



Safety Management System Manual



Revision 12

January 2025

AMENDMENT RECORD

REVISION NO.	REVISION DATE	REVISED SECTIONS	REVISION DESCRIPTION
12	30 Jan 2025	All Element 1.2.2 / Element 1.3.4 Element 3.5 Element 4.1.3 B Appendix A	<ul style="list-style-type: none"> • Updated job titles • Updated anonymous reporting procedure • Added the safety report flow chart • Updated to clarify SMS training is given with the renewal of RAIC. • Removed Appendix A – Table of Applicable Regulations and Manual References
11	13 Dec 2022	Element 5.1.4 Element 5.1.4 A.	<ul style="list-style-type: none"> • Removed note on CAR 302.503(5) risk assessment • Removed entire section
10	13 Jun 2022	All Amendment Record Element 1.2.1 Element 1.3.4 B Element 1.4.2 B Element 1.4.3 Element 1.4.3 B Element 2.2.2 C Element 2.2.2 D Element 3.1.2 A Element 5.1.4 A	<ul style="list-style-type: none"> • Changed references from “inside YLW” to Vortex Portal or Status Board • Changed order to put newest revision at top • Updated Non-Punitive Policy • Rewritten to reflect SMS Manager’s duties more accurately • Removed gendered wording • Updated the communication procedures with the change from “inside YLW” • Removed “required” for reading the manual • Changed the “Approved by” to Manager Airport Safety & Security • Updated to show revisions get posted on Vortex Portal • Added “Link on Vortex Status Board” to the submission methods • Updated the risk assessment table adding “Regulatory non-compliance not identified”
9	28 Apr 2020	Amendment Record Element 1.5.4 / Element 1.6.2 B&C Element 1.7.3 Element 2.2.2 B Element 2.2.2 C Element 3.1.2 A. Element 3.4.5 Element 6.1.3. D. Appendix A	<ul style="list-style-type: none"> • Added Revision Description column • Removed reference to quarterly review • Removed reference to quarterly review meeting and list of agenda items • Removed reference to amendment bars in margin, changed to amendment record • Removed reference to TC approval • Added QR code for safety report submissions • Noted risk of 6-10 may be monitored based on safety objectives and/or noted trends • Changed to allow for training by annual exercise, not just AEP review • Updated to current regulations
8 REISSUE	8 Apr 2017	Entire manual – all sections, all pages	Full revision

REVISION NO.	REVISION DATE	REVISED SECTIONS	REVISION DESCRIPTION
7	14 Aug 2015	Elements: 1.1; 1.2; 1.3; 1.4; 1.5; 1.6; 1.7; 2.1; 2.2; 2.3; 3.1; 3.2; 3.3; 3.4;	N/A
6	25 Feb 2013	Elements: 2.2	N/A
5	6 Mar 2012	Elements: 5.1; 6.1	N/A
4	24 May 2011	Elements: 1.6 (2011)	N/A
3	29 April 2011	Elements: 3.2	N/A
2	30 Mar 2011	Elements: 1.7; 3.2	N/A
1	28 Feb 2011	Elements: 1.4; 1.5; 1.6; 1.7; 2.1; 2.2; 3.1; 3.3; and Risk Analysis Matrix.	N/A
NEW	15 Aug 2010	New manual	New manual

REVISION APPROVAL

This certifies that the YLW Safety Management System Manual has been reviewed and approved.



Neil Drachenberg
 YLW Senior Manager, Safety & Security

January 30, 2025

Date

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1 Safety Management System Plan

1.1 Safety Policy

1.1.1 Safety Policy Statement

Safety is a core value of the Kelowna International Airport (YLW).

All staff are committed to proactively adhering and contributing to the YLW Safety Management System (SMS) for compliance with regulatory requirements and promotion of a robust safety culture throughout the Airport. Airport Management is responsible to ensure that all necessary safety equipment, processes, materials, and devices are available and maintained in good working condition. All individuals at the Airport have the responsibility to work in a safe manner.

The YLW Safety Management System applies to all aviation activities at YLW. The objective is to provide a safe environment for employees, airlines, support personnel, tenants, contractors, visitors and airport users and keep the Airport free of accidents and hazards by:

- Promoting an Airport-wide safety culture
- Complying with all applicable safety legislation, regulations, standards and laws;
- Ensuring all airport staff, airlines, support personnel and tenants are aware of their accountability and responsibility in the execution of, and participation in, the safety management system;
- Proactively identifying hazards, managing risks and implementing mitigation controls;
- Verifying that all externally supplied systems and services that impact the safety of operations meet appropriate local, national and contractual safety standards;
- Providing all YLW staff with adequate and appropriate safety training, education, and information to ensure they are competent in the performance of their duties;
- Setting specific, measurable and obtainable targets for safety performance; and
- Continually improving our safety systems through regular reviews, identification of opportunities for improvement and implementation of industry best practices

I recognize that in order to achieve the desired high level of safety performance, safety must be promoted at all levels. As the Accountable Executive of the Kelowna International Airport, I commit to promoting the above documented safety policy and encouraging Airport-wide involvement and engagement in the Safety Management System.



Sam Samaddar
YLW Chief Executive Officer

1.1.2 Review of the Safety Policy

The Safety Policy will be reviewed annually as part of the Management Review process. [Refer to Section 1.7](#)

1.2 Non-Punitive Reporting

1.2.1 Non-Punitive Safety Reporting Policy

The Kelowna International Airport recognizes that uninhibited reporting of any real or perceived safety issues is essential to the success of the Safety Management System. Reporting of all incidents and occurrences that may compromise the safe conduct of our operations is encouraged throughout the Airport. To this end, every employee is responsible for communicating information that may affect the integrity of Airport operations.

Therefore, anyone who reports an aviation safety issue or makes suggestions with an aim to improve safety is completely free from any form of reprisal and will not be subject to disciplinary action. However, this policy does not apply in the cases involving illegal or unlawful acts, gross negligence, or deliberate and/or willful disregard of promulgated regulations or procedures.

No employee shall be disciplined or adversely affected for refusing to undertake a task in which they lack sufficient training and have reasonable cause to believe that executing the task constitutes a danger to any person.

1.2.2 Non-Punitive Safety Reporting Process

Employees are encouraged to submit safety reports through the online reporting tool.

If employees wish to report an unsafe condition or practice anonymously, they may Select "Anonymous" when submitting a report.

Any employee that feels that they have not received adequate training, or lacks the expertise or experience required to safely conduct assigned duties should discuss their concerns with their manager. Additional training shall be supplied to ensure the employee is competent and confident in performing their duties. If the employee still does not feel comfortable following training or the Manager does not provide adequate training, they may file a safety report through the Safety Management System without discipline.

Any disciplinary actions related to submitted safety reports will be documented within the safety report.

1.3 SMS Roles, Responsibilities, and Employee Involvement

1.3.1 Policy

The Kelowna International Airport promotes a culture of employee awareness and involvement in safety. This includes a clear understanding by every employee as to their individual safety authorities, responsibilities and accountabilities.

Employees and stakeholders are empowered to promote and fully participate in the development and maintenance of programs targeted towards reducing or managing risks associated with the operation of the airport.

1.3.2 Safety Management System Roles and Accountability

A. *Accountable Executive (Chief Executive Officer)*

The Accountable Executive at the Kelowna International Airport is the Chief Executive Officer. The Chief Executive Officer has overall authority and control over finance and human resources at the Kelowna International Airport. The Chief Executive Officer is ultimately responsible for the YLW Safety Management System (SMS).

Although the Accountable Executive is responsible for the SMS, Transport Canada has stated that no personal liability attaches to the incumbent. (CARAC Technical Committee 21-22 June 2005).

Generally, the Chief Executive Officer is accountable to:

- 1) Provide positive safety leadership and reinforcement
- 2) Provide the financial and human resources required to properly execute the Safety Management System;
- 3) Ensure safety authorities, responsibilities and accountabilities and safety related information is transmitted to all personnel;
- 4) Ensure the Safety Manager (Senior Manager – Airport Safety & Security) carries out his/her duties

B. *Safety Manager (Senior Manager, Safety & Security)*

The Senior Manager, Safety & Security has been assigned as the Safety Manager for management of the Safety Management System as required by CAR 302.504(b). The Senior Manager, Safety & Security is responsible to carry out the requirements of CAR 302.505 through the Director, Operations & Innovation.

Generally, the Senior Manager, Safety & Security is accountable to:

- 1) Manage the SMS program;
- 2) Maintain compliance with SMS requirements;
- 3) Monitor Transport Canada website for changes to SMS regulations and standards and advise management and staff of changes;
- 4) Improve safety awareness;
- 5) Monitor industry best practices;
- 6) Notify the Accountable Executive of any systemic deficiency in the SMS and of the corrective action taken.
- 7) Ensure the Managers carry out their duties.

C. Managers

Management at YLW is expected to follow all employee guidelines, but also provide additional support to the SMS.

All management is expected to:

- 1) Promote the YLW safety culture;
- 2) Ensure employees are made aware of their personal safety responsibilities;
- 3) Ensure employees are properly trained and adequately prepared to perform their assigned duties;
- 4) Discuss safety performance with employees;
- 5) Monitor the performance of the SMS through internal audits.

D. Employees

All employees have a role in the SMS and are expected to:

- 1) Assume responsibility for actions and use the equipment, processes, materials and devices to carry out tasks safely;
- 2) Identify and mitigate unsafe practices;
- 3) Refuse unsafe work;
- 4) Support safety culture.

E. Contractors / Consultants

All contractors/consultants working at YLW must comply with the SMS and are expected to:

- 1) Follow established safe work procedures;
- 2) Align their project specific safe work plans with requirements of YLW SMS;
- 3) Liaise with Management team, as required, throughout the duration of work.

1.3.3 Safety Management System Responsibilities

All YLW Managers, Employees, Contractors and Consultants have responsibilities under the Safety Management System.

Each person is responsible for knowing and understanding his/her specific SMS responsibilities as outlined in the chart below.

SMS Element	Accountable Executive (Chief Executive Officer)	SMS Manager (Senior Manager, Safety & Security)	All Managers	All employees / contractors / consultants
Safety Management Plan	<ul style="list-style-type: none"> • Review and approve 	<ul style="list-style-type: none"> • Prepare, review and issue • Advise staff and provide training on updates 	<ul style="list-style-type: none"> • Review and understand • Ensure staff read and understand all updates 	<ul style="list-style-type: none"> • Review and understand
Safety Policy	<ul style="list-style-type: none"> • Issue, approve, promote and support • Suggest and implement improvements 	<ul style="list-style-type: none"> • Promote, understand, and support • Suggest and implement improvements 	<ul style="list-style-type: none"> • Promote, understand and support • Suggest improvements 	<ul style="list-style-type: none"> • Understand and support • Suggest improvements

SMS Element	Accountable Executive (Chief Executive Officer)	SMS Manager (Senior Manager, Safety & Security)	All Managers	All employees / contractors / consultants
Non-Punitive Reporting Policy	<ul style="list-style-type: none"> • Issue, approve, promote and support 	<ul style="list-style-type: none"> • Promote, execute, and support 	<ul style="list-style-type: none"> • Promote, understand, and support 	<ul style="list-style-type: none"> • Understand and support
Hazard Identification, Reporting and Corrective Action	<ul style="list-style-type: none"> • Review summary reports and provide direction • Recommend improvements 	<ul style="list-style-type: none"> • Receive and process proactive and reactive reports • Investigate all reports to the level necessary • Suggest and implement corrective action • Compile reports for AE • Implement changes to process, as required 	<ul style="list-style-type: none"> • Review reports from employees and forward any recommendations • Investigate reports as required • Suggest and implement corrective action, as required • Suggest improvements 	<ul style="list-style-type: none"> • Report all perceived hazards and safety events • Suggest improvements
Risk Assessment and Mitigation	<ul style="list-style-type: none"> • Review and assess risk assessments and mitigation and provide direction as required 	<ul style="list-style-type: none"> • Facilitate risk assessments, as required • Lead risk mitigation strategies and communicate to AE 	<ul style="list-style-type: none"> • Facilitate and participate in risk assessments, as required • Identify and implement measures to reduce and/or mitigate risk 	<ul style="list-style-type: none"> • Perform assigned tasks in a manner to avoid or mitigate risk • Identify risks as required
Safety Performance and Monitoring	<ul style="list-style-type: none"> • Set overall goals and objectives • Review and approve safety objectives 	<ul style="list-style-type: none"> • Prepare safety objectives for Accountable Executive review and approval • Monitor safety performance • Provide regular updates on goals and safety to AE 	<ul style="list-style-type: none"> • Understand and support safety objectives • Monitor and promote safety performance 	<ul style="list-style-type: none"> • Understand and support safety objectives

SMS Element	Accountable Executive (Chief Executive Officer)	SMS Manager (Senior Manager, Safety & Security)	All Managers	All employees / contractors / consultants
Training	<ul style="list-style-type: none"> • Ensure that all required training resources are available. 	<ul style="list-style-type: none"> • Determine overall SMS training requirements • Prepare and provide SMS training • Support training delivery and review training records 	<ul style="list-style-type: none"> • Determine training requirements for staff competency • Ensure staff complete required training • Document and maintain training records for staff 	<ul style="list-style-type: none"> • Participate in and complete required training • Request additional training, as required
Quality Assurance*	<ul style="list-style-type: none"> • Review summary reports provided • Suggest improvements through regular reviews 	<ul style="list-style-type: none"> • Conduct internal audits and support external audits** • Review submitted audit reports • Review and accept corrective action plans • Compile audit summary reports for AE 	<ul style="list-style-type: none"> • Conduct and support internal audits** • Provide root cause and corrective action plans as required • Support external audits as required • Implement corrective action plans as required 	<ul style="list-style-type: none"> • Support audit and corrective action programs, as required

* Some Quality Assurance functions may be contracted out, but the Senior Manager, Safety & Security is ultimately responsible for maintaining and managing the Quality Assurance Program at YLW

** If assigned Auditor duties. While completing internal audits, Auditors report to the Senior Manager, Safety & Security.

1.3.4 Employee Input and Involvement

A. General

Employees are encouraged to provide feedback on the Safety Management System and to be involved in the implementation and ongoing development of the SMS. Any employees wishing to provide feedback can contact their Manager or the Senior Manager, Safety & Security. All feedback will be kept confidential. Anonymous feedback can be provided by submitting an anonymous safety report.

B. Review Groups and Committees

Safety issues that are relevant to other groups and committees will be raised at meetings. All feedback, guidance, advice and opinions will be recorded as part of the meeting record. Any changes recommended to the Safety Management System as a result will be forwarded to the Senior Manager, Safety & Security for evaluation.

The use of safety meetings will also serve to elicit feedback from employees, contractors and other stakeholders. Chairs of all safety committee are encouraged to report any aviation safety items or SMS feedback reported at their meetings.

1.3.5 Organizational Changes

Any organizational changes that may impact safety roles and responsibilities will be assessed for risks and documentation will be updated accordingly.

1.4 SMS Communication

1.4.1 Policy

The Kelowna International Airport is committed to ensuring that all safety information is communicated to relevant stakeholders through training, meetings and document distribution.

1.4.2 Responsibility for Communication

A. Accountable Executive (Chief Executive Officer)

The Chief Executive Officer shall monitor the communication processes and participate in the annual review.

B. Safety Manager (Senior Manager, Safety & Security)

The Senior Manager, Safety & Security shall ensure Safety Management System related bulletins and other critical material related to aviation safety or safety in general are communicated and report on safety related incidents and status of any action plans at regular meetings. The Senior Manager, Safety & Security will make themselves available for any employees to provide SMS feedback.

C. Managers

All managers shall conduct regular safety meetings with their staff to discuss incidents and occurrences and disseminate safety related information presented at meetings.

D. Employees

All employees shall attend any required SMS briefings, review safety information regularly and provide feedback and comments to the Senior Manager, Safety & Security.

1.4.3 Communication Processes

A. Safety Policy

The safety policy is contained within this manual and is available to all employees. The policy will be communicated to stakeholders through established meetings and committees with encouragement to provide feedback.

B. Safety Management System Manual

All employees are provided training on the Safety Management Manual as part of initial training and update training. All updates to the manual are posted on Vortex Portal.

C. Vortex Portal / Status Board

The primary tool to communicate safety-related information internally is the Vortex Portal and Status Board. These pages contain links to the safety reporting program and quarterly updates.

D. Regular Meetings

Safety issues and information are discussed at regular management meetings and documented in the minutes. Managers are responsible for providing any relevant safety information to their staff.

E. Bulletin Boards

Although all employees have access to electronic materials, the Senior Manager, Safety & Security may also present important safety information on posters, notices, etc. on physical bulletin boards around the airport.

F. External Communications

External communications will be done through Vortex Portal, regular meetings, forums and stakeholder committees. Any safety information discussed will be published in the meeting minutes. External communication may also be done using tools such as bulletins and posters regarding safety incentives, programs and performances.

1.4.4 Communication Monitoring

The effectiveness of communication will be reviewed and monitored through the Management Review process. [Refer to Section 1.7.](#)

1.5 Safety Planning

1.5.1 Policy

The Kelowna International Airport monitors and prioritizes safety by setting annual safety goals and objectives.

1.5.2 Safety Risk Profile

The Safety Risk Profile is a prioritized list of hazards and risks as identified through the Hazard Registry, with consideration of airport strategic priorities.

The Safety Risk Profile is reviewed and updated annually as part of the Management Review process. [Refer to Section 1.7.](#)

[Refer to Section 3.2](#) for details on Hazard Registry development, update and maintenance.

1.5.3 Safety Goals and Objectives

A. Inputs

There are a number of inputs to determine the safety goals and objectives for the year.

The inputs include, but are not limited to, the following:

- Previous safety goals and objectives
- Hazard Registry and Safety Risk Profile
- SMS Manual
- Submitted hazard and occurrence reports
- Internal audit results
- Airport Strategic Plan

B. Process

Safety goals and objectives are established at the Annual Management Review meeting by reviewing the inputs and having a discussion. It will be ensured that the decided safety goals and objectives align with the documented Safety Policy. Safety goals and objectives are developed to eliminate or mitigate the root cause of a risk or hazard condition and/or systemic weaknesses.

The time frame for completion of safety goals will typically be a 1 year period, but the time frame to achieve a goal may span over several years. If the goal is longer term, it will be “renewed” at subsequent Management Review meetings until it has been attained or abandoned.

All safety goals should be easily measurable. Whenever possible, safety goals and objectives will be expressed in terms of reducing a hazard or risk by a defined measure.

[Refer to Section 1.6](#) for the process for developing associated Key Performance Indicators to measure and track attainment of goals.

C. Documentation

The approved safety goals/objectives and time frames will be documented in the Annual Management Review meeting minutes.

1.5.4 Review of Safety Goals and Objectives

Safety goals and objectives are reviewed as part of the Annual Management Review. [Refer to Section 1.7.](#)

1.5.5 Promotion of Safety Goals and Objectives

The promotion of safety goals and objectives is accomplished by a top-down process, where the Chief Executive Officer (Accountable Executive) and Senior Managers are directly involved in the establishment and monitoring of safety goals and performance for YLW. Managers are responsible for communicating YLW safety goals and objectives to their staff through regular meetings and messaging. Managers are also encouraged to align their respective work plans and individual performance objectives with YLW safety goals and objectives.

1.6 Performance Measurement

1.6.1 Policy

The Kelowna International Airport ensures that all safety goals are measurable and are tracked through related safety performance indicators.

1.6.2 Safety Performance Indicators

A. Development

Safety performance indicators (SPIs) are developed annually as part of the Annual Management Review process. [Refer to Section 1.7.](#)

At least one safety performance indicator is developed in relation to each safety objective. It will be ensured that the appropriate metric is used (percentage decrease, event per one thousand movements, time between event occurrences, etc.) to suitably track progress towards achievement of the objective. In most cases, the safety performance indicator for each objective will include a specific target to be reached.

B. Monitoring

SPIs are tracked by the Senior Manager, Safety & Security.

An update on progress made towards achievement of each safety objective and an update on the status of each safety performance indicator will be made quarterly.

C. Documentation

The safety performance indicators are documented in the minutes for the Annual Management Review.

1.7 Management Review

1.7.1 Policy

The Kelowna International Airport is committed to continuous review and improvement of its Safety Management System through regular management reviews.

1.7.2 Annual Management Review

A. Scheduling

The Annual Management Review of the Safety Management System will occur once a year, in the first quarter, to review the system and the previous year's safety performance.

B. Attendance

The Annual Management Review is attended by all Directors (Airport Coordination Team) and the Senior Manager, Safety & Security.

The meeting is chaired by the Accountable Executive (Chief Executive Officer) or delegate.

Other Managers may be invited to the meeting, as required.

C. Agenda

The following outlines the agenda for the Annual Management Review of the Safety Management System. Minutes will be recorded to reflect all items discussed, decisions made and actions for completion. Meeting minutes will be sent to all meeting attendees.

- 1) Follow-up Actions
 - Review any corrective action plans issued from previous review(s)
 - Update on any action items assigned in previous review(s)
- 2) Changes that could affect the SMS
 - Discussion of any organization, infrastructure and/or process changes that may affect the YLW SMS
- 3) Safety Regulation Review
 - Discussion of any changes to SMS regulations or standards and the impact on the YLW SMS
 - Overview of any new and/or outstanding Transport Canada SMS non-conformances
- 4) Safety Policy
 - Review of YLW safety policy for effectiveness and relevance
 - Proposed changes to YLW safety policy
 - Acceptance of safety policy
- 5) SMS Roles, Responsibilities and Employee Involvement
 - Assessment of the level of employee involvement in SMS
 - Review of activities to verify that employees understand the SMS and their role and responsibilities in it
- 6) SMS Communication
 - Summary of internal/external feedback on SMS
 - Assessment of the effectiveness of communications tools used and how to improve delivery and acceptance of information

- 7) Hazard and Occurrence Report Review
 - Overview of submitted reports
 - Hazard and occurrence investigation and analysis results
- 8) Risk Management
 - Review of hazard registry
 - Development of Safety Risk Profile
- 9) Non-Punitive Reporting Policy
 - Review of non-punitive reporting policy for effectiveness and relevance
 - Review of incidents that resulted in employee disciplinary actions to ensure no infringement of the policy has occurred
- 10) Safety Planning and Performance Measurement
 - Summary of objectives, goals and targets for previous year
 - Safety objective achievement results
 - Establishment and approval of current year objectives, goals and targets
 - Establishment and approval of current year safety performance indicators
- 11) SMS Training
 - Review of current SMS training programs
 - Determination on effectiveness and adequacy of SMS training
- 12) Quality Assurance
 - Overview of internal audit status and results
 - Overview and status of corrective and preventive actions
- 13) SMS Documentation and Records
 - Discussion of any required changes to the SMS Manual
 - Review and discussion of other documentation / records changes
- 14) Recommendations for Improvement
- 15) Sharing of Best Practices

1.7.3 Quarterly Reviews

A quarterly update on safety performance indicators will be provided to the Accountable Executive (Chief Executive Officer) and Director, Operations & Innovation.

1.7.4 Ongoing Reviews

Immediate safety threats are dealt with and are removed, isolated or corrected as they arise.

All reported safety hazards are reviewed by the Senior Manager, Safety & Security and directed to the relevant manager for action.

Safety issues and reports are regularly reviewed at scheduled meetings, with minutes taken and action items assigned accordingly.

1.7.5 Reviews for Cause

The Accountable Executive (Chief Executive Officer), the Safety Manager (Senior Manager, Safety & Security) or any member of the management team may conduct a review of the SMS program for cause following a serious incident or accident, a finding from an internal audit, or

an external event that raises concern about similar activities conducted at the Kelowna International Airport.

1.7.6 Corrective Action

If any deficiencies are noted during any review processes that require corrective action, they will be entered on a Corrective Action Plan and actioned through the Quality Assurance program.

Any Corrective Action Plans initiated through the Management Review process will be reviewed at subsequent reviews until all actions are completed and the report is closed.

[Refer to Section 5.1](#) and the YLV Quality Assurance Procedures Manual.

2 Documentation and Records

2.1 Identification and Maintenance of Applicable Regulations

2.1.1 Policy

The Kelowna International Airport assures that its Safety Management System is implemented and maintained in accordance with the current applicable regulatory requirements.

2.1.2 Maintenance of Applicable Regulations

The Senior Manager, Safety & Security maintains a list of all applicable safety regulations and standards.

Airport staff regularly monitor Transport Canada's website and attend information sessions for new regulations, advisory circulars, standards and industry best practices pertinent to airport operations.

Regulatory material is available to all employees and contractors through the Transport Canada website.

2.1.3 Review of Applicable Regulations

The Kelowna International Airport receives updates from Transport Canada on any significant changes to regulatory material. YLW may also be made aware of changes distributed via the Canadian Airports Council (CAC) website.

In preparation for the Annual Management Review, the Senior Manager, Safety & Security will review any changes to SMS regulations, standards and/or guidance material on the Transport Canada website.

Any updated regulatory information is brought forward to the Accountable Executive as soon as possible to discuss the impact and assign actions to retain or attain compliance.

The Senior Manager, Safety & Security will ensure that any new information is circulated to relevant stakeholders and that all employees are adequately trained in the retrieval of regulatory information related to their position.

2.2 SMS Documentation

2.2.1 Policy

The Kelowna International Airport maintains a Safety Management Manual that covers all the required aspects of the Safety Management System.

2.2.2 Safety Management Manual

As noted in the YLW Airport Operations Manual (AOM), the Safety Management System Manual (SMS Manual) is a controlled document under the management of the Senior Manager, Safety & Security.

A. Access

The current SMS Manual is accessible for reference by all personnel in a “read only” format through Vortex Portal.

Hard copies of the SMS Manual may be distributed to the following personnel, providing they are tracked and kept up to date by the Senior Manager, Safety & Security:

- YLW Chief Executive Officer
- YLW Director, Operations & Innovation
- YLW Senior Manager, Safety & Security
- YLW Senior Manager, Operations & Sustainability
- Transport Canada, Pacific Region - Civil Aviation Inspector, Aerodromes and Air Navigation

B. Revision Tracking

SMS Manual revisions are tracked by Revision Number and Revision date through an amendment record, except where an entire document is re-issued.

C. Revision Process and Approval

The SMS Manual is reviewed on an annual basis as part of the Management Review process to ensure its continuing suitability, adequacy and effectiveness. [Refer to Section 1.7.](#)

All revisions to the SMS Manual are reviewed and approved by the Senior Manager, Safety & Security prior to release.

D. Notification of Revision

All revisions are issued to controlled holders of documentation.

All new revisions of the SMS Manual are posted on Vortex Portal.

2.2.3 Other Safety Management System Documents

All other Safety Management System Documents (including forms, bulletins, notices, etc.) are maintained within software systems and/or by the Senior Manager, Safety & Security.

2.2.4 Additional Document Reviews

An ad-hoc documentation review may be requested by the Accountable Executive when there is a significant change within the organization or the structure of the organization.

These reviews will be assigned to a member or member(s) of the management team and shall consider the impact of the change as well as address document deficiencies, operational

changes, change in ownership, changes in senior management, or revisions of other existing corporate documents.

If necessary, corrective action plans may be established through the Quality Assurance Program. [Refer to Section 5.1.](#)

2.2.5 Documentation Approval

All documentation requiring Federal approval shall be submitted to Transport Canada prior to implementation and distribution.

2.3 Records Management

2.3.1 Policy

The Kelowna International Airport has a system to ensure control of legibility, storage, protection, archiving, retrieval, retention time and disposition for all SMS records.

2.3.2 SMS Records Storage

A. Hazard / Incident Reports

All hazard / incident reports are submitted through or entered into the electronic safety reporting system. Any supporting data is also entered and kept in the system. The system ensures that records are legible, securely stored, protected, archived, as required, and easily retrieved.

B. Training Records

SMS training records are entered into the YLW training system which ensures records are legible, securely stored, protected, archived, as required, and easily retrieved.

C. Other Documentation

Any other SMS documentation is controlled and maintained by the Senior Manager, Safety & Security.

2.3.3 SMS Records Retention

All records relating to the Safety Management System will be retained for the greater of two audit cycles or current YLW business records retention policies.

3 Safety Oversight

3.1 Reactive Processes

3.1.1 Policy

The Kelowna International Airport encourages employees and stakeholders to report all hazards, incidents, and accidents. The reporting process is simple, accessible, and user-friendly to allow for comprehensive safety reporting.

3.1.2 Safety Report Submission

All safety reports are submitted through the same process, whether reactive (accident/incident) or proactive (hazard).

A. Submission Methods

Safety reports may be submitted by any of the following methods:

- Link on Vortex Status Board
- Scanning the safety report QR codes located throughout the airport
- YLW's Safety Reporting software platform
- Email to YLWsafety@kelowna.ca
- Reporting directly to YLW staff through regular meetings or OSH reporting systems
- Reporting directly to any YLW Manager
- Reporting to the YLW Operations Centre at 250-807-4350

B. Report Organization

The Senior Manager, Safety & Security will record all reports in the software platform to allow for ease of analysis.

A unique identifier will be assigned to each safety report by the software system.

3.1.3 Report Review and Assessment

A. Preliminary Review

At the time of receipt, the Senior Manager, Safety & Security or delegate will conduct an initial review and assessment of each safety report to establish a priority for assignment, review and corrective action.

All reports are also seen by the Director, Operations & Innovation when they are entered into the software platform.

The Senior Manager, Safety & Security and/or Director, Operations & Innovation may also forward any report to the Accountable Executive or other managers, as required.

B. Immediate Corrective Action

If required following preliminary review, the Senior Manager, Safety & Security or delegate will take and/or assign immediate corrective action to fix the deficiency.

If immediate corrective action is taken, it will be noted on the report.

C. Investigation and Analysis

[Refer to Section 3.3.](#)

D. Corrective Action

The report originator will have an opportunity to suggest corrective action when the report is submitted.

Once determined through the investigation and analysis process, corrective actions will be generated, documented on the report and implemented with a set timeline.

3.1.4 Feedback Mechanisms

A. Receipt

All safety reports, once recorded in the system, will be confirmed with the report’s originator. A unique identifier number will be given to the originator for tracking purposes. The originator will be encouraged to contact the Senior Manager, Safety & Security (or the assigned Manager) at any time for an update on the status or disposition of the report.

B. Results

Following the completion of any investigation, or at the end of any process that did not involve an investigation, the originator will be notified of the end results of their report.

C. Anonymous Reports

To protect anonymity, any originators submitting reports anonymously will not be notified of the results.

3.2 Proactive Processes

3.2.1 Policy

The Kelowna International Airport is proactive about safety and actively identifies hazards and works to mitigate and/or eliminate them.

3.2.2 Proactive Reporting Process

[Refer to Section 3.1.](#) All reports are submitted, reviewed and analyzed using the same process.

3.2.3 Hazard Register

A. Hazard Definition

A hazard is defined as a condition or object with the potential of causing injuries to personnel, damage to equipment or structures, loss of materials, or reduction of ability to perform a prescribed function.

B. Responsibility

The YLW Hazard Register is maintained by the Senior Manager, Safety & Security.

C. Development

The Hazard Register is a dynamic document. It is developed from a variety of sources, including:

- Reactive and proactive reports;
- Meetings, workshops, risk evaluations, and safety cases;
- Trend analysis;
- Third parties and stakeholders through forums such as the AOC, FOC, etc.;
- Monitoring of the aviation industry at large (e.g. CAC, ICAO, TC, etc.).

D. Format

Hazards will be categorized and listed with all current mitigating factors and controls and assigned a risk rating through the risk assessment process. [Refer to Section 3.4.](#)

E. Analysis and Trending

All submitted safety reports will be assessed against related hazards to identify trends and develop the Safety Risk Profile. [Refer to Section 1.5.](#)

F. Review

The Hazard Register is updated regularly by the Senior Manager, Safety & Security as reactive and proactive reports are submitted.

An in-depth review of the Hazard Register is undertaken at the Annual Management Review meeting to develop the Safety Risk Profile for the year. [Refer to Section 1.7.](#)

G. Corrective Action

If necessary to address hazards, corrective action plans may be generated through the Quality Assurance system. [Refer to Section 5.1.](#)

3.2.4 Safety Cases

A. General

YLW will undertake a Safety Case analysis prior to implementation of a new process or major infrastructure improvements that are deemed by YLW as being a significant change. This may include, but is not limited to, new processes such as:

- Changes or proposed changes in YLW organizational structure
- Introduction of new aircraft type
- Construction projects
- Changes in route structures
- Changes in key personnel
- Mergers
- Management/Bargaining agent agreements

The requirement for a Safety Case will be determined by the Senior Manager, Safety & Security or directed by the Accountable Executive or other members of the Senior Management Team.

B. Components

A SMS Safety Case template is maintained by the Senior Manager, Safety & Security.

The Safety Case contains components such as:

- A Hazard Risk Assessment (HRA);
- A list of alternatives considered, and recommendations for acceptance of the alternative selected;
- Cost, revenue and budget implications of the selected alternative;
- Other relevant factors for management to consider in a decision-making process.

3.2.5 Safety Monitoring

A. Vigilance

All YLW employees are encouraged to monitor safety as part of their regular duties and be vigilant in reporting hazards.

B. Construction

Airport construction activity places additional responsibility on airport management to maintain safety standards and requires increased vigilance and attention on the part of all YLW staff and management.

Pending results of the safety case, additional safety monitoring programs may be put in place by the Senior Manager, Safety & Security or his designate to monitor specific construction activities and the impact of construction work on airport operations.

3.3 Investigation and Analysis

3.3.1 Policy

The Kelowna International Airport is committed to investigating safety reports to identify contributing/root causes and taking action to address deficiencies and monitor trends.

3.3.2 Investigation

A. General

All reported hazards, accidents and incidents are to be investigated as a matter of YLW policy. The level of investigation will be determined by the Senior Manager, Safety & Security or delegate.

Note: *The Transportation Safety Board and Transport Canada may be involved in, or take responsibility for, the investigation in the event of an aircraft accident.*

B. Investigators

The modest size of the team at YLW precludes the employment of full time investigators, but the operational managers have the technical competence and objectivity to undertake investigations.

If required or requested, additional training such as Transport Canada Human Factors training may be provided to Managers assigned investigation duties.

C. Investigation Techniques

Investigation techniques may include, but are not limited to:

- Interviews with involved parties and witnesses;
- Review of documents and reports;
- Review of contracts or terms of reference;
- Disposition of any injured parties;
- Records of any mutual aid assistance;
- Physical review or photographs of incident site;
- Physical review or photographs of any damage to property;

D. Root Cause Analysis

Root cause analysis is part of the investigation process and may involve use of a variety of techniques, but will ensure that primary and contributory causes are identified.

The primary cause is defined as those factors, which led directly to the incident, and the test for relevance is “Would the incident still have occurred if this factor had not been present?”

Contributory causes are those factors, which did not directly cause the incident but made it more likely.

Individual human factors, the environment, supervision and organizational elements are considered when identifying root cause.

E. Investigation Process

All submitted reports are subject to an initial assessment. [Refer to Section 3.1.](#)

The extent of the investigation is determined by the severity of the incident or accident or hazard and the magnitude and effect of the consequences.

If additional investigation of a report is required, it will be assigned to a member of the management team, to carry out an investigation in a timely manner.

The assigned investigator will carry out the investigation until they are confident that the contributing and root causes have been identified, and will enter all investigation notes and supporting evidence in the electronic reporting system.

The Senior Manager, Safety & Security will review all investigation notes prior to closing the electronic report to ensure that root causes have been accurately identified and appropriate corrective action has been taken and/or assigned. [Refer to Section 3.1.](#)

3.3.3 Trending

A. Report Grouping

In order to allow for trending, the electronic reporting system categorizes report types and captures data on the location of events. A dashboard is used to observe any trends.

B. Hazard Analysis

The Senior Manager, Safety & Security will analyze reports and assign any related hazards from the Hazard Register, to allow for grouping and analysis of hazards.

This data will be compiled and presented at the Annual Management Review and compared against previous years' data to observe any trends. [Refer to Section 1.7.](#)

3.4 Risk Management

3.4.1 Policy

The Kelowna International Airport has a structured approach to identify and manage known risks through mitigation or avoidance of identified hazards.

3.4.2 Risk Definition

Risk: the combined probability or frequency of occurrence of a defined hazard and the magnitude of the consequences of that occurrence.

3.4.3 Hazard Risk Assessment

A. Responsibility

The Senior Manager, Safety & Security is responsible for performing formal hazard risk assessments on all hazards identified in the hazard register.

B. Risk Matrix

The following matrix is used by YLW to quantify levels of risk.

		Probability of Occurrence				
		Extremely Improbable 1	Improbable 2	Remote 3	Occasional 4	Frequent 5
Severity	Catastrophe 5	Acceptable 5	Review 10	Unacceptable 15	Unacceptable 20	Unacceptable 25
	Hazardous 4	Acceptable 4	Review 8	Unacceptable 12	Unacceptable 16	Unacceptable 20
	Major 3	Acceptable 3	Review 6	Review 9	Unacceptable 12	Unacceptable 15
	Minor 2	Acceptable 2	Acceptable 4	Review 6	Review 8	Review 10
	Negligible 1	Acceptable 1	Acceptable 2	Acceptable 3	Acceptable 4	Acceptable 5

C. Process

Risk assessments for hazards will be completed by the Senior Manager, Safety & Security or designate, with input from other YLW management, as required.

The Senior Manager, Safety & Security may convene a special meeting with relevant YLW personnel, consultants, contractors and key stakeholders to perform risk assessments.

For major construction projects, the contractor shall include the outputs from this hazard risk process into their project specific safety plan.

For each hazard in the register:

- 1) Current mitigating factors and controls will be documented.
- 2) Potential consequences associated with the reported hazard will be identified.
- 3) Each consequence will be assessed by determining the severity of its potential and the probability of occurrence using defined criteria.

- 4) Based on the assigned level of severity and probability, each consequence will be assigned a risk value using the risk matrix.
- 5) The highest risk rated consequence for each hazard will be noted as the overall risk value for the hazard

D. Documentation

All risk assessments for identified hazards will be noted in the Hazard Register and maintained by the Senior Manager, Safety & Security .

E. Review

Hazard risk assessments will be reviewed annually as part of the hazard register review to develop the safety risk profile at the Annual Management Review. [Refer to Section 1.7.](#)

3.4.4 Other Risk Assessment

Risk assessments may also be carried out as a result of a significant accident/incident and/or for safety cases.

3.4.5 Risk Tolerability

As per the YLW risk matrix, risk level is measured as being acceptable, review, or unacceptable.

As a general rule, YLW has determined risk level numbers greater than ten (10) are deemed unacceptable, and will require the development of a corrective action plan.

Numbers between six (6) and ten (10) require further review and/or analysis and may be monitored based on safety objectives and/or noted trends.

Numbers up to and including five (5) are acceptable and require no further action.

3.4.6 Risk Reduction

All risk will be reduced to as low a level as possible, balancing time, cost and effort against the consequences of a resulting incident. The strategies to be used by YLW to deal with identified risks include risk acceptance, risk control, risk mitigation, and risk elimination.

A. Risk Acceptance

Risk acceptance indicates that the residual risks remaining after risk management controls are put into place have reduced the risk to a tolerable level.

B. Risk Controls

Risk controls are physical and/or procedural controls that reduce the risk value to a state of being “as low as reasonably practical” (ALARP). All risk controls are reviewed at least annually to ensure that the control continues to maintain the risk in a state of ALARP.

C. Risk Mitigation

Risk mitigation is similar to risk control. Mitigation consists of action plans that describe measures put into place to reduce the risk as low as reasonably practical (ALARP). All risk mitigations are reviewed at least annually to ensure that the mitigation continues to be in a state of ALARP.

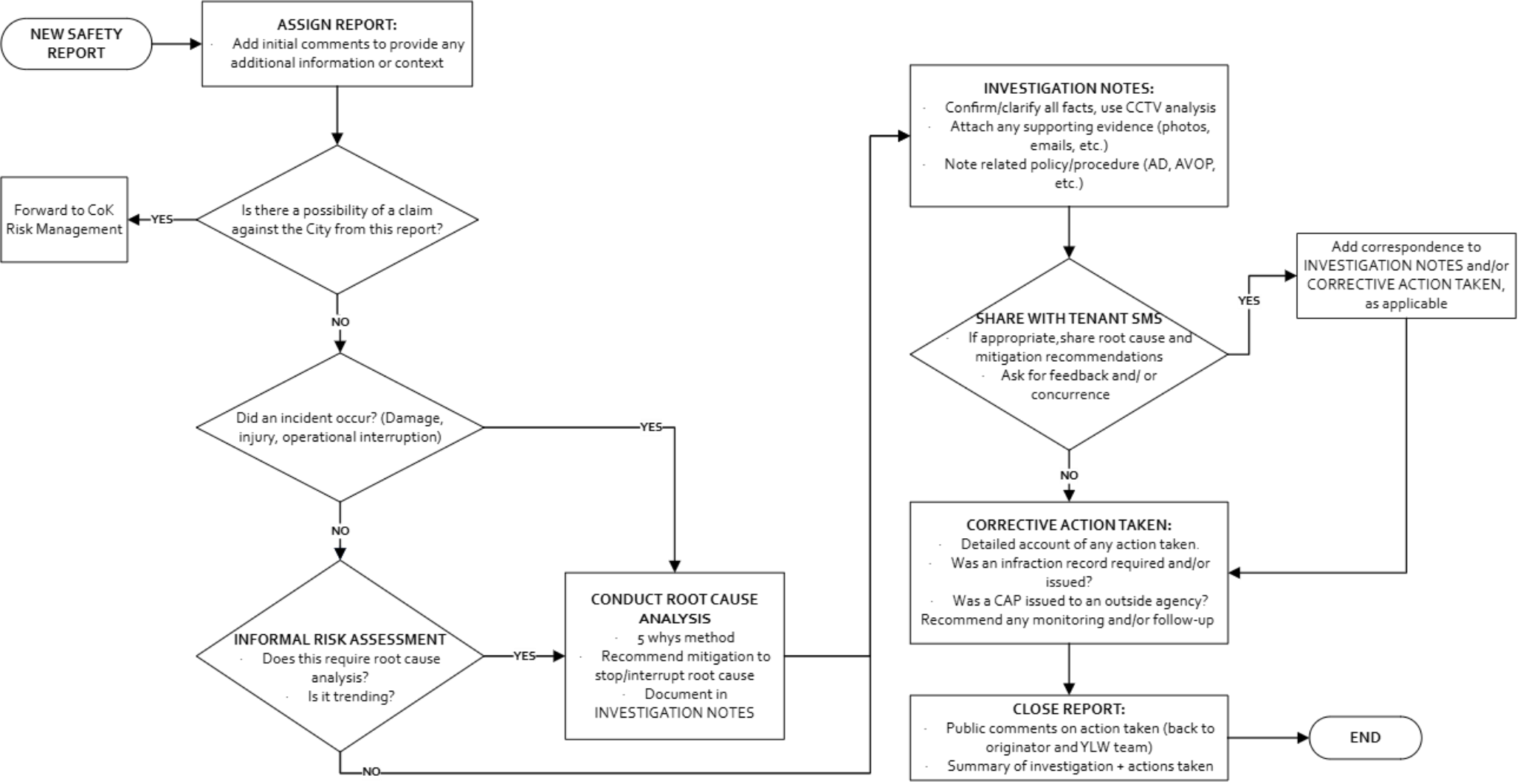
D. Risk Elimination

Risk elimination consists of a decision to stop an activity that creates the risk or to replace a process or a facility that creates a risk that exceeds the tolerable level of risk that YLW is prepared to accept.

3.4.7 Corrective Action

When required as a result of risk assessment, a Corrective Action Plan may be generated and tracked through the Quality Assurance Corrective Action process. [Refer to Section 5.1](#) and the YLW Quality Assurance Procedures Manual.

3.5 Safety Reporting Process



4 Training

4.1 Training, Awareness and Competence

4.1.1 Policy

The Kelowna International Airport is committed to ensuring all staff are fully trained and competent to fulfill all the duties of the position they hold and provides SMS training to all employees and contractors who are required to complete work airside.

4.1.2 Training Requirements

A. Responsibility

Managers are responsible to determine the type and frequency of regular and recurrent training for each position in their department.

B. Process

The process for identifying the training requirements for an employee is based on the needs and legislated requirements of the position. In addition, any licensing requirements and specialized knowledge requirements are factored into training requirements.

4.1.3 SMS Training

A. Initial

Training on the YLW Safety Management System will be delivered to all employees of YLW and direct contractors' employees who have responsibilities airside as part of the indoctrination process through an e-learning course. The SMS training course includes human and organizational factors.

Completion of the SMS training is required before any employee or contractor is given a Restricted Area Identification Card (RAIC).

B. Recurrent

Recurrent SMS training will be given through an e-learning course to employees in conjunction with renewal of the RAIC. Training expires at the same time as RAIC. RAIC expiry date is not tracked separately from the SMS training records system.

C. Update

Any changes or revisions to SMS documents, policies or procedures are transmitted to employees and considered as SMS update training.

Managers will take available opportunities to increase awareness of employees on SMS principles and responsibilities in such forums as staff meetings, employee communications sessions, safety meetings, etc.

D. Additional

Additional SMS training courses and exercises may be carried out to reflect new techniques, technologies, results of investigations, corrective actions and/or regulatory changes.

All employees may request additional SMS training in relation to their role in the SMS through their Manager and/or the Senior Manager, Safety & Security.

E. Emergency Preparedness

There is emergency preparedness and response training provided for affected personnel. [Refer to Section 6.1.](#)

4.1.4 Training Records

Records of individual employee completion of training are maintained in the YLV training system. Records for any contractors or tenants are maintained in their RAIC file.

4.1.5 Training Validation

A. Course Evaluation

Wherever practical and possible, training courses will include an evaluation component to be included with the record of training.

Some courses will include a participation and/or workshop component to ensure participants have understood the content.

B. Review

Overall effectiveness and adequacy of the SMS training program will be discussed as part of the Annual Management Review. [Refer to Section 1.7.](#)

5 Quality Assurance

5.1 Quality Assurance Program

5.1.1 Policy

The Kelowna International Airport maintains a Quality Assurance Program to provide for auditing and inspection of all activities authorized under the Airport Certificate for compliance with CAR 107.03 and 302.503.

5.1.2 Scope

The Airport’s Quality Assurance Program applies to all airside activities identified in the Airport Operations Manual and regulated under the Canadian Aviation Regulations.

The Quality Assurance Program includes a process that includes periodic reviews or audits of the activities authorized under the certificate and reviews or audits, for cause, of those activities.

5.1.3 Responsibility for the Quality Assurance Program

Responsibility for the development, implementation, and ongoing management of the Quality Assurance Program is assigned to the Director, Operations & Innovation through the Senior Manager, Safety & Security.

5.1.4 Responsibility for Quality Assurance Duties

The duties related to the quality assurance program that involve specific tasks or activities among the activities of an airport are fulfilled by persons who are not responsible for carrying out those tasks or activities.

5.1.5 Quality Assurance Audit Process

Audits are conducted on a three year audit cycle through a series of audits. It is ensured that each process is audited at least once every three years. Checklists are developed for all activities controlled by the Airport Operations Manual, with records of each occurrence of compliance or non-compliance found during an audit. Findings of all audits are communicated to the Accountable Executive through the Management Review process. [Refer to Section 1.7.](#)

A. Procedures

Specific procedures for conducting, communicating and documenting audits are described in the YLW Quality Assurance Procedures Manual.

5.1.6 Corrective Action and Follow-Up

All records relating to the findings resulting from the Quality Assurance Program are distributed to the appropriate manager(s) for corrective action and follow-up. All corrective actions and follow-ups are clearly recorded. Follow-up procedures ensure that corrective actions are effective.

A. Procedures

Procedures for corrective action and follow-up are documented in the YLW Quality Assurance Procedures Manual.

5.1.7 Quality Assurance Records

All records resulting from the Quality Assurance process are retained for two audit cycles.

6 Emergency Preparedness

6.1 Emergency Preparedness and Response

6.1.1 Policy

The Kelowna International Airport actively prepares and documents plans and strategies to maintain the highest level of safety in various emergency situations.

6.1.2 Responsibility

Responsibility for the development, documentation and implementation of the emergency preparedness and response procedures is assigned to the Senior Manager, Operations & Emergency Services.

6.1.3 Airport Emergency Plan

The YLW Airport Emergency Plan (AEP) is the primary document used in emergency preparedness and contains detailed response strategies for managing any emergency occurring on airport property. Specific emergency response roles, responsibilities and duties are defined within the AEP.

A. Review and Revision

The Senior Manager, Operations & Emergency Services will periodically review and update the emergency preparedness procedures as a part of the regular review process and after key personnel or organizational changes.

B. Distribution

The AEP is distributed to all YLW employees, airlines, other stakeholders and outside agencies that may be potentially involved in an emergency response or emergency preparedness procedure. A listing of all AEP holders is maintained.

The entire AEP is also available on the Vortex Portal.

C. Exercises

The AEP is the basis for annual tabletop and live drills and exercises conducted on an annual basis per Canadian Aviation Regulations (CARs) and Aerodrome Security Measures (ASM) to practice and test the readiness of agencies and the relevancy of the emergency preparedness procedures.

D. Training

Any YLW staff and managers involved will review the AEP annually and/or receive training through the annual exercise