

Sakâw Askiy Management Inc.

SAKAW PUBLIC ADVISORY GROUP

DRAFT TERMS OF REFERENCE

March 2013

A. BACKGROUND

The Sakâw Public Advisory Group (PAG) will be established as part of the commitment to public involvement made by Sakâw as required in the PA FMA FMP renewal process and in compliance with applicable legislation, regulation, codes, standards and guidelines. Engagement with stakeholders, aboriginal groups, and the public is initiated at the beginning of the FMP and maintained throughout the entire FMP planning term. The primary purpose of the PAG is to act as a forum for information exchange between the company and local stakeholders.

The public involvement program is intended to be versatile, adaptive, and participatory. Sakâw operates on public land and understands its obligation to consider input from the public on its forest management strategies.

Sakâw Askiy Management and its Shareholder are committed to sustainable forest management, responsible stewardship, and recognition of the need to maintain an appropriate balance between the triple pillars of environmental awareness, economic certainty, and social acceptability. For more information on Sakâw please view our website at www.sakaw.ca.

B. PURPOSE AND OBJECTIVES

- Facilitate open communication between Sakâw and the public.
- Increase public knowledge about Sakâw, its shareholders and their forest management practices.
- Increase the broader community's knowledge about traditional ecological knowledge.
- To identify and solicit community input on forest management practices for consideration during the preparation of the new FMP.
- To obtain constructive community input, advice and recommendations to ensure all local interests are effectively addressed.
- To ensure effective ongoing communication on forest management strategies between key stakeholders and Sakâw.
- To provide opportunities for identifying and discussing integrated resource concerns and issues.
- To provide a mechanism for respectful identification, discussion and communication of different viewpoints.

C. OPERATING RULES

Name

- The name of the PAG is the Sakâw Public Advisory Group (PAG)
- Sakâw has responsibility for :
 - Coordination and implementation of the PAG;
 - Providing feedback to the regulator (Ministry of Environment, Forest Service) on how the public's input is obtained and used, and;
 - Providing a process for communication of issues where consensus could not be reached.
- Public representatives on the PAG group have a responsibility to:
 - Gain knowledge about current forest management issues;
 - Review and learn about the proposed and current forest management plans;
 - Identify concerns and provide input through the PAG to Sakâw;
 - Provide and solicit feedback from the group they represent.

Ground Rules/Conduct

- The PAG and its PAG members agree to abide by the following ground rules:

- a) All members will be given the opportunity to voice their perspectives;
- b) All members will listen to the range of perspectives;
- c) Meetings will be well-structured and facilitated to enable efficient progress;
- d) No remuneration will be provided for attendance at PAG meetings, however refreshments will be provided.

Meeting Agenda & Dates

Meeting Agendas

- Meeting agenda will address topics of interest or deal with issues of concern to the PAG members and/or Sakâw.
- Input for future meeting agendas will be obtained during each meeting.
- Round table discussions will be held at the end of the meeting to develop an issues list and brainstorm possible solutions.
- All material will be delivered electronically and can be viewed on the Sakaw website (www.sakaw.ca).

Meeting Dates and Time

- Meeting dates will be the second Monday of the following months: April, June, October, and December. Meeting will not be held during the summer months of: July, August and September. The meeting frequency may be increased as necessary. The meetings will typically be scheduled to commence at 1 pm and end at 4 pm.

Meeting Notices

- Meeting notices will be sent at least two weeks in advance, and generally the next meeting date will be confirmed at each PAG meeting.
- Material, if available, will be provided for review in advance of meetings.

Meeting Locations

- Meetings will be rotated between Meadow Lake, Big River and Prince Albert.

D. PAG MEMBERSHIP, ROLES and RESPONSIBILITIES

- There will be two types of PAG members:
 - a) Participating members; and
 - b) Advisory members.
- The following Organizations/Groups have been asked to provide a participating PAG member and an alternate:
 - A representative to be appointed by Facility Shareholders of Sakaw Askiy Management Inc.
 - A representative to be appointed by Aboriginal Shareholders of Sakaw Askiy Management Inc. (who represent First Nation and Metis interests)
 - A representative to be designated by the Lac La Ronge Indian Band
 - Individuals appointed by elected urban and rural representatives of Meadow Lake, Glaslyn, Big River, Prince Albert, Shellbrook, Lakeland RM, Candle Lake, the Northern Village of Green Lake and the hamlet of Dore Lake.
 - Individuals appointed by organizations or associations that represent:
 - Outfitters (Saskatchewan Outfitters Association),

- Trappers (Zone Chairman),
- Commercial Fishing,
- Forest Recreation Groups (e.g. Snowmobile Association).
- Saskatchewan Wildlife Federation
- Cottage Owners Associations
- Mining or Oil/Gas Sector
- Individuals who have been formally authorized to represent Third Party Operators on the Prince Albert FMA.
- A representative of the Saskatchewan Environmental Society
- A representative from the Prince Albert Model Forest

The proposed membership covers a broad range of interests and geographic scope and is focused on people and interests having a direct attachment to the land which the PA FMA circumscribes. Other groups may approach the PAG for designation of member status and it will be determined on a case-by-case basis. Membership may be granted if the group/individual meets the selection criteria set out in section E of the PAG terms of reference.

The PAG will be represented at all regular core planning team meetings by one or more designated representatives from the PAG. The representatives who attend the planning team meetings can report back to the PAG group as a whole via email or discussion at PAG meetings.

PAG Member's Role

- To provide input as related to the objectives outlined in Section A of the Terms of Reference.
- To act as a liaison between PAG and the organization they are representing.
- To attend meetings regularly.
- Members can be replaced if more than three (3) consecutive meetings are missed without a valid reason. The member organization they represent may be asked either to reconsider its membership, or to replace the member with someone more able to participate. A member at large may be replaced by open invitation with the approval of the PAG.
- Existing members, who no longer represent their original organization, may choose to remain on as Members-at Large as this will provide ongoing continuity.

PAG Member Organization Role

- Member's Organizations will appoint a PAG member.
- An organization may appoint an alternate to act as an interim replacement for the member. Alternates are also guided by the Terms of Reference.
- To replace a member, the member organization will be asked by either the current member or by the Sakâw representative to reappoint a new member.
- Sakâw will confirm member appointments.

Observers Role

- Public members are welcome to observe the PAG meetings.
- Observers may participate in discussions or make presentations only with agreement by the group, chair or facilitator; and
- Will not take part in reaching consensus or decision-making of the PAG

Sakâw's Role

- Chair of the PAG
- Develop meeting agenda with input from Company, Government, and PAG Membership.
- Record meeting minutes, and distribute the minutes following each meeting.
- Provide a Meeting Chairperson or facilitator for each meeting.
- Sakâw will address input, advice, and recommendations put forward by the PAG

Advisor's Role

- Advisory members will participate in all discussions, and will serve as information resources to the PAG, but will not be included when seeking consensus.
- Participating members will keep their organization informed of developments in meetings and solicit their opinions.

E. SUGGESTED SELECTION CRITERIA FOR PAG MEMBERS

- Members should be stakeholders with a clear on-the-ground interest in the Prince Albert FMA
- Members should represent a wide range of views and should be regionally based, and cover a broad geographic spectrum:
 - Elected public representatives from local municipalities or communities
 - Local First Nations, Metis interests and Aboriginal Communities
 - Government and technical representatives
 - Community interest representatives
- Generally, members should be regional in nature
- PAG members should have an alternative representative to represent their group in the event the primary representative is unable to make it to a meeting.

F. COMMUNICATION AND INFORMATION

Internal Communication to PAG

- Meeting Agendas will be developed in consultation with stakeholders and after reviewing previous meeting minutes for potential agenda items. Sakâw will ensure draft agendas are distributed approximately two (2) weeks prior to meetings.
- Sakâw will ensure meeting minutes are distributed following each meeting.
- Sakâw will provide the PAG with information as it applies to the function and business of the PAG. Information deemed by Sakâw to be of a confidential nature or otherwise deemed to be sensitive and proprietary may not be released.
- A list of issues will be developed from round table discussion and agenda topics.
- People who want to bring forward agenda items can notify one of the Sakâw representatives.

External Communication

- Only authorized members of the advisory PAG are to speak on behalf of the PAG as agreed by the group, and Sakâw.
- When communicating with the media, interest groups or the public at large, specific comments will not be attributed to any individual PAG member without his/her prior consent.
- If a PAG member wishes to respond to media, they are to speak on behalf of the interest group they represent only. Members will be respectful of other members and other interest groups. Members will not characterize the suggestions or positions of other members or interest groups in their discussions with the public or media.
- The PAG may direct that a specific meeting to discuss issues of interest or concern be open to the public and media.

G. DECISION MAKING AND METHODOLOGY

- Consistent with the Purpose and Objectives of the PAG every effort shall be made to openly communicate and arrive at recommendations through a consensus building process. Consensus decision-making is a group decision making process that seeks the consent of all participants. Consensus may be defined professionally as an acceptable resolution, one that can be supported, even if not the "favourite" of each individual. Consensus is defined by Merriam-Webster as, first, general agreement, and second, group solidarity of belief or sentiment. It is used to describe both the decision and the process of reaching a decision. Consensus decision-making is thus

concerned with the process of deliberating and finalizing a decision, and the social and political effects of using this process.

- Quorum is defined as having greater than fifty percent (50%) of the active participating members in attendance at meetings
- Active PAG members are defined as those PAG members who have attended fifty percent (50%) of the PAG meetings during the last calendar year.

H. DISPUTE RESOLUTION

In general any issues upon which no consensus has been reached will be documented and recorded in the minutes. No formal dispute resolution is anticipated.

Process Issues

- The meeting chair or facilitator will attempt to resolve process issues, and in the absence of consensus will make a decision.

Technical Issues

- The members will work to identify the underlying issues and work toward a solution in a positive friendly environment.
- The members will seek compromise, alternatives and clarification of information needed.
- The members will commit to arriving at the best solution possible.
- If no consensus solution can be reached, then the outstanding issues will be summarized and forwarded to Sakâw by the PAG for consideration. The company will be informed of the level of support and dissention with the issue.
- Sakâw will provide the regulator (Ministry of Environment, Forest Service) with a summary of the issues around which a consensus solution was not reached.

I. REVIEW OF AND REVISIONS TO TERMS OF REFERENCE

- The PAG Terms of Reference will be reviewed annually after adoption or earlier based on consensus of the group to review.
- The revision of the PAG Terms of Reference requires the approval of both the PAG, and Sakâw.