



## Ontario-East Woodlands

Iroquois Falls Forest  
Nighthawk Forest  
Nagagami Forest



## TERMS OF REFERENCE

### SUSTAINABLE FOREST MANAGEMENT PLAN 2004-2009

**Iroquois Falls Forest  
Nighthawk Forest  
Smooth Rock Falls Freehold**



**ABITIBI  
CONSOLIDATED**

**TERMS OF REFERENCE**

**Sustainable Forest Management Plan  
Iroquois Falls and Nighthawk DFA**

**October 6, 2004**

**Prepared By:**

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Date

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Date

## TABLE OF CONTENTS

	<u>Page</u>
1.0 INTRODUCTION .....	1
2.0 PLANNING PROCESSES .....	3
2.1 Forest Management Planning (FMP) Process .....	3
2.2 Additional Planning Process for New SFM Plan Components.....	4
2.2.1 Content .....	4
2.2.2 Goals .....	5
2.2.3 Timelines .....	5
2.2.4 Internal and External Communications .....	6
2.2.5 Resources .....	6
2.2.6 Roles and Responsibilities .....	6
2.2.7 Conflict of Interest .....	10
2.2.8 Decision Making Methods .....	10
2.2.9 Authority for Decisions .....	11
2.2.10 Mechanisms to Adjust the Process .....	11
2.2.11 Access to Information.....	11
2.2.12 Participation of Experts, Other Interests, and Government .....	12
2.2.13 Dispute Resolution Process.....	13
2.3 Criteria for the Selection of Indicators of Sustainability.....	13

## 1.0 INTRODUCTION

CSA certification was achieved, as of February 12, 2004 by Abitibi-Consolidated Company of Canada (Abitibi-Consolidated), Ontario-East Woodlands Division, which demonstrates our commitment to the public and its customers that the Iroquois Falls Forest and Nighthawk Forest are being managed on a sustainable basis, in a manner that aids in the protection, maintenance, and enhancement of a healthy and productive forest ecosystem. The CAN/CSA – Z809 standard is used for the certification process. In addition, we are seeking inclusion of our private land (Smooth Rock Falls Freehold) by February, 2005.

The Iroquois Falls Forest, Nighthawk Forest and Smooth Rock Falls Freehold (the Defined Forest Area - DFA) extend from the Quebec border to the north, south and west of Cochrane and Timmins, and cover approximately 1.6 million hectares of Crown land (see Figure 1). The forests are located in Northeastern Ontario, in the Cochrane, Timmins and Kirkland Lake Districts of the Ministry of Natural Resources (MNR). The Iroquois Falls and Nighthawk Forests are managed by Abitibi-Consolidated Company of Canada, Ontario-East Woodlands, under Sustainable Forest Licences (SFLs), whereas the Smooth Rock Falls Freehold (private land) is managed according to the same laws and regulations set out by *Crown Forest Sustainability Act*. Administration of the management unit by the Ministry of Natural Resources is primarily the responsibility of the Cochrane, Timmins and Kirkland Lake District Offices, with administrative support from the Northeast Regional office in Timmins.

Sustainable Forest Management has always been of paramount importance to the management of Crown lands in Ontario, as identified in the *Crown Forest Sustainability Act*. Abitibi-Consolidated and predecessor companies have a demonstrated record of sustainable forest management on the Iroquois Falls and Nighthawk Forests, in keeping with the forest management planning system in Ontario. In addition to the required assessments of sustainability associated with forest management plans under the *Forest Management Planning Manual for Ontario's Crown Forests (FMPM)*, the Company has developed an ISO 14001 certified Forest Environmental Management System (FEMS) with Sustainable Forest Management (SFM) criteria.

The current indicators of sustainability and performance standards associated with the Forest Management Plans (FMPs) for the Iroquois Falls Forest, Nighthawk Forest and Smooth Rock Falls Freehold and the Company's FEMS do not fully satisfy the requirements of the nationally accepted CAN/CSA-Z809-2002 standard. A Sustainable Forest Management Plan (SFM plan), covering the period from 2004-2009 has been prepared to address existing gaps, in order to satisfy this standard. An SFM Working Group was established for the preparation of the SFM plan, with advice provided by the Company's Forest Management Group (FMG), the Lake Abitibi Model Forest (LAMF), MNR, Local Citizen's Committees (LCC), First Nation Communities and Métis Organizations. The roles and responsibilities that this group had are discussed in further detail in Section 2.2.6 of this document.

As the SFL holder for the Iroquois Falls and Nighthawk Forests, Abitibi-Consolidated is responsible for the submission of a 20-year Forest Management Plan to the Ontario Ministry of Natural Resources every five years. We also made a commitment internally to write a 20-year FMP plan for the Smooth Rock Falls Freehold consistent with the provincial laws, regulations and guidelines.

The 2003-2008 FMP for the Nighthawk Forest and 2000-2005 FMP for the Iroquois Falls Forest contain resource management objectives, targets, and indicators of sustainability, according to the requirements of the *FMPM*. The plan components are subjected to extensive public consultation, which includes three Local Citizens Committees (Cochrane, Timmins and Kirkland Lake) and a Forest Management Aboriginal Consultation Program with local Aboriginal Communities. The Forest

Management Plan includes an assessment of sustainability, which is also a requirement of the SFM plan.

In addition to the objectives and targets associated with Sustainable Forest Management included in the Iroquois Falls and Nighthawk Forests FMPs, Abitibi-Consolidated has included a number of SFM criteria in the Company's Forest Environmental Management System. This system was ISO 14001 certified in May 2000 for the Iroquois Falls Forest, whereas the Nighthawk Forest and Smooth Rock Falls Freehold was certified in June 2002. These SFM criteria and supporting elements are based on [the Canadian Council of Forest Ministers' \(CCFM\) Sustainable Forest Management Criteria](#).

The SFM plan is a framework document that describes the Abitibi-Consolidated SFM system, which to a large extent is based on the FMPs. The SFM plan also contains SFM system elements that are external to the FMPs, and have been included in a *SFM Companion Document*. The SFM Companion Document includes SFM System values, objectives, indicators and targets that were not included in the FMPs, but are required to satisfy the CAN/CSA - Z809-2002 standard.

The Terms of Reference document outlines the organizational structure for the development of the SFM plan, including the SFM Working Group and Forest Management Group, and the duties of team members, advisors and reviewers. It also outlines the schedule for the development of the SFM plan, including the public consultation schedule, and the basic operating rules for the public participation process.

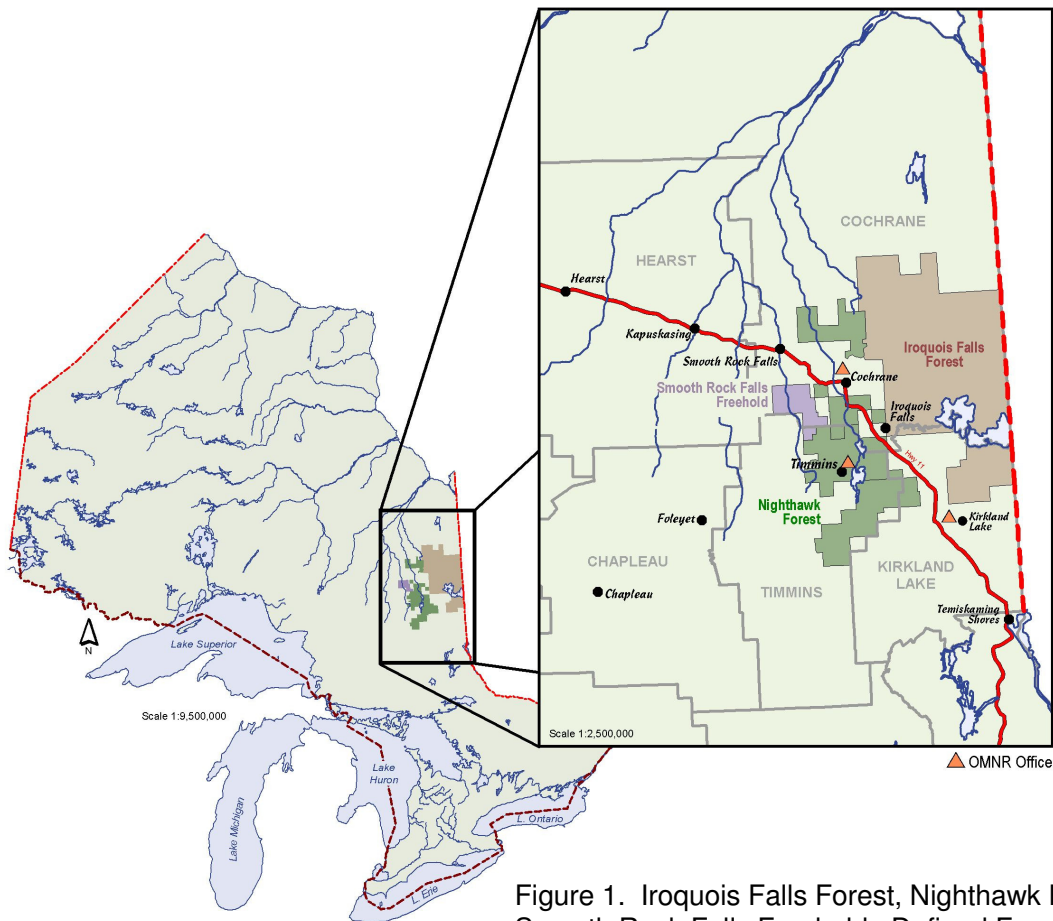


Figure 1. Iroquois Falls Forest, Nighthawk Forest and Smooth Rock Falls Freehold– Defined Forest Area

## 2.0 PLANNING PROCESSES

Since the SFM plan for the DFA built on an existing process, two main planning processes were used in the development of the SFM plan:

- 1) the planning process associated with 2005 Iroquois Falls FMP, and
- 2) an additional planning process for SFM plan components not covered by the 2005 Iroquois Falls FMP and 2003 Nighthawk FMP.

The following section provides a brief summary of the process that is used to develop FMPs, and a more in-depth description of the basic operating rules for the public participation process that will be used for newly developed values, objectives, indicators, and targets external to the FMP.

### 2.1 Forest Management Planning (FMP) Process

The majority of the Values, Objectives, Indicators, and Targets (VOIT) in the SFM plan are derived from the 2000 Iroquois Falls Forest / 2003 Nighthawk Forest FMPs.

The Terms of Reference for the 2000 Iroquois Falls Forest / 2003 Nighthawk Forest FMP (found in Supplementary Documentation section 1 of the FMP) outlines the organizational structure for the FMP, including the planning team and steering committee, and the duties of team members, advisors and reviewers. It outlines the planning schedule including the public involvement schedule, and the communications plan. The roles of the Local Citizens Committees are also discussed in the document. The Terms of Reference for the FMPs outlines the basic operating rules for public participation in the plan, as required in Section 5.3.1 of the CAN/CSA-Z809 standard.

The Terms of Reference for the FMPs were approved by the Ministry of Natural Resources, and were made available to the public for review and comment at all Public and Aboriginal Information Centres, as part of the Background Summary Report for the plan.

The planning and task teams established for the FMPs attempted to operate on a consensus approach to decision-making, with unresolved internal plan issues referred to the steering committee. The Ministry of Natural Resources had final authority for decisions, including final approval of the plan. Team members operated under conflict of interest guidelines for the organizations that they represented. For conflicts between resource users, the dispute-resolution process outlined in Section 3.4 of the *FMPM* was used in the planning process. The public also had an opportunity to make a "Bump-up" request to the Minister of Environment and Energy for the designation of specific proposed forest management activities to the status of an individual environmental assessment under the *Environmental Assessment Act*. No Bump-up requests were made during the preparation and final public inspection of the two FMPs.

The planning process for the FMPs were carried out according to the public consultation requirements of the *FMPM*, which was developed in consultation with the public, stakeholder groups, and other interested parties. The Ministry of Natural Resources had the lead role in the public consultation process, and was responsible for maintaining a mailing list of stakeholder groups, interested parties, and other government agencies, with an interest in participating in the planning process. Information postings were made by the MNR throughout the public consultation process on the Environmental Bill of Rights (EBR) Registry. Information was provided to the public either directly or through local media at various stages of the consultation process, consistent with *FMPM* information and map requirements. All comments received through public consultation were handled by the MNR under the relevant provisions of the *Freedom of Information and Protection of Privacy Act*.

Aboriginal communities were provided with an opportunity to participate in a separate Forest Management Aboriginal Consultation Program, as summarized in the Native Background Information Report (Supplementary Documentation section 3 of the FMPs).

The forest management planning process for the FMPs placed a great deal of emphasis on the development of different management alternatives for managing the forest. Many of the indicators of sustainability and associated targets were used to assess and ultimately select the management alternative used in final plan preparation. These management alternatives were presented to the public at Public Information Centres. The three LCCs had a significant role in the assessment process, and recommending the preliminary preferred management alternative.

## **2.2 Additional Planning Process for New SFM Plan Components**

The following operating rules were used to guide the public participation process for SFM plan components (including the development of new values, objectives, indicators, and targets) not included in the FMPs.

### **2.2.1 Content**

Many of the required elements of the CAN/CSA-Z809 standard were satisfied through the development of the FMPs. Therefore, the public consultation undertaken for the development of the SFM plan focused on SFM plan performance requirements not covered by the approved forest management plan. This will include:

- The Identification and selection of values, objectives, indicators and targets;
- The review of the SFM plan;
- The design of monitoring programs, evaluating results, and determining opportunities for improvement;
- The discussion and resolution of any issues relevant to SFM on the DFA.

The public participation process for the FMPs already covered the development and assessment of alternative strategies or “management alternatives”, which culminated in the selection of a preliminary preferred management alternative by the planning team and the Local Citizens Committees. After the preliminary preferred management alternative was selected, a spatial assessment of the stands selected for harvest during the five-year term of the plan was conducted. This management alternative was found to be sustainable, based on an assessment conducted using the non-spatial and spatial indicators of sustainability included in the plan. After public review of the stands selected for harvest, the preliminary preferred management alternative became the selected management alternative for the plan.

Although the consultation process associated with the SFM Plan did involve the re-evaluation and amendment of values, objectives, indicators and targets included in the approved FMPs, the performance requirements derived from the plan will be included in the information provided to interested parties.

### **2.2.2 Goals**

The SFM Plan was developed to provide a framework for CSA certification under the CAN/CSA-Z809 standard. CSA certification was sought by Abitibi-Consolidated Company of Canada, Ontario-East Woodlands, in order to demonstrate to the public and its customers that the Iroquois Falls Forest, Nighthawk Forest and Smooth Rock Falls Freehold are being managed on a sustainable basis, in a manner that aids in the protection, maintenance, and enhancement of the health and productivity of the forest ecosystem.

The goal of the public participation process was to seek representation from a broad range of interested parties during the development of the SFM plan.

### **2.2.3 Timelines**

	<u>Deadline</u>
Initiate CSA certification process	February, 2003
Public Consultation: Stage 1: LCC, LAMF, MNR and Aboriginal Invitation to Participate	March 21, 2003
Formation of SFM Working Group	April 21, 2003
Develop Terms of Reference for SFM Plan	April 21, 2003
Preliminary Values, Objectives, Indicators, and Targets Developed	May 30, 2003
Draft SFM Plan completed	July 31, 2003
Public Consultation: Stage 2 (Public, Aboriginal Invitation to Participate)	Aug. 31, 2003
Public Consultation: Stage 3 (Public Information Centres)	Oct. 31, 2003
Public Review Comments Due	Oct. 31, 2003
Public Consultation: Stage 4 (Draft SFM Plan Review)	Nov. 14, 2003
Draft SFM Plan Comments Due	Jan. 9, 2004
Preliminary Assessment/Documentation Review (Internal)	Nov. 3-7, 2003
Preliminary Assessment/Documentation Review (External)	Dec. 1-4, 2003
Certification Audit	Feb. 2-6, 2004
SFM Plan completed	Feb. 20, 2004
Smooth Rock Falls Freehold scope expansion completed	February 2005

### **2.2.4 Internal and External Communications**

Internal communications were carried out using the Company’s e-mail system. Staff were provided updates on the CSA certification process, and were provided an opportunity to

comment on the values, objectives, indicators, and targets associated with the SFM plan. Updates were also provided to Abitibi-Consolidated staff at regular meetings.

External communications were made to the general public and all interested parties, through the following media:

- Newspaper advertisements in the Iroquois Falls Enterprise, Timmins Daily Press, Cochrane Times, and Kirkland Lake Northern News;
- An Abitibi-Consolidated website designed to provide information to the public on the CSA certification process;
- Aboriginal notification: notices were sent to Chief and/or Forestry Liaison. Other Aboriginal organizations were contacted directly by mail and phone;
- Meetings/awareness presentations with Local Citizens Committees (Cochrane, Timmins, Kirkland Lake), DFA-Related workers, Abitibi-Consolidated staff, local mills, and stakeholders interested in participating in the process.
- MNR district offices
- libraries

External communications were developed by the members of the SFM Working Group. All documents included on Abitibi-Consolidated's CSA website will be reviewed and approved by the Company's Forest Management Group prior to posting. All public input received during the planning process will be responded to in a timely manner. All documentation associated with the consultation process will be maintained on a public input database, for consideration in current and future plans.

### **2.2.5 Resources**

The financial and internal staffing resources required to complete the CSA certification process were provided by Abitibi-Consolidated. Any financial or staffing requirements required approval from the Woodlands Manager. All information and technological requirements were also provided by the Company, subject to the data sharing provisions of the *Forest Information Manual*. The technological resources and analytical tools required to complete the SFM plan, are the same as those listed in the Terms of Reference for the FMPs.

### **2.2.6 Roles and Responsibilities**

The planning organizational structure for the development of the SFM Plan consists of a SFM Working Group, a Forest Management Group (FMG), Local Citizens Committees (LCCs), Aboriginal Communities, Ministry of Natural Resources and the Lake Abitibi Model Forest. The FMG provided advice and support to the SFM Working Group. The FMG was responsible for ensuring that the SFM plan proceeded on schedule, and that the SFM Working Group was provided with adequate resources to complete the CSA certification process. The FMG was also responsible for the review and approval of the SFM Plan. The SFM Working Group had the mandate to develop the SFM plan, and assist in the CSA certification process.

It was requested of the LCC committees, Aboriginal Communities, Ministry of Natural Resources and the Lake Abitibi Model Forest to appoint a member to the SFM Working Group. The appointed people met with SFM Working Group members, participated in the public consultation process, and reviewed the SFM plan.

Abitibi-Consolidated was responsible for the preparation and implementation of the SFM plan on the DFA, and the associated system requirements. Final approval of the SFM Plan required the approval of the Woodlands Manager. MNR staff acted primarily in an advisory/review capacity

for the new performance requirements associated with the SFM plan. The following sections outline the steering committee members, planning team members and advisors and define the responsibilities for plan production, review and approval.

**2.2.6.1 Forest Management Group (FMG)**

<b>Name</b>	<b>Position</b>	<b>Telephone #</b>
Rob Tomchick, R.P.F.	Woodlands Manager	(705) 258-3931 ext. 4810
George Stanclik, R.P.F.	Divisional Forester	(705) 258-3931 ext. 4274
Kyle Aird, R.P.F.	Forestry Superintendent	(705) 258-3931 ext. 4351
Rod Gemmell, R.P.F.	Planning Forester – Iroquois Falls Forest	(705) 258-3931 ext. 4247
Krista Mayrand	Planning Forester – Nighthawk Forest	(705) 258-3931 ext. 4451
Robert MacLeod, R.P.F.	Planning Forester – Nagagami Forest	(705) 258-3931 ext. 4448
Bob Bolton	Operations Supervisor – Iroquois Falls Forest	(705) 258-3931 ext. 4243
Rick White	Operations Supervisor – Nighthawk Forest	(705) 258-3931 ext. 4449
Derrick Romain, M.Sc	Biologist / Certification Coordinator	(705) 258-3931 ext. 4341
Dwayne Schultz, R.P.F.	Superintendent – Information Systems	(705) 258-3931 ext. 4446
Barb Duffin	GIS Specialist	(705) 258-3931 ext. 4253
Jennifer Tallman, R.P.F.	Operations Superintendent	(705) 258-3931 ext. 3935
Gilles Thériault	Senior Operations Supervisor – IF Forest	(705) 258-3415
Nicolas Fortin, I.O.F.Q.	Purchase Wood Superintendent & Continuous Improvement Manager	(705) 258-3931 ext. 3403
Gordon Dawkins	Human Resources Representative	(705) 258-3931 ext. 4241

Forest Management Group’s Responsibilities

- Met to review progress of the SFM Plan and ensured that adequate resources were available to the SFM Working Group.
- Provided direction and advice to the SFM Working Group.
- Acted as a “sounding board” on issues brought forward.
- Reviewed all SFM Plan Components, including external communications.

### 2.2.6.2 SFM Working Group

Name	Title/Organization	Role	Telephone #
George Stanclik	Divisional Forester, Abitibi-Consolidated	SFM Working Group Chairman	(705) 258-3931 ext. 4274
Derrick Romain	Biologist / Certification Coordinator, Abitibi-Consolidated	SFM Plan Author, ISO Coordinator, and External Communications	(705) 258-3931 ext. 4341
Kyle Aird	Forestry Superintendent, Abitibi-Consolidated	Advisor - Registered Professional Forester	(705) 258-3931 ext. 4153
Darcy Maurer	Band Council, Beaverhouse Community	Aboriginal representative	(705) 567-2022
Mike Montfort	President, Iroquois Falls Woodlands Métis Tribe	Aboriginal representative	(705) 232-4917
Derrick Crouch	Aboriginal Peoples' Alliance (Northern Ontario)	Aboriginal representative	(705) 272-2562
George Sackaney	Forestry Liaison, Wahgoshig First Nation	Aboriginal representative	(705) 273-1770
Llyod McLeran	Values Mapper, Wahgoshig First Nation	Aboriginal representative	(705) 273-1770
John Kennedy	MNR Forester – Cochrane District	MNR representative	(705) 272-7152
Mike Malek	LCC member – Timmins (Tembec Industry)	Local Citizens Committee Representative	(705) 360-1256
Karen Pilch	LCC member – Kirkland Lake (General Public/ Environmental)	Local Citizens Committee Representative	(705) 544-2653
Tom Monahan	LCC member – Kirkland Lake (General Public)	Local Citizens Committee Representative	(705)-273-2642
Stephanie Rooke	Local Level Indicators Specialist	Lake Abitibi Model Forest representative	(705) 272-7815

#### SFM Working Group Responsibilities

- Ensured that the SFM Plan was scheduled and produced according to the Terms of Reference;
- Accomplished assigned tasks on time in order to meet the plan schedule;
- Contributed agenda items for SFM Working Group meetings;
- Attended and actively participated in all planning team meetings in a constructive manner;
- Had respect for other members values and views;
- Collected and reviewed background information, resource guidelines, and other plans which may influence forest management;
- Identified and selected values, objectives, indicators, and targets to be included in the SFM Plan;
- Designed monitoring programs, evaluated results, and identified opportunities for improvement;
- Internal and external communications;
- Considered public input on strategic direction;

- Organized public and Aboriginal consultation processes as well as internal review;
- Integrated the SFM system requirements into the FEMS;
- Effectively communicated to the public and interested groups regarding the CSA certification process;
- Evaluated all public and Aboriginal input and results of internal reviews;
- Reviewed draft and final plans based on the evaluation of public comments and internal review;
- Participated in audits associated with the CSA certification process;
- Discussed and resolved any issues relevant to SFM on the DFA.

### **2.2.6.3 SFM Working Group - Advisors**

<b>Name</b>	<b>Title/Organization</b>	<b>Role</b>	<b>Telephone #</b>
Jimi Maurer	Youth Volunteer, Beaverhouse Community	Aboriginal representative	(705) 567-2022
Wayne Wabie	Deputy Chief, Beaverhouse Community	Aboriginal representative	(705) 567-2022
Ray Warman	Aboriginal Peoples' Alliance (Northern Ontario)	Aboriginal representative	(705) 272-2562
Cory Geddes	Aboriginal Peoples' Alliance (Northern Ontario)	Aboriginal representative	(705) 272-2562
Gordon Dawkins	Human Resources, Abitibi-Consolidated	Advisor	(705) 258-3931 ext. 4241

#### SFM Working Group (Advisors) Responsibilities

- advisors were people who attended one of the 6 SFM Working Group meetings. These advisors were invited or substituted for a Working Group member.
- responsibilities include all those listed in Section 2.2.6.2

### **2.2.6.4 Local Citizen Committees, MNR, Lake Abitibi Model Forest, First Nation and Aboriginal Communities**

The following groups and organizations were contacted to participate in the SFM Working group:

- Local Citizens Committees Locations: Cochrane, Timmins, Kirkland Lake
- MNR: Cochrane District
- Lake Abitibi Model Forest (LAMF): Local Level Indicators Specialist
- First Nation/Aboriginal Communities: Moose Cree First Nation, Matachewan First Nation, Mattagami First Nation, Taykwa Tagamou Nation, Wahgoshig First Nation, Beaverhouse Community, Aboriginal Peoples' Alliance (Northern Ontario), Northern Lights Métis Council (Cochrane), Timmins Métis Council

#### Responsibilities:

- Participate in the additional public consultation process for the new components of the SFM Plan, by:
  - Provided input on values, objectives, indicators, and targets to be included in the SFM Plan;
  - Appointed a SFM Working group representative, if they chose to participate;

- Provided input on monitoring programs and measures, identified opportunities for improvement;
- Reviewed the SFM Plan, if they chose to participate;
- Annual SFM Review, if they chose to participate.

### **2.2.7 Conflict of Interest**

For the purpose of the development of the SFM plan, and all associated components, a conflict of interest was defined as “a conflict between the private interests of, and the official responsibilities of, a working group member”. Each member of the SFM Working Group was responsible for reporting a conflict, or a perceived conflict. The member may attend the initial introduction and discussion of the issue, but was not to take part in the decision-making process. If considered advisable, the members were asked to leave the meeting during a sensitive part of the discussion. If a member was reluctant to declare a conflict, the Chairman was to advise the Woodlands Manager, and request a ruling. Members who declared a conflict of interest were advised to refer all inquiries to other members of the SFM Working Group. If a member declared a conflict, the Chair was to make it perfectly clear, that the member has played no part in the discussion or decision, regarding the matter in question.

### **2.2.8 Decision Making Methods**

The Chair was in charge of the meeting. The Chair assured that discussions were orderly. All members had an opportunity to express their views. Members were respectful of other members or advisors. Discussions remained focused on the topic at hand. Members or advisors signaled the Chair for permission to speak. The Chair controlled the speaking order, not allowing any one person to control the discussion, and tried to keep the discussion on topic.

The quorum consisted of 7 SFM Working Group members. The quorum was required to make substantive decisions regarding the SFM plan and the public consultation process. Decisions were arrived at using the consensus system. An ideal consensus decision is for a unanimous agreement. If an ideal consensus cannot be obtained, then at least 2/3 of the members present must agree that they can accept the decision, even if they don't agree with it (consensus vote was never initiated). If a consensus cannot be attained at all, then the majority and minority opinions are to be carefully recorded and forwarded to the Forest Management Group for advice or action. The following approach was used to seek consensus:

- All members should be satisfied that they have been provided with adequate relevant information in order to undertake the specific task.
- All members will be provided with the necessary opportunity to fully express their viewpoints, and will be expected to provide input.
- All members will be respectful of the opinions of other members and will give their input full consideration.
- The chair will periodically poll the group to determine if there is a progression toward consensus and to focus discussion on any significant difference of opinion.

Differences of opinion were thoroughly discussed with an emphasis placed on:

- attempting to understand conflicting viewpoints
- clarifying any misinterpretations and focusing discussions on specifics
- seeking to identify modifications that will move toward a mutually acceptable solution

If full consensus was not achieved, dissenting opinions were recorded and recommendations were provided to the Forest Management Group.

### **2.2.9 Authority for Decisions**

Since the SFM plan components included in the additional consultation process go beyond any legislative requirements, and the Company is the proponent for the certification process, Abitibi-Consolidated reserves the right for final decision-making authority for the SFM plan and SFM system. Final decision-making authority will rest with Woodlands Manager. During the preparation of forest management plans, final decision-making authority will rest with the MNR. This will include any SFM plan components covered in forest management plans.

### **2.2.10 Mechanism to Adjust the Process**

Any significant changes to the SFM plan or the public participation process will be amended to the Terms of Reference, subject to approval by the Woodlands Manager. All existing values, objectives, indicators and targets included in the approved FMPs, will not be subjected to re-evaluation (i.e. amendments will not be made to the approved FMPs, based on the additional consultation process). Once CSA certification is achieved, any changes to the values, objectives, indicators, and targets associated with the SFM plan will be subject to public notification and review. Consistent with an adaptive management practices, and a desire for continuous improvement, any comments received regarding these existing values, objectives, indicators and targets will be taken into account in the next forest management plan (Iroquois Falls Forest 2005-2010 and Nighthawk Forest 2008-2013 FMPs; Smooth Rock Falls Freehold 2013-2023).

Minor changes to the process and the SFM plan (i.e. revised wording, SFM system changes) will require approval of the Forest Management Group. Changes of an administrative nature (spelling, grammar) can be made by the SFM Plan author without approval.

### **2.2.11 Access to Information**

Information were made available to the public, through the communications media outlined in Section 2.2.4. The following information were made available to the public at each stage of consultation:

#### Stage 1: LCC, Aboriginal, MNR and LAMF Invitation to Participate (March 21 – July 31, 2003)

- Letter inviting LCC members, Aboriginal, MNR and LAMF to participate in the process;
- Background presentation on CSA certification process;
- Abitibi-Consolidated CSA Website Launch (May)
  - Background information on CSA certification process
  - Survey (based on VOIT)
- Other related documentation, including Terms of Reference

#### Stage 2: Public & Aboriginal Invitation to Participate (August 1 – August 31, 2003)

- Public Invitation to participate in process (Newspaper advertisements, posters)
  - Background information on CSA certification process
  - Survey (based on VOIT)
  - Poster (local distribution as per section 2.2.4)
- Aboriginal Invitation to participate in process (Letter to each community)

- Background information on CSA certification process
- Survey (based on VOIT, band office distribution – one for each household)
- Poster (band office distribution)

Stage 3: Public Information Centres (September 1 – October 31, 2003)

- Cochrane, Iroquois Falls, Kirkland Lake, Timmins and Aboriginal Communities
- Information to be included:
  - CSA certification background information
  - Values, Objectives, Indicators, Targets (Poster displays)
  - Survey (based on VOIT)
  - Other related documentation
  - Further opportunities to participate
- Notices in newspapers – closest publication date to Information Centres
- Public review comments/surveys due by October 31
- Compile results of survey and comments (November 1- November 13)

Stage 4: Draft SFM Plan Review (November 14, 2003 – January 9, 2004)

- Draft SFM Plan available at Abitibi-Consolidated's office, MNR offices in Cochrane, Kirkland Lake and Timmins, CSA Website, local libraries;
- Notices in newspapers (as per Section 2.2.4);
- Draft SFM Plan sent to each Aboriginal Community;
- Meetings/Presentations with staff, DFA-related workers, local mills, stakeholder groups.
- Mail-out notification to interested parties;
- Draft SFM Plan comments due by January 9.
- Compile comments on Draft Plan (January 10 – February 19)

Stage 5: Final SFM Plan completed (February 20, 2004)

Stage 6: Inclusion/Scope Expansion of the Smooth Rock Falls Freehold (February 2005)

- Contact (by August 31, 2004) and respond to stakeholders on the freehold using the Background Information package and the Public Opinion survey (October 31, 2004)
- Complete CSA Terms of Reference and SFM plan update (October 31, 2004)
- Documentation review of scope expansion (December 2004)
- Field Audit (February 2005)

All comments and survey results were summarized in a public input database, and will be maintained for future reference. The names of all individuals, their personal information (addresses, phone numbers, telephone numbers), and affiliations will be held in the strictest confidence and be considered to be legally privileged information.

**2.2.12 Participation of Experts, Other Interests, and Government**

Experts may be brought into the process to discuss technical issues, on a special ad-hoc basis. A government representative (MNR) sits on the SFM working group, as well as representatives from the Local Citizen Committees, Lake Abitibi Model Forest, MNR, First Nation Communities and Métis Organizations. Non-local interests will be able to provide input through the Company's CSA website.

### **2.2.13 Dispute-Resolution Process**

At any time during the preparation of this SFM plan, any concerned person may identify an issue for specific attention. The following procedures should be followed in this event:

1. The person must identify the issue to the SFM plan author, preferably in writing, and offer a proposed solution.
2. The plan author will meet with the concerned person to attempt to resolve the issue. If those discussions produce a resolution, appropriate documentation will be included in an Appendix to the SFM plan. If those discussions do not produce a resolution, the plan author will communicate the issue, in writing, to the Chairman of the SFM Working Group (referred to as the "Chair").
3. The Chair will arrange and attend a meeting of the plan author, and the concerned individual, in order to seek resolution of the issue. If the meeting does not produce a resolution to the issue, the Chair will ask each of the plan author and the concerned individual to recommend a proposed solution, in writing, within 15 days. The Chair will discuss the proposed solutions with the SFM Working Group, and make a decision on the issue within 10 days of the receipt of those submissions, and will provide a copy of the written decision, with reasons, to the persons concerned, affected parties, the plan author, the SFM Working Group, and the Forest Management Group).
4. Written submissions from all parties involved will be included in an Appendix to the SFM plan.
5. If a settlement cannot be reached, a final decision on the issue will be made by Abitibi-Consolidated's Woodlands Manager. A clear rationale for this decision shall be provided in the aforementioned Appendix.

Abitibi-Consolidated will work towards the resolution of all issues in a fair and equitable manner. It is anticipated that the above-mentioned dispute resolution process shall only be required in exceptional circumstances. It is recognized that any abuse of their final decision making authority could jeopardize the Company's ability to receive or maintain CSA certification.

## **2.3 Criteria for the Selection of Indicators of Sustainability**

All potential indicators of sustainability associated with the SFM Plan will be assessed using the criteria outlined below. During the process, an attempt will be made to incorporate existing indicators of sustainability from the FMPs, to the fullest extent possible. Each of the following criteria will be used in the assessment:

- Does the indicator already exist in the FMPs? [yes/no];
- Is the indicator applicable at the DFA level? [yes/no];
- Can the indicator be used to predict future trends? [no, yes (short-term or long-term)];
- Data quality [low, medium, high];
- What is the cost of collecting data beyond what is required for existing requirements? [low, medium, high];
- Will the indicator be easy for the public to understand? [Difficult, Moderate, Easy]

Each potential indicator identified through the consultation process will be subjectively rated by the SFM Working Group, for inclusion in the SFM Plan as a performance indicator.

Although the assessment process will be subjective, the following considerations will be used to provide context to the assessment of each indicator:

- Any indicator that is not applicable at the DFA level will be rejected;

- Quantifiable indicators will be preferred over qualitative indicators, for reporting purposes;
- Predictive indicators will be preferred over indicators that are primarily used for reporting purposes;
- The quality of the data available will be an important consideration, especially for predictive indicators. Data of questionable integrity could increase the likelihood of making an erroneous conclusion regarding sustainability. Indicators with low data quality will be rejected.
- Analytical models should be currently available for the assessment of each predictive indicator.
- Indicators should be responsive to forest management decisions.
- The cost of collecting data (beyond current legislative requirements) will be a consideration. If data collection costs are too onerous, the indicator may be rejected on this basis.
- Indicators should be intuitive, and easy for the public to understand.
- Existing indicators (i.e. from the two FMPs) will be given the highest priority during the assessment process. In cases where a new indicator similar to an existing indicator is identified, the existing indicator will be favoured in this SFM plan. If the new indicator is considered superior to the existing indicator, it will be incorporated into future forest management plans. This approach is consistent with adaptive management, and the guiding principle of avoiding amendments to the approved forest management plan.
- Any monitoring programs/field assessments associated with the indicator must be practical, and be able to be carried out on an operational basis.