

MILLAR WESTERN FOREST PRODUCTS LTD.

**MILLAR WESTERN  
FOREST MANAGEMENT AREA  
2007—2016  
DFMP/SFMP IMPLEMENTATION  
COMMUNICATION PLAN**





# EXECUTIVE SUMMARY

The 2007-2016 Detailed Forest Management Plan (DFMP)/Sustainable Forest Management Plan (SFMP) Implementation Communication Plan outlines the steps Millar Western Forest Products Ltd. will take to provide its stakeholders with access to information about the company's sustainable forest management activities and opportunities to influence forest management activities within the company's forest management agreement (FMA) area. The plan is intended to meet the communications requirements both of the Government of Alberta, as outlined in *Alberta Forest Management Planning Standard (April 2006)* and the Canadian Standards Association, as outlined in *Sustainable Forest Management: Requirements and Guidance for CSA Standard Z809-02*.

This communication plan is divided into two distinct parts: *Internal Communications* is targeted at Millar Western employees and contractors, while the *Public Participation Plan (External Communications)* is aimed at individuals and groups outside the company, such as aboriginal communities, other companies operating in our FMA area, and the general public. Both the internal and external components will be further divided into an *Approval Phase*, which covers the DFMP's finalization, and an *Active Phase*, covering the DFMP's 10-year duration, 2007-2016.

## Internal Communications

### *Approval Phase*

The main goal of internal communications during the approval phase is to provide mechanisms for the DFMP plan development team, which includes Millar Western Woodlands personnel and contractors, to comment on plan development activities, with a view to strengthening the process for the future. Other objectives are to acknowledge the efforts of everyone involved in developing the DFMP/SFMP and to bring the development phase to a close.

### *Active Phase*

During the active phase, internal communications will be directed primarily at Woodlands employees and, by extension, all contractors working on Millar Western's behalf, ensuring that they are aware of the company's forest management obligations and contributing to their realization. This will be achieved primarily through regular training, briefings and workshops and new-employee orientations. A secondary aim will be to ensure that all Millar Western employees are provided with opportunities to review forest management plans and provide input.

## Public Participation Plan (External Communications)

### *Approval Phase*

External communications during the approval phase will be focused on announcing achievement of CSA-Z809 sustainable forest management (SFM) certification and government approval of the DFMP, and with making DFMP/SFMPs accessible to stakeholders. This will be achieved through media relations (news releases, media interviews) and postings to our corporate website.

### *Active Phase*

Spanning the 10-year period of the DFMP, the active phase is the lengthier, more involved component of the Public Participation Plan. Its key objectives are to keep stakeholders informed about forest management activities, provide access to information, and offer the public multiple opportunities to review and influence the company's sustainable forest management efforts.

As well as providing access to information through vehicles such as the company's website and the media, the company will also strive to link directly with identified stakeholders by maintaining and expanding a **stakeholder registry**, which will include contact information for stakeholders, including aboriginal communities, contractors, industrial forest users, local recreational groups, government, trappers, and grazing lease holders. This will enable regular communications with groups and individuals interested in staying abreast of and/or participating in the company's sustainable forest management efforts.

In view of CSA's strong emphasis on public participation and the company's own desire to involve the public in its activities, the company will establish, as part of its public participation program, a **permanent Public Advisory Committee (PAC)**. Drawing from areas surrounding the Millar Western FMA and representing a broad spectrum of interests, PAC will complement the efforts of the **Environmental Co-Stewardship Committee**, formed by Millar Western and the Alexis Nakota Sioux Nation to promote economic development opportunities and discuss forest management and other issues of mutual interest. PAC's primary mandate will be to review and provide input into the company's annual operating plans (AOPs), to review company performance with respect to values, objectives, indicators and targets (VOITs) identified in the DFMP/SFMP, to advise on emerging forest management issues, and to help guide the company's external communications activities as they relate to forest management. The company will also establish **harvesting and silviculture balancing groups**, bringing together all forestry companies operating on its defined forest area (DFA), to work toward the common goal of meeting DFMP/SFMP objectives.

To solicit additional input into its forest management activities, the company proposes to not only experiment with different **open-house formats**, but also to introduce a series of new measures meant to reach a larger number of public members. These include developing and posting annual progress and stewardship reports and other SFM-related information on a **virtual open house**, which will be located on the Millar Western corporate website, and creating a **24-hour, toll-free telephone hotline**, to provide the public with another communications link to Woodlands staff. At the direction of PAC, the company will also hold **public information sessions**, as required, to address emerging issues (e.g. mountain pine beetle and global climate change).

To ensure that communications efforts, including all contacts with the public, are documented, fully considered, and responded to, the company will establish a **formal process for responding to public queries and complaints** and document and store all public contacts and other communication materials in a **communications tracking database**.

As well as seeking input into its forest management activities, Millar Western will commit to

reporting on its performance on a regular basis. In addition to preparing annual and five-year stewardship reports to meet both government and CSA reporting requirements, the company will publish an **annual environmental report**, for distribution to stakeholders, including customers and the general public. The report will document the company's success in meeting specified plan objectives and include discussions on public input, research initiatives, and the company's response to emerging issues.

This plan outlines general strategies for promoting understanding of forest management activities and inviting public involvement. More detail, including specific tactics and messages, will be contained in annual communications/public participation plans, which will be developed with the input of the Woodlands Department and PAC.

While the communications plan identifies strategies for overcoming existing challenges, it recognizes that the success of this plan will rely on continual re-evaluation. It therefore proposes several methods for measuring the effectiveness of communication and public participation initiatives, to ensure they meet their objectives of informing, involving and engaging our stakeholder community.

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# I. INTRODUCTION

With more than a century of experience in managing forest resources that are publicly owned, Millar Western understands the importance of fostering a positive relationship with its employees and the community, and endeavors to build close ties with its audiences through ongoing communication and consultation. Millar Western values the input received, using it to improve its plans and practices so that they reflect community priorities.

As the company prepares to implement its government-required 2007-2016 detailed forest management plan (DFMP) and CSA-certified Sustainable Forest Management Plan (SFMP), its aim is to continue to enjoy community support for its activities in the forest by providing the public with access to information and opportunities to contribute to sustainable forest management.

*The goal of this plan is to put into place mechanisms to inform employees, contractors, specific stakeholders and the public about Millar Western's efforts to manage the forests in its care in a sustainable manner and to seek input into its plans and activities, with a view to continually improving company operations and maintaining the forest resource for the benefit of present and future generations.*

The basic objectives of the 2007-2016 DFMP/SFMP Implementation Communication Plan are:

- To ensure Millar Western Woodlands employees and contractors and other companies operating in its defined forest area (DFA) are sufficiently informed to carry out the company's forest management obligations;
- To establish a public participation process that is consistent with the Alberta government's *Forest Management Planning Standard* and Section 5 of CSA Z809 (2002) *Sustainable Forest Management: Requirements and Guidance*; and
- To maintain community support for Millar Western's operations by providing information about our forest management activities and managing public concerns in way that is consistent with the company's Public Involvement and Consultation Policy (Appendix A).

This plan is divided into two main sections, each with its own set of goals and objectives:

- Internal Communications Strategy; and
- Public Participation Plan (External Communications).

Each of these main sections is further divided into two time-based components:

- the Approval Phase focuses on the time period that includes the final plan development stages and announcement of CSA SFM certification and the DFMP approval; and
- the Active Phase, which spans 2007 to 2016.

By virtue of its expansive timeframe, this communication plan provides general direction only. Each year, Corporate Communications, in collaboration with Woodlands and the company's Public Advisory Committee (PAC), will develop detailed procedures for implementing the strategies and tactics outlined in this broad overview and regularly evaluate their effectiveness, to ensure goals and objectives remain relevant and continue to be met.

## 2. INTERNAL COMMUNICATIONS

### 2.1 Introduction

The ultimate success of the DFMP and Millar Western's efforts to manage the forest in a sustainable manner lies in the company's ability to convey the plan's requirements to those who will be executing it – Millar Western's employees and contractors. As well as familiarizing internal audiences with the contents of the DFMP/SFMP, this section of the plan also suggests methods for ensuring that members of the plan development team (PDT) are given the opportunity to comment on the plan development process itself, to lay the foundation for the next DFMP/SFMP.

The goals of internal communications during the approval and active phases are:

- To provide the PDT with opportunities to comment on the DFMP development process, with a view to continuous improvement;
- To acknowledge the efforts of everyone involved in plan development;
- To ensure all Millar Western employees have access to the DFMP and SFMP and are provided with opportunities to be able to influence them; and

- To ensure Millar Western Woodlands employees and contractors are knowledgeable about the company's obligations under the DFMP/SFMP.

## 2.2 Approval Phase Communications

### 2.2.1 Purpose

The purpose of this portion of the plan is to outline objectives and strategies for communicating with internal audiences during the final stages of plan development.

### 2.2.2 Audience

- Millar Western Woodlands Employees
- Plan development team:
  - Steering Committee
  - Communications Committee
  - Environmental Co-Stewardship Committee (ECSC)
  - Impact Assessment Groups
  - Landscape Projection Groups
  - Peer Review Committee
  - Public Participation Group.

### 2.2.3 Objective

The primary objective of internal communications during the approval phase is to provide team members with an opportunity to comment on the DFMP development process, with a view to refining the process for the next DFMP. A secondary objective is to recognize team members for their contributions to the project.

## 2.2.4 Challenges and Strategies

The key communications challenge is the geographic disbursement of PDT members, which could make team assembly for a project debriefing difficult. This challenge can be overcome through technology (e.g. teleconferencing) and/or the preparation of an on-line survey, as a means of gathering feedback.

## 2.2.5 Actions

- Shortly after DFMP approval, hold a debriefing meeting with key plan developers, including out-of-Alberta participants, to determine strengths and weakness of the DFMP development process, with a view to improving the process for the next DFMP (2017 – 2026). This meeting could be held in conjunction with a celebratory event; however, if costs/scheduling conflicts make a debriefing meeting impractical, alternative strategies could include a meeting by teleconference and/or an on-line survey;
- Hold a DFMP Woodlands retreat, to ensure all Woodlands employees are aware of the DFMP and its operational implications;
- Present the DFMP summary at a meeting of the Environmental Co-Stewardship Committee, stressing issues of import to the Alexis Nakota Sioux Nation, such as trapping;
- Send letters of thanks/tokens of appreciation to all members of the PDT; and
- Announce CSA-Z809 certification and DFMP approval on the corporate intranet.

## 2.2.6 Evaluation

Internal communications will be considered successful if the majority of Millar Western Woodlands employees and PDT members are aware of CSA certification and DFMP approval, feel they have been acknowledged for their contributions, and have had an opportunity to comment on the DFMP development process. The main evaluation tool will be a survey of PDT members.

## 2.3 Active Phase Communications

### 2.3.1 Purpose

The primary purpose of this portion of the communications plan is to outline internal communications for the duration of the DFMP (2007 to 2016).

### 2.3.2 Audience

- Millar Western Woodlands Employees
- Harvesting and Silviculture Contractors
- Non-Woodlands Employees of Millar Western

### 2.3.3 Objectives

The primary objective of internal communications during the active phase is to inform Millar Western Woodlands employees and contractors about the company's obligations under the DFMP, so they can be fully and properly implemented in the field. A secondary objective is to provide all company employees with a better understanding of the company's forest management strategies, so they can play a role in helping to promote our practices among other stakeholders, including customers and suppliers.

### 2.3.4 Challenges and Strategies

The main challenge will be to strengthen linkages between the Woodlands planning, operations and silviculture groups, to ensure that operations and silviculture staff are fully aware of the company's forest management obligations, as defined by the DFMP/SFMP, and given the opportunity to contribute to the planning process, so that plans can better reflect field realities. This challenge can be met through joint planning sessions and/or post-audit performance reviews.

### 2.3.5 Actions

- Continue to utilize and promote the ISOsoft management program as a repository for storing documents such as system manuals and results from monitoring, measurement, performance checks, audits and management reviews, as well as other internal reports and schedules required by the CSA-Z809 standard, to ensure all Woodlands employees have access to current reference materials;
- Hold Woodlands planning, operations and silviculture staff meetings in conjunction with the annual environmental and safety training day, to review performance, share information, and consider internal and external input into operational plans, with a view to continual improvement of processes;
- Hold joint planning-operations-silviculture debriefings after all certification audits, to discuss results and ways to apply findings toward the goal of continual improvement of processes;
- Distribute summary version of DFMP to all Woodlands contractors;
- Incorporate SFM training into contractor/new employee orientations;
- Develop an internal bulletin, to alert employees/contractors to changes in operating procedures or VOITs, or other important developments;
- Via the corporate intranet, provide all employees with the opportunity to review/ provide input to AOPs; and
- Via the corporate intranet, make available SFM annual reports, audit results and other related materials to all employees.

### 2.3.6 Evaluation

Internal communications will be considered successful if the results of certification audits show that DFMP obligations are being fulfilled and internal climate surveys, conducted every three years by Human Resources, indicate that Woodlands employees feel they are being kept informed of developments relating to sustainable forest management and given sufficient opportunities to contribute to the evolution of internal processes and strategies.

# 3. PUBLIC PARTICIPATION PLAN (EXTERNAL COMMUNICATIONS)

## 3.1 Introduction

Traditionally, the company has been involved in a host of consultation and public relations activities such as open houses and advertising, to share information with the public and invite their input into its DFMP/SFMP. The DFMP/SFMP Public Participation Plan builds on past efforts to create a strategy that aims to meet the following objectives:

- To satisfy the requirements of the Millar Western Public Involvement and Consultation Policy (Appendix A);
- To communicate to stakeholders and the public that CSA-Z809 SFM certification has been achieved and the DFMP has been approved by the Alberta government;
- To provide stakeholders and the public with access to SFM plans and other forest management-related information; and
- To provide stakeholders and the public with multiple mechanisms through which they can contribute to forest management decision making.



## 3.2 Approval Phase Communications

### 3.2.1 Purpose

The purpose of this section of the plan is to outline external communications during the approval phase, which encompasses the final stages of DFMP development and government approval.

### 3.2.2 Audiences

- Aboriginal communities
- Defined stakeholders, including:
  - o Other industrial forest users operating in the area, such as oil and gas companies and grazing lease holders;
  - o Recreational forest users; and
  - o Municipal and provincial government representatives and elected officials.
- General public.

### 3.2.3 Objectives

The objective of external communications during this phase is to announce CSA-Z809 certification and the Alberta government's approval of the DFMP.

### 3.2.4 Challenges and Strategies

One of the most significant challenges in this and all forest management-related communications is to make complex forest management issues understandable to the general public. In addition to making the full text available to interested stakeholders, the company will develop plain-language executive summaries of SFM plans, in an effort to make them more accessible. Another challenge is the difficulty of motivating busy members of the public and

stakeholder groups to spend time and effort in reviewing and responding to SFM plans. In order to encourage more public participation in the future, the messages associated with the announcement of DFMP approval will focus on how the DFMP was shaped through public input.

### 3.2.5 Actions

#### *Aboriginal forest users*

- Hold open house in Glenevis, to present DFMP/SFMP to Alexis Nakota Sioux Nation
- Provide summary version of DFMP/SFMP to Alexander First Nation, Sturgeon Lake Cree Nation and Lesser Slave Lake Indian Regional Council and offer to meet with these communities as desired for further discussion.

#### *Other Stakeholders and general public*

- Draft/distribute certification announcement letter for pulp customers (Complete)
- Issue news release, announcing CSA certification, to local media outlets (Complete)
- Post SFMP on corporate website (Complete)
- Post external CSA-Z809 audit results on corporate website
- Post DFMP on corporate website
- Issue news release to local media upon DFMP approval
- Develop PowerPoint presentation based on DFMP/SFMP summary, to present to stakeholder groups on as-requested basis.

### 3.2.6 Evaluation

The success of this part of the communication plan will be determined by the number of visits to relevant sections of the company's external website and by the extent of media coverage.

## 3.3 Active Phase Communications

### 1.3.1 Purpose

The purpose of active-phase communications is to outline strategies for providing stakeholders and the public with access to information and opportunities to influence forest management activities throughout the DFMP's 10-year term (2007-2016).

### 3.3.2 Audiences

- Government
- Aboriginal communities
- Defined stakeholders, including:
  - o Other industrial forest users operating in the area;
  - o Recreational forest users; and
  - o Municipal and provincial government representatives and elected officials.
- General public.

### 3.3.3 Objectives

Understanding that adaptive management requires continual, critical performance assessment, the objective of the public participation plan during the active phase is to provide audiences with access to information about Millar Western's forest-management approach and activities, and opportunities for them to provide constructive feedback and help shape the company's ongoing efforts to manage the forest in a sustainable manner.

### 3.3.4 Challenges and Strategies

One of the company's most significant challenges is to engage the public in a meaningful, informed discussion about forest management issues. To date, the company has relied primarily on open houses to solicit public input into forest management plans; however, due to their low attendance, they have proven only moderately successful for either disseminating information to or receiving direction from stakeholders. In an attempt to reach a broader audience, the company will experiment with different open-house formats and introduce new tactics such as a permanent public consultation group, a virtual open house and a 24/7 hotline.

### 3.3.5 Actions

#### *Stakeholder Registry*

To encourage greater stakeholder and public involvement and generate meaningful public input, Woodlands will establish a formal stakeholder registry, which will enable the company to identify and communicate directly with interested parties about its sustainable forest management activities. The registry will be built using a combination of stakeholder analysis and voluntary on-line registration through the corporate website, and will be updated annually. It will include elected and non-elected government officials; other forest users, aboriginal communities and interested members of the public.

#### *Environmental Co-stewardship Committee (ECSC)*

Operating since 2004, the ECSC will continue to be the main collaborative mechanism between Millar Western and the Alexis Nakota Sioux Nation for discussing forest management, planning, and economic development issues. Endeavoring to meet at least four times per year, the committee will be used as a forum for reviewing plans and ensuring that they respect traditional land uses and other values of importance to the Alexis community.

#### *Permanent Public Advisory Committee*

As well as continue its involvement in the ECSC, Millar Western will form a permanent Public Advisory Committee (PAC) as its primary public consultation mechanism. Building on the temporary Public Participation Group (PPG) established for the DFMP development process, the permanent PAC will meet at least quarterly and contribute to the development of annual operating plans, monitor company performance in achieving DFMP/SFMP VOITs, review SFM annual/stewardship reports and audit results, and advise on emerging forest issues and public

communications with respect to forest management activities. In an effort to broaden stakeholder representation and ensure a number of different perspectives are considered, the company will invite specific stakeholder groups (e.g. trappers, other industrial users of the forest, recreational groups, local government members) to participate, as well as members of the general public.

### *Harvesting and Silviculture Balancing Groups*

To ensure that other forestry companies active in its FMA area are working toward common SFM goals, Millar Western will form harvesting and silviculture balancing groups. Composed of representatives of Millar Western and other forestry operators, these balancing groups will meet regularly to review SFM commitments and performance, and deal with outstanding technical issues.

### *Open Houses/Public Information Sessions/Presentations*

While in the past the company has relied on open houses as a main consultative mechanism with the general public, they have not been well attended and, therefore, not met their goal of engaging residents in a discussion about forest management issues. In an effort to increase participation, the company will explore different open house formats (e.g. 2006 and 2007 AOP open houses were held in conjunction with barbecues in shopping centre parking lots), seeking advice from PAC on potential ways to generate greater public interest. With direction from PAC and on its own initiative, the company will also sponsor public information sessions, to provide more information on emerging issues. Working with Corporate Communications, Woodlands staff will also develop and deliver SFM presentations to community groups on an as-requested basis.

### *Addition of Public Participation Component to Corporate Website – Virtual Open House*

Taking advantage of growing internet access, the company will, as part of a redesign of its external website ([www.millarwestern.com](http://www.millarwestern.com)), establish a virtual open house where detailed information about sustainable forest management, including sustainable forest management plans, stewardship and annual reports, and audit results, will be housed (Appendix C - Proposed Site Map). The site will also include *Forestry Forum*—videotaped interviews with Millar Western Woodlands staff on a wide range of issues— and *Ask a Forester* — an opportunity to communicate directly with members of the Woodlands team. Visitors to the site will also be able to access an on-line form to join the Stakeholder Registry. Intended to

make information about the company's SFM activities available to a wider audience, the virtual open house will be promoted through the media and corporate publications.

### *24/7 Hotline*

To provide stakeholders and the general public with the opportunity to provide input at any time, the company will establish a toll-free hotline, where individuals may leave questions, comments or concerns on a voice-messaging system. The company will commit to providing an initial response within two business days, responsibility for which will be assigned to designated Woodlands employees. The hotline number will be promoted throughout the year and included in all Woodlands-related advertising, as well as on signage in active operating areas.

### *Reporting*

In addition to annual and five-year stewardship reports, as required by the Alberta government and the CSA-Z809 sustainable forest management standard, Millar Western will commence production of an annual environmental performance report. Intended for the general public, this document will track progress in meeting sustainable forest management and mill-site environmental objectives, and address emerging issues, future plans, and research. Written in a plain-language style, it will be distributed by traditional and electronic mail to registered stakeholders, and made accessible to employees, customers and the public via internal and external corporate websites.

### *Advertising/PR*

The company will continue its practice of placing advertisements in local media and issuing press releases to advise the public about certain seasonal activities, such as its annual vegetation management program or startup of the annual winter log haul. It will also use the media to promote public participation opportunities such as open houses and PAC vacancies and to launch new initiatives such as the Virtual Open House.

### *Handling Public Requests for Information/ Concerns*

Millar Western is committed to providing the public with access to information and to addressing public concerns in a timely and respectful way. Toward that end, the company will post information that it views as potentially of interest to the public on its external website, taking content direction from PAC as needed, and establish a process for reviewing and

responding to public inquiries and complaints.

Complaints and requests for information not available on our website will flow to the Environmental and Safety Coordinator, who will ensure that such inquiries are addressed quickly and thoroughly. If there is uncertainty as to how to respond, the Environmental and Safety coordinator will review the request with the Woodlands Manager. A record of all public inquiries, as well as details on the company's response, will be included in a woodlands communications tracking tool.

### *Development of Visual Identity (Graphic Template)*

To enable the public to identify advertisements and other communications materials relating to woodlands activities, Communications will develop a graphic template, to be used for all external communications, including presentations, advertisements and reports.

### *Whitecourt Forest Interpretive Centre/Huestis Demonstration Forest*

The Whitecourt Forest Interpretive Centre, which was opened in 2001, was built to showcase the forest industry in the Whitecourt area. A major contributor to the facility's capital fund, Millar Western proposes to develop an exhibit on sustainable management, potentially in concert with other local-area forest companies, to inform visitors of the region's efforts to sustain the forest for future generations. The Huestis Demonstration Forest, outside of Whitecourt, provides another opportunity to educate the public about forest management issues. Millar Western is currently part of a multi-stakeholder committee formed to enhance and promote the demonstration forest, so it can serve as an effective tool to stimulate discussion on issues such as integrated land management.

## **3.3.5 Audience-Specific Activities**

### *Government*

- Submit annual progress reports every year
- Submit stewardship reports every five years

### *Aboriginal communities*

- Continue to participate in Environmental Co-stewardship Committee (ECSC), using it

as primary vehicle to solicit input from Alexis Nakota Sioux Nation

- Invite representatives of all area First Nations communities, including the Alexis Nakota Sioux Nation, to participate in PAC
- Include council members of Alexis Nakota Sioux Nation, Alexander First Nation, Lesser Slave Lake Indian Regional Council and Sturgeon Lake Cree Nation on registered stakeholder list.

### *Other forestry companies*

- Create harvesting and silviculture balancing groups

### *Other stakeholders and the general public*

- Develop a stakeholder registry
- Maintain a permanent public advisory committee
- Explore new open-house formats
- Establish virtual open house on external website
- Produce, promote and distribute annual environmental/sustainability report
- Establish 24/7 hotline

Continue practice of advertising seasonal activities, as well as company contact information, in local media

- Establish process for handling public inquiries/concerns in timely manner
- Explore idea of mounting permanent display relating to sustainable forest management at Whitecourt Forest Interpretive Centre and work with partners to enhance educational opportunities at Huestis Demonstration Forest.

### **3.3.6 Evaluation**

The success of this part of the communication plan will be determined in a number of ways:



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surveying PAC members regarding effectiveness of communications activities; including feedback forms in annual environmental reports and on the virtual website; and measuring attendance/satisfaction at open houses/information sessions.

## 4. COMMUNICATIONS TRACKING

Millar Western will track all communications relating to the announcement and implementation of its approved DFMP/SFMP in a shared database that will be made accessible to Woodlands and Communications employees. The "Woodlands Communication Database" will serve as a record of all communications and public participation activities, including the following:

- Media, stakeholder and public contacts, received by phone, fax or e-mail, and company responses;
- Announcements, advertisements, unpaid media coverage (e.g. news articles);
- Details relating to Woodlands tours, open houses, workshops and information sessions (communication plans, presentations, invitation lists, attendees, etc.);
- Minutes from PAC; and
- Forest management presentations to the public.

This information will be summarized on an annual basis and form part of the annual and five-year stewardship reports submitted to government.

# 5. TIMELINES

## 5.1 Immediate Requirements

December 2006-January 2007—Prepare/distribute employee announcement, news release, customer letter announcing CSA SFM certification (Complete)

January - August 2007—Prepare communication tools for active phase: establish 24/7 hotline, virtual open house, stakeholder registry, permanent PAC

July 2007—Prepare PDT thank-you letters, DFMP approval announcement, DFMP plan summary

## 5.2 Upon DFMP Approval

Hold PDT debriefing

Distribute thank-you letters/tokens of appreciation to PDT members

Issue news release and plan summary to media, employees, stakeholders

Place DFMP, complete and summarized versions, on external/internal websites

Place ads in local newspapers, informing public of how to access DFMP

Hold DFMP workshop for Millar Western Woodlands employees.

### 5.3 DFMP/SFMP Active Phase Schedule

The timeline below represents a proposed annual schedule for fulfilling internal and external communications obligations, as set out in Sections 2 and 3 of this plan.

January—Run advertisements promoting hotline/virtual website in local newspapers/radio stations.

February-March—Hold PAC and ECSC meetings to present draft annual environmental report, review annual communication plan, and review results of surveillance and certification audits

March—Publish and distribute environmental annual report; advertise spring road ban

April—Hold annual joint planning-operations-silviculture meeting

April-May — Present completed AOP to PAC & ECSC ; advertise and hold AOP open houses

June—Hold PAC and ECSC meetings to discuss emerging issues (fieldtrip/guest speakers); Advertise vegetation management program in local media

November—Hold PAC & ECSC meetings, to obtain input on development of AOP for following year; advertise start of winter log haul

December—Review and update stakeholder registry.

## 6. CONCLUSION

Millar Western shares the view promoted by the Alberta government and CSA that communication and public participation are “a vital component of sustainable forest management.” Building on strategies successfully employed during the development phase of the 2007-2016 DFMP, as well as others used during the implementation of the previous DFMP, this plan strives not only to improve employee understanding of Millar Western’s sustainable forest management efforts and obligations but, also, to improve the public’s access to information as well as their ability to influence forest management decisions.

The intent of this plan is to serve as a guideline for communications and public participation for the next decade, understanding that communications efforts will need to remain flexible to respond to developments such as the emergence of new technologies and policies, and changes in audience composition and needs. While the plan details may require adjustment over time, the principle that will remain constant throughout the plan’s timeframe is that of Millar Western’s unwavering commitment to making communications and public participation central to its efforts to protect the forest resource for the enjoyment and benefit of generations to follow.

## 7. REFERENCES

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## 8. APPENDICES

*A. Public Consultation Policy*

*B. Local Media Listing*

*c. Proposed Site Map for [www.millarwestern.com](http://www.millarwestern.com)*

## APPENDIX A PUBLIC CONSULTATION POLICY

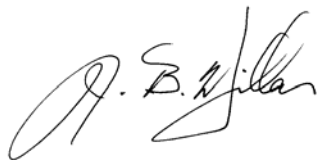
November 1, 2006

### Public Involvement and Consultation Policy

We, the shareholders and employees of Millar Western Forest Products Ltd., base our livelihoods on the responsible development and protection of renewable forest resources. Understanding that the forests where we are active belong to all Albertans, we will undertake to consult with and involve the public in our work to sustain the forest for the benefit of present and future generations. Toward that end, it is our policy to:

- Provide multiple opportunities for stakeholder and public participation in sustainable forest management planning;
- Uphold all legal requirements with respect to aboriginal land treaty rights in our forest operations, and provide aboriginal communities living in and around our operating areas with opportunities to learn about and become directly involved in our forest management planning and activities;
- Make available non-proprietary information about our forest management activities to our customers, investors, communities and other stakeholders who request it;
- Report annually to the government and the public on our compliance with regulatory requirements and other aspects of our sustainable forest management activities;
- Respond quickly and respectfully to any concerns expressed or suggestions made by the public; and,
- Regularly evaluate our efforts to consult with and involve the public, with a view to continually improving our public participation activities.

To ensure the effective implementation of this policy, Millar Western will help employees fully understand our public involvement commitments and objectives and develop the necessary skills to achieve them.



James B. Millar  
Chairman



H. MacKenzie Millar  
President and CEO



## APPENDIX B LOCAL MEDIA LISTING

### PRINT

Barrhead Leader  
Box 4520 – 5015 - 51 St.  
Barrhead, Alberta  
780-674-3823

Ft. Assiniboine Express  
Box 427  
780-706-1053  
Fort Assiniboine, Alberta  
780-778-5475  
TheExpress@telusplanet.net

Fox Creek Times  
Box 335  
Fox Creek, Alberta  
780-524-3490  
fctimes@telusplanet.net

Mayerthorpe Freelancer  
Mayerthorpe, Alberta  
780-786-2602  
may-free@telusplanet.net

The Swan Hills  
Grizzly Gazette  
4924A Plaza Ave.  
Swan Hills, Alberta  
780-333-2100  
sgazette@telusplanet.net

The Whitecourt Star  
Box 630  
Whitecourt, Alberta  
780-778-3977  
advertising@whitecourtstar.com

### RADIO

CFXW - 96.7 The Rig Radio  
Whitecourt, Alberta  
780-778-5101

CIXM - XM105 Country  
Whitecourt, Alberta  
780-706-1053

## WEBSITE MAP - REVISED

[NAVIGATION BAR] HOME/CAREERS/ CONTACT/PUBLICATIONS/SEARCH (would bring up both site map and search function)

**HOME** [photo box : same photo montage; same text (MILLAR WESTERN GROWING, ADVANCING, PRODUCING, MEASURING, SUSTAINING)]

[left-side navigation list]

- Overview
- Operations
- Products
- Environment
- Community

[centre page]

- News
  - (stories)
  - News Archive [link]

[right-hand feature icons]

- Forestry Open House - (A virtual open house showcases our current forest management plans)
- Forestry Forum - (Our foresters discuss key issues, invite your views)

### FORESTRY OPEN HOUSE

- WELCOME
- NEWS
- PUBLIC PARTICIPATION POLICY
- OPEN HOUSE POSTERS
- SFM PLANS
  - 2007-2016 SFMP/DFMP
  - ANNUAL OPERATING PLANS
- AUDIT RESULTS
  - CSA
  - FOREST CARE
- REPORTS
  - ANNUAL
  - STEWARDSHIP
- JOIN OUR STAKEHOLDER REGISTRY

### OVERVIEW

[same photo: lumber graders; text: MILLAR WESTERN OVERVIEW]

- Company
  - Profile & Vision
  - Key Facts
  - History
- Management Team
- Policies
  - Environmental Policy
  - Safety Policy
  - Public Participation Policy [link to Virtual Open House]
- Careers [link from here as well as nav. bar]

### FORESTRY FORUM

- INTRO
- POINTS OF VIEW [list of topics -- linking to video clips] \*see separate sheet for clip order list
- ISSUES BRIEFS (MPB, Climate Change, Boreal Campaign, Certification)
- FAQs
- ASK A FORESTER [link to contact page]

### OPERATIONS

[new photo: Whitecourt site shot; text: MILLAR WESTERN OPERATIONS]

[Interactive Map]

- Whitecourt
  - Sawmill
  - Pulp Mill
  - Woodlands
- Boyle
  - Sawmill
  - Woodlands
- Edmonton
  - Corporate Office

## PRODUCTS

[same photo: log ends; text: MILLAR WESTERN PRODUCTS]

- Wood Products (incl. sales contacts)
- Pulp (incl. sales contacts)

## ENVIRONMENT

[same photo: forest; text: MILLAR WESTERN ENVIRONMENT]

- Forest Management
  - Practices
    - SFM Plans [link to VOH]
    - Reports [link to VOH]
  - Certification
    - Audit Results [link to VOH]
- Manufacturing
  - Practices (wood products and pulp)
  - Certification (wood products and pulp)

## COMMUNITY

[new photo: from AOP OH or DFMP OH; text: MILLAR WESTERN COMMUNITY]

- Public Participation
  - Whitecourt Region
    - Public Advisory Committee (PAC)
    - Public Presentations/Meetings
    - Tours
    - Huestis Demonstration Forest
    - Whitecourt Forest Interpretive Centre
  - Boyle Region
    - (AIPac's PAC? Other?)
    - Northeast Natural Resource Education Society
    - Tours
  - Aboriginal Communities
    - Alexis Nakota Sioux Nation
      - FEDA (ECSC, scholarships, contracts)
      - [link to ANSN website]
    - other aboriginal communities
      - (list of communities included in PAC/registry)
- Community Investments
  - Feature initiatives
    - Inside Education, U of A Scholarships, United Way, Alexis Scholarships, etc.
  - List of other donations, sponsorships and scholarships
  - Employee volunteer profiles

## FORESTRY FORUM - POINTS OF VIEW

- Forest Stewardship
  - [Ray Hilts 4] Accountability for forest stewardship: Ray Hilts, RPFT
  - [Shelley MacLean 4] Responsible forest management: Shelley MacLean, RPF
- Forest Management Planning:
  - [Tyler Pell 1] Public and foresters provide information: Tyler Pell, RPFT
  - [Ray Hilts 1] Forest management planning and approvals: Ray Hilts, RPFT
- Integrated Land Management:
  - [Shelley MacLean 2] Working with others to balance forest values, Shelley MacLean, RPF
- Environmental Protection
  - [Shelley MacLean 3] Environmental protection in forestry, Shelley MacLean, RPF
  - [Darin Leadley 1] Reducing impacts of road-building, Darin Leadley, RPFT
- Harvesting
  - [Paul Godin 4] Harvesting to model natural disturbances, Paul Godin, RPF
  - [Ray Hilts 5] Clearcutting in boreal's fire-origin stands, Ray Hilts, RPFT
  - [Ray Hilts 6] Enhancing biodiversity, emulating natural events, Ray Hilts, RPFT
- Reforestation
  - [Paul Godin 1] Why we reforest -- ensuring forest sustainability, Paul Godin, RPF
  - [Paul Godin 2] How we reforest -- site-specific choices, long-term monitoring, Paul Godin, RPF
  - [Paul Godin 3] Herbicides -- safety, function, limits, effects, Paul Godin, RPF
- Public Involvement
  - [Ray Hilts 2] Protecting stakeholder values, Ray Hilts, RPFT (NB: consider deleting whole segment if it can't be cut off before the re-start of RH #3)
  - [Darin Leadley 2] Incorporating stakeholder views: Darin Leadley, RPFT
  - [Ray Hilts 7] Public input in forest planning: Ray Hilts, RPFT
- Forest Certification
  - [Shelley MacLean 1] Audits provide independent verification, Shelley MacLean, RPF
- Safety
  - [Shelley MacLean 5] Protecting forest workers: Shelley MacLean, RPF
- Forest Protection
  - [Mark Handel 1]: Fighting forest fires: Mark Handel, RPF
- Forest Careers
  - [Paul Godin 5]: Being a forester: Paul Godin, RPF

MAY 2007