

# **Appendix 2: TERMS OF REFERENCE**

## **FOR THE WEST ISLAND WOODLANDS ADVISORY GROUP**

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### **1.0 Mission Statement**

The West Island Woodlands Advisory Group (WIWAG) is composed of a cross section of community representatives who work with TFL 44 Limited Partnership staff on behalf of all those who have an interest in, or are affected by, sustainable forest management in the Defined Forest Area (DFA).

Guided by recognized certification criteria, the WIWAG will maintain an open and transparent process that facilitates and acknowledges the widest community input possible.

Our goal is to advise on the development, monitoring, and ongoing improvement of sustainable forest management practices in the area.

### **2.0 Purpose & Role**

Provide ongoing public input into the development, implementation, monitoring, and continual improvement of the sustainable forest management performance and system.

Specifically, the WIWAG will have opportunities to work with TFL 44 Limited Partnership to:

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

### **3.0 Rights and Responsibilities of Participants**

#### **3.1 Rights of Members**

- members have the right to a safe and respectful environment for speaking out;
- members have the right to get the relevant information they need to make informed decisions unless it is proprietary to the company;
- members participation in WIWAG will not be viewed by the company as having consulted with that sector in full;
- Aboriginal & Treaty rights will be respected and participation in the public process will not prejudice treaty rights or any other agreements.

#### **3.2 Responsibility of Members**

- staying informed and up to date on the issues being discussed;
- make efforts to represent the views of their constituents, the public, and their own views and identifying clearly which perspective they are speaking from;
- ensure that the values, objectives, indicators, targets and variances are consistent with relevant government legislation, regulations, and policies;

- to adhere to the group guidelines for conduct (see guidelines attached);
- to inform their alternate and their organizations on the progress of the group and issues related to SFM and communicate responses back to the group;
- following through on any commitments they undertake;
- participating fully in each meeting;
- articulate concerns or issues at the table, rather than outside of the meeting;
- RSVP and otherwise respond to communications sent to members;

### **3.3 Responsibility of the Facilitator or Chair**

- keeping the group focused and on topic;
- ensuring time is not wasted;
- making sure the group accomplishes its' tasks;
- tracking the gaps and priorities;
- making sure everyone has a chance to speak;
- facilitating agreement around difficult decisions;
- ensuring the agenda and minutes are circulated a week before each meeting (through the facilitator);
- ensuring that the facility is booked, food is ordered, supplies and resources are available as required for each meeting;
- liaising with members as requested between meetings to review missed meetings or other issues or tasks;
- acting as the spokesperson for the group and responding to inquiries;
- other tasks as negotiated with the group or members from time to time that will expedite and/or move the group forward around issues and tasks;
- educating oneself about the issues related to SFM and the work of the group;
- ongoing analysis of tasks, timeframe and design of process that will meet members needs and accomplish the tasks at hand;

### **3.4 Responsibility of TFL 44 Limited Partnership**

- provide technical, information and professional support as requested
- involve experts (i.e. ecologists, biologists, hydrologists, etc.), if required and when appropriate to the topic of discussion
- ensure that the values, objectives, indicators, targets and variances are consistent with relevant government legislation, regulations, and policies.
- finance of pre-approved group operating costs
- coordinate field trips

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- respond to members requests in a timely fashion
- evaluate the members' satisfaction with the public input process using the method described in the SFM Plan
- to make decisions regarding sustainable forest management, the Sustainable Forest Management Plan and certification

#### **4.0 Conflict of Interest**

Members must declare a possible perceived conflict of interest around any issue and should state which individual or collective "hat" they are wearing during any given discussion.

#### **5.0 Confidentiality**

Information should flow freely between all members of WIWAG. All information will be deemed to be public information unless it is marked confidential, in which case any dissemination or use of the information by other than Advisory Members will be prohibited without the consent of the group or individual bringing it forward. Information will be provided in the most useable form that is possible. Discussions must be declared "In Camera" in order to remain confidential. Any member may request that a portion of discussion be "In Camera". The meeting minutes shall reflect the confidentiality aspects of "In Camera" discussions.

#### **6.0 Decision Making and Conflict Resolution**

Members have agreed that 100% agreement on issues is not required. Decisions are based on consensus and require a quorum. A quorum will be 50% plus one of the active members (filled seats), but effort will be made to ensure that decisions are made by a cross section of the group and that significant input is not omitted due to a reasonable absence. When and if members vote on an issue it will be passed by 51%, or more.

All perspectives will be documented with final recommendations going forward when the "opposition to them is limited". Effort will be made to listen, understand, and incorporate all views in the final recommendations.

Members agree to an open, frank, and respectful dialogue and to operating from an interest-based perspective (as opposed to position based). Issues will be addressed in terms of how they relate to Sustainable Forest Management. Conflict between members is expected to be handled by those involved, with the best interest of the group and its mission in mind.

When a conflict does occur the following dispute resolution steps should be followed:

1. The parties involved should attempt to resolve the dispute between them.
2. If they are unable to do so, they can request that the Facilitator meet with them to mediate the dispute.
3. If this is unsuccessful, both parties need to identify the concerns and the points of conflict, as well as the steps that have been taken to resolve the conflict, in writing. At this time both parties will identify what needs to change, on their part and the part of the other party, in order to resolve the dispute.

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4. The Facilitator may call on outside expertise to support a second mediation or meet with the parties to develop an agreement to disagree that will not threaten ongoing and future collaboration around the table.
5. Members, who believe that a decision, or disagreement from others, is NOT in the best interests of the group at large, or of the variety of interests in the community, must decide for themselves if they can live with the decision, or if it is grounds for their resignation.
6. The process from steps 2 through 5 should not take more than 4 weeks.

WIWAG is not a decision-making body and TFL 44 Limited Partnership is not required to accept WIWAG's recommendations. Where necessary, TFL 44 Limited Partnership will respond in writing to every WIWAG recommendation with documented reasons for acceptance, modification, or rejection.

## 7.0 Membership

Although the preference is for ongoing participation through membership and attendance at meetings, WIWAG members acknowledge that they need to make efforts to include the input from sectors or interests that may choose not to join as formal members. In other words, there are a variety of methods to ensure the process is inclusive and open, and while it is a preferred method, membership is only one of those methods.

### 7.1 Group Members

See <http://www.westernforest.com/wiwag/> for the up to date members list

### 7.2 Alternates

Members are encouraged to identify an alternate to attend in their absence. Alternates will be included on the master distribution list and will receive all minutes, agendas, etc.

### 7.3 Resource and Support Staff

TFL 44 Limited Partnership: Erin Badesso, Jim Muress  
Additional resources will be determined by the group as required.

Group Facilitator: Heather Zenner

Group Recorder: Michele Laminski

### 7.4 Membership Renewal/Replacement

Criteria for members are as follows:

- An interest in, knowledge of and networks within a sector that has specific interests in forest land management in the area
- A willingness to share information and gather input from within their organization or sector
- A willingness to put the required time into meetings and related discussions

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TFL 44 Limited Partnership will review membership on an annual basis in order to ensure that full representation exists. From time to time new issues or interests emerge and the group will be as responsive as possible to securing representation and/or input from those interests.

When a member resigns, s/he should have a replacement come forward from their sector or organization. If no replacement is identified from the sector or organization, the Facilitator will investigate other potential advisory group replacements with TFL 44 Limited Partnership. The Facilitator will determine potential new member interest and bring the names forward for discussion at the subsequent WIWAG meeting. TFL 44 Limited Partnership retains the final word for acceptance of any new member.

There is no limit to the length of term for members.

### **7.5 Members Attendance**

A member, who misses three consecutive meetings without cause and without arranging for an alternative, is considered to have resigned. Resigned members, upon their renewed request, may continue to receive WIWAG distributions and provide input for up to one year.

### **7.6 Resource People**

The facilitator or the members can invite stakeholders or resource people to attend meetings as presenters or participants based on their information, expertise etc. All guest requests should go through the facilitator.

### **7.7 Observers**

Observers may attend meetings with prior notification and after an orientation to the Terms of Reference. Observers may listen to the discussion and participate only when invited by the Facilitator. The Facilitator may take questions from observers at the close of the meeting as time allows. Observers are bound by the group guidelines for conduct. Their input may be included in the Minutes of that meeting. Guest speakers have been invited to actively participate and are not observers. Media may not be observers unless approved by TFL 44 Limited Partnership and the Facilitator.

## **8.0 Agenda**

The agenda will be set by the facilitator based on the previous meeting, the work-plan priorities, and suggestions from members. Members are requested to call the facilitator prior to the meeting with any agenda items. Agendas will be sent to members' one week in advance of each meeting. The agenda will be reviewed and approved at the start of each meeting and will be negotiated as required during the meeting.

## **9.0 Minutes**

The recorder will take minutes and may record the meetings to assist in the process when approved by TFL 44 Limited Partnership in consultation with members. The minutes will be distributed to all members at least one week prior to the next meeting. The minutes will include

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an Action Page that summarizes the commitments of members, TFL 44 Limited Partnership and facilitator from each meeting. Minutes will be approved at the beginning of the following meeting and will not be distributed more broadly until they are approved. Each member will be responsible for sharing approved minutes with their alternate and their organization or sectors as appropriate. Each member will be responsible for ensuring that the facilitator has their appropriate email or fax for these communications.

Minutes will be posted on the www once they are approved and distributed more broadly on a request basis.

## **10.0 Procedures & Work-plan**

WIWAG will maintain a work-plan that includes a timeframe for addressing priority tasks. The timeline will be reviewed regularly. The group will review the effectiveness of their process and work together on a regular basis and make changes as required to strengthen the group.

Any member can provide written material as handouts at a meeting.

Although TFL 44 Limited Partnership is not bound to accept every recommendation, they will make every effort to accommodate reasonable requests and will identify in writing their rationale for not accepting recommendations.

### **10.1 Ad-Hoc or Standing Committees**

As work is identified, the WIWAG can chose to assign tasks to committees.

Committees:

- can be composed of any number of members, resource people and non-members with related interest or knowledge and will be open to any member of the WIWAG
- will have a specific mandate and timeframe for their work approved by the WIWAG
- will have a facilitator or chair identified
- will take and distribute to members notes or minutes of their discussions
- will present all recommendations back to the Advisory for information or decisions

## **11.0 Media & Public Relations**

Members will identify an appropriate spokesperson(s) on a request by request basis depending on the nature of the topic. Otherwise, the facilitator is the spokesperson for the group and can appoint other spokespersons as required to respond to requests.

The web site will include the following: Agendas, Minutes, Terms of Reference, and Press Releases, the SFM Plan, Annual Data Sets, Meeting Schedule, Links and contact information. Unless otherwise designated, the Facilitator will be the phone contact.

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## 12.0 Other

These Terms of Reference will be reviewed and revised as required on an annual basis. They are consistent with and supplement the TFL 44 Limited Partnership Policies for:

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- Health and Safety
- Bullying and Harassment
- Violence in the Workplace

Non-adherence to these Guidelines may result in dismissal from WIWAG.

### 12.1 Group Guidelines

1. The success of your group is based on the strength of the full participation of each member. Members will get involved and participate to the fullest extent they are able.
2. Although full participation is important, you will not be required to do anything that you don't want to do.
3. Group members are responsible for the outcomes or the content of their work. The facilitator is responsible for ensuring safe, full participation and keeping discussion on track.
4. An essential component of success is effective communication. This requires that you are open to other points of view, that you suspend your judgments and reactions, and that you approach the dialogue from a perspective of curiosity and learning about others' thoughts and interests.
5. Solid dialogue is built on honesty, integrity, goodwill and respect. This requires you to tell the truth and assume that others will too. It also implies that the language you use, your tone of voice and your body language will demonstrate your integrity and respect for others.
6. Creativity and innovation are important aspects of planning. They do not thrive in environments where people are made to feel wrong or stupid. To this end, you are encouraged to resist the temptation to criticize others' ideas.
7. Groups often have members with quite divergent opinions and ideas of what the solutions are. The strongest solutions or outcomes are found when you build on the best that each perspective offers. In order to do this, group members will work to express their interests around an issue as opposed to their positions.
8. At some point it may be necessary to form a group position in issues. Each member will be aware of such positions and communicate them to the public, in addition to their own/their sectors views – if the views happen to differ.

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