



Millar Western Forest Products Ltd.

**DFMP Development Communication
Plan**

**For the Development of the
2007-2016 Detailed Forest Management Plan**

September 1, 2005
Final Submission



EXECUTIVE SUMMARY

This Communication Plan outlines communication initiatives to be undertaken in support of the development, submission and approval of Millar Western Forest Products Ltd.'s 2007-2016 Detailed Forest Management Plan (DFMP), to be submitted to the Government of Alberta on May 15, 2007.

This is the second in a series of three, progressively developed Communication Plans:

1. Initial Communication Plan for the *development* of the DMFP, presented as Section 5 of Millar Western's Terms of Reference for the DFMP (September 3, 2004 and revised June 28, 2005);
2. Revised Communication Plan, presented as a detailed, stand-alone document, for the *development* of the DFMP (present document); and,
3. Communication Plan for the *implementation* of the DFMP, to be developed and included in the DFMP submission.

Millar Western has divided communications related to the development, submission and approval of the DFMP into internal and external initiatives. Internal communication will be among members participating on the DFMP Plan Development Team (PDT). This group includes Millar Western employees, representatives of the Governments of Alberta and Canada, individuals involved in academic research, industry stakeholders, the Alexis Nakota Sioux Nation, and the Town of Whitecourt. This group will exchange information via meetings, the use of a File Transfer Protocol (FTP) site and through contributions to and receipt of a DFMP newsletter, which will be produced bi-monthly from December 2003 – May 2007.

For the purposes of this plan, external communications refers to the exchange of information among individuals who are not members of the PDT, but have either expressed interest in the DFMP development process, or been considered by the PDT to have need of information regarding the DFMP development process. Audiences will include Millar Western staff, government representatives, industrial stakeholders, Aboriginal forest users other than the Alexis Nakota Sioux Nation and other unaffiliated members of the general public. In developing its external communications strategy, Millar Western will



conduct both initiatives of a general nature, involving the dissemination of information, and initiatives that actively engage and solicit input from representatives of all identified external audiences.

A Public Participation Strategy will be developed specifically to communicate with the general public. Open houses, media advertising and editorial submissions, direct delivery (mail) of information to local residents, website postings, and distribution of the DFMP newsletter will be employed to distribute information or make it accessible. Each of these tools will incorporate avenues for feedback, but cannot ensure active public participation in the planning process.

To ensure active participation in the plan development process, a Public Participation Group (PPG), comprising representatives from the targeted external audiences, will be formed to establish strategic directions for the DFMP. The group's primary task will be the identification of Values, Objectives, Indicators and Targets (VOITs). The full scope of the PPG's involvement in the plan development and review process, however, will be defined by the group with reference to Section 5.4 of the CSA Z809-02 Sustainable Forest Management: Requirements and Guidance document. Meeting regularly throughout the DFMP development period, the PPG will operate according to an agreed upon set of Basic Operating Rules and will provide input to the overall Public Participation Strategy.

Communications activities for the development of Millar Western's 2007-2016 DFMP will be complete upon submission of the plan to Alberta Sustainable Resource Development in May 2007.



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1. Introduction

Millar Western Forest Products Ltd. has been operating in the Whitecourt area since the early 1920s, when J.W. Millar purchased a timber berth in the Eagle Flats area. Having run a succession of sawmills on its Whitecourt site since that time, and having entered the pulp business with the start up of a bleached chemi-thermo-mechanical pulp mill on the site in 1988, Millar Western has been a key contributor to the economic sustainability of the Whitecourt region for more than eight decades.

Millar Western entered into a Forest Management Agreement (FMA) with the Government of Alberta in 1997 (FMA9700034). Covering much of the same area in which the company had already been active for decades, the FMA formalized Millar Western's responsibilities as managers of the forest resource used as primary supply for its Whitecourt lumber and pulp operations.

In compliance with the terms of the FMA, Millar Western submitted their first Detailed Forest Management Plan (DFMP), covering the period 1997-2006, to the Alberta government for approval in May 2000. This first draft was approved on September 19, 2000, and a final version of the plan was submitted on February 13, 2001. The DFMP was well received by provincial regulators and widely viewed as one of the most progressive and forward-thinking management plans in the industry. It incorporated such elements as a biodiversity assessment program, heritage resource management plans and fire mitigation management strategies.

The 2007-2016 DFMP will be submitted on May 15, 2007, and will build upon the first plan. It will incorporate the consideration of additional elements such as human population dynamics, climate change, oil and gas development and wildfire, into the planning structure.

Upon approval, the new DFMP will guide Millar Western's forest management activities within the defined forest area of the FMA for the next 10 years, at which time another DFMP will be developed and submitted. The DFMP guides all of the Company's lower-level forest management and operational plans. It reflects all pertinent provincial and federal legislation, and describes the:

- current status of the forest;



- Values, Objectives, Indicators and Targets for the management of the forest;
- timber and non-timber resource analyses;
- predicted impacts of forest management for up to a 200-year horizon;
- selection of a preferred strategy for forest management;
- implementation of this strategy; and,
- approach for monitoring performance.

Millar Western recognizes that success in completing the development, submission and approval phases of the 2007-2016 DFMP will rely in significant measure upon well-planned and executed communications. Effective communications will involve internal initiatives, aimed at facilitating a successful flow of information between DFMP Plan Development Team members, as well as a multi-tiered external communications strategy. The external communications strategy includes a Public Participation Strategy (Section 3.4.5), aimed at providing information to and obtaining input from identified interest groups and individual members of the public who are outside the planning process.

The goal of this plan is to facilitate, through effective internal and external communication initiatives, the development, submission and approval of Millar Western's 2007-2016 DFMP.

This is the second in a series of three, progressively developed Communication Plans:

1. Initial Communication Plan for the development of the DMFP, presented as Section 5 of Millar Western's Terms of Reference for the DFMP (September 3, 2004 and revised June 28, 2005);
2. Revised Communication Plan, presented as a detailed, stand-alone document, for the development of the DFMP (present document); and,
3. Communication Plan for the implementation of the DFMP, to be developed and presented in the DFMP.



2. Internal Communication

2.1 Audience

A large, interdisciplinary Plan Development Team (PDT) of resource management professionals has been assembled to develop Millar Western's 2007-2016 DFMP. The audience for internal communications includes all members of the PDT, which includes representation from Millar Western, industrial stakeholders, the Alexis Nakota Sioux Nation, the Town of Whitecourt, the research community, forestry consulting companies, and the provincial and federal governments.

Members of the PDT have several distinct roles. First, they are to assess the current status of the forest environment and help to inform public and government agencies on this status. Second, they are to share information within the PDT about the likely impacts of various forest management strategies that are to be identified within the scope of the DFMP development process. Third, they are to advise Millar Western on a preferred management strategy for the company's Forest Management Agreement (FMA) area.

The PDT consists of several committees, Impact Assessment Groups (IAGs), and Landscape Projection Groups (LPGs).

- Steering Committee - Oversees the DFMP development process and directs the activities of the IAGs and LPGs, and other committees.
- Communications Committee – Coordinate and oversee the formal communication processes for the DFMP development.
- Environmental Co-Stewardship Committee – Review all DFMP processes and operational plans.
- Impact Assessment Groups (IAGs) – Evaluate the impacts of potential forest management strategies on forest values, including timber supply, biodiversity, water, fire, and carbon.
 - Timber Supply Analysis (TSA) IAG – Conduct a formal, spatial TSA.
 - FireSmart IAG – Conduct a Landscape Fire Assessment on the Millar Western FMA, including a Wildfire Threat Assessment and a fire regime analysis.



- Forest Watershed and Riparian Disturbance (FORWARD) IAG – Evaluate impacts of timber supply on water quality and quantity.
- Biodiversity Assessment Project (BAP) IAG – Evaluate impacts of timber supply on biodiversity.
- Carbon IAG – Evaluate impacts of timber supply on carbon stocks.
- Landscape Projection Groups (LPGs) – Evaluate the dynamic impacts of potential future landscape changes on the Whitecourt forest area; i.e. climate change, human population change, future wildfire risk, and oil and gas development.
 - Climate Change LPG (including a vegetation change component) – Evaluate impacts of potential future climate and vegetation change on the forest.
 - Population Change LPG – Evaluate impacts of potential future human population change and associated land use values on the forest.
 - Wildfire LPG – Evaluate impacts of potential future wildfire on the forest.
 - Oil and Gas LPG – Evaluate impacts of potential future oil and gas development on the forest.
 - Landscape Dynamics Modelling LPG – Landscape-level modelling to evaluate the dynamic impacts of potential future landscape changes from climate change, population change, wildfire change, and oil and gas development.
- Peer Review Committee – Conduct a formal peer review of the DFMP methodologies and final DFMP submission.

Table 2-1 through Table 2-14 list the membership for each of the committees and groups.

Table 2-1. Steering Committee.

Name	Affiliation	Role
Russell, Jonathan	Millar Western Forest Products Ltd., Edmonton	Chairman
Choma, Deb	Millar Western Forest Products Ltd., Edmonton	Communications
Gooding, Ted	The Forestry Corp.	Lead Consultant
Burkell, Grant	The Forestry Corp.	Coordinating Author
Hilts, Ray	Millar Western Forest Products Ltd., Whitecourt	Plan Coordination
MacLean, Shelley	Millar Western Forest Products Ltd., Whitecourt	Forest Certification
Mason, Bob	Millar Western Forest Products Ltd., Boyle	Plan Coordination
Thompson, Don	Millar Western Forest Products Ltd., Whitecourt	GIS Coordinator
Wallach, Brian	Sustainable Resource Development, Whitecourt District	District Contact
Wills, Stephen	Sustainable Resource Development, Edmonton	Government Review
Wollis, Hugh	Sustainable Resource Development, Stony Plain	Government Review
Yamasaki, Stephen	Institut Québécois d'Aménagement de la Forêt Feuillue (IQAFF)	Landscape Dynamics Modelling

Table 2-2. Communications Committee.

Name	Affiliation	Role
Choma, Deb	Millar Western Forest Products Ltd., Edmonton	Chairman and Author
Hilts, Ray	Millar Western Forest Products Ltd., Whitecourt	Advisor
Russell, Jonathan	Millar Western Forest Products Ltd., Edmonton	Advisor
Burkell, Grant	The Forestry Corp.	Advisor



Table 2-3. Environmental Co-Stewardship Committee.

Name	Affiliation	Role
Alexis, Darwin	Alexis Nakota Sioux Nation	Chairman
Bauer, Jerry	Jerry Bauer Consulting Ltd.	Facilitator
Agnes, Doris	Alexis Nakota Sioux Nation	Advisor
Hits, Ray	Millar Western Forest Products Ltd., Whitecourt	Advisor
Honda-McNeil, Jamie	Alberta Resource Consultation and Traditional Use	Advisor
Russell, Jonathan	Millar Western Forest Products Ltd., Edmonton	Advisor
Wall, Dave	Millar Western Forest Products Ltd., Whitecourt	Advisor

Table 2-4. TSA Impact Assessment Group.

Name	Affiliation	Role
Burkell, Grant	The Forestry Corp.	Chairman and Author
Hilts, Ray	Millar Western Forest Products Ltd., Whitecourt	Operations Coordinator
Martens, Brooke	The Forestry Corp.	Timber Supply Analysis
Aarsen, Richard	Fort Assiniboine Local Deciduous Timber Committee (FALDTC)	Advisor
Dermott, Con	Mostowich Lumber Company	Advisor
Gooding, Ted	The Forestry Corp.	Advisor
McCready, Tim	Millar Western Forest Products Ltd., Whitecourt	Advisor
Mostowich, Arnie	Mostowich Lumber Company	Advisor
Price, Daryl	Sustainable Resource Development, Edmonton	Advisor
Russell, Jonathan	Millar Western Forest Products Ltd., Edmonton	Advisor
Scatcherd, Doug	Millar Western Forest Products Ltd., Whitecourt	Advisor
Scott, Paul	Weyerhaeuser Company Ltd.	Advisor
Sieusahai, Perm	Spruceland Millworks Inc.	Advisor
Thompson, Don	Millar Western Forest Products Ltd., Whitecourt	Advisor
Wallach, Brian	Sustainable Resource Development, Woodlands Area Contact	Advisor

Table 2-5. FireSmart Impact Assessment Group.

Name	Affiliation	Role
Hilts, Ray	Millar Western Forest Products Ltd., Whitecourt	Chairman and Author
Burkell, Grant	The Forestry Corp.	Advisor
Handel, Mark	Millar Western Forest Products Ltd., Whitecourt	Advisor
Houle, Rod	Sustainable Resource Development, Edmonton	Advisor
Kentner, Darrell	Sustainable Resource Development, Whitecourt District	Advisor
Yackulic, Peter	Town of Whitecourt	Advisor
Yamasaki, Stephen	Institut Québécois d'Aménagement de la Forêt Feuillue (IQAFF)	Advisor



Table 2-6 FORWARD Impact Assessment Group.

Name	Affiliation	Role
Prepas, Ellie	Lakehead University	Chairman
Burke, Janice	Lakehead University	Author
Jones, Rodney	Alberta Environment	Advisor
Kahn, Afnan	University of Alberta	Advisor
Luckai, Nancy	Lakehead University	Advisor
Luke, Stacey	Lakehead University	Advisor
MacDonald, Doug	Lakehead University	Advisor
McCulloch, Bruce	Fisheries and Oceans Canada	Advisor
McKeown, Ruth	University of Saskatchewan	Advisor
Nour, Mohamed	University of Alberta	Advisor
Putz, Gordon	University of Saskatchewan	Advisor
Russell, Jonathan	Millar Western Forest Products Ltd., Edmonton	Advisor
Serediak, Mark	University of Alberta	Advisor
Smith, Daniel	University of Alberta	Advisor
Whitson, Ivan	Millar Western Forest Products Ltd., Edmonton	Advisor
White, Barry	Sustainable Resource Development, Edmonton	Advisor

Table 2-7. BAP Impact Assessment Group.

Name	Affiliation	Role
Yamasaki, Stephen	Institut Quebecois d'Aménagement de la Forêt Feuillue (IQAFF)	Chairman and Author
Doyon, Frédéric	Institut Quebecois d'Aménagement de la Forêt Feuillue (IQAFF)	Advisor
Rudy, Arnold	KBM Forestry Consultants Inc.	Advisor
Stadt, John	Sustainable Resource Development, Edmonton	Advisor

Table 2-8. Carbon Impact Assessment Group.

Name	Affiliation	Role
Yamasaki, Stephen	Institut Quebecois d'Aménagement de la Forêt Feuillue (IQAFF)	Chairman and Author
T.B.A.	Canadian Forest Service (CFS)	Advisor

Table 2-9. Climate Change Landscape Projection Group.

Name	Affiliation	Role
Yamasaki, Stephen	Institut Québécois d'Aménagement de la Forêt Feuillue (IQAFF)	Chairman and Author
Duchesneau, Robin	Institut Québécois d'Aménagement de la Forêt Feuillue (IQAFF)	Advisor
Doyon, Frédéric	Institut Québécois d'Aménagement de la Forêt Feuillue (IQAFF)	Advisor
Stadt, John	Sustainable Resource Development, Edmonton	Advisor
Flannigan, Mike	Canadian Forest Service	Advisor

Table 2-10. Population Landscape Projection Group.

Name	Affiliation	Role
Loreto, Richard	RAL Consulting	Chairman
McCormack, Tom	The Centre for Spatial Economics	Advisor and Author



Table 2-11. Wildfire Landscape Projection Group.

Name	Affiliation	Role
Yamasaki, Stephen	Institut Québécois d'Aménagement de la Forêt Feuillue (IQAFF)	Chairman and Author
Beverly, Jennifer	Canadian Forest Service (CFS)	Advisor
Burkell, Grant	The Forestry Corp.	Advisor
Hilts, Ray	Millar Western Forest Products Ltd., Whitecourt	Advisor
Houle, Rod	Sustainable Resource Development, Edmonton	Advisor
Kentner, Darrell	Sustainable Resource Development, Whitecourt District	Advisor

Table 2-12. Oil and Gas Landscape Projection Group.

Name	Affiliation	Role
Yamasaki, Stephen	Institut Québécois d'Aménagement de la Forêt Feuillue (IQAFF)	Chairman and Author
Adamowicz, Wictor	University of Alberta	Advisor
Habteyonas, Michael	University of Alberta	Advisor
Hilts, Ray	Millar Western Forest Products Ltd., Whitecourt	Advisor
Smith, Evert	Public Lands and Forest Division, Whitecourt	Advisor
Demulder, Bob	Alberta Chamber of Resources / Conoco Phillips	Advisor

Table 2-13. Landscape Dynamics Modelling Landscape Projection Group.

Name	Affiliation	Role
Yamasaki, Stephen	Institut Québécois d'Aménagement de la Forêt Feuillue (IQAFF)	Chairman and Author
Burkell, Grant	The Forestry Corp.	Advisor
Gooding, Ted	The Forestry Corp.	Advisor
Russell, Jonathan	Millar Western Forest Products Ltd., Edmonton	Advisor

Table 2-14. Peer Review Committee.

Name	Affiliation	Role
Duinker, Peter	Dalhousie University	Chairman and Author
Ted Gooding	The Forestry Corp.	Advisor
Russell, Jonathan	Millar Western Forest Products Ltd., Edmonton	Advisor
Van Damme, Laird	KBM Forestry Consultants Inc.	Advisor

Development and approval of the DFMP require a clearly-defined pattern and process for information flow among members of the PDT. Internal communication initiatives will provide mechanisms for the storage and exchange of information and ideas among the PDT. The Steering Committee will coordinate data transfer and other information exchanges among the PDT, and a suite of tools will be exploited to ensure all involved with the plan's development have access to and the ability to share appropriate levels of information.

2.2 Objective

To establish a clearly defined pattern and process for information flow among members of the Millar Western DFMP PDT in support of the effective development of the 2007-2016 DFMP.



2.3 Actions

2.3.1 Meetings

Groups within the PDT will meet in person on a regular basis to facilitate a continuous flow of information pertaining to the development of the DFMP. There is considerable cross-committee representation among the PDT, and this will facilitate the transfer of information at meetings and linkages among the groups. The Steering Committee will meet on a monthly basis at the Forestry Corp. office in Edmonton. The Steering Committee, or representatives of the Steering Committee, will also meet with:

- the Environmental Co-Stewardship Committee (ECSC), at regular intervals throughout the planning process or at the request of the ECSC;
- the Communications Committee, on an as needed basis;
- the Impact Assessment Groups (IAGs) and Landscape Projection Groups (LPGs), at regular intervals throughout the planning process; and,
- the Peer Review Committee, on an as-needed basis.

2.3.2 FTP site

A key mechanism to facilitate formal information flow is Millar Western's File Transfer Protocol (FTP) site. Available online with restricted access, the FTP site is a secure site where members of the PDT can deposit and retrieve files or datasets. Login names and passwords have been provided to all members of the team.

2.3.3 DFMP Newsletter

In December 2003, Millar Western began distributing a bi-monthly DFMP Newsletter to provide plan development updates and background information. Recipients of the newsletter include the PDT, as well as non-PDT representatives from Millar Western, Aboriginal Communities, government, public and private stakeholders, the research community, and the general public. Company contact information is provided in the newsletter so that recipients may respond to the information and issues presented in the newsletter and ask questions. A sample copy of the DFMP Newsletter can be found in Appendix I. As well as being distributed to specific internal and external audiences, all issues of the newsletter are posted to the Company's public website (www.millarwestern.com).

2.3.4 Field Tours

The Steering Committee will organize field tours of Millar Western's FMA area for members of the PDT on an as-needed basis. These tours will help to familiarize PDT members with the DFMP's defined forest area (DFA), which in turn will help with the development of the DFMP components.



3. External Communication

3.1 Overview

Within this Communication Plan, external communication refers to exchanges of information among people who are not members of the Plan Development Team (PDT) but have either expressed interest in the DFMP development process, or been considered by the PDT to have need of information regarding the DFMP development process. External communications will range from media releases and Millar Western employee communications, to the active engagement of a Public Participation Group (see page 13). A Public Participation Strategy (Section 3.4.5) forms one element of the overall external communication strategy.

3.2 Audience

External audiences include Millar Western staff, government representatives, industrial stakeholders, Aboriginal forest users, and other unaffiliated members of the general public, who are not already represented on the PDT.

3.3 Objectives

- To ensure the perspectives of Millar Western employees, who are not on the PDT but are responsible for the implementation of the DFMP, are reflected in the development of the DFMP.
- To ensure relevant stakeholder perspectives are reflected in the development of the DFMP.
- To achieve public awareness, understanding and acceptance of Millar Western's forest management practices and preferred strategies as outlined in the DFMP.
- To facilitate effective communication with Alberta Sustainable Resource Development (SRD) representatives, resulting in the timely, successful approval of the Millar Western 2007-2016 DFMP.



3.4 Actions

3.4.1 Millar Western Employees

Millar Western has approximately 850 employees working in woodlands, lumber and pulp operations at three locations in Alberta and Saskatchewan. To varying degrees, each of these employees has an interest in the DFMP development process.

DFMP Newsletter

The DFMP newsletter (Appendix I), produced on a bi-monthly basis, is distributed within company operations and is posted on the Company's website (www.millarwestern.com).

Operations Newsletters

Articles related to the development of the DFMP will be submitted to Millar Western's individual operations newsletters (*Millar Times*, *Between the Fibres* and *Lumber Line Express*), which are distributed to employees on a monthly basis.

Open Houses – Internal Promotion

Millar Western employees will be an additional target audience for all public information sessions held as part of the DFMP development process. Internal promotion of the information sessions will include electronic and hard copy posting of the session date and location, and a synopsis of information to be covered (Appendix II).

Meetings

Monthly meetings will be held with Whitecourt Woodlands staff to update on plan developments and obtain input from those who will be directly charged with implementation of the plan. Additionally, staff will be targeted with key information according to roles and responsibilities.

Intranet updates

Millar Western has begun the development of a corporate-wide Intranet. Work will continue on providing an operational tool for the internal electronic exchange of information by Spring 2006.

3.4.2 Government Representatives

As the body responsible for the approval and auditing of Millar Western's DFMP, Alberta Sustainable Resource Development (SRD) is a key resource as well as audience for DFMP initiatives, developments and submissions. Sustainable Resource Development is represented on the PDT. The PDT will communicate with additional SRD staff throughout the DFMP development period on an as-needed basis.

Meetings

To facilitate open communication throughout the DFMP development period and to streamline the plan approval processes, meetings will be held with SRD representatives on an as-needed basis.



Introductory Workshop Session

A workshop session introducing the framework for the development of Millar Western's DFMP, as well as progress made to date, was held with key SRD representatives in June 2004.

DFMP Newsletter Distribution

The DFMP newsletter (8) produced on a bi-monthly basis, is distributed to key provincial and federal government representatives and is posted on the Company's website for download (www.millarwestern.com).

Formal Submissions

Many of the DFMP component documents will be submitted to SRD for agreement-in-principle as the plan is developed. Early review and adjustment of plan components will facilitate timely approval of the final DFMP document.

3.4.3 Industrial Stakeholders

Industrial stakeholders include resource-using stakeholders not already represented on the PDT (this includes OK Lumber and Ft. Assiniboine Lumber). Extensive oil and gas resource extraction occurs in the W13 Forest Management Unit (FMU) of the FMA and is being initiated in W11 FMU. Millar Western is initiating an integrated planning process with regional companies. Progress on this initiative will be documented in the DFMP.

Meetings

Millar Western representatives will meet with local industrial stakeholders on an as-needed basis to review and obtain input on DFMP elements, progress and implications.

Open Houses

Local industrial stakeholders will be targeted as an additional audience for Millar Western's DFMP Open Houses. Invitations and information will be sent directly to key contacts to encourage participation in the Open House process.

3.4.4 Aboriginal Forest Users

Aboriginal forest users are representatives of First Nations located within the FMA (other than the Alexis Nakota Sioux Nation, who is represented on the PDT through involvement in the Environmental Co-Stewardship Committee). Millar Western has ongoing working relationships with the Driftpile River First Nation, Swan River First Nation, Alexander First Nation and Sucker Creek First Nation that involve assisting with data collection and data loading of traditional land use knowledge. The data will be analyzed by Millar Western and incorporated in the DFMP as appropriate.

Meetings

Millar Western representatives will meet with First Nation communities on an as-needed basis in the development of information sharing and data collection agreements.



Open Houses

Local First Nations communities will be contacted with information on, and invited to attend, planned open houses showcasing DFMP developments

3.4.5 Public (Public Participation Strategy)

Audiences targeted by our public participation process include local community residents, recreational and traditional users of the forest, non-government and special interest group representatives and the general public. The degree to which publics are advised of or more actively engaged in Millar Western's DFMP planning process will vary dependent upon individual levels of interest and desire for involvement. Accordingly, public participation initiatives will range from the simple provision of access to information in an effort to increase public understanding and acceptance of company forest management practices, to the active solicitation of input and direct involvement in decision making related to the establishment of parameters for the DFMP.

Open Houses/Presentations

Millar Western will host a number of public open houses within the DFMP development period. An initial open house, held on November 24, 2004, introduced Millar Western's process for the development of the 2007-2016 DFMP to the public. A second series of open houses will be held in January/February 2006 to showcase the plan's draft spatial harvest sequence. A final open house series, scheduled for March 2007, will provide a public showcase of the final DFMP as submitted for approval.

In addition to the scheduled public open houses, as development of the plan progresses, Millar Western will present to specific environmental/special interest groups, aboriginal communities and government representatives in an effort to seek meaningful input prior to final plan submission.

The public open houses provide a forum for Millar Western to present planning information and solicit public input and feedback, as well as provide opportunities for interaction among various targeted interest groups. These sessions will be formatted to allow for one-on-one communication between members of the public and Millar Western representatives. The individual presentations described above will be targeted at key stakeholder groups to ensure productive dialogue on plan parameters, values and objectives well in advance of the final stages of plan development. All contacts, concerns and questions will be recorded and incorporated into the DFMP as appropriate.

Website Postings

Millar Western will post DFMP-related documents on the company's corporate website (www.millarwestern.com). Postings will include DFMP Newsletters, promotion of DFMP open houses, regular updates on DFMP progress, contact information for queries regarding the DFMP, and all DFMP-related document submissions.

DFMP Newsletter

Formal, one-way delivery of information occurs through the bi-monthly development and distribution of a DFMP Newsletter (Appendix I). The newsletter provides updates and information on the development of the DFMP. The distribution list includes the PDT, Millar Western Employees, public and private stakeholders, provincial and federal government representatives, and members of the general public.



Additional interested parties will be added to the distribution list upon request or identification. Each issue of the newsletter is posted on Millar Western’s website.

Direct Delivery

Mail-outs to residences in the communities of Whitecourt, Fox Creek, Swan Hills, Mayerthorpe and Fort Assiniboine will be developed and distributed at key milestones in the DFMP’s development (Appendix III). Through direct delivery, community residents will be updated on Company plans, formal information sessions and other opportunities for input.

Media

Advertising

Print advertisements will be placed in the Whitecourt, Mayerthorpe, Fox Creek, Swan Hills and Fort Assiniboine weekly newspapers to advertise DFMP Open Houses as well as public posting of DFMP documents, as deemed necessary. Radio announcements will be placed on YR Radio to promote DFMP Open Houses. Copies of these advertisements as well as media contacts are provided in Appendix IV.

Editorial Coverage

Editorial coverage of DFMP Open Houses will be encouraged through distribution of media event invitations and news releases to the local newspapers and radio outlet, as well as to industry publications such as The Edge and Forestline.

Public Participation Group

A group of specific stakeholder representatives will be form the Public Participation Group (PPG). Refer to Table 3-1 for a listing of the PPG members and their affiliation and role within the group. More than simply receiving information on the DFMP planning process, PPG members will be actively engaged in the establishment of key elements for consideration within the DFMP. Specifically, the PPG will take part in workshops to assist with the development of Values, Objectives, Indicators and Targets (VOITs) for the 2007-2016 DFMP. The PPG will also be provided the opportunity to review and approve the overall public participation process, and expand the scope of their involvement in the planning process as desired, referencing Section 5.4 of the CSA Z809-02 Sustainable Forest Management: Requirements and Guidance document.

Table 3-1. Public Participation Goup.

Name	Affiliation	Role
Choma, Deb	Millar Western Forest Products Ltd., Edmonton	Chairman
Bauer, Jerry	Millar Western Forest Products Ltd., Edmonton	Facilitator
Russell, Jonathan	Millar Western Forest Products Ltd., Whitecourt	Company Representative
Hilts, Ray	Millar Western Forest Products Ltd., Whitecourt	Company Representative
Berg, Colin	Whitecourt Local Advisory Committee	Public Advisor
Caron, Leann	Woodlands County	Public Advisor
Edney, Deb	Kentek Forest Services Ltd.	Public Advisor
Hellekson, Ron	Alberta Trappers Association	Public Advisor
Holub, Dale	Town of Swan Hills	Public Advisor
Manweiler, Alex	Trailblazers Snowmobile Club	Public Advisor
Porter, Ken	Alexander Forest Services	Public Advisor
Price, Don	Burlington Resources	Public Advisor
Seabrook, Carmelle	N/A	Public Advisor
Thain, Trevor	Town of Whitecourt	Public Advisor



PPG Basic Operating Rules

Operating Rules for the public participation group will be developed in cooperation with and include input from PPG members. (See Appendix V for Basic Operating Rules) The initial framework for these operating rules has been provided by Section 5.3.1 of the CSA Z809-02 Sustainable Forest Management: Requirements and Guidance document.

PPG Workshops

Several workshops are planned for Fall 2004. The first meeting will convene the PPG, introduce the DFMP planning process, outline communications initiatives and the public participation process, review and provide input to the Basic Operating Rules document and introduce a draft list of VOITs for review, comment and additions. Successive meetings will be dedicated to a detailed review of VOITs, incorporating input from the PPG to be carried forward to the PDT. Additional meetings of the PPG throughout the planning period will ensure the group maintains connected with progress on the development of the DFMP and the successful incorporation of identified VOITs.



4. Timeline and Responsibilities

Millar Western's 2007-2016 DFMP will be submitted to Alberta Sustainable Resource Development on May 15, 2007. All communications activities and initiatives related to the development of the DFMP will be completed by that date. All communications activities will be incorporated into overall planning timelines (PERT chart). Ensuring successful implementation and completion of this Communication Plan is the responsibility of the members of the PDT Communication Committee, as directed by the Steering Committee.



5. Evaluation and Monitoring

5.1 Communication Tracking Application

Millar Western will track all communications related to the development of the DFMP in the Communication Tracking Application (CTA) database. The CTA database was implemented in February 2004 to record and store all pertinent, DFMP development-related communications, either among the Plan Development Team (PDT), or between Millar Western and public and private stakeholders. Millar Western staff and the Communications Committee will log all DFMP-related communications in the database on an ongoing basis. The database will help to facilitate and coordinate public involvement during the development and implementation of the DFMP.

Any personal information gathered during this process and stored in the database will be protected. Access to the database is limited to Millar Western staff, the Steering Committee and the Communications Committee.

The database resides on Millar Western's local network at the Woodlands office in Whitecourt. Woodlands staff and Millar Western delegates are responsible for entering all pertinent communications as they occur, including:

- personal correspondence by phone, fax and email;
- informal and formal meetings;
- open houses;
- woodlands tours;
- information sessions; and,
- workshops.

Specifics regarding the date, topic relevance, contact employee and status of the issue are recorded in the database with a link to applicable files or attachments, if necessary. All DFMP-related communications can then be synthesized into usable information by querying the database using specific parameters. This process will help the PDT incorporate stakeholder input into the DFMP, and will improve the efficacy of



future Annual and Stewardship reporting on public involvement, thereby enhancing the Company's adaptive management feedback loop.

5.2 Public Opinion Research

5.2.1 Open House Surveys

Millar Western has established a questionnaire (Appendix VI) for completion by attendees of the Company's public open houses. Data from these surveys will be included in the DFMP implementation evaluation process, helping to establish benchmarks against which to measure the successful achievement of goals and objectives.

5.2.2 Open House Contact Tracking

All open house attendees will be asked to sign in with their name and and community or area of residence. In addition, contact tracking forms will be used to record all contacts made at DFMP open houses, and to follow up on issues raised by public contacts. This contact information will be added to the Communication Tracking Application database. Copies of the sign-in sheets and contact tracking forms are included in Appendix VI.



6. Conclusion

The successful development of Millar Western Forest Products Ltd.'s 2007 – 2016 Detailed Forest Management Plan will require the facilitation of effective two-way communication between members of the plan development team as well as between Millar Western representatives and external audiences. Input from employees, consultants, scientific experts, other industrial users, government representatives and the general public will help to identify key considerations and the values, objectives, indicators and targets required to develop preferred forest management strategies for the future.

To this end, Millar Western has developed a multi-tiered communications strategy, with levels of engagement varying according to audience requirements and desires. Tailoring our communications activities to specific audience needs will assure that stakeholders have not only been made aware of company plans and activities, but have been integrally involved in the DFMP planning process.

This communications plan will provide the basis for further communications planning regarding the implementation of the 2007-2016 DFMP.



7. References

Canadian Standards Association. 2002. CSA Z809-02 Sustainable Forest Management: Requirements and Guidance. Mississauga.

The Forestry Corp. 2004. Basic Operating Rules for the Public Participation Group. Prepared for Millar Western Forest Products Ltd. October 19, 2004.

The Forestry Corp. 2004. Terms of Reference: 2006-2016 Detailed Forest Management Plan. Prepared for Millar Western Forest Products Ltd. September 3, 2004 (initial submission).

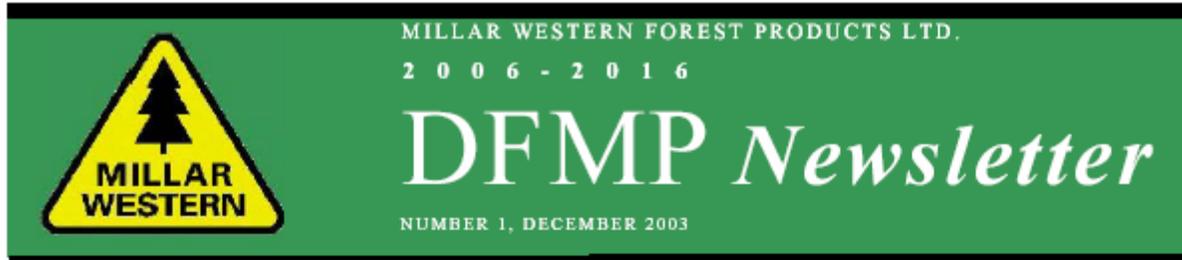
\\silver\clients\MWFP\Projects\P485_DFMP\Doc\zApp002_Develop_Comm_Plan\App002_DevCommPlan_20050830_Sub.doc



8. Appendices

Appendix I DFMP Newsletter Sample

Figure 8-1 shows the front page of the first issue (December 2003) of the DMFP newsletter.



WELCOME TO THE FIRST ISSUE

Millar Western Forest Products Ltd. is entering into the 7th year of its Forest Management Agreement and this year the Whitecourt Division is initiating a planning endeavor that is required by all FMA holders every ten years: the Detailed Forest Management Plan (DFMP). As recipients of this newsletter, many of you are familiar with the last DFMP. That plan addressed issues that extended "outside the box" of harvesting and growing trees.

The 2006-2016 DFMP will follow that lead. In addition to a formal Timber Supply Analysis, water quality and flow assessment, carbon bud-

get, biodiversity assessment and the submission of an Annual Allowable Cut, this DFMP will consider the possible impacts of long-term dynamic changes in climate, human population, wildfire and multiple resource extraction on the forest resource. This DFMP will investigate drivers of forest change that have traditionally been ignored within the context of a DFMP, specifically areas of influence that fall outside the control of the industry but have long term implications on forest sustainability. This approach to forest management planning in Canada is in its infancy. Bringing these issues forward in a public document such as a DFMP will hopefully present a source of information for public debate and a platform for change in forest management. *cont'd...*

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The Athabasca River runs west to east through FMU W13 and forms the east border of FMU W11.

Figure 8-1 Front page of the DFMP Newsletter, Issue Number 1, December 2003.



Appendix II Internal Promotion

The poster features a yellow header with the Millar Western logo and the company name. Below this is a photograph of a lush green forest. The main text is centered on a green background, announcing a public open house for the Detailed Forest Management Plan. A paragraph at the bottom explains the purpose of the open house and invites employees to participate.

 Millar Western Forest Products Ltd.

It starts in the forest: be part of the plan

Millar Western
Detailed Forest Management Plan
Public Open House
November 24, 2004
3 - 9 pm
Whitecourt Travelodge

As part of our 2006-2016 Detailed Forest Management Plan development, Millar Western is holding a public open house to outline the company's proposed harvest, forest renewal and research activities for the next 10-year period. Just as employee involvement will be essential to effective implementation of our plan commitments in the future, employee input is key to successful plan development today. All Millar Western employees are invited to attend this public information session and **become part of the plan.**

Figure 8-2 Internal promotion for the DFMP open house.



Appendix III Direct Delivery

A Detailed Forest Management Plan (DFMP) describes a forest company's strategies for managing natural resources within a Forest Management Agreement area over a 10-year period. All plans developed in Alberta must include an analysis of timber supply that incorporates environmental, economic and social objectives for resource management, and must propose practices and harvest levels that are sustainable over the long term.

In preparing its management plans, Millar Western has gone beyond traditional expectations. The company's current DFMP, in effect to 2006, incorporates protection of elements such as biodiversity, soil and water quality, wildlife habitat, recreational uses and heritage values. Its new plan for 2006-2016 will go further, considering the possible impacts of changes in climate, human population, wildfire and multiple resource extraction — considerations that fall outside the direct control of the forest industry, but have long-term implications for forest sustainability.

Pushing beyond the traditional boundaries of land use planning in Alberta, Millar Western has forged new standards for sustainable forest management. Bringing new issues forward through the current planning process will provide important information for public debate, and a platform for changing the way we manage our resources for the future.



Millar Western Forest Products Ltd.

"Many forest products companies seek to achieve sustainability by looking at the landscape pattern and intensity of their harvests. Millar Western raises the bar by funding, evaluating and applying a sound basis for sustaining all ecosystem functions in the landscape perspective."

*Dr. Sandy Verry, Research Hydrologist,
U.S. Forest Service*

"I have been impressed by the ambition, professionalism and thoroughness of the Millar Western Detailed Forest Management Plan. Together with their adaptive management approach, the plan puts Millar Western on the front line with respect to long-term, sustainable forest management, encompassing natural, social and economic values."

*Dr. Harald Sverdrup
Professor of Chemical Engineering
Lund University, Lund, Sweden*

"Millar Western is a scientific leader, not only nationally but internationally, in forest management. The company's commitment to integrating watershed processes, as well as biodiversity, social and climate changes, in the planning process is leading-edge work -- a source of Canadian pride."

*Dr. Ellie Prepas
Canadian Research Chair
in Sustainable Water Management*



Sustainable Forest Management

**Your Role
Your Opportunity
Your Voice**

Public Open House
November 24, 2004
Whitecourt Travelodge
3 - 9 pm

Millar Western invites you to join in discussions on how best to sustain forest resources for future generations. Please take advantage of the opportunities provided for public input into our planning process:

Public Open House
November 24, 2004
Whitecourt Travelodge, 3-9 p.m.

Inquiries
To pose questions to our forest managers, call Planning Supervisor Ray Hills at 780-778-2221 ext 2104.

Access to related documents
The Guide to Millar Western's 1997-2006 DFMP, 1997-2001 Stewardship Report, current issues of our 2006-2016 DFMP Newsletter, and other company information available at www.millarwestern.com under Publications.

Figure 8-3 Public open house brochure (part 1).



Millar Western has been active in the forest industry for close to a century, growing to become one of Western Canada's largest privately-held forest products companies. Headquartered in Edmonton, the company produces dimension lumber and bleached chemi-thermo-mechanical pulp (BCTMP) at advanced manufacturing operations in Alberta and Saskatchewan, using timber supplied on the basis of responsible, sustainable forest management.



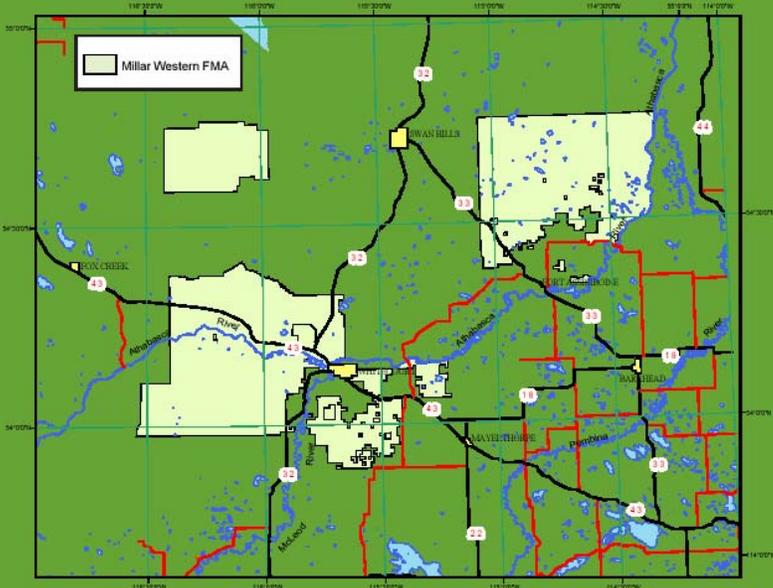
Millar Western has operated in the Whitecourt area since 1922, and currently employs about 500 people at its pulp, lumber and woodlands operations in the community. In 1997, Millar Western entered into a Forest Management Agreement (FMA) with the Government of Alberta, giving the company long-term access to the Whitecourt region timber areas in which it had already operated for decades. In return for this long-term tenure, the company assumed key responsibility for management of the forest resource and its values.



Millar Western is committed to sustaining healthy, biologically diverse forests for the future, balancing environmental, social, and economic needs while supplying the timber requirements of its manufacturing operations. The company works closely with communities, governments, and other stakeholders, taking an inclusive, integrated approach to resource management.



MILLAR WESTERN FOREST PRODUCTS LTD. FOREST MANAGEMENT AGREEMENT (FMA9700034) AREA



KEY FACTS

- Millar Western's FMA is approximately 443,000 hectares in size
- Net operable area of forest in the FMA is about 340,000 hectares
- Operable area consists of 35% hardwood, 20% spruce, 25% pine and 20% mixedwood forests
- Millar Western harvests approximately 2000 hectares per year
- There are 48 traplines operating within the FMA
- There are approximately 1000 km of active roads within the FMA
- There are 19 current grazing licences within the FMA, covering 4600 hectares
- Millar Western plants 2-3 million conifer seedlings per year in the FMA -- at least two for every one tree harvested

Figure 8-4 Public open house brochure (part 2).



Appendix IV Media

The following is a list of media contacts Millar Western uses for external communications and advertising. In addition, Figure 8-5 shows the print ad placed in the Whitecourt, Mayerthorpe, Fox Creek, Swan Hills and Fort Assiniboine weekly newspapers to advertise the DFMP Open House on November 24, 2004, and Figure 8-6 is the radio announcement placed on YR Radio to promote the open house.

The Whitecourt Star
4732 – 50 Ave
Whitecourt, Alberta
Ph: 780-778-3977
Fax: 780-778-6459
Pam Allain, Publisher
Charlene Head, Advertising
advertising@whitecourtstar.com

The Swan Hills Grizzly Gazette
4924A Plaza Ave
Swan Hills, Alberta
Carol Webster, Publisher/Editor
Ph: 780-333-2100
sgazette@telusplanet.net

The Fox Creek Times
Charles Matagora
Ph: 780-622-3300
Fax: 780-622-3360
Box 598
Fox Creek, Alberta
T0H 1P0
fctimes@telusplanet.net

The Mayerthorpe Freelancer
Jim Gray
Ph: 780-786-2602
Fax: 780-786-2663
Box 599
Mayerthorpe, Alberta
T0E 1N0
may-free@telusplanet.net



Ft. Assiniboine Express
Box 427
Fort Assiniboine, Alberta
Carole Daukins
780-778-5474
The.Express@telus.net

The Edge – Forest Business Magazine
MediaMatch West Communications Inc.
David Holehouse, Publisher/Editor
780-432-0112
dholehouse@mediamatchwest.com

YR Radio - Whitecourt
Janet Kuehn
780-778-5102
jkuehn@ab.ncc.ca

The advertisement is set against a background of a dense forest. The text is centered and reads: "It's your forest: be part of the plan". Below this, it states: "As part of the development of our 2006-2016 forest management plan, Millar Western is holding a public open house outlining the company's proposed harvest, forest renewal and research activities for the next ten years." The next paragraph says: "Public input into the planning process will help us ensure we maintain the full diversity of forest values for future generations. Please take advantage of this opportunity to express your views on the sustainable management of forest resources." The event details are: "Public Open House November 24, 2004 Whitecourt Travelodge 3 - 9 pm". At the bottom left is the Millar Western logo, and at the bottom right is the text: "Millar Western Forest Products Ltd. 780-778-2221 www.millarwestern.com".

It's your forest:
be part of the plan

As part of the development of our 2006-2016 forest management plan, Millar Western is holding a public open house outlining the company's proposed harvest, forest renewal and research activities for the next ten years.

Public input into the planning process will help us ensure we maintain the full diversity of forest values for future generations. Please take advantage of this opportunity to express your views on the sustainable management of forest resources.

**Public Open House
November 24, 2004
Whitecourt Travelodge
3 - 9 pm**

 Millar Western Forest Products Ltd.
780-778-2221 www.millarwestern.com

Figure 8-5 Print advertisement run in the Whitecourt, Mayerthorpe, Fox Creek, Swan Hills and Fort Assiniboine weekly newspapers to advertise DFMP Open House.



Alberta
Radio Group
YR RADIO CREATIVE

Approved as is _____
Approved with changes _____
Comments _____

Client: **Millar Western Forest Products**
Title: Open House
Writer: Paul Poulsen
Run Date: Nov22/04 to Nov24/04 Cart: C301
Erase: **XXX** Append: Date: Nov18/04
Length: 30 Attn: Janet K Co-op:

BG MUSIC: *medium country*

ANNCR: ***Millar Western Forest Products** invites you to their Public Open house Wednesday from three 'til nine at the Whitecourt Travelodge. Share your views on sustainable forest management and learn more about the **Millar Western Forest** management agreement area. Did you know **Millar Western** harvests approximately 2000 hectares every year? Or that they plant millions of conifer seedlings in that same time? **Millar Western** is committed to sustaining healthy, biologically diverse forests for the future. You can help, by joining in the discussion. Call 778-22-21 for more info.

UPDATE – NOVEMBER 24 only – CART#C301

***Millar Western Forest Products** invites you to their Public Open house tonight from three 'til nine at the Whitecourt Travelodge: join the discussion on sustainable forest management.

Figure 8-6 Radio announcement placed on YR Radio to promote the November 24, 2004 DFMP Open House.



Appendix V PPG Basic Operating Rules

The Basic Operating Rules document for the Public Participation Group is presented on the following pages.



The Forestry Corp.

Basic Operating Rules for the Public Participation Group

To support the development of Millar Western's
2006-2016 Detailed Forest Management Plan

Prepared for:

Millar Western Forest Products Ltd.

October 19, 2004



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1. Overview

According to the terms of the Forest Management Agreement (FMA), Millar Western Forest Products Ltd. is developing a Detailed Forest Management Plan (DFMP) to submit to the provincial government on May 15, 2006. The 2006-2016 DFMP follows through on commitments made in the Company's first DFMP, which covers the period 1997-2006. Upon approval, the new DFMP will guide the Company's forest management activities within the defined forest area of the FMA for the next 10 years, at which time another DFMP will be developed and submitted. The DFMP guides all of the Company's lower-level management and operational plans.

The DFMP reflects all pertinent provincial and federal legislation. It describes the:

- current status of the forest;
- Values, Objectives, Indicators and Targets for the management of the forest;
- timber and non-timber resource analyses;
- predicted impacts of forest management for up to a 200-year horizon;
- selection of a preferred strategy for forest management;
- implementation of this strategy; and,
- approach for monitoring performance.

Millar Western is using many different public participation processes to engage public stakeholders in the development of this DFMP; the Public Participation Group (PPG) is one of these methods. By involving the public early in the planning process, Millar Western hopes to create a publicly defensible DFMP that incorporates the values and concerns held by public stakeholders. Furthermore, provincial policy requires forest products companies who operate on crown land to engage the public in the development of forest management plans. The government has adopted the guidelines for public participation published by the Canadian Standards Association (CSA, 2002), which give the public an opportunity to be proactively involved in the management of public forests.

As one of the processes for public participation, Millar Western has invited representatives from a range of public stakeholder and interest groups to be members in the PPG. The PPG has been convened to:

1. assist Millar Western in building the framework for the public participation group for the development of the DFMP; and,
2. participate in developing the strategic direction for the DFMP by way of setting Values, Objectives, Indicators and Targets for forest management.

This strategy for public participation is part of a suite of activities including open houses, information sessions, meetings and newsletter distributions. The activities are aimed at increasing awareness and understanding of Millar Western's forest management plans and practices within a broader public audience.



2. Content

The Basic Operating Rules (BORs) guide the PPG's involvement in identifying and selecting forest Values that are important to the public, along with associated Objectives, Indicators and Targets (VOITs). The recommendations forwarded from the PPG will be used to complete the set of VOITs that have already been identified by the provincial government and Millar Western.

The PPG reserves the option to expand the group's level of involvement in developing the DFMP, until such time as they have completed their review and public approval of the VOITs.

3. Goals and Objectives

3.1 Goal

The goal of the Public Participation Group (PPG) is to actively engage public representatives, who may not have full knowledge of the industrial forest planning process, in establishing the strategic direction (by way of setting VOITs) for development of a publicly defensible DFMP for Millar Western Forest Products Ltd.

3.2 Objectives

To achieve the goal of the PPG, the group and Millar Western representatives will promote meaningful dialogue and the two-way sharing of information regarding forest management VOITs. Together, they will strive to:

- foster teamwork and relationship-building;
- facilitate constructive learning by means of education and information sharing;
- ensure a fair and adequate facilitation process, both in structure (meeting times and places, and clearly-defined organization and structure in meetings) and process (clearly-defined objectives, monitoring of process, leadership, impartialness, and consensus seeking); and,
- promote inclusiveness, accessibility and adequate representation.

4. Timelines

The expected workload and time commitment for the PPG to review and approve the VOITs is presented in Table 4-1.



Table 4-1 Timelines for Public Participation Group to review and approve VOITs.

When	Time Commitment	What
September 20, 2004	5 hours	Meeting: <ul style="list-style-type: none"> • Background on Millar Western’s planning process, motivation for convening PPG • Introduce draft Basic Operating Rules (BORs) • Introduce draft VOITs, which include VOITs required by the government and VOITs proposed by Millar Western • Detailed review of draft Basic Operating Rules (BORs); discuss changes proposed by PPG; PPG approval of final format and structure of BORs
Individual time	Individual time	Individual document review: <ul style="list-style-type: none"> • Review VOITs document • Consider additions and/or changes
October 19, 2004	5 hours	Meeting: <ul style="list-style-type: none"> • Conduct a quick review and approval of revised BORs • Review VOITs • Review the level of involvement by the PPG in the Content section (section 2) of the BORs • Develop more detailed timelines depending on level of involvement decided upon by PPG • Review/discuss the overall Communication Plan for the DFMP
To Be Determined	To Be Determined	Meetings: <ul style="list-style-type: none"> • Continued review of VOITs. • Additional involvement as decided by PPG.
June 2005	N/A	Target: <ul style="list-style-type: none"> • Complete PPG review and approval of VOITs.
September 2005	N/A	Deadline: <ul style="list-style-type: none"> • Final VOITs must be completed. • PPG process complete.



5. Provisions for Internal and External Communication

The success of the PPG is greatly influenced by the extent and quality of internal and external communications.

5.1 Internal: The PPG and Millar Western Representatives

- Communications will occur through face-to-face meetings with the PPG and Millar Western representatives.
- A Millar Western representative will confirm the meeting dates and locations with the PPG via telephone, email or post.
- Draft meeting minutes (to be approved by the PPG) and working documents, as well as any relevant legislation, policy documents, and/or background literature, will be distributed by Millar Western to all members of the PPG either at meetings or via email, post, or other appropriate methods.
- Similarly, the PPG will distribute relevant documents to Millar Western representatives via the same methods.
- Millar Western representatives will incorporate feedback, comments or changes to meeting minutes via the same methods or by telephone.

5.2 External: Broader public

- Based on their affiliations, PPG members are expected to carry communications to and from the public stakeholder groups they represent.
- If they choose to do so, the PPG may designate a public spokesperson for media communications.
- The PPG has the option to issue press releases regarding the PPG process, and these press releases must be agreed to by all members of the PPG.
- Members of the PPG are invited to attend Millar Western's public open houses, and to share their views on their involvement in DFMP development process.
- Millar Western will present all work done by the PPG to the broader public; for example, at public open houses and in the final DFMP document. This does not include meeting minutes.
- Millar Western will bring public feedback from open houses back to all members of the PPG.

5.3 External: DFMP Plan Development Team

- Millar Western will distribute PPG meeting minutes, as well as any other output from meetings, to the DFMP Plan Development Team (PDT)¹.
- Millar Western representatives will provide feedback from the PDT to the PPG.

¹ The Plan Development Team, or PDT, is the collection of committees and groups Millar Western has convened to develop the DFMP.



6. Resources

6.1 Human

- Millar Western representatives will attend all meetings of the PPG.
- Millar Western will hire a facilitator to attend each meeting.
- Other interests, experts, or government representatives, may be invited to PPG meetings on an as-needed basis.

6.2 Physical

Millar Western will provide meeting places; location and accessibility will be selected to best meet the needs of all members of the PPG.

6.3 Financial

Millar Western will provide the financial resources for all activities relating to the PPG process including:

- a per diem to attend meetings, available for each PPG member to claim at their option;
- travel expenses (mileage) to and from meetings, available for each PPG member to claim at their option;
- meeting rooms;
- meals at meetings;
- facilitator;
- information resources; and,
- technological resources.

6.4 Information

Millar Western will make available to all members of the PPG:

- Defining Sustainable Forest Management in Canada - Criteria and Indicators National Status 2003 (Canadian Council of Forest Ministers);
- CSA Z809-02 Sustainable Forest Management: Requirements and Guidance (Canadian Standards Association);
- Alberta Forest Management Planning Standard - Draft 1A (Alberta Sustainable Resource Development);
- Terms of Reference for the development of the 2006-2016 DFMP (Millar Western, September 3, 2004);
- Guide to Millar Western's 1997-2006 DFMP (abridged version); and,
- Ground Rules (Millar Western, March 14, 2002).



Millar Western will provide upon request to all members of the PPG:

- Millar Western's provincial FMA agreement (FMA9700034);
- Millar Western's 1997-2006 DFMP (unabridged version – on CD);
- Millar Western's 1997-2001 Stewardship Report;
- Millar Western's 2002-2003 Stewardship Report (when available);
- Millar Western's Annual Performance Reports (when available);
- Millar Western's Forest Management Unit W11 Preliminary Forest Management Plan;
- provincial or federal legislation, policy and directives; and,
- any additional information resources that may be requested or deemed useful.

6.5 Technological

Millar Western will provide any technological resources (i.e. computer, projector, etc.) that may be required for the meetings.

7. Roles, Responsibilities, and Obligations of Participants

7.1 PPG Members

Role

Represent a broad range of public values and opinions while engaging in meaningful discussion related to the selection, review and public approval of VOITs for the DFMP. The PPG reserves the option to expand the group's level of involvement in developing the DFMP, and hence their role, until such time as they have completed their review and public approval of the VOITs.

Responsibilities

- Attend planned meetings and any additional meetings. In order to maintain continuity in the PPG process, members are encouraged to participate as often as possible. In the event that a PPG member is unable to attend a meeting, that member may send an alternate representative and should provide the alternate with background information to the PPG process.
- May provide represented public stakeholder groups with information, and may bring information from those groups back to the PPG.
- Review documents distributed at or prior to PPG meetings and provide feedback and recommendations.
- Provide feedback on the PPG final report including an opinion statement, developed by consensus, regarding the PPG process and final report.

Obligation

The PPG members have an obligation to represent the views of the public stakeholder groups that they represent.



7.2 Millar Western Representatives

Role

Engage the PPG in meaningful discussion around the selection, review and public approval of the VOITs for the DFMP. Should the PPG decide to expand their role beyond the review and public approval of the VOITs, Millar Western will accordingly expand their role to accommodate this.

Responsibilities

- Coordinate and schedule meetings.
- Provide a facilitator.
- Provide any and all resources (human, physical, information, and technological) as required.
- Attend planned meetings and any additional meetings. In order to maintain continuity in the PPG process, the same Millar Western representatives will attend as often as possible. In the event that a Millar Western representative is unable to attend a meeting, that representative may send an alternate representative and should provide the alternate with background information to the PPG process.
- Represent the views of Millar Western and of the DFMP Plan Development Team (PDT).
- Review documents distributed at or prior to meetings of the PPG and provide feedback and recommendations.
- Record the minutes of each meeting, and distribute these minutes to all members of the PPG for their review and approval.
- Act as a liaison between the PPG, the PDT, and Millar Western.
- Present VOITs, as agreed-upon by the PPG, at public open houses.
- Provide public feedback to the PPG so that the VOITs may be finalized.
- Produce a draft report on the PPG process that accurately documents the recommendations of the PPG, where and how recommendations were incorporated into the VOITs and the development of the DFMP, and, if recommendations were not incorporated, an explanation as to why not.
- Distribute the draft report to all members of the PPG for review and comment.
- Incorporate PPG's comments and minority opinions on process and content into the final report.
- Millar Western will respond to the PPG's comments and minority opinions in the final report.
- Include the final report in the DFMP.

Obligation

Millar Western representatives are obligated to fairly consider all recommendations made by the PPG regarding the VOITs.

7.3 Facilitator

Role

Help to manage the process of information exchange during PPG meetings.



Responsibilities

- Attend planned meetings and any additional meetings.
- Summarize and integrate information presented during discussions.
- Help the PPG and Millar Western representatives to follow the Basic Operating Rules (BORs).
- Encourage active participation of all group members.
- Help participants to understand each other by translating information presented by one participant into terms that the other participants can also grasp.
- Assist all participants being heard and understood, and maintain bias-balanced discussion.
- Help to set up an effective meeting format and structure for meaningful engagement of all participants.

Obligation

The facilitator has an obligation to maintain neutrality while encouraging participation from everyone.

8. Provisions for Conflict of Interest

The PPG members and Millar Western representatives must make allegiances known at the outset of their involvement in the PPG process. In the event that such an allegiance is announced, the PPG will decide whether the allegiance represents a conflict of interest. If a conflict of interest exists, the PPG will decide upon a reasonable action to mitigate the conflict and will implement that action.

9. Decision-Making Methods

The PPG and Millar Western representatives will seek consensus on all decisions.

10. Authority for Decisions

The PPG has the authority to decide upon the BORs by consensus, and to make public recommendations regarding the VOITs. Should the PPG decide as a group to expand their role beyond the review and public approval of the VOITs, the PPG will have the authority to make public recommendations regarding that expanded role.

Millar Western representatives have the authority to accept or reject recommendations made by the PPG. Millar Western will address all accepted and rejected recommendations that are made by the PPG, as well as minority opinions of subsets of the PPG, in a final report.

The provincial government has final authority on approval of VOITs.



11. A Mechanism to Adjust the Process

At the conclusion of each meeting, the facilitator will obtain feedback on the effectiveness of the PPG process. Any PPG member or Millar Western representative, or the facilitator, may raise issues, concerns and suggestions for improvement at any time during the process.

Proposed changes to the process will be considered by the PPG and Millar Western representatives. Such changes must fit within the parameters of provincial and federal legislation, and within the broad review and approval timelines for the development of Millar Western's DFMP. The decision-making methods outlined in this document will be used to agree to any ensuing changes to the BORs, and such changes will be documented accordingly. If changes are made to the BORs, the facilitator will help to ensure the PPG and Millar Western representatives abide by these changes.

12. Access to Information

Millar Western will provide the PPG with access to:

- the CSA document, *Z809-02 Sustainable Forest Management: Requirements and Guidance*, upon which the Alberta Forest Management Planning Manual is strongly based;
- any Millar Western public documents (non-public documents may be provided at the discretion of the Company);
- meeting minutes (distributed by Millar Western);
- government documents and legislation; and,
- expert opinion as related to the development of the VOITs (upon request).

In addition, Millar Western representatives will make the names and affiliations of PPG members available to the public. Any information Millar Western representatives collect that is of a personal nature, including contact information, will be protected as per the Personal Information Protection Act.

13. The Participation of Experts, Other Interests, and Government

- PPG members, Millar Western representatives and the facilitator may request that experts, government representatives, or other interests be invited to attend PPG meetings.
- Public citizens not sitting on the PPG may apply/request to provide input into the PPG process; the PPG will decide how to incorporate such input.
- Public citizens not sitting on the PPG may also apply/request to join the PPG; acceptance will be decided by PPG members and Millar Western representatives.

14. Dispute-Resolution Mechanism

Disputes regarding the PPG process that may arise in meetings, either within the PPG or between the PPG members and Millar Western representatives, will be dealt with through meaningful discussion. The group will seek agreeable resolution with involvement and guidance from the facilitator.



If the dispute still exists after discussion, the matter will be passed on to the DFMP Steering Committee². The Steering Committee may gather additional information or recruit additional human resources in order to gain more knowledge on the issue. The Steering Committee will suggest a suitable resolution. In the event that the Steering Committee cannot decide on a suitable resolution, or the PPG does not agree to a suggested resolution, the chairman of the Steering Committee will make final judgment.

The provincial government has final authority on the PPG process and approval of VOITs.

² The Steering Committee is part of the Plan Development Team (PDT); this committee guides the DFMP development process.



Appendix VI Public Forms



Millar Western Forest Products Ltd.
2006-2016 DFMP Open House Questionnaire
Whitecourt -- November 24, 2004

Thank you for taking a few minutes to complete as much of the following questionnaire as you wish. The information you provide will assist us greatly in better understanding your concerns.

1 a) Did you find today's open house interesting?
 Y N

b) Would you consider attending future open houses?
 Y N

2 Did today's open house provide you with the information you needed?
 Y N
(comments) _____

3 Millar Western incorporates each of the following topics, among others, into its forest management planning considerations. Please check all areas of interest or concern to you and rank them according to importance, with 1 indicating the highest priority.

<input type="checkbox"/> Amount of timber harvesting in the area	<input type="checkbox"/> Protection of watercourses
<input type="checkbox"/> Burning of brushpiles	<input type="checkbox"/> Impacts on tourism
<input type="checkbox"/> Visibility of cutblocks from roads, recreation trails	<input type="checkbox"/> Impacts on other resource use (eg. trapping, gathering)
<input type="checkbox"/> Maintaining biodiversity	<input type="checkbox"/> Preservation of historical resources
<input type="checkbox"/> Maintaining wildlife habitat	<input type="checkbox"/> Other _____
<input type="checkbox"/> Effective Reforestation	<input type="checkbox"/> Other _____
<input type="checkbox"/> Maintenance of Old Growth Forest	

4 a) Do you feel that an open house is a good venue for providing information on forest management issues to the public?
 Y N

b) Can you suggest alternate means for sharing information on forest management issues?

5 How would you rate Millar Western in terms of providing information to the public about our operations?
1 2 3 4 5
(poor) (excellent)

6 How would you rate Millar Western in terms of providing opportunities for public input to our operations?
1 2 3 4 5
(poor) (excellent)

7 How would you rate Millar Western in terms of doing a good job of sustainable forest management?
1 2 3 4 5
(poor) (excellent)

Contact information (optional):
Name _____ Address _____
Telephone _____ Email _____
Please contact me to follow up on some concerns I have: Y N

Figure 8-7 Public open house questionnaire.




Millar Western Forest Products Ltd.
2006-2016 DFMP Open House
Whitecourt -- November 24, 2004

PUBLIC CONTACT FORM

Name _____

Organization/Affiliation _____

Community of Residence _____

Interests

Specific Concerns

Follow Up

Ph: _____

Fax: _____

Figure 8-9 Public open house contact form.

