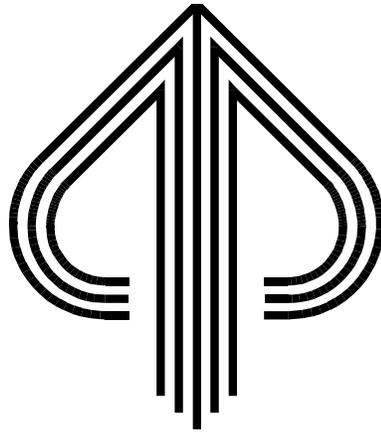


Alberta-Pacific Forest Management Agreement Area

Community Engagement Strategy: Consultation Process and Terms of Reference



ALBERTA

PACIFIC
FOREST INDUSTRIES INC

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Terms of Reference

Introduction

Alberta-Pacific was one of the first companies in Canada to formalize a public involvement program in 1993. This program committed company resources to effectively involve and communicate with a variety of key stakeholders in and about the company and its operations.

The program was premised on involvement of the public in the forest planning process to ensure our forest operations were conducted in a responsive and environmentally sound fashion. The company also developed programs for effective aboriginal relations, local political relations, educator education, general public and methods to dialogue and effectively deal with issues that arose from stakeholder perceptions about the company or our operations.

With society's growing environmental awareness and concerns about land-use, wildlife, water and air issues, and their senses of empowerment to question and halt projects and/or resource extraction, Alberta-Pacific must ensure a proactive approach built on a sound plan to optimise our need to access crown timber resources.

Stakeholders are demanding transparency and accountability from forest companies. Open dialogue is a key ingredient to building, sustaining and continually developing stakeholder trust. Our license to operate within the FMA area, FMA renewal and continual FSC certification are key factors to our business success and dependent upon stakeholders acceptance of our actions.

Al-Pac is also seeing higher expectations from or FMA area communities due to major oil and gas developments throughout the FMA area. These developments are providing increased consultation and economic opportunities for communities. In essence, the landscape is becoming very busy and the demands on peoples time for "public involvement" in the resource industries' planning processes are becoming onerous.

Thus, based on the FMA area's social environment, third party certification and Alberta SRD requirements, Al-Pac has developed a renewed "Community Engagement Strategy".



Role of Community Engagement

Community engagement (or Public Involvement) is and continues to be a major component in the development of a Forest Management Plan (FMP) for the Al-Pac FMA Area. The purpose of a CE strategy is to ensure consistency, coordination, efficiencies and effectiveness of community engagement activities that are initiated by Alberta-Pacific Forest Industries (Al-Pac).

For Alberta-Pacific community engagement is a core value and a central ingredient of our corporate business plan, where maintaining an environmental edge to meet the triple bottom-line of Environmental / Social / Economic goals is integral to the success of Alberta-Pacific. The CES includes focusing resources for implementing programs, and practices where and as appropriate for the benefit of both the company and communities.

The objectives and associated strategies formed during the development of this plan are the result of a Community Engagement Strategy. Portions of the terms of reference are framed within the context of the Canadian Standards Association (CSA) (Z809-02) Sustainable Forest Management (SFM) system. The objectives were developed in such a manner that stakeholders had informed, inclusive and fair (timely) consultation through a consultation process that includes public communication and information transfer, stakeholder meetings and the continuance of an advisory group.

Definition of Community Engagement

Community engagement is supporting, informing, partnering and / or involving people or groups of people who are affected by, or can influence Al-Pac's operations and are identified with any or a combination of the following criteria:

- Geographic proximity to Al-Pac operations (i.e. within North- eastern Alberta),
- Special interests or needs (i.e. outfitters and trappers),
- Commonly shared values (i.e. environmental groups)

Community engagement or Public Involvement can also be defined as the process for involving people in the decision-making process. Public involvement is an umbrella term that includes public consultation, public participation, surveys, focus groups, feedback on discussion documents, dialogue, workshops, advisory boards to partnerships.

Drivers for Community Engagement

The need for a CES is driven by the following important factors:

- Al-Pac's commitment to stakeholder engagement as articulated in the corporate business plan, that states "maintain optimal relationships with external stakeholders."
- Aboriginal consultation requirements and commitments.
- The need to ensure Al-Pac's community engagement initiatives are based on a framework that supports consistency, effectiveness and coordination.
- A well informed public who are concerned with the health of the environment, their communities and the economy.
- Management, regulatory (i.e. Alberta SRD) and certification (i.e. FSC) direction requiring a defined process including data collection, analysis and reporting be in place for meaningful community engagement.

A major component of the Canadian Standards Association (CSA) Sustainable Forest Management (SFM) system is a requirement that decisions are made through informed, inclusive and fair consultation with local people. There is a need to balance existing commitments with community needs and external changes in a way that builds more effective organizations. Increasingly, organizational performance depends upon community support.

Community Engagement Guidelines and Principles

The following guidelines will be considered in planning and implementing the community engagement program for the FMA area.

- Al-Pac will ensure that community engagement initiatives are based on a foundation of trust, openness, honesty, cooperation and a sincere exchange of information. The process will be open and transparent.
- Al-Pac will work with communities to identify opportunities for meaningful and effective involvement in engagement initiatives.
- Al-Pac recognizes there are differences in interests and needs among people and groups, which may influence the way communities are engaged.
- Al-Pac will ensure personal privacy confidentiality and corporate competitiveness are not jeopardized when sharing information.
- Al-Pac will ensure all applicable regulatory, legal and contractual requirements will be respected and incorporated into community engagement initiatives; where disputes occur, a defined process will be followed for their resolution.

- Al-Pac will regularly report publicly on community engagement initiatives.
- The integrity of the regulatory process will be preserved.
- Decisions will be based on previous and ongoing commitments of the Government and legal requirements.
- Information will be shared freely.
- Advisors must be allowed to effectively participate.
- The process will be flexible to accommodate unexpected developments.
- Commitments made during the public consultation process will be delivered in a timely manner.
- Participants will be informed of the consultation results and recommendations at every stage of the process.

Community Engagement Objectives

The following goals are derived from the drivers of the CES: (not listed by importance)

- To identify stakeholder communities of interest
- Continue to administrate an advisory group.
- To support participation in public consultation by developing a clear and concise process and schedule.
- To ensure Aboriginal participation.
- To identify and understand the perspectives and concerns of various stakeholders and communities of interest.

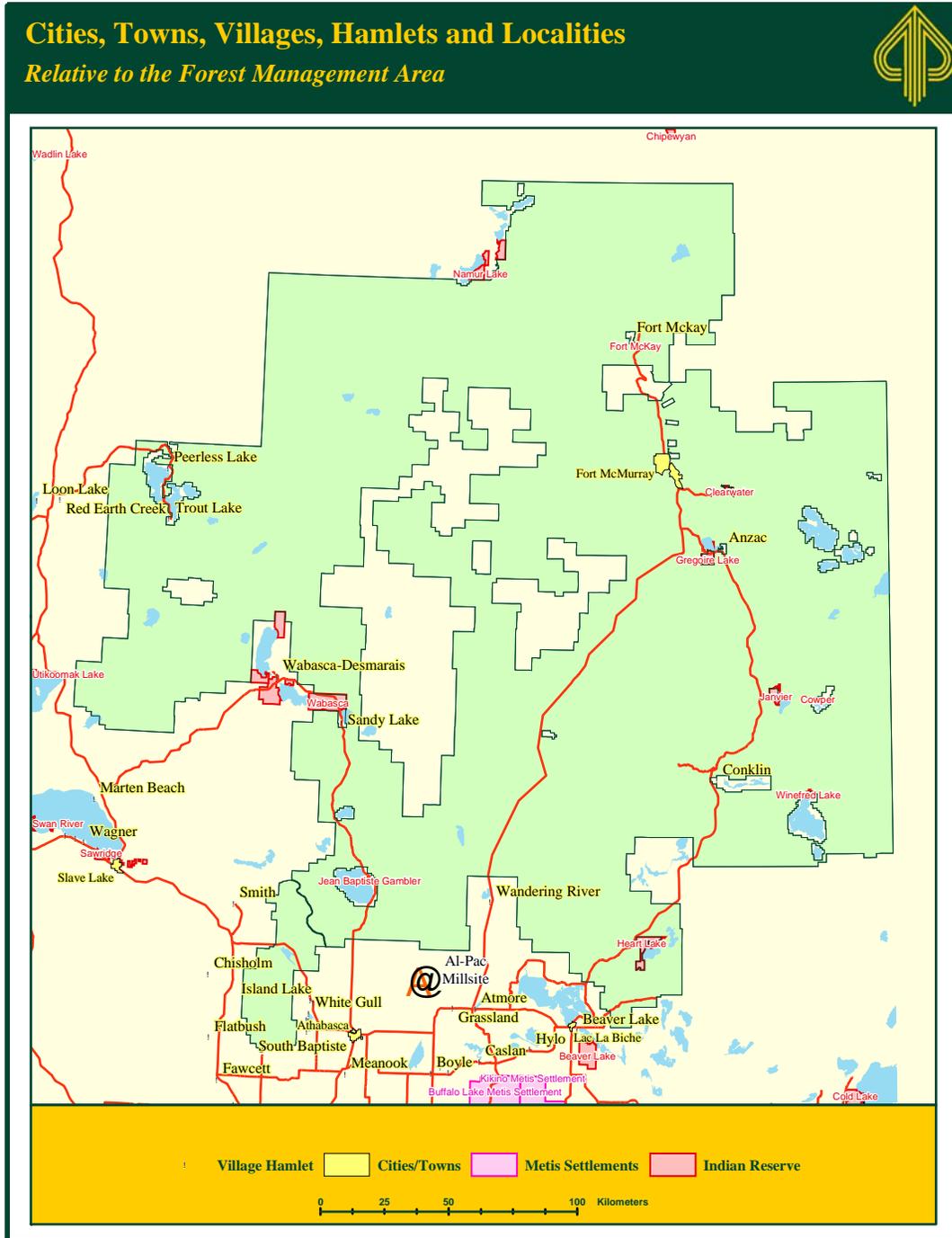
Scope of Community Engagement

The consultation process should have participation from stakeholders and communities of interest that could be affected by the decisions that will ultimately be made. The stakeholders and communities that may be consulted are:

- Forest Quota Holders
- Miscellaneous Timber Operators
- Oil and Gas Sector
- Hunting and Fishing Outfitters and Groups
- Environmental NGOs
- Recreational users
- Municipalities
- Aboriginal Communities
- Regional business community
- Chamber of Resources / CAPP / EUB
- Trappers
- Chamber(s) of Commerce
- Service clubs
- Regional Elected Officials
- Educators (Regional)

Others who may be identified as participants, as necessary and helpful to the CES process.

The following map illustrates the communities within and about the FMA area.



Community Engagement Initiatives

The public consultation will have four major components:

1. Community Relations
2. Public and Stakeholder Involvement
3. Aboriginal Relations
4. Regional Government Relations

Community Relations

Strategy: Al-Pac will deliver a variety of engagement activities that include communications and support for community related activities including contacts with immediate neighbours, labour relations, community investment (sponsorship, donations, scholarships), corporate awareness, promotion and reputation management.

Key Results:

- Targeted communities are neutral or supportive toward Al-Pac.
- Al-Pac is seen to be the company of choice for which to work.
- No incidents or interventions that impact fibre flow.

Audiences:

- Team members and families – Al-Pac and Contractors
- Local non-Forest Management Area (FMA) area communities (White Zone)
- FMA area communities (Green Zone)
- Local Environmental Non-Government Organizations (ENGO)
- Local Media
- Neighbours within a five kilometre radius of the mill-site
- Community organizations (e.g. Chamber of Commerce, service clubs)
- Industry associations (i.e. AFPA)
- Local Vendors and Retailers
- Local urban and rural governments
- Educational organizations / institutions – partnerships

Community Engagement Activities:

- FMA Area Community Representation Meetings and Events
- Team Members in Community Organizations
- Mill Operations – Good Neighbour Program (Neighbours within 5 kilometres)
- Education – Inside Education, Scholarships, Internships and Portage College Partnership
- Displays at community events / trade fairs / career fairs / conferences
- Presentations on specific topics or issues when requested (speakers bureau)
- Information and Awareness – Publication of regular newsletter, “Al-Pac NOW” internal newsletter, website and other information publications and vehicles
- Community Liaison Offices
- Community Annual Report
- List-Serve (www)

Community Engagement Workplan:

- Lac La Biche, Athabasca, Fort McMurry Trade Fairs – QII
- Wabasca Community Office
- Janvier Community Office
- Heart Lake First Nations Economics Development Officer
- Intranet “Al-Pac NOW” – weekly
- Mail-out and www – Bi-Monthly Al-Pac Advance
- Mill Radius Harvest Social – QIII
- Sustainability and Community Report – Bi-Annual – mailed to Al-Pac contact list and available on www.

Al-Pac Lead:

The administrative and budgetary responsibility for this initiative is the Public Affairs team.

Public and Stakeholder Involvement

Strategy: The direct involvement of the public and stakeholders as required in regulatory application processes and non-government certification programs. Examples include the preparation of the goals and objectives of the Forest Management Plan (FMP), Operating Approval Renewals, Annual Operating Plans (AOP), enhancement of Operating Ground Rules (OGRs), harvest planning and FSC documentation. This CES initiative is essentially a two-way communication process.

Key Results:

- Credible and complete regulatory applications that result in timely approval decisions with few conditions.
- Better management and operating decisions as a result of additional or new ideas or perspectives.
- No incidents or interventions that impact fibre flow or increase costs.
- No fiscal or regulatory constraints that negatively impact Al-Pac relative to the rest of the industry.
- Targeted communities are neutral or supportive toward Al-Pac.
- Favourable government decisions related to Al-Pac initiatives.

Audiences:

- Local urban and rural governments
- Alberta Sustainable Resource Development
- Alberta Environment
- Local non-FMA area communities (White Zone)
- Local FMA area communities (Green Zone)
- Neighbours within a five kilometre radius
- Community organizations (e.g. Chamber of Commerce, service clubs)
- Industry associations
- Environmental non-government organizations – CPAWS, AWA, DUC
- Non-government organizations – CAPP, AFPA, ATA
- Aboriginal communities / interests within FMA area
- FMA Area Quota holders (Sawmill Industry)
- Integrated land management partners (Energy Sector)
- Resource users – non-industrial / recreational

Community Engagement Activities:

- Community Operating Plan Review (approved and draft plans) Meetings
- Community Woodlands Operations Meetings (2 per year)
- Community Liaison Offices
- Landscape Advisory Group (See appendix)

Community Engagement Workplan:

- Quarterly Landscape Advisory Group meetings – including yearly field-tour in FMA area
- Yearly AOP open houses at five Aboriginal communities
- Community Woodlands Operations Meetings (2 per year – east / west side – different communities)
- Community Liaison Offices in Wabasca, Janvier and Fort McMurry
- Membership in ACR, FPAC, FSC
- 5-Year FMP Stewardship report – next one due 2011.

Al-Pac Lead:

The administrative and budgetary responsibility for this initiative resides within three teams:

1. Woodlands Forest Resources
2. Woodlands Operations – Aboriginal Affairs
3. Public Affairs

Landscape Advisory Group

The Landscape Advisory Group (LAG)¹ is a major part of Alberta-Pacific's "Community Engagement Strategy – Public and Stakeholder" initiative to help ensure consistency, coordination, efficiencies and effectiveness of community engagement activities that are initiated by Al-Pac. The advisory group assists Al-Pac through focusing resources for implementing programs, and practices where and as appropriate for the benefit of both company and communities.

Within northeastern Alberta, and by default the Al-Pac FMA area, the boreal forest landscape is dominated by oil and gas exploration and extraction, transportation activities and resource opportunities, including forestry. Thus, landscape management and all the compounding overlapping issues of these multiple tenures engineer the foci of a public participation process.

An Appendix to the CES contains a governance model for the FMA Area Landscape Advisory Group

¹ The LAG supplants the Forest Management Task Force (FMTF).

Aboriginal Relations

Strategy: This initiative involves working with First Nations and Métis people to facilitate and support capacity building, education and training, economic development and consultation on land management and resource development. Key to this initiative is alignment with Alberta's Aboriginal Consultative Strategy.

Key Results:

- No incidents or interventions that impact fibre flow and increase costs.
- Targeted communities are neutral or supportive toward Al-Pac.
- Favourable government decisions related to Al-Pac initiatives.

Audiences:

- Aboriginal team members
- First Nations communities in the FMA area
- Métis communities in the FMA area
- Aboriginal communities in the FMA area
- All above outside the FMA area
- Métis Nation of Alberta zones and locals
- Provincial Aboriginal organizations – Treaty 8
- Tribal councils – ATC
- Métis settlements (2)
- Aboriginal organizations – NABA, National Aboriginal Forestry Organization
- Alberta Aboriginal Affairs and Northern Development
- Aboriginal businesses and contractors, Aboriginal trappers
- Indian and Northern Affairs Canada

Community Engagement Activities:

- Community Liaison Offices
- Aboriginal affairs activities – employment, education, training, business capacity building
- Community Operating Plan Review (approved and draft plans) Meetings
- Community Woodlands Operations Meetings (2 per year)
- Landscape Advisory Group (Aboriginal Members) (See proceeding section)

Regional Government Relations

Strategy: In the context of community engagement, government relations as described here relates to regional government relations within northeast Alberta. This initiative is dedicated to informing and supporting elected officials and government staff who partner with Al-Pac on company and community lobbying to build awareness and understanding. The aim is to ensure that issues and needs that may affect Al-Pac's business in the region are accounted for.

Key Results:

- Maintain informed local elected officials (MLAs, MPs, Mayors, Reeves and Councilors) who would benefit from understanding Al-Pac's business, operational requirements and challenges and are aligned to support Al-Pac's initiatives.
- Political alignment on northeast Alberta and community initiatives from Al-Pac that benefit the economic, health and welfare of people and communities in the region.

Audiences: Reflect local government representatives

- Provincial government – Members of the Legislative Assembly in the region and government officials who have influence over regional decision making
- Federal government – Members of Parliament in the region
- Municipal Government – Mayors, Reeves and Councilors

Community Engagement Activities:

- Formal and regular meetings with town and rural municipal councils, MLAs and MPs
- Routine meetings with Mayors, Reeves, government staff, MLAs to share programs, challenges and opportunities
- Strategic involvement in support of policy that may affect Al-Pac's operations
- Community and Sustainability Reports
- List-Serve (www)

Community Engagement Workplan:

Al-Pac Lead:

The administrative and budgetary responsibility for this initiative is the Public Affairs team.

Community Engagement Activities, Communications and Reporting

Al-Pac has a continuum of engagement or communication approaches that range from direct (face-to-face) to indirect (non-face-to-face) methods or activities. The methods of this continuum can be organized into three main categories:²

1. Information exchange with regional communities and individuals.
2. Consultation for opinions and information.
3. Collaboration with local stakeholders to develop solutions to regional land-use challenges.

The CES process is continually supported by public communication. Each of the four initiatives has communication mechanisms designed to meet diverse audiences and allow any interested person to learn more about the planning process, and the issues within the FMA area landscape. The intention is to make this information accessible and understandable. Some of the major communication activities are presented in Table 1.:

Documents such as our Annual Operating Plan, Forest Management Plan, and FSC audit reports are made available to the public through the following local libraries:

- Athabasca
- Boyle
- Lac La Biche
- Fort Mac Murray

Additionally, all visited communities are provided copies of the Forest Management Plan, when requested; the timber supplies 15-year sequence maps and copies of the AOP. Final harvest plans are also provided on request, to communities and affected individuals. Access to the Internet also provides users the ability to download the Al-Pac FMA area forest management plan, the FMP summary and all FSC documentation.

- <http://www.srd.gov.ab.ca/forests/managing/plans/list.html>
- <http://www.fsc.org/en/>

Table 1 (DRAFT) illustrates some of the tools / methods that Al-Pac is employing to meet the CES objectives. Additionally, all methods have applicability and effectiveness with regards to the message and the impact on forest management planning and implementation. The table provides an Al-Pac rating of effectiveness for some selected important “attributes” and “particulars.”²

² Adapted from Beckey, T.M, J.Parkins and S.Sheppard, 2006. Public Participation in Sustainable Forest Management: A Reference Guide. KETE Program. Sustainable Forest Management Network, Edmonton, Alberta. /55pp.

TABLE 1	Attributes			Particulars	
Methods	<i>Accessibility</i>	<i>Cost-Effective</i>	<i>Mutual Learning</i>	<i>Deals with Conflict</i>	<i>Assist in Forest Management Planning</i>
Indirect					
Toll-Free Line (1-800-661-5210)	High	Good	One-Way Dialogue	Minimal	Limited value
WWW.Alpac.ca	Only good if "high-speed is available	Good	Allows two-way Q&A.	Neutral	Can provide input if FMP / OGRs are also accessed on WWW
Al-Pac NOW	High	Good	One-Way	Minimal	NA
Inside Education	High	Good	High	Allows discussion	Can provide values and goal formulation
Al-Pac ADVANCE	High	Good	One-Way	Minimal	Provides education opportunity on forest management
Community Report	High	Good	One - Way	Minimal	NA
Sustainability Report	High	Good	One - Way	Minimal	Education opportunity on forest management
Forest Stewardship Report	High	Good	One - Way	Minimal	Education opportunity on forest management
Direct					
Landscape Advisory Group (LAG)	Invitation Only	High if participants provide valuable insights	Allows two-way Q&A.	Good – participants usually represent conflicting land-uses	Provide values and goal formulation
Team Member Community Assistance	High	High	Allows two-way Q&A.	Neutral	Only if team member is fluent in forest management
Community Liaison Offices	High	Na	High	Allows discussion and opportunity for solutions	Provide values and goal formulation; Highlights local challenges
Direct Large Group					
Community Open House	High	Dependent on participation	Dependent on participation, Recruitment is problematic.	Seldom – audience is usually apathetic (NIMBY)	Yes if participants are versed in local forestry / land-use activities
Good Neighbours Program	High	Dependent on participation	Dependent on participation	High – mill is part of their day-to-day lives.	NA – mill issues
Trade / Career Fairs	High	Dependent on participation	Low; Objective is promotion.	Seldom – audience is usually apathetic (NIMBY)	No – usually only a one-way communication
AOP Reviews @ Selected Communities	High	Dependent on participation	High	High when activities are close to community.	High, if issues are controversial.

Partnerships

Al-Pac uses partnerships to share the benefits, risks and rewards on a number of initiatives related to public and stakeholder engagement in forest management planning. For example research related to natural processes in the landscape and the implications and responses for forest management, forest management activities with the energy sector through Integrated Landscape Management (ILM) and with quota holders on a range of management initiatives that Al-Pac is required to establish as the FMAA holder as part of our Forest Management Planning.

CES Administration

Al-Pac has multiple departments that routinely interface with external publics throughout N.E. Alberta. In order to co-ordinate implementation of the strategy Al-Pac has a multi-unit team to administer and set in motion the work-plans. The team is composed of representatives from these Al-Pac departments:

- Public Affairs
- Woodlands
- Aboriginal Affairs
- Mill Operations
- Human Resources
- Environmental Sciences

This CES team develops annual work-plans, encompassing all business units. The team will have quarterly discussions to ensure CES cooperation; Woodlands is the lead. All activities are collated and monitored. The following monitoring form / contact record will be utilized:

**Alberta-Pacific Forest Industries
CONTACT RECORD**

Date:	
Area of Interest (i.e. Mill, Woodlands, Administration)	

Contact Name:	
Phone #:	
Email:	
Address:	

Received by:	
Nature of Request: (Circle area of concern)	Safety Mill Environment (Water or Air) Transportation Other Poplar Farms Aboriginal Affairs (Consultation / Economics) Woodlands - Operations / Planning (AOP / GDP / FMP) / Silviculture
Follow-up Required:	
Required by (date):	
Coordinated Requirements:	Mill / Woodlands / Administration
Additional Notes:	

First Nations (Aboriginal) Consultation Strategy

In September 2006, the Alberta government released the First Nations Consultation Guidelines for all resource users in Alberta. The guidelines are detailed on the Alberta Government Website at http://www.aand.gov.ab.ca/AANDFlash/Files/Albertas_Consultation_Guidelines.pdf. Alberta-Pacific will continue to work with Alberta SRD to meet the guidelines and identify action plans to assist in achieving forest management goals and objectives that relate to Aboriginal interests.

Alberta-Pacific is committed to proactive co-operative initiatives with Aboriginal peoples on the FMA area. Various programs are delivered through the Aboriginal Initiatives. Al-Pac's Aboriginal strategy is detailed in Appendix II

Conflict Resolution

Resource management is needs driven, involving interplay of three factors; social needs, ecological needs, and economic needs. It is Al-Pac's goal to meet the needs of the majority of stakeholders to the highest degree possible, but recognizing that full consensus on all issues may not be achievable. Thus, when dealing with social needs, one must be prepared to deal with conflict. For the purpose of this document, "conflict" is defined as "opposing viewpoints or opinions of two or more parties involved in the conflict."

When a conflict arises with a member of the public or another land user, an attempt will be made to resolve the concern through the following sequential process:

1. If the concern is via a telephone call, attempt to respond verbally. If the other person is not satisfied or requires a written response, then;
2. Respond to the person's concern in writing, or;
3. If not resolved, offer to meet in person, at a convenient location, to discuss the concern(s). Offer the possibility of a field trip, if appropriate;
4. If further action is required, offer to bring in a third party, depending on type of concern, to help work towards a solution or to conclude the conflict (see below).
5. Woodlands / Mill leaders will convene a meeting with the person who has identified the concern and will include a representative from Alberta Sustainable Resource Development.
6. In all cases, a written record will be kept outlining the concern and the steps taken to resolve the conflict

It must be recognized that not all conflicts can be resolved. We must be sensitive to the needs of our stakeholders and incorporate concerns where feasible, however, Al-Pac is still required to meet the economic needs of its business while operating within the bounds of the FMA area operating ground rules and Alberta legislation.

An effective CES, allowing various opportunities for stakeholders to be heard, goes a long way to address and minimize conflicts.

Auditing and Performance Measurement

Al-Pac is committed to responsible stewardship of the environment throughout its operations.

To demonstrate a measurable level of performance concerning public awareness, Al-Pac will continue to prepare bi-annual community and sustainability reports. Within the community report, a brief “report card” describing CES activities will be presented. The report will provide a brief description of types of events and level of public participation that has happened over the defined period.

In accordance with the Forest Management Plan. A five-year stewardship report will be prepared that details the actions of the forest company vis-à-vis the FMP objectives and strategies. Included in the strategies will be the criteria relating to community engagement. The next forest stewardship report is due in 2011.



Alberta-Pacific FMA Area Landscape Advisory Group

Governance Model

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Community Engagement and the Landscape Advisory Group

Community engagement means supporting, informing, partnering and/or involving people or groups of people who are affected by, or can influence, Al-Pac's operations. Criteria for involvement can include any of the following:

- Geographic proximity to Al-Pac operations
- Special interests or needs affected by operations
- Commonly shared values (e.g. biodiversity, traditional land use, trapping, hunting etc)

The Landscape Advisory Group (LAG) is a key part of Alberta-Pacific's "Community Engagement Strategy," which aims to ensure the consistency, co-ordination, efficiency and effectiveness of community engagement activities initiated by Al-Pac. The LAG assists Al-Pac in focusing resources, implementing programs and adopting practices, where and as appropriate, for the benefit of both company and communities.

Al-Pac's public engagements are built on the principle of ongoing dialogue. The goal is to understand how stakeholders perceive and interact with the company, and how the company can meet socially acceptable values and norms. Engagement is essential for Al-Pac's "triple bottom line" of environmental, social and economic sustainability and success.

Within northeastern Alberta in general and the Al-Pac Forest Management Agreement (FMA) area, the boreal forest landscape is affected by multiple tenures, activities and interests: forest management operations, oil and gas exploration and extraction, transportation activities, utility corridors, resource-based and Aboriginal communities and associated land uses and values. Landscape management amid all the compounding and overlapping issues and activities is extremely complex. The many demands for "public participation" are not easy to satisfy.

Role of the Landscape Advisory Group in FMA Area

Through their participation in the LAG, stakeholders and Al-Pac can expect to enhance their knowledge of landscape activities, actions and challenges on the FMA area. The result is mutual education of all involved – the building of trust. Any person living in or near the FMA area should have an understanding of the resource sector to make truly informed decisions and judgements about the future of the area. In essence, participants can be part of an "early warning system" for land-use conflicts in northeastern Alberta.

Involvement allows all participants to see, and in some cases be part of, the decision-making process for land-use activities. The LAG provides a group setting where a wide range of values can be considered, compared and integrated, and where we can all learn from each other. Mutual learning can produce positive relationships between conflicting challenges, promote opportunities for debate, and potentially result in better decision-making.



Purposes of the Landscape Advisory Group

An advisory group helps to fulfill the requirement for public and stakeholder engagement in Alberta-Pacific's agreement with the Province of Alberta and the Forest Stewardship Council (FSC) certification program. The LAG is not a decision making body.

The purpose of the LAG is to:

- a) Advise on values for integrated land-use planning in northeastern Alberta within the FMA area;
- b) Identify issues that may be affected through operations or issues that may affect Al-Pac's operations on the FMA area, this includes issues that Al-Pac may bring forward;
- c) Review adaptive management implementation strategies and provide a forum for industry to demonstrate the relevance and application of research for sustainable forest management;
- d) Provide an "educated" audience or "sounding board" (i.e. focus group) to identify issues and provide advice with regard to integrated land-use planning in northeastern Alberta; (Includes a yearly Education Forum and Field Tour)
- e) Provide advice and opinions / recommendations from the perspective of stakeholders who are or may be affected by resource uses that are being planned for within the FMA area;
- f) Review the Al-Pac FMA area Forest Management Plan that is based on the Alberta Sustainable Resource Development (SRD) Forest Management Planning Manual (i.e. relevant government legislation, regulations and policies);
- g) Review Al-Pac's practices and associated Forest Management Plan to assist Al-Pac in maintaining Forest Certification Council (FSC) certification.
- h) Make suggestions for future research and be a sounding board for research in the forest industry;
- i) Provide a strategic monitoring role with regard to Al Pac's performance in implementing its forest management plans and in developing stewardship reports (including a yearly review of current stewardship data and research);
- j) Provide input and direction to Al-Pac's public information programs and ensure continued public participation through dialogue with stakeholders;
- k) Assist the company in evaluating the effectiveness of the Community Engagement strategy initiatives; and
- l) Understand Al-Pac's operating practices and provide input with regards to northeastern Alberta stakeholders and societal expectations.
- m) Prepare an annual review and evaluation of the LAG effectiveness and undertakings.

The Lag will not prepare formal presentations to the Alberta government.



Participants

The Landscape Advisory Group may be comprised the following stakeholder interests:

Alberta Pacific Forest Industries Inc. (Al-Pac)

Al-Pac, as the sponsor of the group and the entity required by law to ensure that an advisory group is in place and operating, will be considered separately from any of the other participants or caucuses. Al-Pac will provide the necessary support to ensure that the LAG operates successfully and to the satisfaction of all participants. Membership will be drawn from the following stakeholder groups:

Forest products:

- Millar Western Forest Products
- Vanderwell Contractors
- Northland Forest Products
- Alberta Plywood
- Spruceland Forest Products
- S-11 Logging
- Representatives of other small quota holders and timber licensees

Aboriginal peoples:

- Metis Nation Zone 1
- Metis Nation Zone 5
- Athabasca Tribal Council
- Bigstone First Nation
- Heart Lake First Nation
- Janvier (No. 194)

Government:

Provincial Government - Sustainable Resource Development (participates as a member and as the government forestry regulator) and such other ministries as the group agrees to include from time to time.

Municipal Government

- Regional Municipality of Wood Buffalo
- Lakeland County
- Athabasca County
- County of Opportunity



Resource users:

- Trapping representative,
- Guide/outfitter representative,
- Recreational lease holder representative,
- Non-government fish and wildlife interest representatives,
- Applicable research organization representatives (e.g. Ducks Unlimited, Canadian Wildlife Service, Alberta Research Council)
- Possible representations from energy companies, organizations or regulators

Environment and health

- Environmental non-government organizations (ENGOS)
- Aspen Regional Health Authority
- Northern Lights Regional Health Authority

With the concurrence of the group, additional interest or stakeholder groups may be invited to participate.

Structure and representation

- Each member represents their organizations, companies or constituents and acts effectively, ensuring that values, direction and purposes are brought forward to maintain the support of their constituents or principals.
- Each member is expected to
 - Be represents the interests of those appointing him or her.
 - Represent the interests of the stakeholder group of which they are a member.
 - Take into account the interests of others, and through discussion seek a common ground on issues of importance
 - Convey and receive information to and from those appointed by them or their constituents, as required.
 - Strive to educate themselves on all aspects of the issues being discussed.
- Members will listen to other's opinions, understand other's views and speak directly.
- Members may be accompanied to meetings by such observers as they choose.
- In the interest of continuity, it is expected that members will attend all meetings of the group. When this is not possible, an alternative may participate.



- Each member is expected to represent the interests of the stakeholders or companies of whom they are members as a whole.

Duration of Membership

Members are expected to serve defined terms on the LAG. The term for all non-industry members will be three years. However, at the discretion of the group, the term can be extended for a second term. Former members may be invited to return from time to time as observers or advisors.

This should result in the assemblage of new ideas and directions on a regular basis, but also assure the continuity of the group and the participation of members who have considerable knowledge and expertise within the FMA area.

Procedural Provisions

1. LAG meetings will be task oriented with specific agendas distributed in advance.
2. LAG and subcommittee sessions will not be recorded verbatim.
3. If they wish, small groups of stakeholders may meet separately, in advance of a meeting for the purposes of reviewing proposals and developing consensus positions within their group for presentation at the following meeting.
4. While the LAG will be advisory in nature, where and if required to make a recommendation or provide a decision, the group will operate by consensus. Consensus is defined as a process that involves seeking to take into account the views of all parties and reconcile any conflicting arguments. (However, it does not require unanimity.)
5. If a member cannot attend a meeting the facilitator or Al-Pac is to be notified as far in advance as possible.
6. Subcommittees may be formed by consensus, to address particular issues or to perform specific tasks, and
 - composition of subcommittees will be by general agreement of the LAG,
 - sub-committees may include participants who are not members of the LAG, and
 - the LAG will establish the scope of work of subcommittees.

Changes to the Governance Model

All current members of the LAG will review the governance model every three years. By agreement of the membership, the model may be amended, deleted, added to or changed at this time.



Meetings

1. Summary notes high-lighting such matters as the areas of discussion, assignments to subcommittees, tasks to undertaken by individuals or organizations and any emerging areas of agreement will be kept of all LAG and subcommittee meetings.
2. Preparation of the summaries will be the responsibility of the facilitator and distribution of the summaries will be the responsibility of Al-Pac coordinator.
3. Meetings will be open.
4. Generally, the next meeting date and location will be confirmed at each LAG meeting.
5. The media may attend meetings with advance written notice to Al-Pac.
6. All media statements shall be vetted through Al-Pac's "Public Affairs" department.

Dispute Resolution Mechanism

The facilitator will resolve process issues.

For technical issues the following will apply:

- LAG members will work to identify the underlying issues
- LAG will work towards a realistic solution
- Seek clarity to help find compromise and alternative solutions
- Commit to arriving at an efficient solution
- If no compromise can be achieved, then Al-Pac records the levels of support and dissention.

Schedule / Place – Meetings

It is recommended that the Lag have a minimum of four meetings per year. Generally, the meetings are held on the third Thursday of the month. (Usual start-time is 9:00 am, ending by 3:00 pm). However, to facilitate attendance at meeting in some FMA area communities, meeting may take place in the evening.

The following list of FMA Area communities represents potential meeting locations:

Lac La Biche	Athabasca
Fort MacMurray	Wabasca
Conklin	Fort McKay
Janvier	Chip Lake
Slave Lake	



Field Tour / Annual Meeting

Field tours are an effective way to show the public how land-use activities are evolving across the FMA area. Field tours are also the preeminent way to provide mutual education for all participants. Al-Pac will continue to organize an annual field tour (usually in QIII) to provide an opportunity for members to view forest and land-use management activities on the FMA Area. The group will be polled throughout the year as to areas of interest that would constitute a meaningful field tour.

Since 1999, Al-Pac has toured our advisory group to the following areas of interest:

Energy Sector

- Three-dimensional (3-D) seismic program
- Active Steam-Assisted Gravity Drainage (SAGD) oilsands facility
- Construction of SAGD facility
- Oil-Sands mine
- Reclamation activities

Landscape Management

- Fly-over of mineable oilsands area (MOSA – 293,000 ha)
- Landscape effects of House River Burn (250,000-hectare fire in 2002)
- Peat Harvesting

Ecological Research

- Neo-tropical song-bird monitoring
- Insect monitoring

Forest Products

- Al-Pac Kraft pulp mill
- Millar Western sawmill (Boyle)
- Northlands Forest Products sawmill (Fort MacMurray)

Forest Management

- Mixedwood management sites
- Regenerating 20-30 year old cutblocks
- Recent cutblocks (1-10 years)
- Effects of herbicide on vegetation
- Active harvesting
- Growth and yield monitoring
- Fire-Smart Program
- Watercourse crossings



Communications

1. A summary statement suitable for discussion with the media and the public may be agreed upon and prepared at the conclusion of each meeting as a formal statement of describing the progress of the LAG. When discussing the LAG, members will respond within the spirit of this joint summary.
2. Members will participate in discussions in good faith and respect the views of others.
3. Members will not characterize the positions or suggestions of other members in their discussions with the public or the media.
4. It is understood that members will discuss positions and proposals made by other stakeholders with their principals and constituents. They will advise their constituents and principals of subsection (3), above, and make a good faith effort to receive their compliance. However, it is also understood that it is impossible to ensure the adherence of all possible constituents to this provision.

Time frames

As required, the LAG will establish time-lines for completion of tasks.

Technical and substantive information gathering and sharing

Unless confidential, information among LAG members will be shared, and when possible, the expertise of the company, universities, government and the private sector will be obtained to provide informed discussion and background research.

Use of a facilitator

Alberta-Pacific Forest Industries will appoint a facilitator who will serve at the pleasure of Al-Pac. The facilitator shall ensure that all meetings address agenda topics, ensure all members have an equitable opportunity to participate, provide support in summarizing and clarifying issues, recommendations etc, and facilitate in reaching agreements.



Funding, expenses and remuneration

Invited participants get paid.

1. Alberta-Pacific will fund the advisory group.
2. Members and alternates, for whom participation on the LAG is not a part of their regular paid employment, are eligible for
 - An honorarium, which includes all time needed for preparation for, including meetings in advance of the regular meetings, and travel to meetings,
 - Reimbursement of out-of-pocket expenses incurred in attending meetings
 - Travel expenses at kilometre rates set from time to time by the Alberta Government for advisory committees it establishes, and
 - Living allowances, in the absence of receipts, at rates set from time-to-time by the Alberta Government for its employees.
3. Honoraria will be at the rate established from time-to-time by Al-Pac for advisory committees they set up. These rates are payable for time needed to prepare for, travel to, and attend all meetings.

Rates payable as of January 2007

Honoraria - Provided to members whose income and expenses for participation are NOT covered by their employer or organization.

For meetings of up to 4 hours	\$115.00
For meetings of 4 to 8 hours	\$165.00
For meetings over 8 hours	\$260.00

Mileage rate: 43¢ per kilometer

Private accommodation: \$17.70 per night

Living expenses: \$8.05 for breakfast
 \$10.20 for lunch
 \$18.25 for dinner

(Total - \$36.50 per day)

May 18, 2006

Forest Management First Nations Consultation Guidelines 2006-2007

In Forest Management Units where the responsibility for forest management planning rests with Sustainable Resource Development, the following guidelines for consulting First Nations will be followed.

1. The First Nations that are to be contacted are those that have a reserve located within or in close proximity of the geographic area of the Forest Management Unit where there is the potential to adversely impact First Nations rights and traditional uses. This also includes lands subject to land claims accepted by Alberta and sites and areas identified through Traditional Use Studies made available to Alberta.
2. Initiate meetings to provide information to First Nations about the Forest Management Units and Forest Management Planning Process.
3. Conduct follow up meetings to discuss any concerns that First Nations may have as a result of the initial information meetings.
4. Consultation should be conducted with the objective of avoiding adverse impacts on First Nations rights and traditional uses. Where avoidance is not possible, consultation will be conducted with the goal of mitigating such adverse impacts.
5. All forms of consultation and communication shall be documented.

May 18, 2006

Forest Protection First Nation Consultation Guidelines 2006/2007

When initiating the planning process for Wildfire Management – Fire Smart or Prescribed Fire projects, the following guidelines for First Nations consultation will be implemented.

1. The First Nations that are to be contacted are those that have a reserve within or in close proximity of the geographic area of the proposed project and that have the potential to adversely impact First Nations rights and traditional uses. This also includes lands subject to land claims accepted by Alberta and sites and areas identified through Traditional Use Studies made available to Alberta.
2. Initiate meetings to provide information to First Nations about the proposed project and the Forest Protection Planning Process.
3. Conduct follow up meetings to discuss any concerns that First Nations may have as a result of the initial information meetings.
4. Consultation should be conducted with the objective of avoiding adverse impacts on First Nations rights and traditional uses. Where avoidance is not possible, consultation will be conducted with the goal of mitigating such adverse impacts.
5. All forms of consultation and communication shall be documented.

May 18, 2006

Land Management First Nations Consultation Guidelines 2006-2007

When Sustainable Resource Development is initiating the development of integrated land management plans and regional planning activities, the following guidelines for First Nations consultation will be implemented.

1. The First Nations that are to be contacted are those that have a reserve located within or in close proximity of the geographic area on which; integrated land management planning and regional planning activities are proposed that have the potential to adversely impact First Nations rights and traditional uses. This also includes lands subject to land claim accepted by Alberta and sites and areas identified through Traditional Use Studies made available to Alberta.
2. Initiate meetings to provide information to First Nations about the integrated land management planning process and regional planning activities thereby inviting First Nations to provide direct input and participation in the planning process.
3. Conduct follow up meetings to discuss any concerns that First Nations may have as a result of the initial information meetings.
4. Consultation should be conducted with the objective of avoiding adverse impacts to First Nations rights and traditional uses. Where avoidance is not possible, consultation will be conducted with the goal of mitigating such adverse impacts.
5. All forms of consultation and communication shall be documented.

May 18, 2006

Fish and Wildlife First Nations Consultation Guidelines 2006/2007

Fish and Wildlife Division is committed to consult with First Nations regarding fish and wildlife management changes that will infringe First Nations rights and traditional uses.

Fish and Wildlife Division wants to ensure that both parties receive timely and relevant information in order to keep each other informed and foster positive relationships. This will allow for meaningful participation in the consultation process.

1. Fish and Wildlife Division will consult on all new proposed regulation changes that infringe First Nations treaty rights and traditional uses. An example would be angling regulations changes.
2. Fish and Wildlife Division will continue to strive to respond to issues of interest that arise throughout the year.
3. The scope of consultation activities and the level of First Nations involvement (Treaty, Regional Council, and Band) will be determined by the impact the proposed changes (provincial, regional or local) will have on First Nations rights and traditional uses.
4. Consultation will take place prior to decision-making. Reasonable time will be provided for parties involved to review, consider and respond.
5. Fish and Wildlife Division will maintain a record of consultation activities.
6. Fish and Wildlife Division will notify the First Nations of the decisions made based on consultations and the reasons for those decisions

May 18, 2006

Conventional Oil and Gas First Nations Consultation Guidelines 2006-2007

Area Operating Agreements

1. The First Nations that are to be contacted are those that have a reserve within or in close proximity of the geographic area of the proposed project where there is the potential to adversely impact First Nations rights and traditional uses. This also includes lands subject to land claims accepted by Alberta and sites and areas identified through Traditional Use Studies made available to Alberta.
2. Sustainable Resource Development Land staff of the area industry proponents are proposing to work in will assist in identifying which First Nation(s) is (are) to be consulted.
3. Proponents will provide First Nation(s) with relevant information about their project. Examples of this information include, but are not limited to, are:
 - A proposed project plan including maps and proponent contact information
 - A project schedule
4. Proponents will initiate meetings with the First Nations to listen to and gain their input on the proposed project. First Nations responses and concerns are to be discussed and considered in the consultation process.
5. All forms of consultation and communication shall be documented. A summary of concerns will be provided to Sustainable Resource Development.
6. Concerns requiring further consultation may require meetings among the Proponents, First Nations, and Sustainable Resource Development for resolution.

Other

1. For resource development not included in Area Operating Agreements, Alberta's Consultation Policy, and the Framework for Guidelines will continue to apply. Industry proponents will review consultation requirements with Sustainable Resource Development staff.
2. Sustainable Resources Development reserves the right to require consultation based on receipt of new information at any time during the approval process.

May 18, 2006

Forest Industry First Nations Consultation Guidelines 2006/2007

The Forest Industry is required to initiate meetings with First Nations to review planned forest operations.

For this season, items to be reviewed, but not limited to are:

- Detailed Forest Management Plan (DFMP)
 - General Development Plans (GDP)
1. First Nations to be contacted are those that have a reserve within or in close proximity to the geographic area of the proposed forest operations where there is the potential to adversely impact First Nations rights and traditional uses. This also includes lands subject to land claims accepted for negotiation by Alberta, and sites and areas identified through Traditional Use Studies made available to Alberta.
 2. Sustainable Resource Development will assist in identifying these First Nations.
 3. Consultation should be conducted with the objective of avoiding adverse impacts to First Nations rights and traditional uses. Where avoidance is not possible, consultation will be conducted with the goal of mitigating such adverse impacts.
 4. First Nations responses and concerns are to be discussed and considered; all consultation and communication shall be documented.
 5. Concerns requiring further consultation may require meetings between Forest Industry, First Nations, and Sustainable Resource Development for resolution.