminal are in shock. A few individuals within the plane are hurt.

Observations:

- An evacuation is occurring.
- There is a fire in the vicinity and smoke is filling the airplane.
- A fuel leak is observed.

Scenario Update 2

Time of Occurrence: Approximately 45 minutes after the initial incident.

Situation: Responders have been working diligently to support evacuees and injured personnel. However, the situation has evolved, and several new challenges have arisen.

Observations:

- The fire and fuel have been contained within the designated area, and there is no immediate risk of ignition.
- Several of the evacuees are seriously injured and require medical evacuation.
- Airport staff and passengers outside the terminal building are growing increasingly anxious about the incident.
- Some families are arriving at the airport and are still looking for their family members.

5.0 Observations

5.1 Overview of Observations

This section of the AAR provides a high-level overview of the exercise facilitators' observations. Observations have been categorized based on:

- Communication
- Command and control
- Coordination and collaboration

5.2 Observations

Communication

Site communication was identified as a critical area for airport emergencies. Given the restriction preventing first responders from entering the airside until it is confirmed safe, the control group discussed strategies to address communication challenges during and outside normal operating hours.

Further policies should be developed to effectively manage interagency communications between first responders and airport staff.

Additionally, internal and external communications were recognized as essential for managing incidents at the airport. A comprehensive communications plan should be developed to guide the communication process for the public, Council, and internal staff.

Command and Control

During the exercise, the command-and-control structure demonstrated a need for a clearer hierarchy. The members of the control group recognized that due to the group's size and the limited staff available to perform the various functions and tasks, it would be important to update the current response plan. This update should clearly identify the roles and include checklists to assist the key positions.

Coordination and Collaboration

The exercise highlighted several strengths in coordination and collaboration efforts for an emergency exercise. The exercise facilitator noted how the control group was comfortable with each other and knowledgeable about each other's roles. This will assist the control group with mitigating emergency incidents.

6.0 Feedback

6.1 Overview of Feedback

This section of the AAR provides a high-level overview of the feedback received from participants. It includes a summary of the hotwash debriefing session, participants' evaluation of the training exercise, and a summary of the cold debriefing session.

6.2 Hotwash Debriefing Session

Overview

After the exercise concluded, The Loomex Group led a debriefing hotwash session with the exercise participants. The session allowed the participants to share their comments and observations about the exercise.

Participant Discussions

Overall, the participants found the exercise engaging and applicable. The following were some of the key topics of discussion:

- The need to establish a formal communications process and policy for first responders accessing the airside area during emergencies.
- Recognition of effective collaboration among participants and a strong understanding of each other's roles.
- The importance of updating the airport's emergency response plan, including checklists, to integrate it with the municipality's ERP.
- Emphasis on understanding each other's resources and limitations to enhance coordination.
- Improved awareness of the legislative requirements applicable to the airport.

6.3 Participant Evaluation

Overview

After the exercise concluded, The Loomex Group gathered feedback through a participant evaluation form to better understand how the participants evaluated the exercise objectives, areas of strength, and areas of improvement.

Evaluation of Objectives

Figures 2 through 6 depict the participants' perspectives on various exercise objectives.

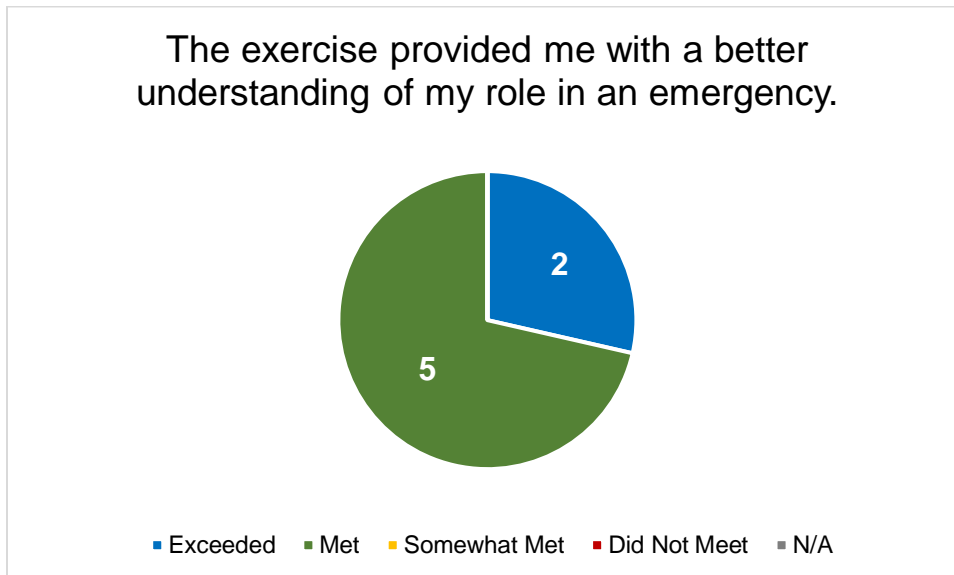


Figure 2. Results on the understanding of roles in an emergency.

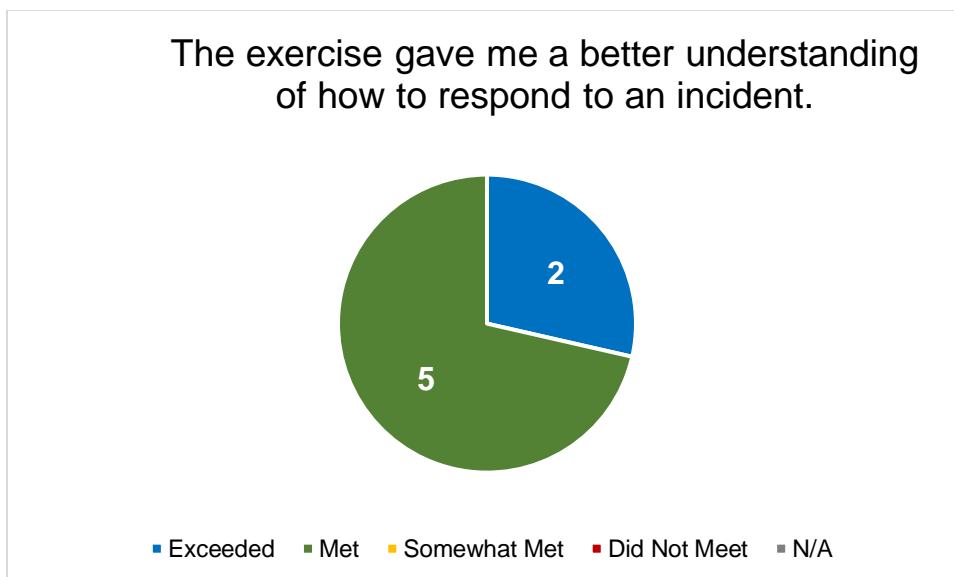


Figure 3. Results on the understanding of how to respond to an incident.

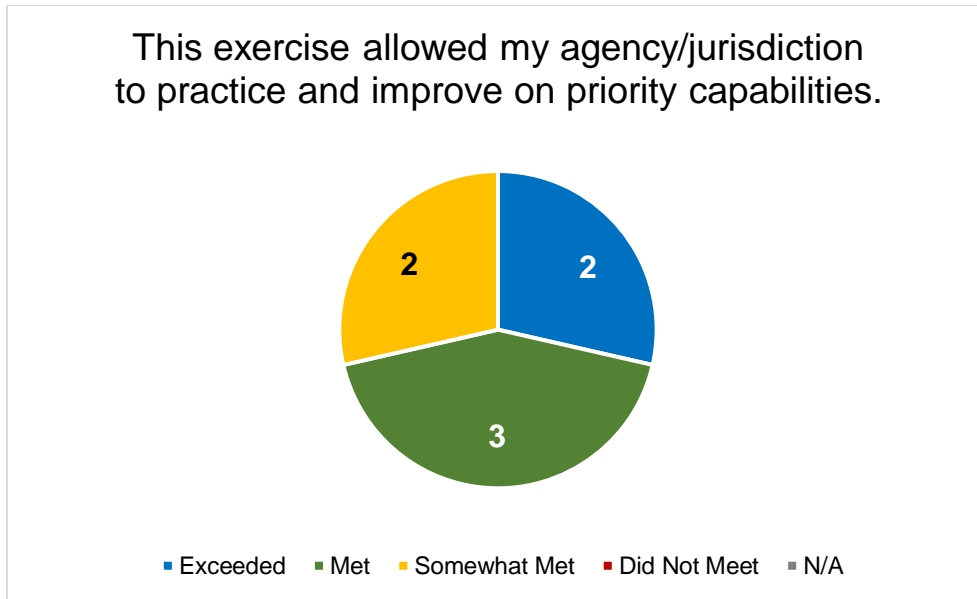


Figure 4. Results related to the practice and improvement of priority capabilities.

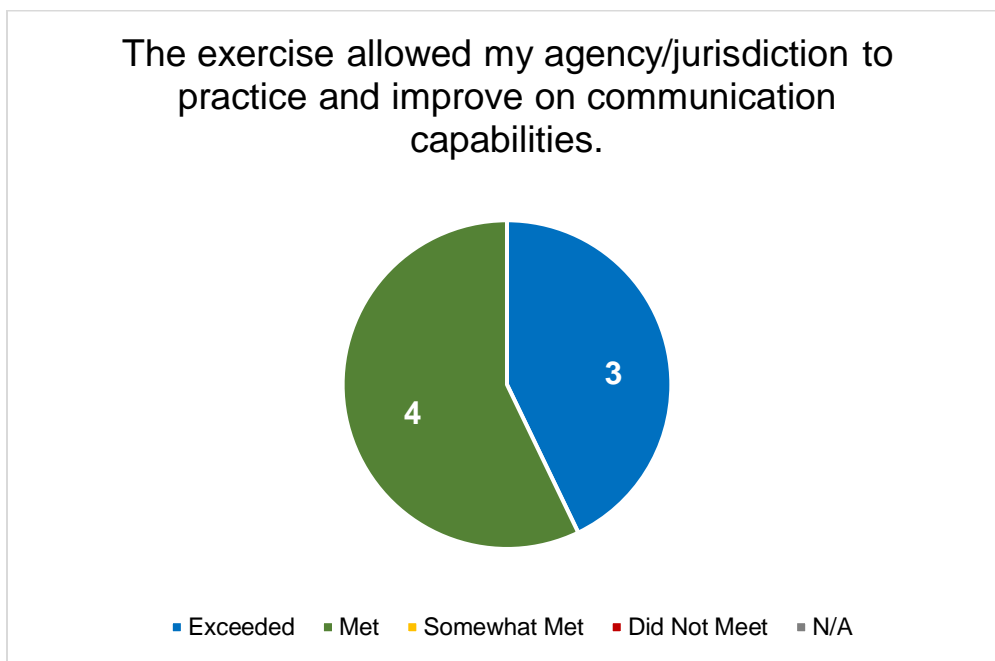


Figure 5. Results related to the practice and improvement of communication capabilities.

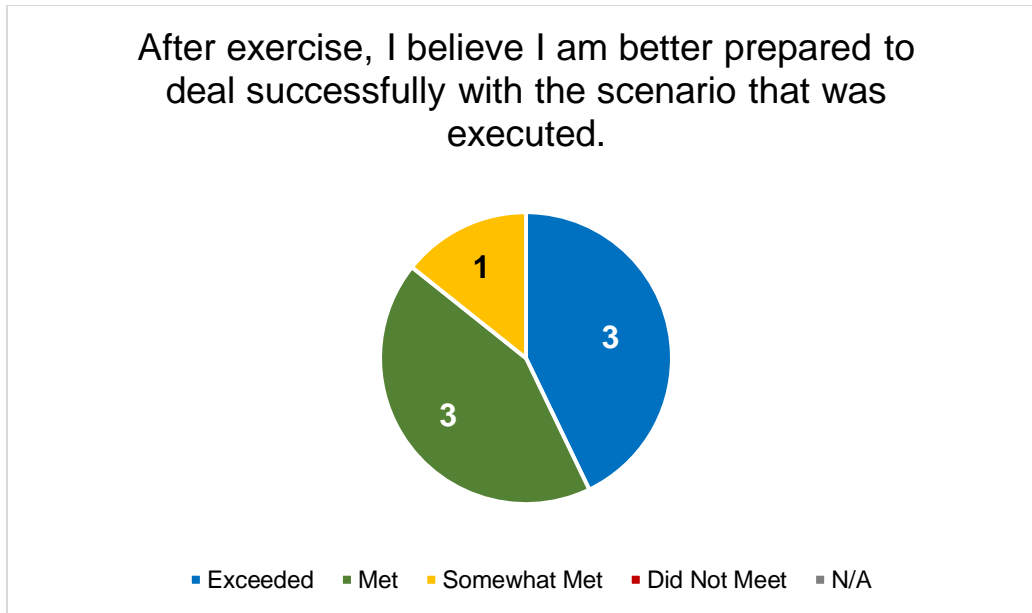


Figure 6. Results related to future preparedness to deal with a scenario.

Areas of Strength

Figure 7 depicts the results of the participants’ perspectives on areas of strength identified during the exercise.

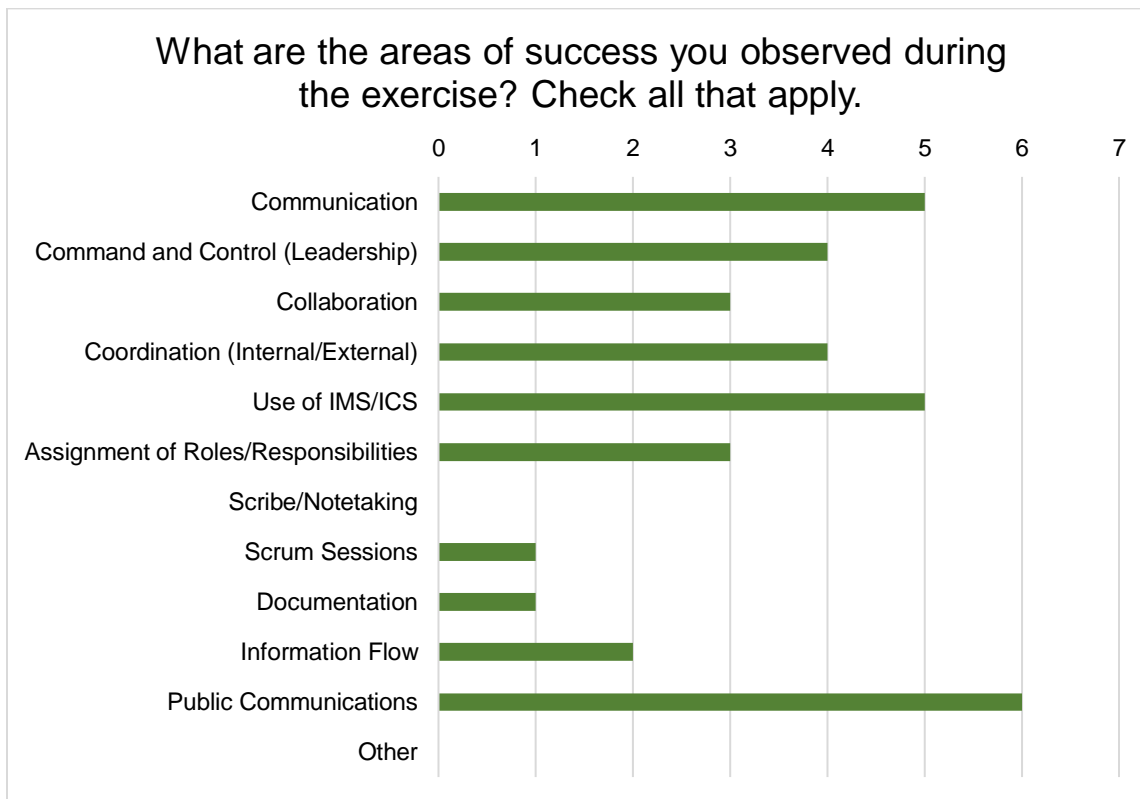


Figure 7. Results of the participants’ perspectives on exercise areas of strength.

Areas for Improvement

Figure 8 depicts the results of the participants’ perspectives on areas for improvement identified during the exercise.

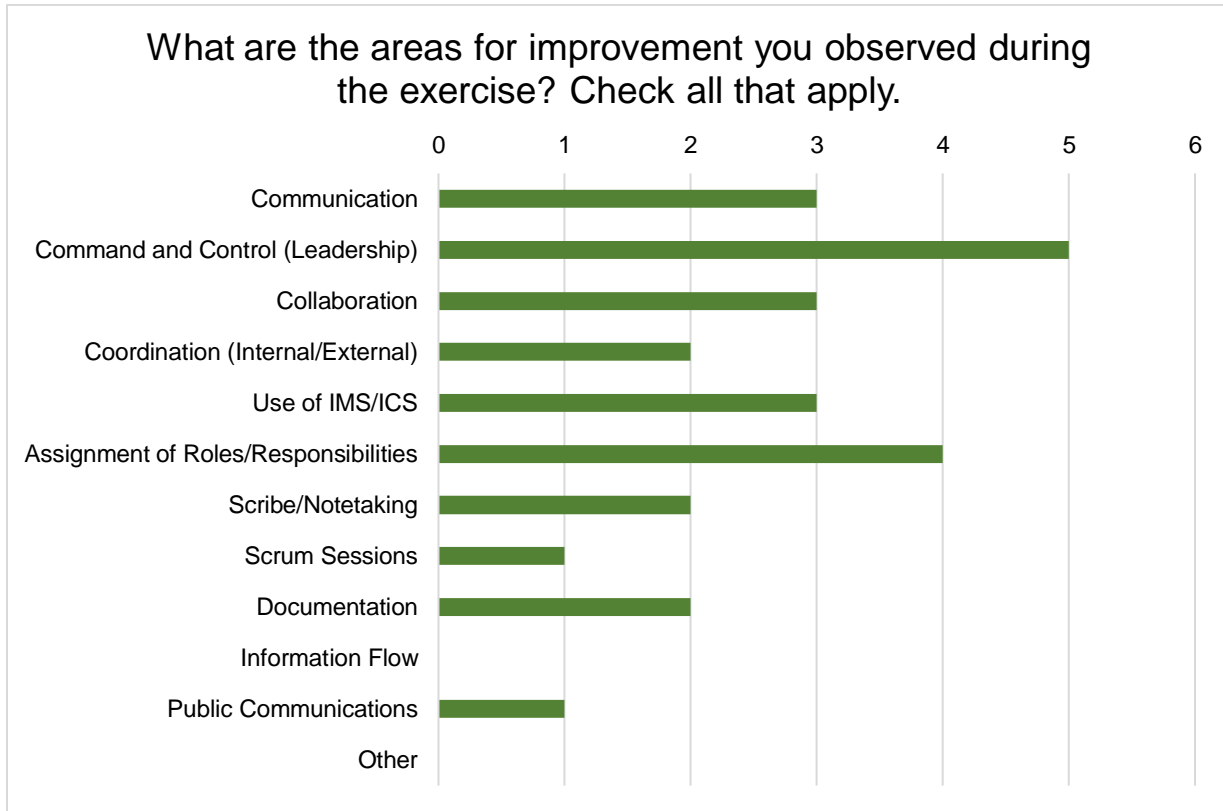


Figure 8. Results of participants’ perspectives on exercise areas for improvement.

6.4 Follow-Up Cold Debriefing

Overview

On November 7, 2024, The Loomex Group held a cold debriefing session with the Wawa Airport and municipal staff. The session was facilitated by Terry Gervais from The Loomex Group.

The purpose of the session was to gather feedback from the exercise participants.

The following individuals participated in the cold debriefing:

- Maury O'Neill, CAO-Clerk
- Dan Beach, Director of Infrastructure Services
- Kirk Brassard, Airport Associate

Participant Feedback

The group reviewed the AAR, including the recommendations. The following feedback was received during the debriefing session:

- The group discussed the applicability of the exercise for both the airport and the municipality.
- The Airport Associate expressed interest in receiving more training on managing an emergency at the airport for his staff as well as personally.
- The group discussed updating the airport emergency response plan section in Wawa's ERP.

7.0 Recommendations

Based on the observations gathered during the exercise, the following recommendations are provided to enhance Wawa's emergency preparedness and response capabilities. These recommendations aim to improve operational efficiency, strengthen communication protocols, and foster collaboration with both internal and external stakeholders.

Develop and Integrate Clear Communication Rules of Engagement

Ensure that communication triggers within the ERP are clearly defined and tied to the appropriate level of response required. Regularly update and integrate these rules of engagement to ensure alignment with current practices and personnel understanding.

Standardize Command Hierarchy and Terminology

Implement a clear command hierarchy using plain language and standardized terminology within the ERP to facilitate better decision-making and communication across all involved agencies. This will ensure a more unified and effective response during emergencies.

Conduct Regular Command and Control Training

Conduct ongoing training sessions focused on command-and-control protocols. Ensure that responders are well-versed in communication triggers and the unified command structure, thereby improving the coordination and understanding between agencies during a crisis.

Update the Municipal Emergency Response Plan

Review the current section in the municipal ERP that deals with emergencies at the airport. The review should include the applicability of the airport section as it relates to the CARs. After the review, update the plan as required and conduct a training session with all internal and external stakeholders on the new section.