

A G E N D A
for

REGULAR COUNCIL MEETING
January 27, 2025

COUNCIL CHAMBERS 7:00 PM

CALL TO ORDER

The Village of Masset acknowledges the un-ceded traditional territory of the Haida Nation on which this meeting is held.

ADOPTION OF AGENDA

COUNCIL MEETING MINUTES

January 13, 2025, Council Meeting Minutes

BUSINESS ARISING FROM THE MINUTES AND UNFINISHED BUSINESS

1. Swan Crescent / Withdraw of properties 2018 and 2024 from application

PETITIONS AND DELEGATES

1. Sgt. Jeff Lance Masset RCMP
2. North Arm
3. Airport Fuel Proposal

VERBAL REPORTS OF COUNCIL/CAO/CFO

BYLAWS

Bylaw No 672 Amend Zoning Bylaw 422 - 2012, Swan Crescent

NEW BUSINESS

NB-1 Haida Gwaii Community Health Table

NB-2 Housing Needs Report

NB-3 WASCO Contract Renewal

**NB-4 Haida Gwaii Fitness Association's (HGFA) application to the Community
Investment Fund**

PUBLIC QUESTION PERIOD

ADJOURNMENT

Village of Masset Regular Council Meeting of January 13, 2025

Minutes of the Regular Council Meeting held January 13, 2025 in the Council Chambers.

Present:	Mayor:	S. Disney
	Councillors:	J. Currie, T. Carty, B. Johnston
	CAO:	J. Humphries
	Finance Assistant:	A. Olee
Absent:	Councillor:	B. Pages

CALL TO ORDER

The Village of Masset acknowledges the un-ceded traditional territory of the Haida Nation on which this meeting is held.

The meeting was called to order at 7:22 pm.

ADOPTION OF AGENDA

Moved by Councillor Currie, seconded by Councillor Carty to adopt the agenda as amended with the addition of NB-4 Infrastructure Planning Grant and NB-5 Public Works Tools.

CARRIED

COUNCIL MEETING MINUTES

Council Meeting Minutes December 9, 2024

Moved by Councillor Johnston, seconded by Councillor Currie that the December 9, 2024 Council meeting minutes be adopted as presented.

CARRIED

MINUTES AND REPORTS OF OTHER ORGANIZATIONS

NCRD Board Highlights December 2024

Moved by Councillor Carty, seconded by Councillor Currie that the NCRD Board report be received and filed.

CARRIED

VERBAL REPORTS OF COUNCIL/CAO/CFO

Councillor Carty attended a special meeting regarding the water line contract, and a Gwaii Trust budget meeting.

Councillor Currie attended Community Futures meetings.

Councillor Johnston attended a Gwaii Trust Allocation meeting where they discussed

Consulting a thermal engineer to fix the roller rink and arts grants.
CAO Humphries has been working on the tree clearing contract and the Terus contract regarding installation of water lines prior to paving.
Mayor Disney has moved; she attended a Library meeting and the AGM is coming up.

Moved by Councillor Johnston, seconded by Councillor Currie that the verbal reports be accepted as presented.

CARRIED

BYLAWS

Bylaw No 672 Amend Zoning Bylaw 422 - 2012, 2018, 2024 Swan Crescent

Moved by Councillor Johnston, seconded by Councillor Currie that Amended Bylaw No. 672 be tabled until January 27th, 2025.

CARRIED

NEW BUSINESS

NB-1 CHN Request

The Council of the Haida Nation (CHN) has put in a request to use the terminal building as a venue for the signing of the energy purchase agreement for Solar North.

Moved by Councillor Johnston, seconded by Councillor Currie that the Village of Masset allow CHN to use the terminal building.

CARRIED

NB-2 NDI Trust Grant Writing Support

Moved by Councillor Carty, seconded by Councillor Currie that the Village of Masset apply to the Northern Development Grant Writing Support program for 2025 for up to \$8,000.00 for local governments who employ a full-time, part-time or on-demand grant writer with annual wages of \$10,500.00.

CARRIED

NB-3 Healthy Communities Program

A Healthy Communities representative will visit Masset the week of March 10, 2025, to share information about their program, understand our community's health priorities, and explore how we can use health data and evidence.

Village of Masset Regular Council Meeting of January 13, 2025

Moved by Councillor Currie, seconded by Councillor Carty that the Village of Masset invite Healthy Communities to the regular meeting on March 10th, 2025, and that they meet with Council and staff for an extended meeting at our chosen time.

CARRIED

NB-4 Infrastructure Planning Grant Program

Moved by Councillor Carty, seconded by Councillor Currie that the Village of Masset apply to the Ministry of Municipal Affairs Infrastructure and Planning Grant Program for \$10,000 in funding towards the Masset Asset Management Plan Update

CARRIED

NB-5 Tools

Public works have been reminded their \$1,500.00-\$2,000.00 annual tool budget should be used rather than making do using old or borrowed tools.

ADJOURNMENT

Moved by Councillor Carty the meeting be adjourned at 8:11 pm to a closed session.

CARRIED

ADJOURNMENT TO CLOSED MEETING

Moved by Councillor Carty the meeting be adjourned at 8:11 pm.

Recording Secretary

Mayor

Certified Correct, Administrator

See attached a concept report to address airport fueling issues on Haida Gwaii, and draft constitution/bylaws for a society per the report.

Appendix B – Airport Fueling Infrastructure Concept Plan

Developed by Evan Putterill Nov 16, 2024

Situation:

1. The YZP aviation fuel provider is pulling out of the community and there is no business case for a private sector provider due to the cost of start-up capital.
2. The ZMT fuel truck owned/operated by the Village of Masset is past end of life and there is a high risk of fueling service interruption as a result of breakdowns and certification issues. The Village does not have the financial capacity to replace the truck at this time.

Implications/Risks:

3. The cumulative result of this situation is that there is a high risk of a prolonged fuel service interruption at YZP and a high risk of short to medium term fuel service interruptions at ZMT. This following is a non-exhaustive list of potential risks associated with this situation:
 - a. Interruption of scheduled airline flights, or route services, to YZP and/or ZMT.
 - b. Interruption or delay of scheduled airline flights to airports that use YZP and/or ZMT as alternates including primarily YPR, YXT.
 - c. Interruption or delay of critical emergency and government services such as medivacs, fisheries surveillance, environmental surveillance, search and rescue operations, emergency response, wildland fire fighting, and/or military aviation operations for Canada and the United States.
 - d. Interruption or delay of crew changes for the Canadian Coast Guard, BC Ferries and other companies.
 - e. Reduced air traffic (private, scheduled, cargo, government) to both or either airport(s) resulting in reduced viability of both or either airport(s). This could have severe socio-economic impacts on communities
 - f. A significant reduction in available alternate airports for all flights flying to other airports in the northwest of British Columbia.

Recommended Solution(s)

4. Form a not-for-profit society owned by the CHN and communities of Haida Gwaii (Draft Bylaws Provided) to undertake the following activities to obtain 3 identical (or very similar) fuel trucks (YZP/ZMT shared) and 1 fuel storage tank farm (YZP) and ensure that HG airports have reliable equipment for fueling:
 - a. Advocacy: would include seeking support from senior government agencies as well as keeping the public apprised of progress.
 - b. Fundraising: would include internal fundraising, but bulk would have to come from external funding agencies such as:

- i. Government of Canada directly or from agencies such as Pacifican / Community Futures
 - ii. Government of BC directly or from various granting agencies.
 - iii. Gwaii Trust Society and/or AGLT
 - iv. NDIT: Economic Infrastructure Program
 - v. Port of Prince Rupert
- c. Procurement: the board of directors, aided by Village of Masset staff (as they have expertise and know needs) and others TBD would undertake a procurement for (ideally) three identical fuel trucks and 1 skid mounted storage tank system.
 - d. Leasing to operator: for ZMT it would be leased at cost to the Village of Masset who currently operates the ZMT fuel service; for YZP it could be a private business or public entity.
 - e. Ownership and maintenance: the board of the society would work with the operator to develop a maintenance plan and structure to ensure that the equipment was properly maintained.
 - f. Eventual replacement: the board would set aside funds from lease for eventual replacement.
5. The society could, in future, expand to other critical infrastructure areas with the consent of the members. There is no particular expansion in mind, but the bylaws have been drafted to allow that if the members want to work together on a future infrastructure project.

Recommended action for the Protocol Table:

- 6. Support the concept in principle, subject to member council approval.
- 7. Refer the issue to their respective councils on an expedited basis.

Recommended action for Protocol Table member councils:

- 8. Support the proposal in principle.
- 9. Authorize staff to review the proposal and draft bylaws, and direct staff to work together to create a final draft, and authorize staff to expend staff time on the project.
- 10. Consider any internal funding available to contribute to the project (intent being that this would be a fraction of total project cost).
- 11. Authorize sending letters of support for the fundraising asks and authorize support for joint advocacy work.
- 12. Appoint representatives to the society.

NOTE

13. The rationale for 3 fuel identical fuel trucks would be to have one truck at ZMT, one at YZP, and one spare in case of break down. Maintenance of trucks would be done in the winter and in the summer ZMT would have 2 trucks (unless 1 is needed in YZP due to a break down) to help them with the busy season.

Respectfully Submitted

Evan Putterill, NCRD Area E Director

Form 1
Societies Act
Constitution

1. The name of the society is the "Haida Gwaii Critical Infrastructure Society"
2. The purpose of the society is for the Haida Nation and communities on Haida Gwaii to work cooperatively, in mutually agreed upon program areas, on the following activities related to infrastructure and public property, plant, and equipment critical to Haida Gwaii.
 - a. Advocacy
 - b. Fundraising
 - c. Acquisition
 - d. Maintenance
 - e. Operation
 - f. Lease
 - g. Replacement, and/or
 - h. Disposition
3. The Bylaws of this society are set out in Appendix A attached hereto.

**BYLAWS
OF THE
HAIDA GWAII CRITICAL INFRASTRUCTURE**

1. INTERPRETATION

1.1 Definitions

In these Bylaws and the Constitution of the Society, unless the context otherwise requires:

- (a) **"Act"** means the *Societies Act*, S.B.C. 2015, c. 18, as amended from time to time, and includes any successor legislation thereto;
- (b) **"Address of the Society"** means the registered office address of the Society on record from time to time with the Registrar;
- (c) **"Board"** means the Directors acting as authorized by the Act, the Constitution and these Bylaws in managing or supervising the management of the affairs of the Society and exercising the powers of the Society;
- (d) **"Board Resolution"** means:
 - (1) a resolution passed by a simple majority of the votes cast in respect of the resolution by the Directors entitled to vote on such matter:
 - (A) in person at a duly constituted meeting of the Board,
 - (B) by Electronic Means in accordance with these Bylaws, or
 - (C) by combined total of the votes cast in person and by Electronic Means; or
 - (2) a resolution that has been submitted to all Directors and consented to in writing by two-thirds (2/3) of the Directors who would have been entitled to vote on the resolution at a meeting of the Board, and a Board Resolution approved by any of these methods is effective as though passed at a meeting of the Board;
- (e) **"Bylaws"** means the bylaws of the Society as filed with the Registrar;
- (f) **"Chair"** means the Person elected to the office of chair of the Society in accordance with these Bylaws;
- (g) **"Constitution"** means the constitution of the Society as filed with the Registrar;
- (h) **"Council of the Haida Nation" or "CHN";** means the Council of the Haida Nation as outlined in article 5 of the Constitution of the Haida Nation.
- (i) **"Directors"** means those Persons who are, or who subsequently become, directors of the Society in accordance with these Bylaws and have not ceased to be directors;
- (j) **"Electronic Means"** means any system or combination of systems, including but not limited to mail, telephonic, electronic, radio, computer or web-based technology or communication facility, that:

- (1) in relation to a meeting or proceeding, permits all participants to communicate with each other or otherwise participate contemporaneously, in a manner comparable, but not necessarily identical, to a meeting where all were present in the same location, and
 - (2) in relation to a vote, permits all eligible voters to cast a vote on the matter for determination in a manner that adequately discloses the intentions of the voters;
- (k) **"General Meeting"** means a meeting of the Members, and includes an annual general meeting and any special or extraordinary general meetings of the Society;
 - (l) **"Income Tax Act"** means the *Income Tax Act*, R.S.C. 1985 (5th Supp.), c.1 as amended from time to time;
 - (m) **"Local Government"** means an entity incorporated under the *Local Government Act*, SBC 2015, c. 1; or an entity described as a **"Village Council"** in article 10 of the Constitution of the Haida Nation.
 - (n) **"Members"** means the CHN, NCRD, and those Local Governments that are, or that subsequently become, members of the Society in accordance with these Bylaws and, in either case, have not ceased to be members;
 - (o) **"mutatis mutandis"** means with the necessary changes having been made to ensure that the language makes sense in the context;
 - (p) **"Ordinary Resolution"** means:
 - (1) a resolution passed by at least seven-tenths (7/10) of the weighted votes cast in respect of the resolution by those Members entitled to vote:
 - (A) in person at a duly constituted General Meeting, or
 - (B) by Electronic Means in accordance with these Bylaws, or
 - (C) by combined total of the votes cast in person at a General Meeting and the votes cast by Electronic Means; or
 - (2) a resolution that has been submitted to the Members and consented to in writing by at least seven-tenths (7/10) of the voting Members weighted votes, and an Ordinary Resolution approved by any one or more of these methods is effective as though passed at a General Meeting of the Society;
 - (q) **"Person"** means a natural person;
 - (r) **"Registered Address"** of a Member or Director means the address of that Person as recorded in the register of Members or the register of Directors;
 - (s) **"Registrar"** means the Registrar of Companies of the Province of British Columbia;
 - (t) **"Representative"** means a Person designated by a Member, which Person will exercise the rights and obligations of membership on behalf of the Member;

- (u) **"Secretary"** means a Person elected to the office of secretary of the Society in accordance with these Bylaws;
- (v) **"Society"** means the **"Haida Gwaii Critical Infrastructure Society"**
- (w) **"Special Resolution"** means:
 - (1) a resolution, of which the notice required by the Act and these Bylaws has been provided, passed by at least four-fifths (4/5) of the weighted votes cast in respect of the resolution by those Members entitled to vote:
 - (A) in person at a duly constituted General Meeting,
 - (B) by Electronic Means in accordance with these Bylaws, or
 - (C) by combined total of the votes cast in person at a General Meeting and the votes cast by Electronic Means; or
 - (2) a resolution that has been submitted to the Members and consented to in writing by every Member who would have been entitled to vote on the resolution in person at a General Meeting, and a Special Resolution approved by any one or more of these methods is effective as though passed at a General Meeting;
- (x) **"NCRD"** means the North Coast Regional District; and
- (y) **"Treasurer"** means a Person elected to the office of treasurer of the Society in accordance with these Bylaws.

1.2 Societies Act Definitions

Except as otherwise provided, the definitions in the Act on the date these Bylaws become effective apply to these Bylaws and the Constitution.

1.3 Plural and Singular Forms

In these Bylaws, a word defined in the plural form includes the singular and vice-versa.

2. MEMBERSHIP

2.1 Admission to Membership

Membership in the Society will be restricted to the following First Nations and Local Governments:

- (a) the Council of the Haida Nation;
- (b) the North Coast Regional District
 - (1) The intent of the NCRD's membership is to represent the interests of NCRD electoral Areas E and D.
- (c) the Old Masset Village Council;
- (d) the Skidegate Band Council;
- (e) the Village of Masset;
- (f) the Village of Port Clements
- (g) the Village of Daajing Giids

2.2 Voting Parity and Weighted Vote

A weighted vote, intended to establish 50/50 parity between Haida and Civic communities, shall be used on all members' ordinary and special resolutions notwithstanding bylaw 2.3.

- (a) Village of Daajing Giids – 1 vote
- (b) Village of Port Clements – 1 vote
- (c) Village of Masset – 1 vote
- (d) Skidegate Band Council – 1 vote
- (e) Old Masset Village Council – 1 vote
- (f) North Coast Regional District – 2 votes
- (g) Council of the Haida Nation – 3 votes

2.3 Consensus Required to Change Parity Provisions

- (a) To maintain voting parity and consensus values the following sections of these bylaws will not be altered without the prior written consent of all member governments:
 - (1) Section 2.2 Voting Parity and Weighted Vote including section 2.2(a) through 2.2(g).
 - (2) Section 1.1 Definitions, specifically the definitions of ordinary and special resolutions including but not limited to the weighted vote share required to pass resolutions.
- (b) In order for member governments to provide consent pursuant to 2.3(a) of these bylaws the question of consent must be clearly presented to their council and their council must revisit the question of consent at 3 council meetings over a period of no less than three months.

2.4 Cessation of Membership

A government shall cease to be a Member:

- (a) upon the date which is the later of:
 - (1) the date of delivering its withdrawal in writing to the Secretary or to the Address of the Society; and
 - (2) the effective date of the withdrawal stated thereon;
- (b) upon its dissolution

3. REPRESENTATIVES

3.1 Designation of Representative

Every Member will designate a Representative by delivering a Notice of Representative in writing to the Address of the Society.

3.2 Effective date of Designation

The designation of a Representative is effective on the later of:

- (a) the date it is received by the Society; or
- (b) the effective date, if any, written on the Notice of Representative.

3.3 Eligibility of Representative

- (a) In order to be eligible to be the Representative, a Person must be an elected member of the governing council of the member government.
- (b) A Notice of Representative purporting to designate a Person as a Representative who is not eligible in accordance with this Bylaw is of no effect and must not be accepted by the Society.

3.4 Member governments to have One Representative

A Member government may have only one Representative at any time.

3.5 Revocation or Replacement of Representative

- (a) Subject to sub-Bylaw (b), every designation of a Representative will be deemed to continue in force until such time as the Member:
 - (1) revokes it in writing; or
 - (2) delivers a replacement Notice of Representative in writing to the Address of the Society.
- (b) The designation of a Person as Representative is deemed to be revoked on the date such Person ceases to be eligible in accordance with Bylaw 3.3.

4. MEMBERSHIP RIGHTS AND OBLIGATIONS

4.1 Rights of Membership

In addition to any rights conferred by the Act, a Member has the following rights and privileges of membership:

- (a) to receive notice of, and to attend, all General Meetings;
- (b) to make or second motions at a General Meeting and to speak in debate on motions under consideration in accordance with such rules of order as may be adopted;
- (c) to exercise a weighted vote on matters for determination at General Meetings;
- (d) may participate in the programs and initiatives of the Society, in accordance with such criteria as may be determined by the Board from time to time.

4.2 Dues

Annual membership dues shall be \$500 per weighted vote; this amount may be proportionally reduced at the discretion of the board of directors if the yearly operating budget allows.

4.3 Standing of Members

All Members are deemed to be in good standing.

4.4 Compliance with Constitution, Bylaws and Policies

Every Member will, at all times:

- (a) uphold the Constitution and comply with these Bylaws, the regulations and the policies of the Society in effect from time to time; and
- (b) further and not hinder the purposes, aims and objects of the Society.

4.5 No Distribution of Income to Members

No part of the income of the Society will be payable to, or otherwise available for the personal benefit of, any Member unless otherwise in accordance with the *Income Tax Act*.

5. MEETINGS OF MEMBERS

5.1 Time and Place of General Meetings

The General Meetings of the Society will be held at such time and place, in accordance with the Act, as the Board decides.

5.2 Annual General Meetings

An annual general meeting will be held in accordance with the Act.

5.3 Extraordinary General Meeting

Every General Meeting other than an annual general meeting is an extraordinary general meeting.

5.4 Calling of Extraordinary General Meeting

The Society will convene an extraordinary general meeting by providing notice in accordance with the Act and these Bylaws in any of the following circumstances:

- (a) at the call of the Chair;
- (b) when resolved by Board Resolution; or
- (c) when such a meeting is requisitioned by the Members in accordance with the Act.

5.5 Notice of General Meeting

The Society will, in accordance with Bylaw 16.1, send notice of every General Meeting to:

- (a) each Member shown on the register of Members on the date the notice is sent; and
- (b) the auditor of the Society, if any is appointed,

not less than fourteen (14) days and not more than sixty (60) days prior to the date of the General Meeting.

No other Person is entitled to be given notice of a General Meeting.

5.6 Contents of Notice

Notice of a General Meeting will specify the place, the day and the time of the meeting and will include the text of every Special Resolution to be proposed or considered at that meeting.

If the Board has decided to hold a General Meeting with participation by Electronic Means, the notice of that meeting must inform Members how they may participate by Electronic Means.

5.7 Omission of Notice

The accidental omission to give notice of a General Meeting to a Member, or the non-receipt of notice by a Member, does not invalidate proceedings at that meeting.

6. PROCEEDINGS AT GENERAL MEETINGS

6.1 Business Required at Annual General Meeting

The following business is required to be conducted at each annual general meeting of the Society:

- (a) the approval of the minutes of the previous annual general meeting and any extraordinary general meetings held since the previous annual general meeting;
- (b) consideration of the financial statements and the report of the auditor thereon, if any;
- (c) consideration of any Members' proposals submitted in accordance with the Act;
- (d) the appointment of Directors; and
- (e) such other business, if any, required by the Act or at law to be considered at an annual general meeting.

The annual general meeting may include other business as determined by the Board in its discretion.

6.2 Electronic Participation in General Meetings

The Board may decide, in its discretion, to hold any General Meeting in whole or in part by Electronic Means.

When a General Meeting is to be conducted using Electronic Means, the Board must take reasonable steps to ensure that all participants are able to communicate and participate in the meeting adequately and, in particular, that remote participants are able to participate in a manner comparable to participants present in person, if any.

Persons participating by Electronic Means are deemed to be present at the General Meeting.

6.3 Requirement of Quorum

No business, other than the election of a Person to chair the meeting and the adjournment or termination of the meeting, will be conducted at a General Meeting at a time when a quorum is not present.

6.4 Quorum

A quorum at a General Meeting is

- (a) three (3) Member representatives to hold a meeting and make ordinary resolutions.
- (b) four (4) Member representatives to make special resolutions.

6.5 Lack of Quorum

If within thirty (30) minutes from the time appointed for a General Meeting a quorum is not present, the meeting, if convened on the requisition of Members, will be terminated, but in any other case it will stand adjourned to the next day, at the same time and place, and if at the adjourned meeting a quorum is not present within thirty (30) minutes from the time appointed for the meeting, the Members present will constitute a quorum and the meeting may proceed. Notwithstanding the above no special resolutions shall be made without a quorum of four (4) member representatives.

6.6 Loss of Quorum

If at any time during a General Meeting there ceases to be a quorum present, business then in progress will be suspended until there is a quorum present or until the meeting is adjourned or terminated.

6.7 Chair

The Chair will, subject to a Board Resolution appointing another Person, preside as chairperson at all General Meetings.

If at any General Meeting the Chair, or such alternate Person appointed by a Board Resolution, if any, is not present within fifteen (15) minutes after the time appointed for the meeting, the Directors present may select one of their number to preside as chairperson at that meeting.

6.8 Alternate Chair

If a Person presiding as chairperson of a General Meeting wishes to step down as chairperson for all or part of that meeting, he or she may designate an alternate to chair such meeting or portion thereof, and upon such designated alternate receiving the consent of a majority of the Members present at such meeting, he or she may preside as chairperson.

6.9 Adjournment

A General Meeting may be adjourned from time to time and from place to place, but no business will be transacted at an adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place.

6.10 Notice of Adjournment

It is not necessary to give notice of an adjournment or of the business to be transacted at an adjourned meeting except where a meeting is adjourned for more than fourteen (14) days, in which case notice of the adjourned meeting will be given as in the case of the original meeting.

7. VOTING BY MEMBERS

7.1 Ordinary Resolution Sufficient

Unless the Act, these Bylaws or adopted rules of order provide otherwise, every issue for determination by a vote of the Members will be decided by an Ordinary Resolution.

7.2 Entitlement to Vote

Each Member is entitled to a weighted vote in accordance with section 2.2, Voting Parity and Weighted Vote, of these bylaws. The vote of a Member that is a Municipality may be exercised by that Member's Representative, who is entitled to exercise, in all respects, the rights of the Member that he or she represents.

7.3 Voting Methods

Voting by Members may occur by any one or more of the following methods, in the discretion of the Board:

- (a) by show of hands or voting cards;
- (b) by written ballot; or
- (c) by vote conducted by Electronic Means.

Where a vote is to be conducted by show of hands or voting cards, and prior to the question being put to a vote, a number of Members equal to not less than ten percent (10%) of the votes present may request a secret ballot, and where so requested the vote in question will then be conducted by written ballot or other means whereby the tallied votes can be presented anonymously in such a way that it is impossible for the assembly to discern how a given Member voted.

7.4 Voting by Proxy

Voting by proxy is not permitted.

8. DIRECTORS

8.1 Management of Property and Affairs

The Board will have the authority and responsibility to manage, or supervise the management of, the property and the affairs of the Society.

8.2 Qualifications of Directors

Pursuant to the Act, a Person may not be nominated, elected or appointed to serve (or continue to serve) as a Director if he or she:

- (a) is less than eighteen (18) years of age;
- (b) has been found by any court, in Canada or elsewhere, to be incapable of managing his or her own affairs;
- (c) is an undischarged bankrupt; or
- (d) has been convicted of a prescribed offence within the prescribed period, for which no pardon has been granted, in accordance with the Act.

8.3 Composition of Board

The board shall be composed of three directors-at-large and one alternate director-at-large. The alternate director shall act as a director in the absence of any director-at-large at board meetings and shall automatically become a director-at-large until the next AMG if one or more directors cease to be a director between AGMs.

8.4 Invalidation of Acts

No act or proceeding of the Board is invalid by reason only of there being fewer than the required number of Directors in office.

8.5 Appointment of Directors

Notwithstanding 8.3 the members' representatives shall serve as directors until the first AGM.

At the first AGM the members shall appoint one director-at-large for a 3 year term, one director-at-large for a 2 year term, one director-at-large for a 1 year term, and an alternate director for a period of not more than 3 years.

Thereafter the members' representatives shall appoint directors-at-large at each AGM, or by ordinary resolution between AGMs.

The members' representatives shall endeavor to appoint directors on three-year rolling basis rather than all three in the

The term of a director shall not be more than 3 years; however, there are no limitations on the numbers of terms a director-at-large may serve.

8.6 Replacement of Directors

The Members' representatives may replace a director via ordinary resolution at any time.

8.7 Ceasing to be a Director

A Person will immediately cease to be a Director:

- (a) upon the date which is the later of:
 - (1) the date of delivering his or her resignation in writing to the Chair or to the Address of the Society; and
 - (2) the effective date of the resignation stated therein; upon the date such Person is no longer qualified pursuant to these bylaws
- (b) upon his or her death;

9. POWERS AND RESPONSIBILITIES OF THE BOARD

9.1 Powers of Directors

The Board may exercise all such powers and do all such acts and things as the Society may exercise and do, and which are not by these Bylaws or by statute or otherwise lawfully directed or required to be exercised or done by the Members in General Meeting, but nevertheless

subject to the provisions of:

- (a) all laws affecting the Society; and
- (b) these Bylaws and the Constitution.

Without limiting the generality of the foregoing, the Board will have the power to make expenditures, including grants, gifts and loans, whether or not secured or interest-bearing, in furtherance of the purposes of the Society. The Board will also have the power to enter into trust arrangements or contracts on behalf of the Society in furtherance of the purposes of the Society.

9.2 Powers of Directors Limited to Mutually Agreed Upon Program Areas

The membership shall limit the powers of the board to advocacy, fundraising, acquisition, maintenance, management, operation, leasing, transferring, replacing, and disposing of capital property, plant and equipment in the following areas of operation:

- (a) Airport fueling at airports and aerodromes on Haida Gwaii:
 - (1) Including fuel trucks, fuel tanks, and associated property, plant and equipment.
 - (2) These powers should be conducted in accordance with the Haida Gwaii airport fueling project aims and principles document, which is appendix ? of these bylaws.
- (b) The members may, by special resolution, expand the limits on board powers outlined in this section. Prior to expansion into new project/program areas the society shall develop a detailed concept plan and provide each of the members' councils with opportunity to review and comment on the concept.

9.3 Duties of Directors

Pursuant to the Act, every Director will:

- (a) act honestly and in good faith with a view to the best interests of the Society;
- (b) exercise the care, diligence and skill that a reasonably prudent individual would exercise in comparable circumstances; and
- (c) act in accordance with the Act and the regulations thereunder.

9.4 Remuneration of Directors and Officers and Reimbursement of Expenses

A Director is not entitled to any remuneration for acting as a Director. However, a Director may be reimbursed for all expenses necessarily and reasonably incurred by him or her while engaged in the affairs of the Society.

9.5 Investment of Property and Standard of Care

If the Board is required to invest funds on behalf of the Society, the Board may invest the property of the Society in any form of property or security in which a prudent investor might invest. The standard of care required of the Directors is that they will exercise the care, skill, diligence and judgment that a prudent investor would exercise in making investments in light of the purposes and distribution requirements of the Society.

9.6 Investment Advice

The Directors may obtain advice with respect to the investment of the property of the Society and may rely on such advice if a prudent investor would rely upon the advice in comparable circumstances.

9.7 Delegation of Investment Authority to Agent

The Directors may delegate to a stockbroker, investment dealer, or investment counsel the degree of authority with respect to the investment of the Society's property that a prudent investor might delegate in accordance with ordinary business practice.

10. PROCEEDINGS OF THE BOARD

10.1 Board Meetings

Meetings of the Board may be held at any time and place determined by the Board.

10.2 Notice of Board Meetings

Meetings of the Board may be held at any time and place determined by the Board provided that two (2) days' notice of such meeting will be sent to each Director.

However, no formal notice will be necessary if all Directors were present at the preceding meeting when the time and place of the meeting was decided or are present at the meeting or waive notice thereof in writing or give a prior verbal waiver to the Secretary.

10.3 Participation by Electronic Means

The Board may decide, in its discretion, to hold any meeting or meetings of the Board in whole or in part by Electronic Means.

10.4 Quorum

The Board may from time to time fix the quorum necessary to transact business and, unless so fixed, the quorum will be a majority of the Directors.

10.5 Director Conflict of Interest

A Director who has a direct or indirect material interest in a contract or transaction (whether existing or proposed) with the Society, or a matter for consideration by the Directors:

- (a) will be counted in the quorum at a meeting of the Board at which the contract, transaction or matter is considered;
- (b) will disclose fully and promptly the nature and extent of his or her interest in the contract, transaction or matter;
- (c) is not entitled to vote on the contract, transaction or matter;
- (d) will absent him or herself from the meeting or portion thereof:
 - (1) at which the contract, transaction or matter is discussed, unless requested by the Board to remain to provide relevant information; and
 - (2) in any case, during the vote on the contract, transaction or matter; and

- (e) refrain from any action intended to influence the discussion or vote.

The Board may establish further policies governing conflicts of interest of Directors and others, provided that such policies must not contradict the Act or these Bylaws.

10.6 Chair of Meetings

The Chair will preside as chairperson at all meetings of the Board.

If at any meeting of the Board the Chair, and such alternate Person appointed by a Board Resolution, if any, are not present within fifteen (15) minutes after the time appointed for the meeting or requests that he or she not chair that meeting, the Directors present may choose one of their number to preside as chairperson at that meeting.

10.7 Alternate Chair

If the Person presiding as chairperson of a meeting of the Board wishes to step down as chairperson for all or part of that meeting, he or she may designate an alternate to chair such meeting or portion thereof, and upon such designated alternate receiving the consent of a majority of the Directors present at such meeting, he or she may preside as chairperson.

11. OFFICERS

11.1 Officers

The officers of the Society are the Chair, Secretary and Treasurer, together with such other officers, if any, as the Board, in its discretion, may create. All officers must be Directors.

The Board may, by Board Resolution, create and remove such other officers of the Society as it deems necessary and determine the duties and responsibilities of all officers.

11.2 Election of Officers

At each meeting of the Board immediately following an annual general meeting, the Board will elect the officers.

11.3 Term of Officer

The term of office for each officer will be one (1) year, commencing on the date the Director is elected as an officer in accordance with Bylaw 11.2 and continuing until the first meeting of the Board held after the next following annual general meeting. A Director may be elected as an officer for consecutive terms.

11.4 Removal of Officers

A Person may be removed as an officer by Board Resolution.

11.5 Replacement

Should the Chair or any other officer for any reason be unable to complete his or her term, the Board will remove such officer from his or her office and will elect a replacement without delay.

11.6 Duties of Chair

The Chair will supervise the other officers in the execution of their duties and will preside at all meetings of the Society and of the Board.

11.7 Duties of Secretary

The Secretary will be responsible for making the necessary arrangements for:

- (a) the issuance of notices of meetings of the Society and the Board;
- (b) the keeping of minutes of all meetings of the Society and the Board;
- (c) the custody of all records and documents of the Society, except those required to be kept by the Treasurer;
- (d) the maintenance of the register of Members; and
- (e) the conduct of the correspondence of the Society.

11.8 Duties of Treasurer

The Treasurer will be responsible for making the necessary arrangements for:

- (a) the keeping of such financial records, reports and returns, including books of account, as are necessary to comply with the Act and the *Income Tax Act*; and
- (b) the rendering of financial statements to the Directors, Members and others, when required.

11.9 Absence of Secretary at Meeting

If the Secretary is absent from any General Meeting or meeting of the Board, the Directors present will appoint another Person to act as secretary at that meeting.

11.10 Combination of Offices of Secretary and Treasurer

The offices of Secretary and Treasurer may be held by one Person who will be known as the Secretary-Treasurer.

12. INDEMNIFICATION

12.1 Indemnification of Directors and Eligible Parties

To the extent permitted by the Act, each Director and eligible party (as defined by the Act) will be indemnified by the Society against all costs, charges and expenses, including legal and other fees, actually and reasonably incurred in connection with any legal proceeding or investigative action, whether current, threatened, pending or completed, to which that Person by reason of his or her holding or having held authority within the Society:

- (a) is or may be joined as a party to such legal proceeding or investigative action; or
- (b) is or may be liable for or in respect of a judgment, penalty or fine awarded or imposed in, or an amount paid in settlement of, such legal proceeding or investigative action.

12.2 Purchase of Insurance

The Society may purchase and maintain insurance for the benefit of any or all Directors, officers, employees or agents against personal liability incurred by any such Person as a Director, officer, employee or agent.

13. COMMITTEES

13.1 Creation and Delegation to Committees

The Board may create such standing and special committees, as may from time to time be required. Any such committee will limit its activities to the purpose or purposes for which it is appointed and will have no powers except those specifically conferred by Board Resolution.

The Board may delegate any, but not all, of its powers to committees which may be in whole or in part composed of Directors as it thinks fit.

13.2 Standing and Special Committees

Unless specifically designated as a standing committee, a committee is deemed to be a special committee and any special committee so created must be created for a specified time period.

A special committee will automatically be dissolved upon the earlier of the following:

- (a) the completion of the specified time period; or
- (b) the completion of the task for which it was created.

13.3 Terms of Reference

In the event the Board decides to create a committee, it must establish terms of reference for such committee. A committee, in the exercise of the powers delegated to it, will conform to any rules that may from time to time be imposed by the Board in the terms of reference or otherwise,

and will report every act or thing done in exercise of those powers at the next meeting of the Board held after it has been done, or at such other time or times as the Board may determine.

13.4 Meetings

The members of a committee may meet and adjourn as they think proper and meetings of the committees will be governed *mutatis mutandis* by the rules set out in these Bylaws governing proceedings of the Board.

14. EXECUTION OF INSTRUMENTS

14.1 Seal

The Society will not have a corporate seal.

14.2 Execution of Instruments

Contracts, documents or instruments in writing requiring execution by the Society may be signed as follows:

- (a) by the Chair, together with one (1) other Director, or
- (b) in the event that the Chair is unavailable, by any two (2) Directors,

and all contracts, documents and instruments in writing so signed will be binding upon the Society without any further authorization or formality.

The Board will have power from time to time by Board Resolution to appoint any officer or officers, or any Person or Persons, on behalf of the Society to sign contracts, documents and instruments in writing generally or to sign specific contracts, documents or instruments in writing.

15. FINANCIAL MATTERS

15.1 Accounting Records

The Society will maintain such financial and accounting records and books of account as are required by the Act and applicable laws.

15.2 Borrowing Powers

In order to carry out the purposes of the Society, the Board may, on behalf of and in the name of the Society, raise, borrow or secure the payment or repayment of money in any manner it decides, including the granting of guarantees, and in particular, but without limiting the foregoing, by the issue of debentures.

15.3 Restrictions on Borrowing Powers

The Members may by Ordinary Resolution restrict the borrowing powers of the Board.

15.4 When Audit Required

The Society is not required to be audited. However, the Society will conduct an audit of its annual financial statements if:

- (a) the Directors determine to conduct an audit by Board Resolution; or
- (b) the Members require the appointment of an auditor by Ordinary Resolution,

in which case the Society will appoint an auditor qualified in accordance with Part 9 of the Act and these Bylaws.

15.5 Appointment of Auditor at Annual General Meeting

If the Society determines to conduct an audit, an auditor will be appointed at an annual general meeting to hold office until such auditor is reappointed at a subsequent annual general meeting or a successor is appointed in accordance with the procedures set out in the Act or until the Society no longer wishes to appoint an auditor.

15.6 Vacancy in Auditor

Except as provided in Bylaw 15.7, the Board will fill any vacancy occurring in the office of auditor and an auditor so appointed will hold office until the next annual general meeting.

15.7 Removal of Auditor

An auditor may be removed and replaced by Ordinary Resolution in accordance with the procedures set out in the Act.

15.8 Notice of Appointment

An auditor will be promptly informed in writing of such appointment or removal.

15.9 Auditor's Report

The auditor, if any, must prepare a report on the financial statements of the Society in accordance with the requirements of the Act and applicable law.

15.10 Participation in General Meetings

The auditor, if any, is entitled in respect of a General Meeting to:

- (a) receive every notice relating to a meeting to which a Member is entitled;
- (b) attend the meeting; and
- (c) be heard at the meeting on any part of the business of the meeting that deals with the auditor's duties or function.

An auditor who is present at a General Meeting at which the financial statements are considered must answer questions concerning those financial statements, the auditor's report, if any, and any other matter relating to the auditor's duties or function.

16. NOTICE GENERALLY

16.1 Method of Giving Notice

Except as otherwise provided in these Bylaws, a notice may be given to a Member or a Director either personally, by delivery, courier or by mail posted to such Person's Registered Address, or, where a Member or Director has provided a fax number or e-mail address, by fax or e-mail, respectively.

16.2 When Notice Deemed to have been Received

A notice sent by mail will be deemed to have been given on the day following that on which the notice was posted. In proving that notice has been given, it is sufficient to prove the notice was properly addressed and put in a Canadian Government post office receptacle with adequate postage affixed, provided that if, between the time of posting and the deemed giving of the notice, a mail strike or other labour dispute which might reasonably be expected to delay the delivery of such notice by the mails occurs, then such notice will only be effective when actually received.

Any notice delivered personally, by delivery or courier, facsimile, or electronic mail will be deemed to have been given on the day it was so delivered or sent.

16.3 Days to be Counted in Notice

If a number of days' notice or a notice extending over any other period is required to be given, the day the notice is given or deemed to have been given and the day on which the event for which notice is given will not be counted in the number of days required.

17. MISCELLANEOUS

17.1 Dissolution

Upon the winding-up or dissolution of the Society, any funds and property remaining after the payment of all costs, charges and expenses properly incurred in the winding-up or dissolution, including the remuneration of the liquidator, and the payment to employees of the Society of any arrears of salaries or wages, and after payment of any debts of the Society, will be distributed, subject to the Act, as determined by Board Resolution.

17.2 Inspection of Documents and Records

The documents and records of the Society, including the financial and accounting records and the minutes of General Meetings, committee meetings and meetings of the Board, will be open to the inspection of any Director at reasonable times and on reasonable notice.

A Member is entitled, upon providing not less than fourteen (14) days' notice in writing to the Society, to inspect any of the following documents and records of the Society at the Address of the Society during the Society's normal business hours:

- (a) the Constitution and these Bylaws, and any amendments thereto;
- (b) the statement of directors and registered office of the Society;
- (c) minutes of any General Meeting, including the text of each resolution passed at the meeting;
- (d) resolutions of the Members in writing, if any;
- (e) annual financial statements relating to a past fiscal year that have been received by the Members in a General Meeting;
- (f) the register of Directors;
- (g) the register of Members;
- (h) the Society's certificate of incorporation, and any other certificates, confirmations or records furnished to the Society by the Registrar;
- (i) copies of orders made by a court, tribunal or government body in respect of the Society;
- (j) the written consents of Directors to act as such and the written resignations of Directors; and
- (k) the disclosure of a Director or of a senior manager regarding a conflict of interest.

Except as expressly provided by statute or at law, a Member will not be entitled or have the right to inspect any other document or record of the Society. However, subject to such policies as the Board may establish, a Member may request, in writing delivered to the Address of the Society, to inspect any other document or record of the Society and the Board may allow the Member to inspect the document or a copy thereof, in whole or in part and subject to such redaction as the Board deems necessary, all in the Board's sole discretion.

Copies of documents which a Member is allowed to inspect may be provided on request by the Member for a fee to be determined by the Board, provided such fee does not exceed the limits prescribed in the Act.

17.3 Right to become Member of other Society

The Society will have the right to subscribe to, become a member of, and cooperate with any other society, corporation or association whose purposes or objectives are in whole or in part similar to the Society's purposes.

18. BYLAWS

18.1 Entitlement of Members to copy of Constitution and Bylaws

On being admitted to membership, each Member is entitled to, and upon request the Society will provide him or her with, access to a copy of the Constitution and these Bylaws.

18.2 Special Resolution required to Alter Bylaws

These Bylaws will not be altered except by Special Resolution.

18.3 Effective Date of Alteration

Any alteration to the Bylaws or Constitution will take effect on the date the alteration application is filed with the Registrar in accordance with the Act.

VILLAGE OF MASSET

Staffing Report

To:	Council
From:	Josh Humphries, CAO
Date:	January 27, 2025,
Subject:	Swan Crescent / Withdraw of properties 2018 and 2024 from application

Description: After the public meeting on January 13th, 2025, OMVC formally requested to withdraw Swan Crescent properties 2018 and 2024 from the process. OMVC would like to proceed with the application for the Swan Crescent property 2012.

Recommendation 1: Amend the draft bylaw to reflect the only Property under consideration, which will be 2012 Swan Crescent for the third reading.

Recommendation 2: Request that OMVC start the process from the beginning.

VILLAGE OF MASSET

BYLAW NO. 672

A bylaw to amend Zoning Bylaw No. 422

WHEREAS the Village of Masset has received an application to rezone Roll #2159775, Lot 88, District Lot 7, Land District 46 Plan PRP6425, PID 009-198-504, 2012, Swan Crescent; and

WHEREAS the Council for the Village of Masset has deemed it expedient to amend the zoning of Roll #2159775, Lot 88, District Lot 7, Land District 46 Plan PRP6425, PID 009-198-504, 2012 Swan Crescent, from R-1 Residential to R-3 Residential of Zoning Bylaw No. 422;

NOW THEREFORE the Council for the Village of Masset, in open meeting assembled, enacts as follows;

1. Roll #2159775, Lots 88, District Lot 7, Land District 46 Plan PRP6425, PID 009-198-504, 2012 Swan Crescent, from R-1 Residential to R-3 Residential
2. This bylaw may be cited as “Zoning Amendment Bylaw No. 672, 2024”.

READ A FIRST TIME THIS 9th DAY OF DECEMBER, 2024

READ A SECOND TIME THIS 9th DAY OF DECEMBER, 2024

PUBLIC HEARING HELD THIS 13th DAY OF JANUARY, 2025

READ A THIRD TIME THIS 27th DAY OF JANUARY, 2025

RECONSIDERED AND ADOPTED THIS

Administrator

Mayor

Certified a true copy of the “Zoning Amendment Bylaw No. 672, 2024”

Administrator

VILLAGE OF MASSET

Staffing Report

<i>To:</i>	Council
<i>From:</i>	Josh Humphries, CAO
<i>Date:</i>	January 27 2025
<i>Subject:</i>	Haida Gwaii Community Health Table.

Description:

The physicians of Haida Gwaii, partnering with Northern Health (NH) and First Nations Health Authority (FNHA), would like to launch a Haida Gwaii Community Health Table. It will be composed of community leaders, representatives of NH, FNHA and Health Centres, and physicians. The purpose is create a consultation and information sharing mechanism for communities and the health care system. This table will allow the island communities to understand and work with local leadership and providers to address some of the difficult challenges facing health care on Haida Gwaii and across the north. There is an unprecedented crisis in Canada's rural health care workforce which has led to hospital closures and a million British Columbians without primary care. This Table is one way we can come together to collectively address this for Haida Gwaii.

As background, local communities have historically been a part of health care leadership through community health councils and boards. With the creation of the Health Authorities in 2002, care became managed regionally and local health councils were disbanded. This means that the input, ideas and resources of local communities are missing from the conversation on how to improve and support health care. In other parts of northern BC, the creation of community health tables has stabilized health care human resources and has led to innovative programs that would not have been possible without the involvement of the wider community.

We would like to host an introductory meeting by Zoom with one community representative from each of the island communities to explore this idea further, the purpose of the table and its composition. Come meet your health care practitioners and leadership. Please reply to this email if you will be able to attend (no need to "reply all"). A Zoom link and agenda will be sent closer to the date for those attending.

Meeting date:

Mar 13 2025, 18:30 - 19:00, by Zoom. (Tracy Morton)

Recommendation 1: The Council joins the Table and selects a representative to attend

Recommendation 2: The Council declines the invitation



Village of Masset

HOUSING NEED REPORT

December 2024



Introduction

This interim report outlines a targeted update of the Housing Needs Report (HNR) for the Village of Masset. Building on the 2020 Housing Needs Assessment, much of the data—including census information and community engagement input—remains relevant. This report integrates data from the 2021 Census, unavailable to the previous report. This update ensures that the HNR complies with Provincial requirements and effectively addresses the current housing needs of the Village.

In 2023, the Province of BC announced changes to the Local Government Act requiring municipalities to prepare Interim Housing Needs Reports by January 1, 2025, which must include:

- The number of housing units required to meet current and anticipated need for the next five and 20 years, as calculated using the HNR Method provided in the Regulation;
- A statement about the need for housing near transportation infrastructure that supports walking, bicycling, public transit, or other alternative forms of transportation; and
- A description of the actions taken by the local government since receiving the most recent HNR to reduce housing needs.

By the end of 2025, the Village of Masset is also required to review and update its Official Community Plan (OCP) and Zoning Bylaw (*currently underway*) to ensure there is enough capacity to accommodate the housing need identified in this Interim HNR.

This memo is divided into four sections:

- 1 **Village Action to Date** – This section outlines the actions taken by the local government since receiving the most recent HNR to reduce housing needs.
- 2 **Housing Needs: 2021-2041** – This section outlines the number of housing units required to meet current and anticipated need for the next five and 20 years, as calculated using the HNR Method.
- 3 **Key Areas of Local Need** – This section outlines the Village’s updated statements of need, including a new statement of need related to housing near transit and active transportation infrastructure.
- 4 **Additional Housing Challenges** – This section highlights other contextual factors that are impacting housing supply in the Village.
- 5 **Next Steps** – This section outlines how the Village intends to continue its efforts to address the housing needs identified in the 2020 HNR and this Interim Housing Report.

1.0 Action to Date

This section outlines the actions taken by the local government since receiving the 2020 HNR to address and reduce housing needs in the community.

Collaboration with Old Massett for Provision of Affordable Housing (2023)

The Village of Masset has been working closely with Old Massett through the Greater Masset Development Cooperation to divest land for housing. 1760 Hodges was turned over to Old Massett to become low-income housing for individuals, families, and seniors. Old Massett has been working with BC Housing to finalize their application. Masset also approved the rezoning application for the project.

Zoning Bylaw Update (2024)

The Village of Masset is undertaking an update to the Zoning Bylaw to ensure it complies with the new provincial legislation on residential development and addresses the ongoing housing crisis across British Columbia.



2.0 Housing Needs: 2021-2041

In June 2024, the Province released a standardized methodology (HNR Method) that outlines how local governments must calculate their total housing need (outlined in Table 1 below). Using this methodology, the Province estimates the Village of Masset will need **257 additional housing units by 2041**.

The HNR Method estimates the Village's housing needs by combining six components:

Component A

Refers to the number of housing units needed to address extreme core housing need, defined as households spending 50% or more of their total pre-tax income on housing.¹

Component B

Represents the supply of permanent housing units needed to accommodate individuals currently experiencing homelessness.

Component C

Addresses those households that were unable to form between 2006 and the present due to a constrained housing environment.

Component D

Reflects the additional households needed to accommodate for the projected population growth from 2021 to 2041.

Component E

Refers to surplus rental units needed to restore local vacancy rates to levels representing a healthy and well-functioning rental housing market (3% - 5%).

Component F

Represents the additional housing demand within Masset that exceeds the minimum units needed to adequately house current and projected residents. It includes the number of units required to maintain a "healthy" market demand specific to each community

¹ This figure includes all rental households in extreme core housing need, and all owners with a mortgage in extreme core housing need.

Table 1. Total 5-Year and 20-Year Housing Need, Village of Masset, 2021-2041

	5-Year Need	20-Year Need
	2021-2026	2021-2041
Component A: Supply of Units to Reduce Extreme Core Housing Need	0.46	1.85
Component B: Supply of Units to Reduce Homelessness	4.42	8.85
Component C: Supply of Units to Reduce Suppressed Household Formation	19.41	77.65
Component D: Supply of Units to Meet Household Growth Over the Next 5 and 20 Years	39.46	63.93
Component E: Supply of Units Needed to Meet at Least a 3% Vacancy Rate	0.42	1.67
Component F: Supply of Units Needed to Meet Local Demand (Demand Buffer)	25.82	103.28
Total Units Needed	90	257

Source: *Housing Assessment Resource Tools, 2024*

3.0 Key Areas of Local Need

This section highlights the key areas of local housing need in Masset based on the statements drafted for the 2020 HNR and 2021 Census data. As part of this Interim Housing Report, the Province requires Masset to add a new statement about the need for housing near transportation infrastructure that supports walking, bicycling, public transit, or other alternative forms of transportation. This new statement is outlined below.

Housing Need Summary Statements

Affordable Housing

- In 2021, 21% of households were in core housing need. This is a decrease from 2016, where 30% of households were in core housing need. The reported decrease in core housing need is likely to be caused by an artificial depression of core housing need statistics amongst renters due to CERB. The CERB benefit supported some of the lowest-income households in communities across Canada, and this income support *likely decreased* housing pressures for these households.
- According to recent data, 95 households are living in housing that does not meet adequacy standards, with 70 owner-occupied and 20 renter-occupied units requiring major repairs. This highlights the pressing need for housing that is in better condition to ensure the safety of residents.

Rental Housing

- **Records show 100% of rental households in Masset were constructed before 1990**, with a significant portion built between 1961 and 1980 to house military staff. This aging housing stock raises concerns about the condition and long-term sustainability of rental units in the community.
- Reliable and comprehensive data on rental housing is lacking in Masset and similar small to mid-sized Canadian communities, making it difficult to accurately assess rental housing needs, vacancy, and plan for future development.
- **In 2021, 32% (30 households) of renter households were in core housing need. This is a decrease from 40% (40 households) in 2016.**
- There is a significant lack of long-term rental housing available. A significant portion of available rental housing in Masset is occupied by seasonal temporary workers. These workers are prioritized due to their temporary status and the higher rent they offer, which can further limit long-term rental housing options for the community. Limited rental housing availability have been barriers to attracting employees, including nurses and health care worker.

Housing for People with Disabilities

- **Housing for persons with disabilities and mental health needs continues to be in demand in the Village of Masset.** Engagement for the 2020 HNR indicated there is a need for additional housing with support services to accommodate the needs of different population groups as 18% of households with a physical activity limitation are in core housing need.

- The Province of B.C. has taken several steps to improve accessibility, including updating the 2024 BC Building Code adding new accessibility requirements that help make new buildings more accessible for all people.

Housing for Seniors

Although approximately 34% of the population is aged 65 or older, there are only four (4) publicly subsidized assisted living apartments in Masset. Since 11% of households with a primary household maintainer aged 65 and over are in core housing need, there is a critical need for more affordable and accessible housing options for seniors.

In 2021, 59% of the housing stock in the region consisted of single-detached dwellings. The lack of suitable alternatives presents a significant challenge for seniors looking to downsize while staying within the community.

Seniors, more often than other demographic groups, require housing that meets specific standards. For many seniors, living on a fixed income limits housing options. Additionally, some seniors may need specific accessibility features, such as elevators, minimal stairs, and other accommodations. Housing with special considerations will be required to adequately accommodate the projected growth of seniors.

Housing for Families

25% of households in Masset are families with children. However, the majority of occupied dwellings have three or more bedrooms (81%) but are occupied by one or two people, indicating a potential mismatch between the housing needs of the community and the available housing supply.

There has been very little new construction in the last 30 years, and the difficult construction context in Masset makes it increasingly challenging to develop new housing projects. This underscores the need for both repair and redevelopment of existing stock and for new housing solutions that are better suited to current community demands.

Housing For Singles

44% of households in Masset are one-person households. Despite a high number of one- and two-person households, the majority of occupied dwellings have three or more bedrooms (81%), indicating a potential mismatch between the housing needs of the community and the available housing supply. This disparity presents an opportunity to better align housing types with household sizes, potentially addressing underutilized space and optimizing available units to meet current needs.

Engagement and interview feedback from the 2020 HNR indicate a need for suites in houses for single people, with a larger demand for smaller units not currently met by the market.

Housing For People Experiencing or At-Risk of Experiencing Homelessness

Data on homelessness in Masset is limited; however, it is estimated that nine (9) housing units will be needed over the next 20 years to support those experiencing homelessness.

There are no emergency shelter beds available in Masset despite some residents experiencing homelessness, highlighting a critical gap in services for those in need of immediate housing support.

Housing Near Transit and Active Transportation Infrastructure

Transportation is an essential element of our everyday lives and directly impacts how safe, affordable, and equitable our communities are. The mobility choices our built environments enable affect the physical, mental, and financial health of individuals and the broader community.

The Village of Masset is developing an Active Transportation Plan to enhance community connectivity near existing housing and provide safe travel options for residents through walking, cycling, or other forms of active mobility.



4.0 Additional Housing Challenges

In addition to housing needs and gaps, other related factors must be considered to understand the current housing need.

Municipal Processes

Governments on Haida Gwaii, including the regional district and municipalities, are facing challenges due to the slow pace of development and the limited volume of building applications, making it difficult to justify hiring a dedicated building inspector. Without clear incentives or understanding of the consequences of not following proper procedures, such as impacts on insurance, assessments, and risk, many may be less inclined to comply. Making the reasons behind these requirements more visible and understandable could help increase adherence and improve overall enforcement. The North Coast Regional District also intends to explore the feasibility of a regional housing service, which could help in the delivery of housing across the islands.

Development Context

The aging housing stock and high construction costs contribute significantly to housing challenges. Building new housing is difficult due to the remote location, which complicates the logistics of transporting materials and finding skilled labour. Current market conditions, marked by cost escalations, supply chain disruptions, and rising interest rates, are also unfavourable for new development. Consequently, few skilled workers are drawn to the area for construction, and the recent lack of new housing reflects these persistent challenges.

Additionally, there is a cultural tendency to handle construction independently, with little interaction with the local Village or authorities, which limits oversight and enforcement. To improve the situation, there is a need to make processes more transparent, allowing people to better understand how to engage with the Village and enforce compliance.

Lack of Industries to Support Year-Round Employment

With resource industries relocating or closing and lack of reliable industries to replace these lost industries, year-round employment opportunities in the Village of Masset are limited. Tourism provides seasonal employment during the summer, but many residents face income gaps in the winter months due to limited work availability.

Necessity of Live-work spaces

The necessity of live-work spaces arises from the growing trend of people using their homes for both living and working, particularly in remote areas where it is often more affordable for residents to live where they work. Unlike urban areas, where live-work spaces are more commonly associated with knowledge-based work, in rural and industrial settings, live-work arrangements can involve industrial, agricultural, or commercial businesses. In these areas, residents often live on properties that are zoned for non-residential uses without a clear separation between residential and work spaces. This memo focuses on data from residentially zoned properties, excluding those on farm, commercial, or industrial lands, and highlights the importance of considering how zoning bylaws impact housing availability and affordability. It suggests that flexible zoning could play a crucial role in addressing housing pressures by accommodating a mix of residential and work functions in a single space.

Short Term Rentals

There are over 100 short-term rental properties in Haida Gwaii, with approximately 20 in Masset available on platforms like Airbnb and VRBO. While these units play an important role in enabling the tourism economy, they also tend to be suites in existing homes that could be used to alleviate some of the local housing pressure. With Haida Gwaii listed as #15 on the top places to visit in the world in 2025 by National Geographic and one of the top 52 places to visit in the world by the New York Times in 2020, there is significant global awareness of Haida Gwaii as a tourism destination. Balancing the need for accommodation for residents and visitors is an ongoing challenge.



5.0 Next steps

The Current and Assessed Housing Need calculation shows that a total of 257 units are required over the next 20 years to support current and future housing need in the Village of Masset, as well as additional local market demand. The primary tool through which municipalities undertake these efforts is the Official Community Plan. Previously, local governments were required to accommodate 5 years of growth through their OCPs. However, Bill 44, introduced by the provincial government in 2023, requires OCPs to now accommodate 20 years of growth, and for this growth to be calculated as in Table 1.

This means that during the Village of Masset's next OCP update, the Village must ensure that land in zoned to accommodate a minimum of **257 units** to be compliant with legislation. This must be completed by December 31, 2025.

Given the complex development context, the following three (3) recommendations are presented to address these challenges moving forward:

1 **Increase Transparency and Visibility of Development Processes:**

Making the development process more visible to the public can help ensure better understanding and compliance. This could involve simplifying and clearly outlining the steps for development applications, permitting, and inspections, as well as enhancing communication channels so that residents and builders can easily access information and understand how to engage with the system. This transparency will also help identify enforcement gaps and areas where support is needed.

2 **Explore Shared Regional Enforcement Functions:**

Due to the slow pace of development and the low volume of applications, it is recommended to explore the feasibility of a shared building inspector or regional enforcement functions. By pooling resources, municipalities and the North Coast Regional District could justify the cost of a dedicated inspector who visits periodically to ensure compliance, address concerns, and enforce building codes.

3 **Expand and Update Zoning Bylaws to Include Live-Work Space Definitions:**

As the need for flexible live-work spaces increases, it is essential to update the Zoning Bylaw. By expanding the definitions of live-work spaces in zoning regulations, the Village of Masset can better accommodate the diverse housing and economic needs of residents while also providing clear guidelines for developers and homeowners.

VILLAGE OF MASSET

Staffing Report

To:	Council
From:	Josh Humphries, CAO
Date:	January 27 th 2025
Subject:	WASCO Contract Renewal

Description: WASCO has provided Safety Management Systems (SMS) at Masset Airport for the last 3 years, and the contract expired on December 31st, 2024. WASCO has been Key in helping with regulatory compliance and software that supports day-to-day operations. This contract renewal is for 5 years, not including the mandatory audit every three years. The total for all 5 years is \$181,427.47, which averages about 36,285.50 per year. Please see attached proposal for complete details.

Recommendation 1: To approve the proposal as stated.

Recommendation 2: To decline the Proposal.

Recommendation 3: Have staff look for other options for an SMS program.

Haida Gwaii



Masset Municipal Airport

Attention: Josh Humphries
Chief Administrative Officer
Masset Airport (CZMT)

Professional Services Proposal
5 -Year Safety Management System Services
(SMS)

Winnipeg Airport Services Corp.

201 – 2000 Wellington Avenue • Winnipeg, Manitoba R3H 1C2

Tel: 204.515.4246 • Fax: 204.813.6014 • Web: www.wasco.ca



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1.0 INTRODUCTION

1.1. BACKGROUND

Masset Municipal Airport is a certified Aerodrome operated by the Municipality.

The Aerodrome is served by one paved runway, which measures 5000 ft x 100 ft. The Airport is used by the community and surrounding areas, with service to Vancouver International, via Pacific Coastal Airlines

In accordance with Transport Canada regulatory requirements, the Aerodrome is required to establish and maintain a Safety Management System. Specifically, Canadian Aviation Regulations (CARs) states:

107.02 The applicant for, or the holder of, a certificate referred to in subsections 107.01 (1) or (2) shall establish and maintain a Safety Management System.

107.03 A Safety Management System shall include a quality assurance program

1.2. OVERALL OBJECTIVE

Although the regulatory requirements for Safety Management Systems have been out for many years, airports/aerodromes have been challenged to implement a system that fits to the size, scope and complexity of their operation while meeting Transport Canada regulatory requirements.

The objective of this work program is to provide and deliver the complete administration and management of the Safety Management System on behalf of the Masset Municipal Airport in accordance with Regulations, together with the Development of required regulatory manuals/plans.

1.3. SCOPE OF WORK

The following outlines the scope of work:

- Establish a dynamic web-based electronic reporting and hazard trending system
- Act as persons managing the Safety Management System per CARs 302.505
- Daily, monthly, quarterly, and annual reporting
- Electronic cloud-based management of all daily inspections, hazards and regulatory programs and documents
- Tracking and trending of aviation safety hazards
- Establish annual goals and objectives
- Identify/generate Safety Cases and Hazard Identification Risk Assessments as needed
- Development of Regulatory Manuals:
 - a. Safety Management Manual - Included
 - b. Airport Operation Manual – *Refer to Professional Services fee

- c. Emergency Response Plan – *Refer to Professional Services fee
- d. Winter Maintenance Plan – *Refer to Professional Services fee
- e. Wildlife Management Plan – *Refer to Professional Services fee

Further, regular meetings shall include the following:

- Quarterly and Annual meetings with the Accountable Executive via Teams or zoom. **Refer to Professional Services fee

2.0 WINNIPEG AIRPORT SERVICES CORP. (WASCO)

2.1. OVERVIEW

WASCO is a wholly owned subsidiary of Winnipeg Airports Authority, operator of the Winnipeg James Armstrong Richardson International Airport. WASCO, either directly or through our wholly owned subsidiaries and joint ventures, provides innovative and cost-effective Airport Operations, Airport Management, Facility Maintenance and Technical Services solutions to airports/aerodromes throughout Canada.

WASCO was conceived from the idea that the Winnipeg Airports Authority team has an expertise and passion that can be shared and leveraged beyond the immediate borders of the Winnipeg International Airport to support the greater aviation community.

With this vision, WASCO was created.

Our first major undertaking was the award of the airport operations and management concession for the Iqaluit International Airport. Awarded by the Government of Nunavut, this 30-year PPP (Public Private Partnership) was the first of its kind in Canada and includes the design, build, finance, maintenance, and operation of the Iqaluit International Airport. Nunavut Airport Services Limited (NASL) – a wholly owned subsidiary of WASCO – holds the Transport Canada airport operating certificate and is responsible for airport management and operations for the contract period.

2.2. WASCO – MISSION, VISION & VALUES

At WASCO, we believe that the most successful relationships are those that are built on partnership and collaboration, and we implement this philosophy in every project in which we are engaged. Although we provide professional services, we are not a consultancy and do not engage in projects simply to generate revenue or create profit. In fact, our ideal financial model is based upon a cost-plus recovery basis providing open financial transparency for our clients.

Put simply, we believe that in the broader aviation community we are all partners, and as leaders within this community it is incumbent that we share and leverage our expertise to drive innovation and growth not just within our immediate borders, but throughout Canada and abroad.

Shared by our corporate parent company, Winnipeg Airports Authority, our vision at WASCO is: We believe the following values set the organizational conditions and environment to pursue our vision, **'Where bold journeys take flight'**, while enabling us to carry out our Mission of **'Connecting communities and partnering to build a sustainable future'**.

We achieve our vision and execute our mission through the following values:

- Safety
- Respect
- Teamwork
- Inclusion
- Excellence

Through these values, WASCO can deliver innovative and cost-effective solutions that will not only drive the change necessary to ensure both regulatory compliance and effective resource utilization but will do so while fostering a collaborative partnership with the Airport to achieve your corporate objectives for your stakeholders in your local community.

2.3. SIMILAR PROJECT EXPERIENCE

WASCO has extensive Safety Management System and Quality Assurance experience at airports both large and small throughout Canada. At each airport, WASCO provides in-house developed SMS software. WASCO's portfolio of airports includes:

Government of Nunavut – Nunavut Airports Division

WASCO, through our subsidiary WASCO North, was appointed in 2017 to develop, implement, administer, and manage the Safety Management System and Quality Assurance Program for the twenty-four airports owned and operated by the Government of Nunavut – Nunavut Airports Division (NAD).

The key to our partnership-based solution was for WASCO to be officially named as the person managing the Safety Management System per CARs 302.505. This ensured that WASCO could make the requisite changes to the system and culture to meet Transport Canada regulatory requirements and industry best practices but to also enable direct access to Transport Canada to monitor the effectiveness of the program while exiting enhanced enforcement.

Over the past five (5) years since assuming administration and management of the program, WASCO and NAD has achieved the following successes:

- Obtained Corrective Action Plan approval from Transport Canada on several major findings dating back to 2014
- Completed re-write and simplification of the Safety Management System
- Reduced the number of daily forms submitted by airports from six to two (daily inspection report and hazard event report).
- Implemented a new digital reporting system (previously fax reports were used)
- Development of standard templates for Hazard Identification Risk Assessments, Safety Cases (proactive reporting), Five-Why's Root Cause Analysis and Hazard Registry
- Investigated several new software solutions to facilitate the reporting and documentation of hazard reporting analytical support

- Increased the daily participation rate of airports from less than 50% to over 95%.
- Through review of the daily inspection reports, identified more than 1,500 hazards beyond those reported by individual airports
- Completed the first Quality Assurance Audit of all twenty-four airports in 2017
- Initiated the three-year cyclical Quality Assurance Audits at four airports in 2017, ten airports in 2018, ten airports in 2019, eight airports in 2020 and eight airports in 2021.
- Facilitated twenty-four table-top Emergency Response Plan exercises in twenty days (including debrief and submission to Transport Canada) following immediate Transport Canada finding
- Participated on twenty Program Validation Inspections / Process Inspections in 2017, 2018 and 2019
- Reduced the number of outstanding hazard reports from over 1,200 to roughly 100
- Development of an intuitive 'health check' dashboard for use by Nunavut Airport management including Accountable Executive (Deputy Minister)

Iqaluit International Airport – Nunavut Airport Services Limited

WASCO, through our wholly owned subsidiary Nunavut Airport Services Limited, was engaged by the Government of Nunavut to maintain and operate the Iqaluit International Airport on a thirty-year P3 concession agreement. WASCO provides full Safety Management System services for the Iqaluit International Airport through our SMS Team.

Ken Gallant, Managing Director for WASCO, is also the Accountable Executive for the Iqaluit International Airport.

Transport Canada (Pacific Region) – Penticton, Port Hardy, Sandspit and Victoria Harbour

WASCO has recently completed a work program with Transport Canada (Pacific Region) to conduct their SMS Regulatory Compliance Audit as required by the Canadian Aviation Regulations. In keeping with our partnership approach, in addition to delivering the audit, WASCO drafted the Corrective Action Plan for all regulatory findings, like that of a Transport Canada PVI/PI. This approach ensures that the Airport can focus on implementing the corrective actions, rather than documenting the corrective actions per their SMS.

The Pas Airport, Manitoba

The Pas Airport is a small community Airport in northern Manitoba with daily scheduled passenger service by Calm Air. The Airport is a base for Manitoba Sustainable Resources (Wildfire Program) during summer months and is frequently used for medevac purposes.

In late 2016 WASCO was engaged by the Town of The Pas to provide Airport Management services. Due to challenges in filling a long-standing Airport Manager vacancy which ultimately resulted in enhanced enforcement, Transport Canada recommended WASCO to fill this vacancy through long-term contract. Under the terms of the agreement, the Airport would continue to be

owned and operated by the Town, however WASCO would provide an Airport Manager, working on a rotational basis from Winnipeg.

Additional SMS Services

The WASCO team has also provided Safety Management System program support to other airports throughout Canada, including delivering Risk Assessment Workshops and developing Corrective Action Plans for review and approval by Transport Canada.

Quality Management Program

Outside of Safety Management Systems, WASCO also operates three ISO Certified operations, including the entire Iqaluit International Airport maintenance and operation, the Airport Operations Centre, Pass Office and Baggage Operations at the Winnipeg International Airport and activities at the Kelowna International Airport.

WASCO staff are certified as ISO 9001:2015 Lead Auditors.

2.4. PROJECT TEAM MEMBERS

The following summarizes the skills, knowledge, and experience of our team:

Trevor Zemliduk Director, Airports

Mr. Trevor Zemliduk is a talented operation executive with more than 20 years' experience in the aviation industry. His energy, motivation and passion for excellence has powered his aviation career. He is currently the Director, Airports for WASCO.

Trevor has led a team at WASCO to develop, implement and deliver a Safety Management System (SMS) program and Quality Assurance Program (QAP) for 32 airports across Canada (compliant with Canadian Aviation Regulations 'CARS') and the Caribbean (compliant with International Civil Aviation Organization 'ICAO'). Trevor has managed station operations for a leading Canadian airline along with leveraging his experience to improve their global deice manual, training, quality assurance program, oversight and continuous improvement initiatives. He was fundamental to the successful startup and operation of the YWG CDF, Waterloo and Chicago O'Hare de-icing operations. Throughout his career, fostering of relationships and solution-based approach to all scenarios has proven beneficial for customers/partners and driven business development.

Trevor is a Certified Member (CM) of the International Association of Airport Executives (IAAE), member in 'good standing' Society of Automotive Engineers (SAE) G12, member of the Manitoba Aviation Council (MAC), has previously chaired and co-chaired Airline Consultative Deice Committees and participated in the airport best practices committee.

Priscilla Pereira

Project Lead, Airport Safety Programs

Priscilla has over 20 years of progressive aviation experience. As a member of the WASCO team, Priscilla plans, coordinates and manages the delivery of the Safety Management System program to our airport partners.

Prior to joining WASCO, Priscilla was a Regional Manager of Quality and Training for a major international ground handling company. Priscilla is certified as an ISO Lead Auditor (TPECS) Quality Management System.

2.5. PROJECT TEAM STRUCTURE

The following outlines overall organizational structure of the WASCO SMS team:

Project Lead, Airport Safety Programs – Overall responsibility for the implementation and delivery of the Safety Management System. Reviews corrective action plans and chairs monthly safety meetings with airport staff. Delivers quarterly meetings with Accountable Executives and jointly establishes annual goals and objectives.

SMS Coordinator(s) – Reviews daily inspection reports and hazard reports and creates event reports in accordance with the approved safety management system. Depending on the initial risk score, will prepare a corrective action plan, or where appropriate, execute an investigation. Assigns corrective actions to the appropriate manager and confirms completion of the corrective action plan. Identifies needs for proactive reporting and executes safety studies and Hazard Identification Risk Assessments. Participates in monthly safety meetings and the supports the development of annual goals and objectives.

SMS Technician – Maintains data in software database for further data analytics and Transport Canada reporting.

2.6. PROJECT TEAM ASSIGNMENT

On this assignment, it is proposed that Priscilla Pereira act as Project Manager, and person managing the Safety Management System as per CARs 302.505. Priscilla will be supported by the WASCO SMS team on the administration and management of the Safety Management System program.

Mr. Zemliduk will provide executive oversight for the overall delivery of the program and will participate as necessary as a resource or directly during meetings or during the development of Safety Cases and Hazard Identification Risk Assessments.

3.0 APPROACH AND METHODOLOGY

3.1. TASK 1 – PROJECT INITIATION MEETING

At the outset of the project, it is proposed that the WASCO SMS team would coordinate a kick-off meeting via conference call. The objective of the conference call would be to review the current status of the SMS program and identify what actions should be taken during the project initiation period.

Prior to this meeting, it is proposed that a list of documents required to conduct SMS activities would be circulated. These documents include, but are not limited to, the following, if applicable:

- SMS Manual
- Airport Operations Manual
- Emergency Response Plan
- Wildlife Management Plan
- Winter Maintenance Plan
- Task Calendar

It is proposed that minutes would be circulated following the kick-off meeting.

3.2. TASK 2 – PROJECT INITIATION AND FAMILIARIZATION

Immediately following the Project Initiation Meeting, it is proposed that WASCO would initiate project activities. It is anticipated that 1-2 days of effort would be required for WASCO to familiarize with the Safety Management System and begin processing through backlogged activities and hazard reports.

3.3. TASK 3 – SMS PROGRAM ADMINISTRATION AND MANAGEMENT

Following project initiation and familiarization, it is proposed that WASCO would assume administration and management of the Airport SMS Program for the defined period. During this period, WASCO would undertake the following activities:

- Review daily airfield inspection reports and submit, where necessary, hazard reports
- Draft Corrective Action Plans for management approval and implementation
- Manage the Hazard Registry
- Track items on the Task Calendar
- Perform Risk Assessments (HIRA) and Safety Cases as required
- Participate in hazard investigations and root cause analysis

- Prepare documentation (monthly, quarterly and annual meetings)
- Document all activities conducted per the SMS Manual

The above noted list is not intended to be exhaustive, but a representation of the activities that may occur during the project period. WASCO is available to support the Airport on other activities related to SMS or regulatory compliance.

Additional information regarding the SMS Administration and Management is outlined in Section 4.0.

Samples of our daily inspection templates and dynamic trending dashboard are provided in Appendix A. Custom materials would be prepared for the Airport during the implementation phase.

3.4. TASK 4 –DOCUMENT DEVELOPMENT

WASCO will provide updates and revisions to the following regulatory documents:

- Safety Management Manual - Included
- Airport Operation Manual - *Refer to Professional Services fee
- Emergency Response Plan - *Refer to Professional Services fee
- Winter Maintenance Plan - *Refer to Professional Services fee
- Wildlife Management - *Refer to Professional Services fee

The list above does not include the Airside Vehicle Operation Permit (AVOP).

3.5. FAMILIARITY WITH TRANSPORT CANADA REGULATIONS AND AIRPORTS

WASCO has extensive experience and familiarity with Transport Canada regulatory requirements, as demonstrated through our management of three different airport operating certificates through either WASCO or our wholly owned subsidiaries. These airports include The Pas Airport (YQD), Iqaluit International Airport (YFB), and the Winnipeg James Armstrong Richardson International Airport (YWG).

Further to this, WASCO is directly associated with the operation of thirty-three airports, including the twenty-four airports owned and operated by the Government of Nunavut.

Additionally, WASCO staff, including Mr. Zemliduk and several other key staff, have extensive experience in airport operations, management, planning, design, and regulatory compliance. Our team works closely with Transport Canada on behalf of our airport partners, having participated and supported over twenty-seven Transport Canada Program Validation Inspection (PVI) or Process Inspection (PI) audits conducted by Transport Canada over the past three years.

4.0 SMS ADMINISTRATION AND MANAGEMENT

4.1. PARTNERSHIP SOLUTION

The most significant challenge to an effective delivery of a Safety Management System is documentation.

Our innovative partnership-based solution assumes full administrative control of Safety Management System documentation. Daily inspection reports and hazard event reports are sent directly to our team of SMS experts who review documentation for completeness, prepare draft corrective actions and communicate directly with those assigned (appropriate manager) to rectify. We document every 'touch point' of each event including:

- When the event was reported and by whom
- The initial action taken
- The initial severity and probability (initial safety risk score)
- Our draft Corrective Action Plan
- The approved Corrective Action Plan (including by whom, and estimated completion dates)
- Weekly updates, formal monthly updates, and quarterly Accountable Executive updates
- Where updates include 'no action / no update' it is recorded for tracking and accountability
- Completion of the Corrective Action Plan
- Verification of effectiveness of the Corrective Action Plan

WASCO delivers this partnership-based solution by essentially having our team acting as an internal, albeit off-site, Safety Management System support team. Our team of five operates as an SMS call centre balancing the operational requirements of each individual airport, enabling us to increase resources as required to adapt to increases and decreases in workload.

Finally, ideally our solution is based on an 'SMS lite' model, where the airport would have access to the team for 250 hours per year. This enables the Airport to move from a reactive environment to a proactive environment whereby the program is actively identifying and delivering safety cases Risk Assessments. In the event of a Transport Canada Program Validation Inspection / Process Inspection, our team can react quickly and effectively draft all required documents for review and approval by the appropriate Manager and Accountable Executive. ***Refer to Professional Services fee

4.2. SAFETY SYSTEM APPROACH

Working with the Airport team, it is proposed that WASCO would provide recommendations for program implementation. WASCO has achieved success in utilizing the following system, and acronym, to effectively communicate and administer the Safety Management System at the thirty-three airports:

i – Identify

Hazards are identified by airport staff. This is the first and most important component of the SMS, as where staff are not identifying hazards, there is nothing to report, action, correct or evaluate to improve the overall safety of the airport environment.

R – Report

Hazards are reported through the daily inspection reports or the hazard reports that are submitted to the SMS team through any of the following: phone, fax, email directly through SMS software system. Once received by the SMS team, a hazard report is opened within the SMS software system and handed off to one of the SMS Coordinators for action.

It is essential that the reporting of hazards is as simple as possible. For this reason, WASCO has worked extensively on our software platform to facilitate the reporting process. Using a smart phone application, airport staff can report safety hazards using their devices easily and effectively. WASCO is cautiously improving the reporting capabilities to ensure that as much data is captured as possible, driving towards proactive safety.

WASCO is however able to adopt our system to any software platform used by the Airport.

A – Assess

Once a hazard is reported, an event report is opened in the software system and an initial risk assessment is conducted. Where the risk is determined to be low or medium, a corrective action is recommended and assigned to an appropriate manager for review. Where the risk is determined to be high, or where it is a reoccurring medium or low hazard, an investigation is initiated by the SMS Coordinator and a root cause analysis completed. Following the completion of the investigation and root cause analysis, short term and long-term corrective action plans are generated and assigned, including with due dates, in draft to the appropriate manager for review.

C – Control

Once the corrective action plan is drafted, it is assigned to the appropriate manager for review and subsequent approval. Our responsibility as the SMS team is to facilitate, as much as possible, the effective and efficient implementation of safety systems and corrective actions. As a result, the drafted corrective actions are only approved following review by the appropriate manager.

The appropriate manager is the individual at the airport, or other organization, who can implement a corrective action plan (i.e., departmental manager or Accountable Executive).

Once the corrective action is approved and delegated to the appropriate manager, the SMS team tracks the item through the hazard registry and reviews the progress through weekly, monthly, and quarterly meetings. Once the corrective action is executed, the appropriate manager notifies the SMS Coordinator.

E - Evaluate

Once the SMS team is notified of the execution/completion of a corrective action by the appropriate manager, the SMS team request verification (where appropriate) prior to the event being closed. All closed corrective actions are monitored for a specified duration (the duration dependent on the hazard) to evaluate the effectiveness.

During the annual meeting all active and closed events and corrective actions are reviewed, and

the airport safety risk profile is updated, and appropriate safety goals and objectives are established for the upcoming year.

4.3. PROGRAM DOCUMENTATION

As detailed above, the greatest challenge to a successful Safety Management System is documentation which is the greatest strength of the WASCO SMS solution. WASCO has developed a comprehensive documentation and reporting system whereby all appropriate managers, management and the Accountable Executive have full transparency on the progress of individual hazards, actions taken and status reports.

The following details the daily, weekly, monthly, quarterly, and annual deliverables:

Daily – Review daily inspection reports and hazard reports received from the airport. Where appropriate, generate hazard reports and complete the initial risk review and prepare corrective action plans. Coordinate with the airport staff and the appropriate manager for all active events and corrective action plans.

Weekly – Review by teleconference active hazards using the hazard registry with the appropriate manager on a weekly basis. Record the results of those discussions for document management purposes.

Monthly – Prepare and deliver by teleconference monthly report by the SMS Manager to Airport Management and airport staff detailing the hazard registry and any pertinent corrective actions plans or event reports. Discuss any proactive hazard reporting, safety studies or Hazard Identification Risk Assessments. Also, provide follow-up to any external agencies that have reported hazards for tracking within their respective SMS programs.

Quarterly – Prepare and deliver a quarterly report to the Accountable Executive on the overall status of the Safety Management System. Review the status of any active investigations, safety studies or Hazard Identification Risk Assessments.

Annual – Prepare and deliver an annual report and, as a team with the SMS Manager, Airport Management, airport staff and Accountable Executive on the updated airport risk profile and jointly determine the safety goals and objectives for the upcoming year.

Using analytical software, WASCO has also developed an intuitive performance health report which is accessible electronically (cloud-based) and is updated dynamically. A PDF of this report is contained in all monthly and quarterly reports providing a 'snap-shot' of the status of the program at the time.

All monthly and quarterly reports include the following:

- Agenda
- Performance Health Monitor Dashboard
- Hazard Registry
- Annual Goals and Objectives Monitoring

- Pending Task Calendar Activities
- Outstanding Safety Cases & Risk Assessments
- Minutes of Meeting

Copies are provided in PDF and are maintained for documentation purposes.

4.4. EFFECTIVE COMMUNICATION STRATEGY

WASCO has extensive experience in developing, implementing, administering, and managing Safety Management System programs at thirty-three airports. A key element of any successful SMS program is effective communication.

WASCO communicates on daily basis with each of the airports in which we deliver our innovative SMS program solution. As detailed previously, this communication is both formal through conference calls or daily reporting, or informally through telephone calls or text messages with our airport management partners.

WASCO proposes to deliver a similar communication strategy throughout this work program, to the Airport, either directly with staff, management, or the Accountable Executive, as appropriate.

5.0 PROJECT EXAMPLES AND REFERENCES

5.1. SAFETY MANAGEMENT SYSTEM DEVELOPMENT

The Pas Airport, Manitoba

As part of our Airport Management Contract with the Town of The Pas, WASCO has completely rewritten the Safety Management System for The Pas Airport using our iRACE methodology. Mr. Edmundson acts as remote Airport Manager for The Pas Airport with Mr. Christopher Angulo working as SMS Manager.

This project is on-going.

Sioux Lookout Airport, Ontario

WASCO is responsible for the development and management of the Safety Management System for the Sioux Lookout Airport. This program is managed by Mr. Nevin Edmundson and is overseen by Mr. Zemliduk.

This project is on-going.

Iqaluit International Airport, Nunavut

Under the 30-year P3 (Public Private Partnership), WASCO is responsible for the operations and management of the Iqaluit International Airport. This includes the development, administration, and management of the Safety Management System.

This project is on-going.

Cambridge Bay Airport, Nunavut

Operated and managed by the Government of Nunavut, the Cambridge Bay Airport is the largest Airport in the Kitikmeot Region of Nunavut and is hub to several more remote airports. Under a six-year contract, WASCO is responsible for the development, administration, and management of the Safety Management System for all airports operated by the Government of Nunavut, including the Cambridge Bay Airport.

This project is on-going.

Grise Fiord Airport, Nunavut

The Grise Fiord Airport is the most northern civilian operated airport in Canada. Under a six-year contract, WASCO is responsible for the development, administration, and management of the Safety Management System for all airports operated by the Government of Nunavut, including the Grise Fiord Airport.

This project is on-going.

5.2. SAFETY MANAGEMENT SYSTEM ADMINISTRATION AND MANAGEMENT

The Pas Airport, Manitoba

As part of our Airport Management Contract with the Town of The Pas, WASCO is wholly responsible for the airport management, including administration and management of the Safety Management System.

This project is on-going.

Winnipeg International Airport, Manitoba

Under separate contract, WASCO is responsible for the development and management of the Safety Management System for the Winnipeg International Airport. This program is managed by Mr. Rick Manczuk (solely works on the Winnipeg Airport project) and is overseen by Mr. O’Gorman.

This project is complete

Timmins Victor M Power Airport, Ontario

WASCO was recently retained by the Timmins Airport to the administration and management of the Safety Management System on a three-year contract.

This project is ongoing.

Sioux Lookout Airport, Ontario

WASCO was retained by the Municipality of Sioux Lookout to support the administration and management of the Safety Management System on a three-year contract. WASCO was awarded this contract under a competitive bidding process.

This project is on-going.

Moosonee Airport, Ontario

WASCO was retained by the Moosonee Airport to provide Safety Management Systems support on a three-year contract.

This project is on-going.

Government of Nunavut, Nunavut Airports Division

WASCO is contracted by the Government of Nunavut to develop, administer, and manage the Safety Management System for all twenty-four airports owned and operated by the Government of Nunavut.

This project is on-going.

5.3. REFERENCES

Safety Management System Administration and Management

Airport Sioux Lookout Municipal Airport
Client Name Ben Hancharuk
 Airport Manager
 Corporation of the Municipality of Sioux Lookout
Client Contact Phone: +1.807.737.0559
 Email: manager@cyxl.ca

Airport Timmins Victor M Power
Client Name Dave Dayment
 Airport Manager
 Town of Timmins
Client Contact Phone: +1.705.360.2610
 Email: David.Dayment@timmins.ca

Airport The Pas Airport
Client Name Bola Adedoyin
 CAO, Town of the Pas
Client Contact Phone: +1-204-627-1109
 Email: bola@townofthepas.ca

6.0 PROFESSIONAL FEE ESTIMATE

6.1. PARTNERSHIP MODEL

WASCO prefers to approach Safety Management Systems as an integrated solution, whereby we partner with the Airport and deliver a comprehensive system. This not only provides the Airport with a more cost-effective solution, but also delivers a more comprehensive airport regulatory compliance program.

WASCO can deliver this cost-effective solution as partners as we are better able to balance our staffing levels and associated workloads based on the needs of our airport partners. This partnership approach, whereby our staff are available for 250 hours per year. Under this model, management overhead is included and is not directly invoiced to our partners. WASCO provides this information to be as transparent as possible with our airport partners.

The fixed annual fee for the integrated SMS Lite solution includes the following:

- Quarterly and Annual meetings with Accountable Executive (Virtual)
- Monthly SMS meetings with Management
- Daily airfield inspection reporting & hazard reporting
- Development and administration of Corrective Action Plans as required

Professional Services Proposal
Masset Municipal Airport (CZMT)
Safety Management System Services

- Development and coordination of Risk Assessments (HIRA) and Safety Cases
- Dynamic Hazard Registry management
- Dynamic SMS reporting dashboard and cloud-based document management system
- Annual SMS Goals and Objectives
- Monthly, Quarterly and Annual reporting documentation (agendas & minutes) virtually delivered.
- On-call availability for SMS related issues including Transport Canada PI & PVI support. ****Refer to Professional Services fee

WASCOs team is also available to visit the site should the need arise at the request of Masset Municipal Airport

6.2. PROFESSIONAL FEES

SMS Lite	Year 1	Year 2	Year 3	Year 4	Year 5
*Remote SMS Admin & Management	\$34,173.00	\$35,197.40	\$36,254.00	\$37,341.60	\$38,461.87
Manual Edits as Required (SMS)	Included	Included	Included	Included	Included
Year Regulatory Audit	Not Included	Not Included	Not Included	Not Included	Not Included
Total	\$34,173.00	\$35,197.00	\$36,254.00	\$37,341.60	\$38,461.87
Monthly SMS Average	\$2,847.75	\$2,933.12	\$3,021.17	\$3,111.80	\$3,205.15

Prices above and below do not include applicable taxes

Invoiced monthly

* Quarterly and Annual on-site meetings will be invoiced for travel at \$150 per hour

** Full manual rewrites, \$2,000 each

*** Participation and support for TC PVI/PI audits to be invoiced at \$150 per hour

**** 3-year regulatory audit, if requested would be invoiced for travel (airfare, meals, hotel, car rental, etc. at cost, plus \$150 per hour for labor.)

6.3. PARTNERSHIP-MODEL COST SAVINGS

Consider that the salary of an internally hired SMS Coordinator would be in the range of \$65,000 per year. Including benefits and pension obligations, the resulting in a total cost to the organization would be \$75,000 (assuming 25% benefits costs); nearly twice the cost of the WASCO integrated SMS solution.

With the WASCO solution, there would be no down-time due to vacation or sick leave. More importantly, it would make available the necessary time for the Airport Manager to effectively lead a proactive safety environment at the Aerodrome. The daily documentation and reporting on SMS, which typically occupies a great deal of time and effort on the part of the Airport Manager, would now be delivered effectively and consistently through WASCO. This enables a departure from a reactive SMS environment to a proactive SMS environment.

7.0 CLOSING

Winnipeg Airport Services Corp. appreciates the opportunity to partner with Masset Municipal Airport on the delivery of a Safety Management System and Document Development.

Our objective at WASCO is to focus on the process of safety management, so that you and your staff can focus on the performance of safety management.

WASCO is confident that regardless of the solution or approach required or requested of the Aerodrome, that we can deliver and are open to tailoring our services to your needs.

We firmly believe that not only will our proposed solution meet industry best practices, it will set the bar industry-wide in terms of how Safety Management Systems are delivered at airports. This change is a necessary innovation to deliver on our industry's mandate to deliver a safe, efficient, and cost-effective airport operational environment.

If you have any questions, please do not hesitate to call.

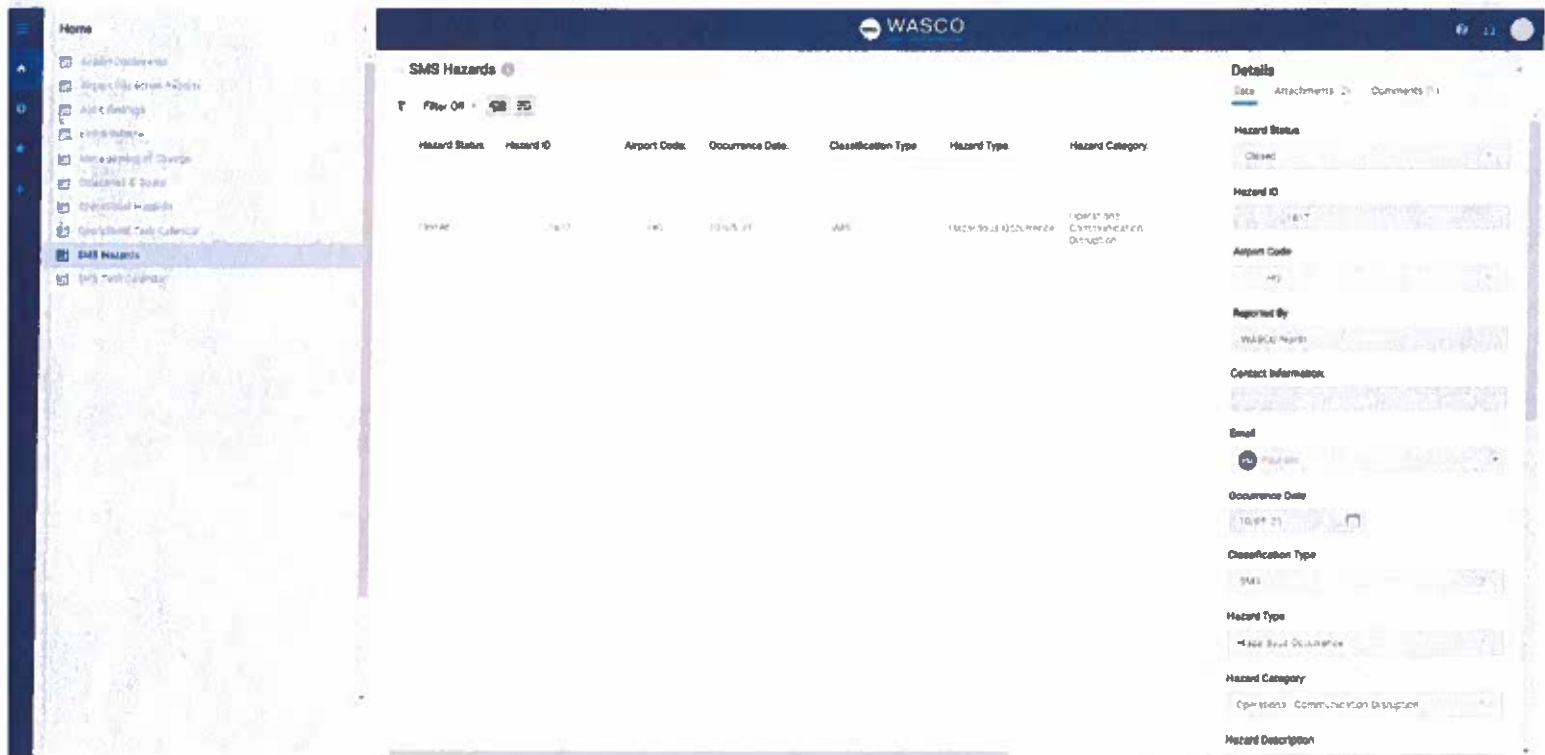
Sincerely

Trevor Zemliduk

Trevor Zemliduk
Director, Airports
Winnipeg Airport Services Corp.

Appendix A

SMS Portal Sample



Appendix C

SAMPLE INSPECTION TEMPLATES AND DASHBOARD

Airport Name - Daily Report



Daily Report. If issues are found/listed in this report or if unable to verify due to bad weather Please file Hazard Report (link provided at the bottom of this form)

Airport Maintainer: *

Airfield Check

Runway Surface: *

- Clear Accumulating Snow Surface Cracks
 Ponding/Standing Water

Taxiway Surface: *

- Clear Accumulating Snow Surface Cracks
 Ponding/Standing Water

Apron Surface: *

- Clear Accumulating Snow Surface Cracks
 Ponding/Standing Water

Snow Banks: *

- Not Applicable Requires Removal - Runway Edge
 Requires Removal - Taxiway Edge Requires Removal - Apron Edge

Graded Area: *

- Clear Accumulating Snow Surface Cracks Ponding

AMSCR/SNOWIZ: *

- Not Applicable Filed Not Filed

Navigational Aid-Check

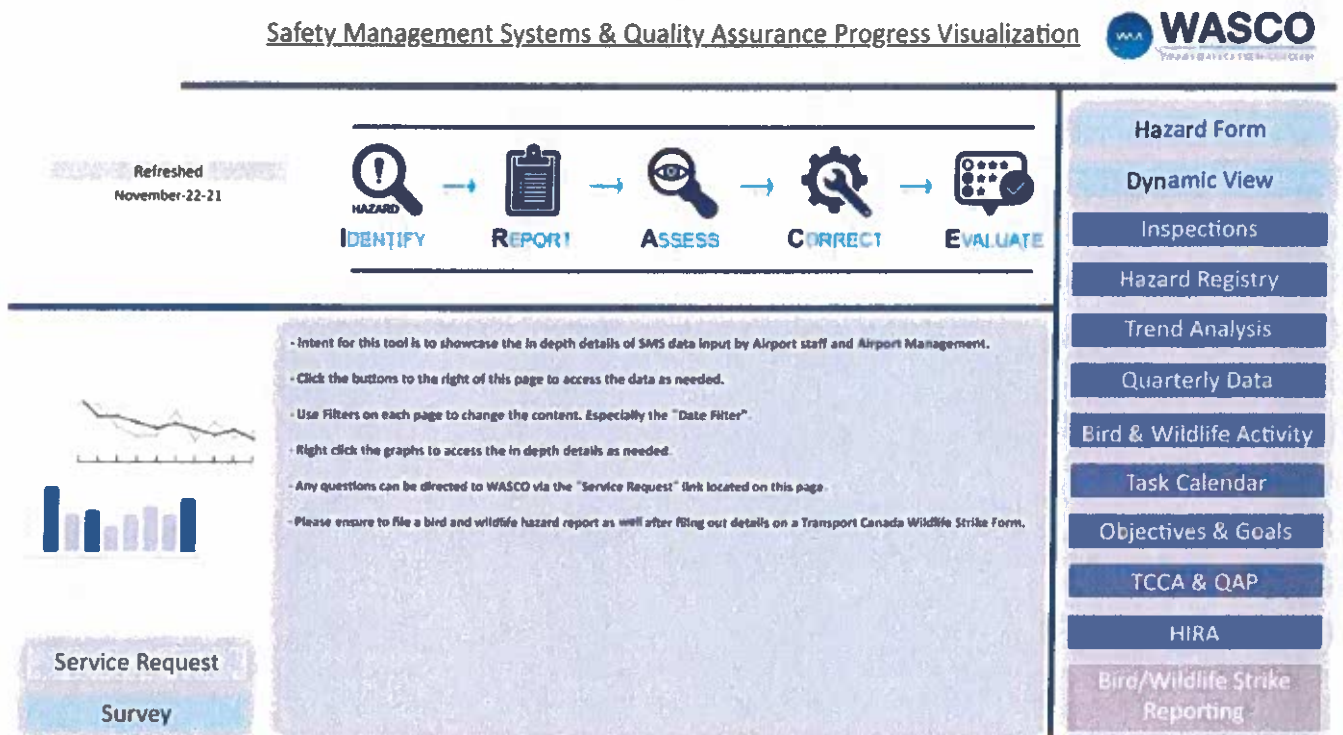
Edge Lights: *

- Visible/Operable Damaged/Missing Bulb/Frangible Coupling

1/2

Appendix D

Dashboard Sample



VILLAGE OF MASSET

Staffing Report

To:	Council
From:	Josh Humphries, CAO
Date:	January 27, 2025,
Subject:	Haida Gwaii Fitness Association's (HGFA) application to the Community Investment Fund

Description: The Haida Gwaii Fitness Association (HGFA) is applying for 50% funding from the Prince Rupert Port Authority's Community Investment Fund (CIF) and 50% from Gwaii Trust's Major Contributions Grant, with applications due January 28 and March 1, 2025, respectively. We are seeking your continued support to improve our community gym.

The total cost of our equipment order, including delivery, installation, and a 10% contingency, is \$71,274.90. To meet this, we are requesting \$35,637.45 from both CIF and Gwaii Trust.

This project aims to enhance gym accessibility and functionality, benefiting all residents, including those with mobility challenges. Planned purchases include:

- Accessibility-focused equipment (e.g., Hip Thruster, Dip and Chin-Up Assist machines).
- Low-impact cardio options (e.g., Stairmaster, Recumbent Bike, Ski Erg).
- Compact hex dumbbells to streamline space and functionality.

While this is not an exhaustive list of the equipment included in the order, these examples highlight our commitment to improving the gym's accessibility and versatility.

Upgrading will also allow us to remove outdated equipment and create additional floor space.

As a nonprofit volunteer-driven organization, we reinvest all funds into maintenance and facility improvements, ensuring the gym remains sustainable and accessible for Masset and surrounding communities.

Recommendation 1: To support the Haida Gwaii Fitness Association (HGFA) with a letter of support.

Recommendation 2: To not support the Haida Gwaii Fitness Association (HGFA)