

Sample Terms of Reference

1) Introduction to the Terms of Reference

This Terms of Reference has been included with this document as a sample of the type of information that will need to be considered in the delivery of a public advisory program.

2) Setting the Stage for a Terms of Reference (Background Information)

In 2000 the first management planning exercise was undertaken. A public advisory group was established to advise Peace River Pulp Division on the development of the 2000 management plan (ECOPAC). This management plan will be submitted in December 2006 for approval. Work will start on the 2010 management plan in January of 2007. The public advisory group will be asked to review the 2000 management plan in order to have continuity into the 2010 management plan. The 2000 management planning process included involvement from Canfor in Hines Creek. The 2000 plan was initially set up to be a pilot project for the P1 and P2 (now P13) management unit. This was an integrated approach between Canfor and Peace River Pulp Division using an ecological approach. The Government then requested that this plan cover the entire operating area rather than it being a pilot on P1 and P2. This expanded plan will be submitted in December 2006.

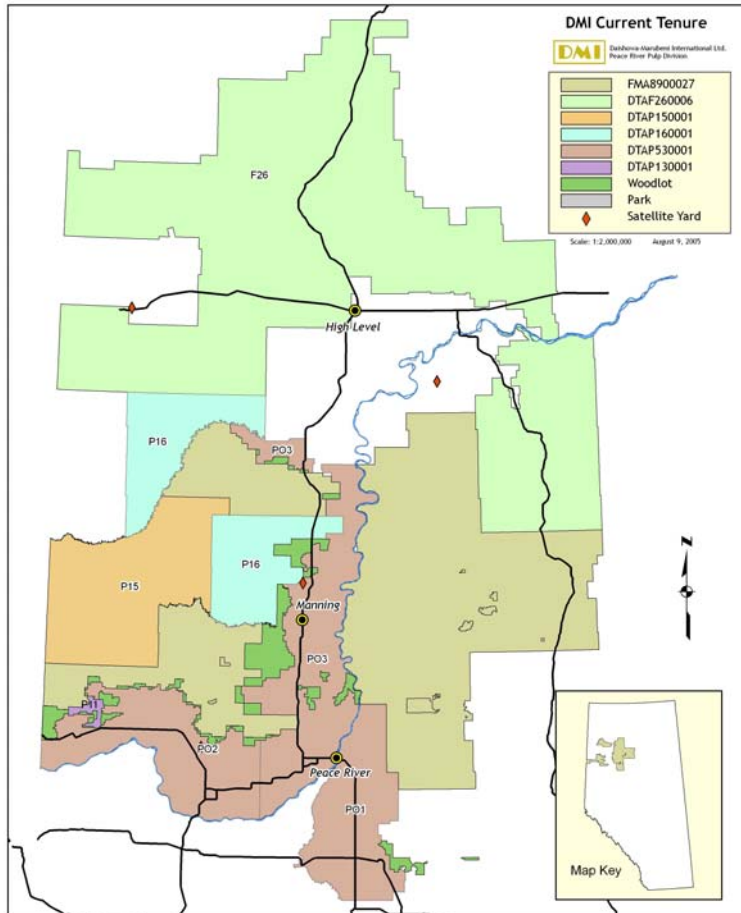
In 2005 Peace River Pulp Division announced that it will seek sustainable forest management certification of the company's forestry operations under the Canadian Standards Association, Sustainable Forest Management (SFM) Standard.

Peace River Pulp Division has developed an environmental management system (EMS) for the company's woodlands operations. In 2003-2004 Peace River Pulp Division's environmental management system was certified to the ISO 14001 standard. The ISO 14001 was developed by the International Organization for Standardization. Receiving ISO 14001 was the first step towards obtaining sustainable forest management certification under the CSA standard. The ISO 14001 will serve as the base for the development of the CSA Sustainable Forest Management standard.

In Peace River Pulp Division's environmental policy it states that "*We value public input. We are open and responsive to the environmental concerns of our stakeholders and the communities in which we live and work*". This commitment is further expanded on in Peace River Pulp Division's Forest Stewardship Principles. The Stewardship Principles make the following commitment "*Peace River Pulp Division will consult with the public as well as aboriginal communities on forest values and sustain the flow of forest benefits for current and future generations*".

In terms of public involvement the CSA Standard requires a strong public participation component in the process. The standard states *“The need for public participation is also strongly emphasized in the Standard itself. In fact, this Standard requires organizations to seek comprehensive, continuing public participation and to work with Aboriginal peoples at the local community level. The public identifies forest values of specific importance to environmental, social and economic concerns and needs. The public also takes part in the forest planning process and works with the organization to identify and select SFM objectives, indicators and targets to ensure that these values are addressed.”* Peace River Pulp Division’s policy statements support the requirement of CSA for a strong public component to be developed in order to support the Sustainable Forest Management approach.

The Peace River Pulp Division FMA covers 2.5 million hectares in Northwestern Alberta. The following map shows the communities that are influenced by the Peace River Pulp Division defined forest area (DFA). For the purpose of certification this map describes the defined forest area.



3) Timelines

The public advisory committee will be selected from advertising and direct contacts with stakeholder groups during the summer of 2006. The committee will meet by the end of October 2006 or early November 2006. The interim management plan (2000 Plan) will be presented and reviewed by the public advisory group. This plan was completed under the previous public advisory process (ECOPAC). This plan will be submitted in December of 2006. The public advisory group will then start to work on the 2010 management plan. In this plan the group will be in on the ground floor in terms of the development of this plan. A detailed plan of the key dates will be presented to the advisory group in November of 2006. These dates will be tied to key developmental points for the 2010 management plan. A schedule of meetings will also be presented along with meeting content and objectives.

4) Defined Goals

The aim of the setting up the public advisory process is to create a climate where the individuals, communities and stakeholder groups can exchange information, articulate interests and have the potential to influence decisions on the outcomes of forest management decisions. The purpose of this committee is to work with Peace River Pulp Division in a collaborative partnership to develop and refine the Forest Stewardship Plan. Other goals for this partnership include:

- Educating all participants in ecological and forest management concepts.
- From a broad stakeholder group develop values, objectives, indicators and targets for application in the 2010 management plan.
- To help Peace River Pulp Division take previous ecological targets and concepts developed for the 2000 plan and to consider these in the 2010 management plan.
- Communicate effectively with members of the public advisory group as well as the broader public.
- Use new technologies such as video conferencing, web sites and web streaming to make the process effective and not burdensome.

The public advisory committee will work with Peace River Pulp Division to:

- a) Identify and select values, objectives, indicators and targets based on CSA SFM elements and any other elements of relevance to the DFA.
- b) Develop alternative strategies to be assessed.
- c) Assess alternative strategies and select the preferred one.
- d) Design monitoring programs, evaluate results and recommend improvement; and
- e) Discuss and resolve any issues relevant to the SFM in the DFA.

5) Communication and Information

The Boreal forest Research Centre (BFRC) will be used for all of the advisory groups meetings. The BFRC will be responsible for taking minutes from all of the meetings and as well distributing minutes and other correspondence to the members. The educational component of the public advisory process may be delivered by the BFRC using new technologies (Web Casting) as well as workshops and seminars where appropriate. A facilitator will be provided to run the public advisory meetings and to coordinate the activities of this advisory group. Peace River Pulp Division will also be establishing a Scientific Advisory Committee to advise Peace River Pulp Division and the public advisory group on issues of science during the development of the SFMP. The advisory group will have direct access to this group in order to receive feed back on concepts and ideas that they would like to implement.

5.1) Internal Communications

- a) Agendas and meeting minutes will be distributed to the members by the BFRC.
- b) Peace River Pulp Division will provide information to the public advisory group as topics for discussion come up. Some information may be designated as confidential by Peace River Pulp Division and a request for confidentiality will be made to the group.
- c) Peace River Pulp Division will provide access to all information related to the DFA (Defined Forest Area) and SFM (Sustainable Forest Management Plan). planning process.
- d) Recommendations made by the public advisory committee will be presented to the Peace River Pulp Division strategic planning group in a formal submission. Peace River Pulp Division will share this information with the other members of the planning team as well as the scientific advisory team. Peace River Pulp Division will respond back to the public advisory committee in writing as soon as it has had a chance to review the proposals. Usually within one week of receiving the proposal.
- e) Peace River Pulp Division will develop a web site that will be used to post meeting minutes, articles, training presentations and maps for the members to review.

5.2) External Communications

- a) An update on the public advisory process will be published in Peace River Pulp Division annual reports and may be reproduced on company web sites.
- b) Peace River Pulp Division will be providing information on the progress of the public advisory process to a wider public.
- c) Only authorized members of the advisory committee are able to speak on

- behalf of the group as agreed to by the committee.
- d) Comments that are made by the public advisory committee when communicating with the media interest groups or the public will not be attributed to any one individual but will be the combined expressed opinion of the entire committee.
 - e) If individuals from the stakeholders groups wish to respond to the media then they can do so if their comments are made on behalf of the group that they represent. When making these comments to outside sources the member must be respectful of the other stakeholder groups on the advisory committee and as well not attribute comments to the outside sources to other stakeholders.
 - f) The Peace River Pulp Division web site will be available to the general public as well.

6) Meeting Expenses and Logistics

Peace River Pulp Division recognizes the value of one's personal time and sacrifice that will be required to be involved in the public advisory process. Therefore the company is prepared to provide reimbursement for travel and a stipend for the time spent on public advisory affairs. The following is proposed;

- a) Accommodations if required by some members who must travel longer than 1 hour to meetings and live in the defined forest management area. As well Peace River Pulp Division will cover fees and accommodations for members who wish to attend other public advisory meetings or conferences that have to do with the role of the public advisory committee.
- b) Expense forms and receipts will need to be submitted for expenses and will need to be submitted to Peace River Pulp Division for reimbursement
- c) Peace River Pulp Division will make a contribution to a charity nominated by the individual participant rather than making the payments directly to the member. This recognizes that this process may be taking away volunteer time from some members. This is a way in which the member can continue to do volunteer work and at the same time participate in the process.
- d) All meetings will be held at the Boreal Forest Research Centre at the NAIT campus in Peace River. The BFRC will supply administrative staff for recording and publishing minutes for the members. As well the BFRC will supply other resources as required to facilitate the public advisory process. The public advisory process will have the use of web based technologies (video conferencing and web streaming). The BFRC was chosen for this role because the centre is well placed in the community as a neutral player. The center's role is to promote forestry education and awareness with local community members and groups.

7) Roles and Responsibilities

7.1) Structure of the Public Advisory Committee

The following is an example of a stakeholder list. These represent the type of organizations that Peace River Pulp Division would like to participate in the public advisory process. The list is given as an example and in no way represents the only groups to participate. There are many more stakeholder groups who may want to participate.

Alberta Fish and Game Association
Alberta Guides and Professional Outfitters Association
Alberta Trappers Association
Canadian Association of Petroleum Producers
City of Peace River
Town of Fairview
Town of Worsley
Town of Hines Creek
Town of Grimshaw
Town of Manning
Town of High Level
Town of High Prairie
MD of Fairview
MD of Worsley
DFA Related Worker
Metis Nation #
Public at Large
Peace River Chamber of Commerce
Federation of Alberta Naturalists
Alberta Wilderness Association
Peace River School Division
Alberta Sustainable Resource Development (Observer Status)

More names may be added to this list as the process unfolds. A process for adding new members is defined below in the membership section.

7.2 Public Advisory Members Roles and Responsibilities

- a)** To provide review management planning options and to help select the most ecologically and socially acceptable option.
- b)** To identify values that are important to the member or organization that the member represents and to ensure that these values are incorporated into the management plan. Measurable criteria will need to be defined for each value identified so that it can be evaluated and monitored.
- c)** To act as a liaison between the organization that they represent and the public advisory committee.
- d)** To work with other members to reach a consensus on issues that come before the group.

- e) To attend meetings on a regular basis.
- f) To take advantage of educational opportunities presented throughout the process.
- g) To help develop the monitoring criteria that will be used in the stewardship report.
- h) To provide feedback on critical points in the 2010 management planning process.
- i) To be open and honest about their feelings toward the process at all times.
- j) To be fair and honest with all of the other participants. Everyone deserves the right to speak and as well everyone on the public advisory group has the responsibility to be a good listener.
- k) Everyone participating in this process will be treated with respect.
- l) To follow all Provincial and Federal regulations that pertains to air, water, soil and forests. The committee does not have the power to override these statutes.
- m) To elect a spokesperson to represent the group. The spokesperson will work closely with the facilitator to make the process successful.
- n) The spokesperson will represent the views of the committee when communicating with outside sources or the media.
- o) Reviewing materials before meetings will keep the meetings short and effective.

7.2) Membership Considerations

- a) Because of poor attendance from a member representing an organization, the organization may be asked to appoint another member. This request will be directed to the organization by the facilitator and confirmed with the other public advisory members.
- b) If an existing member who is representing an organization leaves that organization the member will be allowed to stay in the public advisory process and sit as an independent member.
- c) It is acceptable for an organization to appoint an interim member for the temporary replacement of that member. The facilitator should be made aware of all of the above changes.
- d) Each organization will be asked to supply one regular member and one alternate member. Both of these members will receive information generated from the process.
- e) It is expected that organizations will leave the process after a certain amount of time and that new organizations will join into the process. When new organizations join into the process decisions that have already been made by the members will not be re opened and negotiated based on the new memberships. If the new member wishes to add new information to the process that is acceptable but the group can't be expected to cover old ground over and over again.

7.3) Facilitators Role in the Public Advisory Process

- a) The facilitator will be responsible for leading the public advisory committee and assisting them with any requests that they may have during the process.
- b) The facilitator is responsible for developing and distributing the agenda for each meeting and making sure that the minutes are distributed for review and publishing.
- c) The facilitator is responsible for all record keeping from the meetings. Requests for information or questions that the public members have will be channeled through the facilitator.
- d) The facilitator will be responsible for reviewing and finalizing the TOR and for amending the TOR as the committee sees fit from time to time. The TOR should be a living document. The TOR should be reviewed annually to make sure that no changes are required.
- e) The facilitator is responsible for making arrangements for meetings in terms of facilities and meals if the group decides that this is required.
- f) The facilitator will be encouraged to attend conferences and seminars where public advisory training or discussions are being held.
- g) The facilitator will be responsible to help arbitrate disagreements between members or members and Peace River Pulp Division.
- h) The facilitator is responsible for working with Peace River Pulp Division and the public advisory group to develop a training plan and for the delivery of that training.
- i) Facilitator will have the responsibility to deal with membership issues as they arise from time to time.
- j) To make sure that communications with the PAC are effective and that communications with the wider public are occurring (web site for the outside public or organizations).
- k) Will not take part in reaching consensus or decision-making of the PAC.
- l) To make sure that meetings address agenda items and that the meetings stay on course.
- m) To provide support in summarizing and clarifying issues and recommendations. Seek to clarify for understanding.
- n) Will work closely with the spokesperson to make the public advisory process successful.

7.4) Observers Role

- a) General public or members from outside organizations are welcome to observe the public advisory process.
- b) The observers may participate in discussion or make presentations to the group upon approval from the public advisory group and the facilitator. Questions in the form of submissions are also welcome from outside organizations as well.
- c) Observers will not take part in the consensus portion of the meeting.

7.5) Peace River Pulp Division's Role

- a) To present ideas and concepts to the public advisory committee for consideration and to review recommendations presented by the public advisory group.
- b) To respond in writing to the public advisory group whenever reviews are conducted by Peace River Pulp Division on materials generated by the PAC.
- c) If ideas or suggestions that are brought forth by the PAC are not accepted by Peace River Pulp Division then Peace River Pulp Division must present in writing why they were not accepted.
- d) To be able to demonstrate how values that are expressed by the members are considered and implemented into the planning and monitoring process.
- e) Report out on an annual basis on the public advisory process in annual Peace River Pulp Division publications or publications specific to the PAC.
- f) Review the effectiveness of the public advisory process with the facilitator on an annual or bi annual basis. Provide feedback on the progress being made.
- g) Provide the PAC with keystone dates and a list of the key steps in the process that they will be involved in.
- h) Present alternative strategies to the PAC for review and discussion. These alternative strategies need to be presented in a clear and concise manner so that the committee members can understand the alternatives and trade offs that may have to be made.
- i) To provide all resources as deemed necessary and realistic in order to support the process to its fullest.
- j) Inform and obtain support from senior management on the TOR and the public advisory process.
- k) To be open and honest in all discussions with the members. Transparency will be critical for this process to succeed.

- l)** To supply the PAC with all materials required for decision making and training.
- m)** To support the training component for the PAC. Outside experts may be required to be brought in during specific phases of the process.
- n)** Will not take part in reaching consensus or decision making of the PAC.
- o)** To make decisions in regard to sustainable forest management and certification.
- p)** To make recommendations on scientific and other experts that would be the best for the educational phase as well as for clarifying issues that are science based.
- q)** The PAC committee members will be expected to review information from time to time.

7.6) Decision Making Process in the Public Advisory Process

- a)** The group agrees to work by consensus.
- b)** Every effort shall be made by committee members to achieve consensus on issues.
- c)** Consensus is defined as a majority of members having substantial agreement on a decision.
- d)** Decisions on specific issues will be considered to be interim consensus until there is consensus on the full set of recommendations. This will allow the group to build consensus on a complicated issue one piece at a time until overall consensus is reached.
- e)** All decisions and recommendations will require the involvement of at least 5 members.
- f)** If a member was absent from a meeting and had advised the committee of his or her absence and a decision is made by the committee then the absent member has the right to ask the committee to review the decision. But, if a member has been absent for two or more meetings without letting the facilitator know then the facilitator may agree that the decision stands. The decision can still be clarified for the member.
- g)** If the member is unable to attend a meeting when important decisions will be voted on the member can register his or her vote with the facilitator who will present this absent vote at the meeting.
- h)** The members will seek as much clarification on an issue in order to make an informed decision. In many cases compromise will be required in order to meet consensus.
- i)** The Science Advisory Committee that Peace River Pulp Division is establishing will be available to clarify points of science and to help the group with difficult decisions on science issues.
- j)** In all cases where science is not yet available to support decisions of the committee the committee and Peace River Pulp Division will always select the lowest risk strategy. The Science Advisory Committee can help

the PAC select the lowest risk strategy and recommend research to support the decision.

7.7) Dispute Resolution Mechanism

- a) The facilitator will resolve process issues with the PAC.
- b) The PAC members will be required to work to identify underlying issues and to work to a solution in a positive friendly manner. Remember to be hard on the issue and soft on the people.
- c) Members will always try to arrive at the best solution possible. Compromise and understanding other's positions will be key when trying to resolve issues. Becoming entrenched and refusing to compromise will not lead to solutions, only to frustration and failure.
- d) If in the event no consensus can be reached on an issue then the facilitator will summarize the issue and present it to Peace River Pulp Division for their consideration. Peace River Pulp Division will be informed about the issue and the major points of support and dissention. Additional resources in terms of experts may be required to speak to an issue causing an impasse until some type of consensus or compromise is reached by the members. In this process the Science Advisory Council will be available to advise the group on scientific issues and to help the group sort out impasses based on science not feelings about the issue. We will need to separate how people feel about issues and the science behind the issue. In some cases research may have to be established in order to support the eventual decision. Until the research is completed and the results published it is suggested that the lowest risk strategy be adopted.
- e) The facilitator will be responsible for recording all points for and against a particular issue. The facilitator should try and use all other means to reach consensus before the issue is brought to Peace River Pulp Division. As well in trying to breach an impasse the PAC can conduct surveys or polls with the general public to see where their support lies.

7.8) Review and Renewal of the Terms of Reference Document

- a. The terms of reference document will be reviewed and amended on an annual basis based on the consensus of the group. The revision of the terms of reference requires approval from the PAC committee and Peace River Pulp Division.
- b. The facilitator will lead the PAC through the review process and will bring the amendments to Peace River Pulp Division once they are approved by the PAC.

Appendix 2

Definitions for Acronyms

DFMP-Detailed Forest Management Plan

VOIT-CSA Name given in CSA for values, objectives, indicators and targets.

ASRD-Alberta Sustainable Resource Development

OPS- Peace River Pulp Division Operations (Harvesting ect.)

ILM-Integrated Land Management Concept where several resource sectors do integrated planning on the land base.

CCFM-Canadian Council of Forest Ministers

AAC-Annual Allowable Cut

SFM-Sustainable Forest Management

DFA-Defined Forest Area

BFRC - Boreal Forest Research Centre