



ANNEX II

Communication and Consultation Plans

2017-2027 DFMP

Prepared by FORCORP
March 2017



Binder	Type	ID	Name
ONE	Executive Summary		
	Chapter	1	Corporate Overview and Forest Management Approach
	Chapter	2	DFMP Development
	Chapter	3	Forest Landscape Assessment
	Chapter	4	Summary of Previous DFMP
	Chapter	5	Values, Objectives, Indicators, and Targets (VOITs)
	Chapter	6	Preferred Forest Management Scenario
	Chapter	7	DFMP Implementation
	Chapter	8	Research
	Glossary		
TWO	Annex	I	Forest Management Agreement (FMA)
	Annex	II	Communication and Consultation Plans
	Annex	III	Stewardship Report 2007-2011
	Annex	IV	Growth and Yield Program
	Annex	V	Growth and Yield
	Annex	VI	Timber Supply Analysis
	Annex	VII	Spatial Harvest Sequence
THREE	Annex	VIII	Landbase Development Document



MILLAR WESTERN FOREST PRODUCTS LTD.

*2017-2027 DETAILED FOREST MANAGEMENT
PLAN*

*COMMUNICATIONS & PUBLIC
PARTICIPATION PLAN FOR THE
DFMP DEVELOPMENT PHASE –
Version 2*

Prepared: January 2015

1. INTRODUCTION

Every 10 years, companies holding Forest Management Agreements (FMAs) with the Government of Alberta (GoA) are required to develop a Detailed Forest Management Plan (DFMP) that directs forest management activities for the FMA area for the next decade. As holder of FMA 9700034 in Alberta's northwest, Millar Western is embarking on the development of its next DFMP, for the period 2017 to 2027, a process that, according to the following table prepared for the DFMP Terms of Reference (ToR), is expected to take approximately 24 months to complete.

TABLE 1. DFMP MILESTONES

DFMP COMPONENT	ANTICIPATED COMPLETION
Terms of Reference approval	December 2014
AVI approval	December 2014
Volume sampling plan approval	February 2015
Approval of external and aboriginal consultation plans	February 2015
VOIT agreement-in-principle	June 2015
Achieve yield curve and land base agreements-in-principle	May 2016
Complete SHS reviews	October 2016
Complete non-timber condition assessments	October 2016
PDT review of draft DFMP	November 2016
External review of draft DFMP	November 2016
Submission of draft DFMP	December 2016
DFMP approval	May 2017
Complete operating ground rules	TBA
Submit stewardship reports	TBA
Submit ToR for 2027 to 2037 DFMP	December 2024

As noted in the ToR, effective communication and consultation strategies are essential to the DFMP development process. Millar Western recognizes that success in completing the development, submission and approval phases of the 2017-2027 DFMP will rely in significant measure upon well-planned and -executed internal and external communications and stakeholder consultation. Internal communications will be aimed at facilitating a flow of information among DFMP Plan Development Team (PDT) members, while external activities will be concerned with informing and involving those outside of the PDT. In addition to this plan, Millar Western has developed a separate plan to guide First Nations consultation.

1.1 GOAL

The overall goal of this plan is to facilitate, through effective internal and external communication initiatives, the development, submission and approval of Millar Western's 2017-2027 DFMP.

1.2 OVERARCHING PRINCIPLES

Millar Western takes seriously its responsibility to communicate and consult with stakeholders and commits to executing this plan with a view to being clear and transparent about its forest management intentions and to soliciting, listening to and seriously considering the comments and concerns of stakeholders in a manner that is consistent with the company's values of integrity, honesty, trust and respect.

1.3 TIMEFRAME

This document covers the period up to and including the approval of the DFMP; the company will develop a *Communications and Public Participation Plan for DFMP Implementation*, which will guide communications and consultation during the DFMP timeframe, 2017-2027, and be submitted as part of the DFMP.

1.4 GUIDANCE DOCUMENTS

This plan takes into account the following government and certification reference materials that guide and/or prescribe how communications and consultation should unfold.

1.4.1 Alberta Planning Standard

DFMPs in Alberta are developed in accordance with the *Alberta Forest Management Planning Standard (Version 4.1, April 2006)*, which is modelled after the requirements of the *Canadian Standard Association (CSA) Z809 standard for sustainable forest management (see Appendix 1 – CSA Public Participation Requirements Checklist)*. The CSA standard places significant emphasis on public participation in forest management planning, as outlined in Sections 5.0.

1.4.2 Canadian Anti-spam Legislation

Millar Western is aware of the nuisance of unwanted emails and will canvas stakeholders to determine the level of communication they desire. Millar Western will include an "unsubscribe" option on mass distributions of information (e.g. open house notices) and will not share stakeholder contact information with other organizations.

1.4.3 Sustainable Forestry Initiative (SFI) Sustainable Forest Management (SFM) Standard

Millar Western's FMA area is certified to the SFI standard for sustainable forest management. The company will be guided by Objective 12 – *Community Involvement and Landowner Outreach* – of the standard in developing and implementing its forest management plans.

INTERNAL COMMUNICATIONS PLAN

The development of a DFMP is a complex exercise involving analysis and integration of extensive amounts of data and stakeholder input and numerous iterations of forest management scenarios. Given the project's vast scope, it is important that communications and information gathering/storage procedures be implemented early on, to ensure the PDT has access to the information it needs to produce a quality, comprehensive long-term forest management plan that is scientifically sound, reflects multiple perspectives and is consistent with government requirements.

2.1 OBJECTIVE

The objective of internal communications will be to implement communications tools and strategies that promote an efficient and collaborative work environment for the plan development team and contribute to the timely delivery and approval of Millar Western's next DFMP.

2.2 AUDIENCE

The audience for the internal communications section of the plan is the 2017-2027 DFMP PDT, as defined in the ToR, which includes representation from Millar Western, the GoA, other forest companies with quotas in the Millar Western FMA and the consulting firm assisting Millar Western with DFMP development, ForCorp.

TABLE 1. PLAN DEVELOPMENT TEAM

ROLE	MEMBER
Chair	Bob Mason, MWFP
Planning & Operations Coordinator	Ken Anderson, MWFP
Forest Renewal Coordinator	Tim McCready, MWFP
Communications & Consultation Coordinator	Louise Riopel, MWFP
GoA Planning Lead	Seena Handel
GoA Area Forester	Alanda Skrzekowski
GoA Area Wildlife Biologist	Fauve Blanchard (Backup: Curtis Stambaugh, Area Senior Biologist)
Weyerhaeuser	Paul Scott
Spruceland Millworks	Permanand Sieusahai
Fort Assiniboine Lumber	Permanand Sieusahai
Lead Consultant	Ted Gooding, Forcorp
Forecasting	Bob Christian, Forcorp

2.3 TACTICS

Millar Western will utilize the following tactics to ensure that all members of the team have access to necessary information, are regularly informed of developments relating to the progress of the DFMP, feel they have ample opportunity to contribute to decision making and are in support of the final submission.

2.3.1 Information Storage and Sharing Mechanisms: working with external consultant ForCorp, Millar Western will develop and implement tools to enable PDT members to store, access and share information. Accompanying procedures will be established to set clear expectations regarding document management in support of the concepts of progressive review and consensus building, as outlined in the ToR.

2.3.2 Plan Development Team Meetings: the PDT will endeavor to meet regularly, as needed, with up to 10 meetings anticipated per calendar year. Internal and external communications will be an agenda item at each meeting, providing an opportunity to discuss the performance of existing communication mechanisms, to ensure they are conducive to information sharing and collaboration.

TABLE 2: PDT ROLES AND RESPONSIBILITIES RE. INTERNAL COMMUNICATIONS

ROLE	RESPONSIBILITIES
Chair	Ensure PDT members have access to the information they need to fulfill their obligations; coordinate information gathering and consolidation; develop/distribute meeting agendas and minutes; communicate expectations of PDT members (e.g. deadlines); ensure all information is fully considered in the final document.
Communications & Consultation Coordinator	Assist in development/implementation of tools and procedures re. document storage/sharing; deliver communications/consultation updates at PDT meetings; regularly assess communications mechanisms for efficacy; provide editing and other communications support to the Chair as necessary.
ESRD	Provide one window to the GoA, advising on policies and expectations and bringing to the PDT GoA input relevant to the development and approval of the DFMP.
Quota Holders (Weyerhaeuser, Spruceland Millworks, Fort Assiniboine Lumber)	Provide input (e.g. data sets); sign off on plan components to indicate content approval.
ForCorp	Assist in implementation of document storage/sharing mechanisms.
All PDT Members	Attend PDT meetings; ensure deliverables are provided in a timely manner; follow documentation management procedures; alert Communications & Consultation Coordinator to barriers to effective internal communications, so they can be addressed.

2.4 PERFORMANCE MEASUREMENT AND PLAN REFINEMENT

The Communications & Consultation Coordinator will, at regular intervals, review the effectiveness of existing procedures with the PDT and make adjustments to the internal plan as necessary. Internal communications will be deemed successful if PDT members assess the tactics as effective in fostering collaboration and realization of project objectives.

3. EXTERNAL COMMUNICATIONS & CONSULTATION PLAN

The external communications plan will seek to inform and actively engage stakeholders not directly involved in the PDT. (Note that First Nations consultation is dealt with in a separate plan.) Serving as its foundation are a number of existing communications and consultation mechanisms, some created as a commitment of the last DFMP.

3.1 OBJECTIVE

The objective of external communications will be to develop and implement strategies that raise awareness of the DFMP development process and provide ample opportunities for stakeholder involvement.

3.2 AUDIENCES

- Millar Western Public Advisory Committee (PAC)
- Other industrial forest users operating in the FMA area, such as oil and gas companies, grazing lease holders and trappers
- Other non-industrial forest users, such as recreational groups
- Government representatives, elected and non-elected, at the provincial and municipal levels
- Non-status aboriginal groups
- Millar Western employees who are not members of the PDT
- Communities in and adjacent to Millar Western's FMA area
- Media
- General public.

3.3 PROCESS

Millar Western will implement a staged process, beginning with compilation of a stakeholder list.

3.3.1 Stakeholder Identification

Millar Western will compile a Master Stakeholder List of interested parties who may wish to be alerted of DFMP progress and public participation opportunities.

3.3.2 Outreach and Consultation

a.) Project Launch

Early on in the DFMP development process (winter-spring of 2015), Millar Western will issue letters to parties on the Master Stakeholder List, informing them of the process and timelines and inviting them to participate in plan development.

Stakeholders can opt to be highly involved, for example choosing to join our PAC for a more thorough review of the DFMP, or to simply receive regular progress reports and notices of consultation opportunities. Mindful of anti-spam legislation, Millar Western will not send electronic messages to those asking to be deleted from the stakeholder list. Depending on the response rate, Millar Western may need to

pursue other more active outreach methods (e.g. direct contact) to engage sufficient numbers of stakeholders representing broad interests in the DFMP process. Millar Western will launch its public DFMP communications/consultations activities in the winter/spring of 2015, issuing a press release and providing information on internal/external websites and at open houses held in conjunction with consultations for the 2015-16 annual operating plan.

b.) Information Sharing

Millar Western will share information on the DFMP’s status and content throughout the DFMP development process, using mechanisms described under Tools and Tactics (e.g. meetings with its PAC and other interested parties, virtual open house on its website, progress reports and presentations to interested stakeholders). Requests for specific information will be addressed through the PDT.

c.) Consultation

While consultation will be ongoing as the plan evolves, there will be key points along the development trajectory when it will be necessary to seek stakeholder input, for example, prior to finalizing the VOITs (June 2015) and prior to confirming the spatial harvest sequence (September 2016); therefore, major consultation efforts will be held with these and other milestones in mind. Meetings and open houses will be the primary consultation mechanisms.

3.3.3 Submission and Approval

Millar Western will report on its communication and consultation efforts in the DFMP submission and will follow up with stakeholders to advise of the project’s conclusion and to provide access to the finished product.

TABLE 3. COMMUNICATION AND CONSULTATION TIMELINE

STAGE	TASK	DEADLINE	OBJECTIVES
1	Stakeholder Identification	March 2015	Develop stakeholder list
2	Information Sharing (progress reports, by-request presentations, etc.)	Ongoing	Keep stakeholders apprised of plan developments, consultation opportunities
3	Consultation – Phase 1: Identification/ Finalization of VOITs	June 2015	Identify forest values
4	Consultation – Phase 2: Review of Spatial Harvest Sequence (SHS)	September 2016	Review SHS to identify/address any concerns
5	DFMP submission and approval	May 2017	Advise of the project’s conclusion and provide access to the finished product

3.4 TOOLS AND TACTICS

3.4.1 Millar Western Public Advisory Committee (PAC) Meetings

Millar Western's PAC was established as a commitment of the 2007-2016 DFMP. Comprising representation from major stakeholder groups including local governments, recreational groups, contractors, oil & gas, and trappers (see Appendix 2, PAC Membership), the PAC will meet throughout the DFMP development period, to review and provide input into plan components. Field tours may be used to illustrate various forest management issues being addressed by the plan. Millar Western will undertake a new recruitment initiative in early 2015, to ensure adequate representation from a broad range of stakeholder groups.

3.4.2 Open Houses

Millar Western holds open houses every year to seek input into the development of its annual operating plans (AOPs) and, if the timing is appropriate, will take advantage of these events to inform and consult. If the need for consultation does not coincide with the AOP open-house schedule, then Millar Western will hold separate open houses dedicated to the DFMP. The open houses will be publicized through news releases, advertisements in local media and through direct contact with interested parties, as well as via social media (Facebook, Twitter).

3.4.3 Internal and External Millar Western Websites

As with its last DFMP, Millar Western will rely significantly on its internal (URL <http://millarwestern.mw> is accessible to Millar Western employees only) and external websites (<http://www.millarwestern.com>) to provide information to stakeholders. The corporate intranet will be the primary method by which updates on DFMP development will be provided to Millar Western employees not directly involved in the process, while a virtual open house will reside on the company's external site, providing public access to key consultation materials and provide details regarding upcoming input opportunities.

3.4.4 Progress Reports

At certain intervals during the DFMP development process, the PDT will issue progress reports, to advise interested parties of plan advancements. These reports will be issued via the corporate intranet and internet sites, and distributed to those on the Master Stakeholder List who have expressed an interest in being kept informed of developments.

3.4.5 Presentations

In its introductory letter to stakeholders, Millar Western will offer to deliver presentations, initially on the DFMP development process and, later, on plan content. These presentations, which will be provided on a request basis, are intended to help raise awareness of Millar Western's forest management strategies and to seek further input from interested parties. At least one technical presentation will be provided to Millar Western's Whitecourt woodlands department during the DFMP development phase, to solicit input from those who will be charged with the plan's implementation.

3.4.6 Media Relations

Millar Western will execute a media strategy during the DFMP development process that will involve issuing news releases and placing paid advertisements to raise awareness of consultation opportunities and/or to mark significant milestones. Corporate Communications in Edmonton, Alberta, will be responsible for managing media inquiries, involving PDT members as necessary.

3.4.7 Social Media

Millar Western has established a presence on social media, primarily Facebook and Twitter, and will use these platforms to further promote DFMP consultation opportunities and mark significant milestones (e.g. process launch and approval).

TABLE 4. TOOLS AND TACTICS, BY AUDIENCE

AUDIENCE	PRIMARY TOOLS/TACTICS
Public Advisory Committee	PAC meetings, tours
Millar Western Employees	Internal corporate website (intranet), presentations
Other Industrial Forest Users	As determined by response to introductory letter and other outreach
Other Non-industrial Forest Users	As determined by response to introductory letter and other outreach
Government Representatives	Progress reports, meetings
Non-status Aboriginal Groups	Open houses, external website
Surrounding Communities	Open houses, external website
Media	News releases, paid advertisements in local media outlets, external website
General Public	Open houses, paid advertisements in local media outlets, external website, social media

3.5 ROLES AND RESPONSIBILITIES

Effective consultation relies on a common understanding of roles and responsibilities and a commitment from all parties to fulfill their obligations. The following table describes the part that each participant will play in ensuring that Millar Western’s 2007-2027 DFMP reflects matters of concern to stakeholders.

TABLE 5. ROLES AND RESPONSIBILITIES

	ROLE	RESPONSIBILITIES
Stakeholders	Identify potential adverse impacts of Millar Western DFMP	Take advantage of opportunities to stay informed (e.g. subscribe to progress reports); participate in consultation mechanisms (e.g., open houses, meetings/presentations); identify concerns within stated timelines; work with Millar Western to address concerns
Alberta Government	Ensure Millar Western meets its DFMP communication and consultation obligations	Provide ongoing consultation advice to Millar Western through membership on the PDT; determine adequacy of Millar Western’s consultation efforts
Millar Western	Work with stakeholders in good faith to address concerns	Develop and execute a GoA approved communication and consultation plan; work with stakeholders to address concerns, activating dispute settlement mechanism if resolution cannot be achieved; document consultations and submit RoC to GoA; make available necessary resources to carry out the plan; modify/adjust plan as per GoA input and direction

3.6 RECORDING AND ADDRESSING COMMENTS AND CONCERNS

Any comments or concerns gathered during consultation will be recorded using information storage mechanisms described in Section 2 (Internal Communications Plan) of this document. Millar Western will work with stakeholders to address issues, resorting to the dispute settlement mechanism if parties cannot arrive at a solution. To close the consultation loop, Millar Western will, where possible, inform stakeholders of how their input is reflected in the final DFMP and, also, provide access to the completed document.

3.7 PERFORMANCE MEASUREMENT

If performance is falling short of following targets, then Millar Western will intensify its communication and consultation efforts, seeking advice from its PAC on how to improve public engagement. Though the company has, in the past, found it challenging to involve the public in the planning process, as evidenced by poor attendance at AOP open houses, it will make an honest, concerted effort to encourage multi-stakeholder participation.

- Good attendance at DFMP open houses (minimum 10 visitors at each location)
- High number of visits to virtual open house (minimum 50 repeat or “unique” visitors, as tracked by Google Analytics)
- Strong subscription to progress reports (minimum 50% of identified stakeholders)

APPENDIX 1: CSA Z809 Public Participation Checklist

5 Public participation requirements

5.1 Basic requirements

The organization shall establish and implement a public participation process by

- starting a new process;
- building on an existing process; or
- reviving a previous process.

5.2 Interested parties

The organization shall

- openly seek representation from a broad range of interested parties, including DFA-related workers,
- and invite them to participate in developing the public participation process;
- provide interested parties with relevant background information;
- demonstrate through documentation that efforts were made to contact and encourage affected and interested communities, including Aboriginal communities, to become involved in the SFM public participation process;
- acknowledge that Aboriginal participation in the public participation process is without prejudice to Aboriginal title and rights, or treaty rights; and
- establish and maintain a list of interested parties that includes
 - (i) those that chose to participate;
 - (ii) those that decided not to participate;
 - (iii) those that were unable to participate;
 - (iv) the reasons for not participating, if provided; and
 - (v) efforts within the organization to enable participation.

The list shall contain names and contact information.

5.3 Process: Basic operating rules

The organization shall demonstrate that

- the public participation process works according to clearly defined operating rules that contain provisions on
 - (i) content;
 - (ii) goals;
 - (iii) timelines;
 - (iv) internal and external communication;
 - (v) resources (including human, physical, financial, information, and technological, as necessary and reasonable);
 - (vi) roles, responsibilities, and obligations of participants and their organizations;
 - (vii) conflict of interest;
 - (viii) decision-making methods;
 - (ix) authority for decisions;
 - (x) mechanisms to adjust the process as needed;
 - (xi) access to information (including this Standard);

- (xii) the participation of experts, other interests, and government;
- (xiii) a dispute-resolution mechanism; and
- (xiv) a mechanism to measure participants' satisfaction with the process; and
- the participants have agreed to the public participation process operating rules.

5.4 Content

In the public participation process, interested parties shall have opportunities to work with the organization to

- identify and select values, objectives, indicators, and targets based on SFM elements and any other issues of relevance to the DFA;
- develop one or more possible strategies;
- assess and select one or more strategies;
- review the SFM plan;
- design monitoring programs, evaluate results, and recommend improvements; and
- discuss and resolve any issues relevant to SFM in the DFA.

- The organization and the public participation process shall ensure that the values, objectives, indicators, and targets are consistent with relevant government legislation, regulations, and policies.

5.5 Communication

The organization shall

- provide access to information about the DFA and the SFM requirements;
- provide information to the broader public about the progress being made in the implementation of this Standard;
- make allowances for the different linguistic, cultural, geographic, or informational needs of interested parties;
- demonstrate that there is ongoing public communication about the DFA, including the public participation process; and
- demonstrate that all input is considered and responses are provided.

APPENDIX 2: Millar Western Public Advisory Committee – Member List



MILLAR WESTERN FOREST PRODUCTS LTD.

PUBLIC ADVISORY COMMITTEE

MEMBER LIST

NAME	ORGANIZATION/AFFILIATION
Beeson, Gary	Councilor, Town of Swan Hills
Bohnet, Ross	Councilor, County of Lac St. Anne
Burnstick, Harvey	Economic Development Office, Alexander First Nation
Burridge, Brenda	Councilor, Town of Fox Creek
Chartrand, Darlene	Councilor, Town of Whitecourt
Davis, Garth	Conoco Phillips
Kidd, Ron	Public Member
Lynch, Randy	Contractor
Mahe, Maurice	Trapper, Alberta Trappers Association
Manweiller, Alex	Whitecourt Trailblazers Snowmobile Club
Mehl, Pam	Teacher, Hilltop High Jr./Sr. High School
Priestley-Wright, Fred	Public Rep.; Owner Purple Tree Lumber; Councilor, Yellowhead County
Shewchuk, Neil	President, Whitecourt Chamber of Commerce; Station Manager, XM105 (Alternate: Pat VanderBurg)
Williams, Jeanette	Contractor (log truck owner-operator)
Yagos, Daryl	Public member



MILLAR WESTERN FOREST PRODUCTS LTD.

*2017-2027 DETAILED FOREST MANAGEMENT
PLAN*

*FIRST NATIONS
CONSULTATION PLAN*

Prepared: February 2015

Table of Contents

1.	Introduction	3
2.	Guidance Documents	3
3.	Audience	4
4.	Proposed Project	5
5.	Potential Short- and Long-term Impacts	7
6.	Consultation Process	7
7.	Consultation Schedule	8
8.	Tools and Tactics	9
9.	Roles and Responsibilities	11
10.	Exploring Concerns	11
11.	Available Resources	12
12.	Performance Measurement	12
	Glossary of Forestry Terms	

1. INTRODUCTION

Every 10 years, companies holding Forest Management Agreements (FMAs) with the Government of Alberta (GoA) are required to develop a Detailed Forest Management Plan (DFMP) that outlines forest management activities for the FMA area for the next decade. Holder of FMA 9700034 in Alberta's northwest, Millar Western is embarking on the development of its next DFMP, for the period 2017 to 2027.

As noted in the DFMP Terms of Reference (ToR), effective communication and consultation strategies are essential to the DFMP development process. Millar Western recognizes that success in completing its next DFMP will rely in significant measure upon well planned and executed communication and consultation with interested parties. This plan, which will form part of the DFMP submission, outlines the process for involving First Nations in the DFMP development process. It will be initiated upon GoA approval and cover the period up to and including the approval of the DFMP. In addition to this plan, Millar Western has developed a Communications and Consultation Plan for non-First Nations stakeholders, which will also be submitted to the GoA for approval.

Millar Western takes seriously its responsibility to communicate and consult with First Nations and commits to executing this plan with a view to being clear and transparent about its forest management intentions and to soliciting, listening to and seriously considering the comments and concerns of First Nations in a manner that is in keeping with the company's values of integrity, honesty, trust and respect.

The primary contact for this plan will be:

Bob Mason, Chief Forester
Millar Western Forest Products Ltd.
16640 – 111 Ave.
Edmonton, Alberta
780-486-8241
Email: bmason@millarwestern.com

2. GUIDANCE DOCUMENTS

This plan takes into account the following government and certification reference materials that suggest and/or prescribe how First Nations and public communications and consultation should unfold.

Alberta Planning Standard

DFMPs in Alberta are developed in accordance with the *Alberta Forest Management Planning Standard (Version 4.1, April 2006)*, which is modelled after the requirements of the *Canadian Standard Association (CSA) Z809 standard for sustainable forest management (see Appendix 1 – CSA Public Participation Requirements Checklist)*. The CSA standard places significant emphasis on public participation in forest management planning, as outlined in Sections 5.0 and 5.2 c, d and e.

The Government of Alberta's Policy on Consultation with First Nations on Land and Natural Resources Management/Accompanying Guidelines

Since the development of Millar Western's last DFMP, the Government of Alberta has released a new policy and guidelines on First Nations' consultation and recently formed the Aboriginal Consultation Office (ACO) that, according to the policy, will conduct pre-consultation assessments, to ensure plans such as this one are consistent with GoA policies and guidelines. The government has also introduced the *Aboriginal Consultation Levy Act* (ACLA) that will collect a levy from resource developers, which will be distributed among first nations to build consultation capacity. At the time of writing, the implementation of the ACLA has been postponed to enable further discussions and engagement with First Nations and relevant stakeholders, but developments in the implementation of the act and policy may have an impact on this plan, necessitating revisions at a later date.

Sustainable Forestry Initiative (SFI) Sustainable Forest Management (SFM) Standard

Millar Western's FMA area is certified to the SFI standard for sustainable forest management. In accordance with Objective 8 - *Recognize and Respect Indigenous Peoples' Rights* – of the standard, the company will confer with First Nations with respect to development and implementation of its forest management plans.

3. AUDIENCE

The following First Nations were identified by the GoA as having a stake in the development of the DFMP and are the primary audience for this consultation plan. DFMP-related information will be sent to the contacts listed on the GoA website:

<http://www.aboriginal.alberta.ca/576.cfm>. A secondary audience is the GoA, which has a direct duty to consult with First Nations on decisions relating to land and natural resources development but which, in this instance, is delegating the responsibility to the proponent, Millar Western.

- Alexander First Nations
- Alexis Nakota Sioux Nation
- Kapawe'no First Nation
- Sturgeon Lake First Nation
- Driftpile First Nation
- Sawridge First Nation
- Swan River First Nation
- Sucker Creek First Nation

4. PROPOSED PROJECT

Millar Western is a forest products company that produces lumber and pulp for markets around the world. The family-owned company has been operating in the Whitecourt area since the 1920s. It runs four manufacturing facilities in total: sawmills in Whitecourt, Fox Creek and Boyle and a pulp mill in Whitecourt.

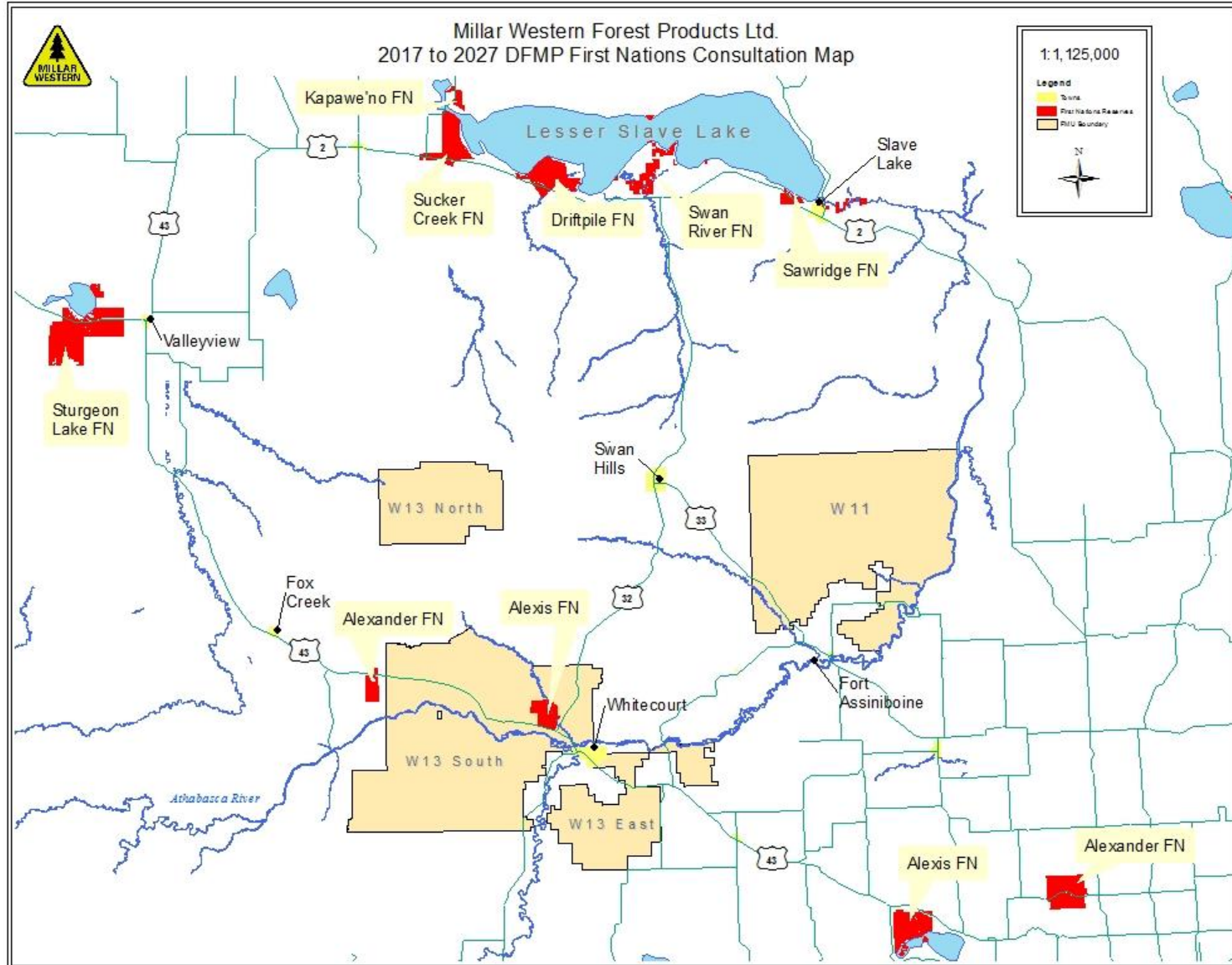
The timber to run these operations is largely obtained from forests owned by the Government of Alberta, or Crown land. Some companies, like Millar Western, are given land-based rights to harvest timber on Crown land, with terms and conditions defined in Forest Management Agreements (**FMA**s) with the Alberta government. Among the requirements of all FMA holders is a legal obligation to manage forests in a sustainable manner. To demonstrate responsible forest stewardship, companies must prepare a series of forest management plans for government approval. These range from higher-level plans that project timber supply over 200-year timeframes, to more detailed annual operating plans that define forest management activities for the year ahead.

In early 2015, Millar Western will begin a process to develop one of these plans, a detailed forest management plan, or **DFMP**, for its FMA area, as shown in Figure 1. A DFMP is a technical document that describes where, when and how the company and other timber operators who operate on the land base will manage the FMA area over a 20-year period, in this case, 2017-2037.

Millar Western will consult with First Nations in two key areas. First, it will reach out to identify forest characteristics, or **values**, important to First Nations (e.g. hunting and fishing areas, ceremonial sites, gathering places, berry picking areas), so they can be taken into account in plan development. Second, it will share its **spatial harvest sequences** – a series of maps that show planned harvesting locations over 20 years – to understand potential adverse impacts and develop strategies to mitigate them.

To assist interested parties in understanding forest management and the DFMP process, Millar Western has compiled a glossary of commonly used forestry terms, which is provided as an attachment to this plan.

FIGURE 1 LOCATION OF MILLAR WESTERN'S W13 AND W11 FMUS AND FMA BOUNDARY (JUNE 2004 BOUNDARIES)



5. POTENTIAL SHORT AND LONG-TERM IMPACTS

Millar Western recognizes that its forest management operations, including harvesting, road and bridge building, log hauling, site preparation, planting and reclamation, have the potential to affect First Nation rights or traditional land uses. These include the right to hunt and fish, and the ability to use historically significant sites, such as trails, campsites, ceremonial and spiritual sites, grave sites and gathering areas. **One of the goals of the consultation process is to compile an inventory of locations important to First Nations, so they can be taken into account in the planning process.**

In most cases, the effects of forestry operations on First Nations rights and traditional land uses are temporary, limited to the duration of the activity; on occasion, however, adverse effects can linger, for example, until vegetation is restored. Examples of potential forestry impacts on First Nations include disruption in the ability to use historic trails, camping areas, ceremonial sites and gathering places, or displacement of game. **Another goal of the consultation process is to identify adverse impacts of planned forestry practices and to find ways to mitigate them.**

Millar Western will approach consultation as an opportunity to learn from First Nations and apply this knowledge to preparing preferred forest management strategies that will reflect the rights and interests of First Nations.

6. CONSULTATION PROCESS

In keeping with the *Government of Alberta's Policy on Consultation with First Nations on Land and Natural Resources Management* and accompanying guidelines, Millar Western will adhere to the following process, to ensure thorough and effective First Nations consultation.

STEP 1. DEFINITION OF CONSULTATION SCOPE (COMPLETE)

Millar Western sends a written request to the GoA to identify the First Nations with whom it should consult. These will be communities whose traditional lands overlap with Millar Western's FMA area and who may be affected by proposed forestry activities.

STEP 2. PRE-CONSULTATION ASSESSMENT

Millar Western submits its First Nations consultation plan to the GoA prior to implementation, to ensure it is consistent with provincial expectations regarding aboriginal consultation. (According to the *Sector-specific Consultation Matrices* in the GoA's consultation guidelines, forest management plans are classified as high impact, requiring extensive consultations. Millar Western has built its consultation plan with those requirements in mind.)

STEP 3. PLAN IMPLEMENTATION

Millar Western executes the approved plan and attempts to accommodate or mitigate any specific concerns that arise during the process. If parties cannot

arrive at a mutually satisfactory solution, then the Chairperson of the Plan Development Team will activate the dispute settlement mechanism, described in the ToR. Millar Western will provide regular First Nations consultation updates to the DFMP Plan Development Team, which includes GoA representation, to ensure the plan remains consistent with GoA policies and guidelines. All DFMP-related contacts with First Nations will be noted in the GoA form, Record of Consultation (RoC). At the conclusion of each milestone, Millar Western will provide a copy of the RoC to the GoA, which will use the RoC to assess progress in plan implementation.

STEP 4. RECORD OF CONSULTATION/CONSULTATION SUMMARY

At the conclusion of consultation process, the Record of Consultation (RoC) is sent to each First Nation, which will have 10 business days to review it for accuracy. After the 10-day period has elapsed, a Consultation Summary is submitted to the GoA for an adequacy review (email subject: Adequacy Decision Request). The consultation summary, which will be provided in PDF format, will include the following:

- A copy of the pre-consultation assessment
- Notification letters to First Nations and confirmation of receipt of delivery
- Copy of the plain-language information package sent to First Nations
- Copy of the completed ROC log sent to each First Nation
- Letters of non-objection received from First Nations
- All supporting documents.

As outlined in the guidelines, the GoA will have up to 20 business days to complete the review of the Consultation Summary.

STEP 5. DETERMINATION OF ADEQUACY OF CONSULTATION

If consultation is deemed adequate, the plan will proceed through the approval process and a decision letter will be provided to the proponent and to the First Nation(s). If the GoA deems consultation to be inadequate, the proponent will be advised of deficiencies and asked to consult further.

7. CONSULTATION SCHEDULE

Millar Western will take a staged approach to First Nations consultation, communicating and consulting at key milestones identified in the following table.

TABLE 1: FIRST NATION CONSULTATION STAGES

STAGE	PLAN COMPONENT	TIMING	OUTCOME
1	Introduce project to First Nations	Spring 2015	Notify First Nations of project and provide overview of consultation process, including key consultation milestones and timelines
2	Review VOITs with First Nations	Spring 2015	Identify any areas of conflict between First Nations values and VOITs; provide summary to First Nations of how First Nations input will be addressed in VOITs
3	Provide end-of-milestone RoC to the GoA	Spring 2015	Inform GoA of how any concerns have been addressed in VOITs; enable GoA to track progress and provide advice to Millar Western as necessary
4	Review Spatial Harvest Sequence (SHS) with First Nations	Spring 2016	Identify/address potential adverse impacts on rights or traditional land uses; provide summary to First Nations of how First Nations input will be addressed in SHS
5	Provide end-of-milestone RoC to the GoA	Spring 2016	Inform GoA of how any adverse impacts have been addressed; enable GoA to track progress, provide advice to Millar Western as necessary
6	Provide final RoC to First Nations	Summer 2016	Confirm that RoC is accurate; provide summary to First Nations of how First Nations input has been addressed in development of DFMP
7	Provide Consultation Summary to GoA	Summer 2016	Confirm that First Nations consultation efforts have been adequate
8	Submit DFMP for GoA approval	Spring 2017	Advise First Nations of project's conclusion and provide access to finished product

8. CONSULTATION TOOLS AND TACTICS

Millar Western will employ a variety of tools and tactics to engage First Nations in DFMP development, in some cases taking advantage of existing consultation mechanisms such as the ECSC and PAC.

- **Distribution of Information Packages & Follow-up**

At key DFMP development stages, described in Section 4, Millar Western will provide information packages to First Nations that will include the following:

- A consultation notice, indicating level of consultation
- A description of the consultation process
- A plain language information package describing the proposed activity, location and any known potential impacts
- Any information provided by the GoA regarding potential First Nations concerns in the area
- A description of the GoA regulatory authorization being sought
- A request that the First Nation send feedback to the proponent in the prescribed timeframe.

All packages will be issued using the GoA cover letter template (i.e., *Notice to First Nations on Project/Plan*) and delivered by registered mail or other assured delivery service. In accordance with the requirements of Level 3 (extensive) consultation, Millar Western will allow First Nations up to 20 GoA working days to respond to project notification. Millar Western will follow up within 10 GoA working days and, again, after 15 GoA working days, if First Nations do not respond. At all stages, Millar Western will offer to provide more information or to meet to discuss any aspect of the DFMP development process.

- **Environmental Co-Stewardship Committee (ECSC)**

The ECSC was created as part of a Forest and Economic Development Agreement (FEDA) entered into with the Alexis Nakota Sioux Nation in 2004. It will be the main though not exclusive mechanism for consulting with the Alexis. In addition to regular ECSC meetings, where DFMP content and progress will be discussed and issues addressed, Millar Western will, as advised by the ECSC, employ other tools and tactics, such as open houses, to reach the broader community.

- **Millar Western Public Advisory Committee (PAC) Meetings**

Millar Western has a standing PAC, with representation from various stakeholder groups, including the Alexander First Nation. In its introductory information package, it will extend an invitation to other First Nations identified by the GoA to join PAC, where the DFMP will be discussed in detail.

- **By-Request Meetings/Presentations**

In project information packages distributed throughout the process, Millar Western will repeatedly offer to meet with those First Nations wishing additional details about the DFMP and/or face-to-face discussions about the DFMP and its potential impacts. These meetings, which may include presentations, will be provided on a request basis and are intended to foster greater mutual understanding and establish productive relationships that persist throughout the DFMP development process and beyond.

- **Open Houses**

Millar Western will hold at least one open house in Glenevis, home to the offices of the Alexis Nakota Sioux Nation, and will offer to hold similar events in other First Nations communities identified by the GoA, on a request basis. These events will be publicized through advertisements in First Nations newspapers covering the FMA area, community postings and other mechanisms, as advised by First Nations leadership.

- **Progress Reports**

At certain intervals during the DFMP development process, the PDT will issue progress reports, to advise interested parties, including First Nations, of plan advancements.

9. ROLES AND RESPONSIBILITIES

Effective consultation relies on a common understanding of roles and responsibilities and a commitment from all parties to fulfill their obligations. The following table describes the part that each participant will play in ensuring that Millar Western’s 2007-2027 DFMP reflects matters of concern to First Nations.

TABLE 2: ROLES AND RESPONSIBILITIES IN FIRST NATIONS CONSULTATION

PARTICIPANT	ROLE	RESPONSIBILITIES
First Nations	Identify potential adverse impacts of Millar Western DFMP on treaty rights and traditional uses	Acknowledge/review sent materials; participate in consultation mechanisms (open houses, meetings/presentations); identify concerns within stated timelines; work with Millar Western to address concerns; confirm accuracy of RoC
Alberta Government	Ensure that duty to consult has been carried out	Identify the aboriginal communities that Millar Western should consult with; review aboriginal consultation plan for consistency with government policies; provide ongoing advice to Millar Western on aboriginal consultation through membership on the PDT; determine adequacy of Millar Western’s consultation efforts
Millar Western	Inform First Nations about the DFMP and work with them in good faith to identify and address concerns	Develop and execute a GoA approved communication and consultation plan; work with First Nations to address concerns, activating dispute settlement mechanism if resolution cannot be achieved; document consultations and submit RoC to First Nations for review/verification; provide Consultation Summary to GoA at end of consultation process; make available necessary resources to carry out the plan; modify/adjust plan as per GoA input and direction

10. EXPLORING CONCERNS

Millar Western will work in good faith to address issues raised by aboriginal communities. Efforts to accommodate concerns may include modifying project design, location, footprint or timing. If, in attempting to address issues, the parties are unable to arrive at a consensus, then the PDT Chairman will activate the dispute settlement mechanism, as described in the ToR.

11. AVAILABLE RESOURCES

Millar Western will allocate sufficient resources to encourage and enable First Nation participation in crafting its next DFMP. It will, for example, support the development and distribution of plain language materials; meet with First Nations as necessary to discuss and resolve issues; reach out at prescribed intervals to promote project awareness; and reimburse First Nations for costs associated with attending DFMP-related consultation events (e.g. meals, mileage).

12. PERFORMANCE MEASUREMENT

The following measurements will be used to gauge the effectiveness of this plan. If performance falls short, then Millar Western will intensify its efforts to improve First Nations participation, contacting First Nations who are not responsive to company outreach, to seek their guidance on how best to involve them.

- Strong engagement (majority of First Nations communities respond proactively to information packages)
- Good attendance at DFMP open houses in First Nations (minimum 5 visitors at each location)
- Frequent meetings of the ECSC (minimum 2 meetings/year throughout the DFMP development period).

GLOSSARY OF FORESTRY TERMS

In this and other materials to follow, participants in the DFMP consultation process may come across terms with which they are unfamiliar. Millar Western has begun to compile a list of common forestry terms and their definitions to assist stakeholders in better understanding the planning process. This glossary will form part of all information packages provided to First Nations and other stakeholders.

Adaptive management – a systematic process for continually improving management policies and practices by learning from the outcomes of operational programs.

Annual Allowable Cut (AAC) - the AAC is the amount of timber a forest company may harvest each year. This calculation is created through a sophisticated computer modeling process and ensures that harvest levels are sustainable (i.e. the amount harvested does not exceed the forest's capacity to grow).

Annual Operating Plan (AOP) – the AOP is a document submitted to the Alberta government each year (typically in the spring and fall) that describes, on maps and tables, the timber harvest and deliveries from each timber disposition, for the timber year (May 1 to April 30). This document, once approved, provides companies the legal authority to harvest timber.

Alberta Vegetation Inventory (AVI) – a system for describing the quantity and quality of vegetation present. It involves the stratification and mapping of the vegetation to create digital data according to the AVI Standards Manual and associated volume tables.

Clearcutting - is a forestry/logging practice in which most or all trees in an area are uniformly cut down. Clearcutting is used by foresters to create certain types of forest ecosystems and to promote select species that require an abundance of sunlight or grow in large, even-age stands.

Compartment – A smaller section of the forest management agreement (FMA) area for which operational plans can be developed.

Cutblock – a specific area, with defined boundaries, authorized for harvest.

Delimber – a delimber is a piece of heavy equipment that is used roadside to remove the limbs and unmerchantable tops from full trees, so they can be transported to the mill.

Detailed Forest Management Plan (DFMP) – a DFMP is produced every 10 years by forest companies who have entered into Forest Management Agreements (FMAs) with the Alberta government. Developed in accordance with the Alberta Forest Management Planning Standard, the DFMP describes forest management activities in a defined area for a period of 10 years.

Even-aged stand - a forest stand comprising trees with less than a 20-year difference in age.

Extirpated - species that no longer exist in the wild in certain geographical areas but that do occur elsewhere.

Feller buncher - a feller buncher is a large logging machine with an attachment that cuts trees. It consists of a standard heavy equipment base with a tree-grabbing device furnished with a circular saw designed to cut trees off at the base. The machine then places the cut tree in a bunch suitable for a skidder to take to the road.

Fire management - activities concerned with the protection of people, property, and forest areas from wildfire and the use of prescribed burning for the attainment of forest management and other land use objectives, all conducted in a manner that considers environmental, social, and economic criteria.

Forest Management Agreement (FMA) - an FMA is an agreement that assigns harvest rights for a defined area to a company and defines the company's associated obligations.

Forest Management Agreement (FMA) Area - refers to the tract of forest land over which a company has been given management rights for establishing, growing and harvesting trees on a perpetual sustained yield basis for a defined period of time.

Forest Management Unit (FMU) - a defined area of forest land located in the Green Area of the province and designated by the Alberta government to be managed for sustainable forest management.

Forest Roads - roads are constructed to various standards to remove logs from the field and transport them to the mill site. The season in which the logs will be transported determines whether the road will simply be cleared of stumps and frozen in or be built to grade and graveled.

Fragmentation - the splitting or isolating of patches of similar habitat, typically forest cover, but including other types of habitat. Habitat can be fragmented naturally or from man-made activities, such as road building.

Ground rules - provide direction to timber operators and Government of Alberta employees for planning, implementing and monitoring timber operations on the FMA. They highlight important management principles, define operating and planning objectives, and present standards and guidelines for timber harvest, road development, reclamation, reforestation and integration of timber harvesting with other forest users.

Herbicide use - involves the application of herbicides (e.g. glyphosate) to help control various grasses, weeds and forbs that compete with seedlings. Glyphosate is one of the most widely used and studied herbicides in the world, and is approved for agricultural, forestry and household use. Numerous studies have shown that this herbicide does not cause harm to wildlife or humans. Operational controls are in place to ensure the herbicide is not applied outside of the target zone.

Integrated resource management - a holistic approach to resource management that entails the management of two or more resources (e.g., water, soil, timber, pasture, wildlife, and recreation) and that integrates the values of the community into the design of policies or projects to use and sustain these resources in perpetuity.

Merchantable timber - a tree or stand that has attained sufficient size, quality and (or) volume to make it suitable for harvesting.

Mixed stand - a stand composed of two or more tree species.

Mountain pine beetle (MPB) – The mountain pine beetle is a small, black beetle about the size of a grain of rice. Mountain pine beetles attack and kill pine trees, usually mature ones aged 80 to 120 years old.

Natural disturbance – a natural disturbance is the periodic impact of natural events such as fire, severe drought, insect or disease attack, or wind, on forest resources.

Processor – A piece of heavy equipment with an attachment that removes limbs and merchandises full trees into logs either at the stump or roadside. The processed logs will vary in length from 8 – 16 feet.

Regenerated cutblock (free-to-grow) – a cutblock is considered to be successfully regenerated, or “free to grow”, when no further treatment is required and the regenerated trees are no longer competing with other vegetation.

Riparian areas - an area of land adjacent to a stream, river, lake, or wetland that contains vegetation which, due to the presence of water, is distinctly different from the vegetation of adjacent upland areas.

Riparian buffers – sections of undisturbed forest that are left next to water bodies. Buffers protect stream banks and act as a filter to slow water entering waterways from adjacent roads or cut blocks. Buffer widths and protection measures are defined in the operating ground rules.

Skidder - a skidder is any type of heavy vehicle used in a logging operation for pulling cut trees out of a forest in a process called "skidding", in which the logs are transported from the cutting site to a landing.

Silviculture – the art and science of controlling the establishment, growth, composition, health, and quality of forests and woodlands to meet the diverse needs and values of landowners and society on a sustainable basis.

Site Preparation – before tree planting, foresters assess cut blocks to determine if they are in need of some kind preparation, to improve the chances of seedling survival. These activities may include trenching/ripping, slash/debris piling or herbicide use.

Slash/debris piling – reducing debris in cut blocks to permit tree planting activities.

Spatial Harvest Sequence (SHS) – forms part of the DFMP. The SHS is a map of all the stands (of trees) a forest company will harvest over the next 10 year period. Forest companies are allowed to change or vary from these stands (the SHS) by up to 20%, to allow for operational issues that might arise while planning these stands. This map is included in the DFMP document and approved by the Alberta government.

Sustainable Forest Management (SFM) - management that maintains and enhances the long-term health of forest ecosystems for the benefit of all living things while providing environmental, economic, social, and cultural opportunities for present and future generations.

Tenure - The mechanism by which the government transfers specific rights to use Crown, or public, forest or range land and resources to others. Private forest companies, communities, and individuals gain the right to harvest timber in public forests through

tenure agreements with the provincial government. Tenures may be area- or volume-based, and replaceable or non-replaceable.

Thinning - Thinning is the cutting or removal of certain trees from a stand to regulate the number, quality and distribution of the remaining trees.

Timber Supply Analysis (TSA) – forms part of the DFMP and determines the annual allowable cut (AAC). An important consideration in producing the TSA is the issue of sustainability. When a forest company analyses its timber supply, it must demonstrate, through its modeling process, that the amount of timber harvested in the current year is equal to the amount of timber harvestable 200 years from now (i.e., the harvest level is 100,000 m³/year in 2015, then it must be the same in 2215).

Tree planting – new tree seedlings are planted by hand in cut blocks to ensure a new forest develops quickly. Forest professionals ensure that seedlings planted reflect the forest that they are replacing.

Trenching/ripping – a site preparation technique involving the creation of furrows for elevated planting spots.

Values – values are forest characteristics that are taken into consideration in forest management planning. Forest companies must assess and mitigate impacts on many forest values, including watersheds, timber supply, biological diversity, rare plant communities, soil productivity, employment and places of cultural significance.

Watershed - an area drained by a stream or river. A large watershed may contain several smaller watersheds.

Woody debris - live or dead, standing or downed, woody material left on a site after logging.

Yield curve - a representation of stand volume, usually as a function of stand age, in graphical or tabular form.



FORCORP - Project Number: P755
For additional information, please contact:
FORCORP Solutions Inc.
200-15015 123 Avenue NW
Edmonton, AB
T5V 1J7
(780) 452-5878
www.forcorp.com

\\silver\clients\MWFP\Projects\P755_DFMP\zAnnexII_ConsultationPlans\AnnexII_ConsultationPlans_20170906_Submit.docx
