KOOTENAY FOREST SECTOR COLLABORATIVE

TERMS OF REFERENCE (Draft)
as of January 25, 2020

A. BACKGROUND

In April 2019, Premier Horgan sent a letter to forestry company CEOs inviting them to take the initiative to form Timber Supply Area (TSA) coalitions. The goal of the coalitions is to develop positive and forward-looking visions for a successful industry focused on the mid-term timber supply that will support workers, Indigenous Nations and communities.

The Premier's letter focuses on a vision for the industry that supports new investment, collaboration and innovation. In addition, the letter describes a vision that seeks to maximize the potential of the mid-term timber supply, collaboratively manage constraints on the land base, maintain employment and community economic stability, and incorporate Indigenous interests while contributing to a healthy BC economy.

There was strong interest expressed to participate in the initiative and a kickoff meeting was held on November 26, 2019. Over 45 people attended the session, including the Province, who indicated their desire to work together with the other attendees to further strengthen and expand the Kootenay forest sector, including increased benefits to Indigenous Nations and communities. There was consensus that the Cranbrook, Invermere and Kootenay Lake TSAs have positive futures for a thriving forest sector.

The group identified initial key themes and preliminary actions, which were all seen as integral and critical to the success of the initiative and will be further revised as the initiative progresses. The key themes include:
- Enhancing Indigenous participation in the forest economy
- Collaborative forest stewardship
- Supporting thriving, sustainable forests
- Building strong communities
- Creating increased value from the working forest

A broad list of potential opportunities to achieve the objectives of the Kootenay Forest Sector Collaborative ("Collaborative") were developed as a foundation for future discussion.

The group identified the initial 'start up' actions including:
- Respect and recognition of the rights and title of the Indigenous Nations on whose traditional territories the forest sector operates in the region
- Kootenay Forest Sector Collaborative to be established to help achieve a positive future for the sector and help deliver tangible outcomes focused on the working forest's mid-term timber supply.

- Interim Steering Committee was established to initiate the planning process.
- Next 'large group' collaborative group meeting to be planned for spring 2020.
- Steering Committee will be established at the next 'large group' meeting.
- Build a draft Action Plan in early 2020 based on preliminary ideas generated.

The map below illustrates the geographical boundaries of the TSAs.
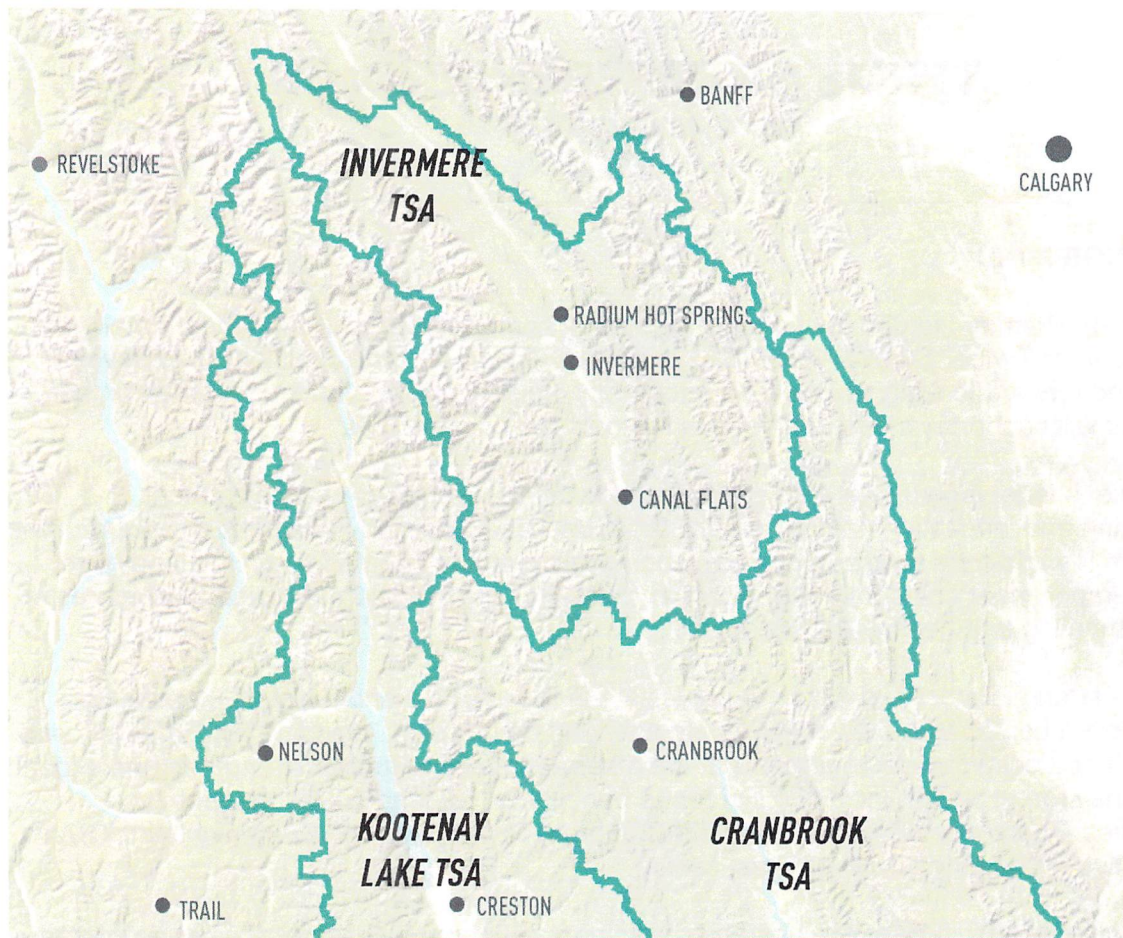
B. PURPOSE

With a positive and forward-looking approach, the Kootenay Forest Sector Collaborative will develop clear recommendations by December 2020 to strengthen the forest sector in partnership with Indigenous Nations, municipal governments, BC government, labour and industry. If meaningful progress is being achieved by the Collaborative, the timeline can be extended beyond December 2020.

The recommendations will focus on maximizing the potential of the working forest's mid-term timber supply, collaboratively managing constraints on the land base, maintaining employment and community economic stability, and incorporating Indigenous interests while contributing to a healthy BC economy. The recommendations will support new investment, collaboration and innovation in the forest sector.

The Kootenay Forest Sector Collaborative acknowledges that Indigenous participation in the process is without prejudice to Indigenous rights and title, or treaty rights.

C. STRUCTURE, ROLES AND RESPONSIBILITIES

There are three main components to the Kootenay Forest Sector Collaborative which are all integrated and guided by these Terms of Reference.

1) Kootenay Forest Sector Collaborative

a. Purpose: The Collaborative's representatives aim to provide input and build strong recommendations to help meet the purpose of the Collaborative

b. Structure: To consist of representatives for each of the following as related to the Kootenay region defined by the boundaries of the three TSA's:
    i. Indigenous Nations
    ii. Local government
    iii. BC government
    iv. Organized labour
    v. Forest industry

c. Process:
    i. All representation will be based on invites as approved by the Steering Committee
    ii. Any representative can resign from the Collaborative based on written notification to the Steering Committee; and if they choose, may recommend a replacement
    iii. Any representative that is not able to participate in two or more consecutive meetings may be asked to step back
    iv. Any representative that is not abiding by the Terms of Reference may be asked to step back

d. Roles:
    i. To appoint the Steering Committee members as of Spring 2020
    ii. To approve initial Terms of Reference
    iii. To make recommendations to the Steering Committee on potential opportunities and actions
    iv. To agree that all representatives follow and support the Terms of Reference and to work in a positive and collaborative spirit
    v. To aim to reach consensus, wherever possible
       When consensus is not reached, to identify the options for recommendations to the Steering Committee

2) Steering Committee

a. Purpose: Based on input from the Collaborative, Steering Committee members to be responsible for ensuring progress towards achieving the Purpose and providing direction to the Working Groups

b. Structure: As related to the Kootenay Region and defined by the boundaries of the three TSA's, the Steering Committee will consist of the following members:
    i. Two Indigenous Nation representatives
    ii. Two large companies
    iii. Two small companies
    iv. One or two labour representatives
    v. One west Kootenay local government representative
    vi. One east Kootenay local government representative
    vii. Two BC government representatives

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c. <u>Process:</u>
  i. Collaborative Group to appoint the initial Steering Committee members as of Spring 2020
  ii. After Spring 2020, that changes in members will be reviewed and approved by the Steering Committee
  iii. Any member can resign from the Steering Committee based on written notification; and if they chose, may recommend a replacement
  iv. Steering Committee may ask members of the Collaborative Group to step back if they have not been able to participate in two or more consecutive meetings and/or is not abiding by the Terms of Reference

d. <u>Roles</u>
  i. To demonstrate progress towards achieving the Purpose
  ii. To help ensure that respect for Indigenous Rights and Title, and principles of UNDRIP are incorporated throughout the process
  iii. To identify recommendations for increasing understanding of UNDRIP and impacts to the initiative
  iv. To agree that all Collaborative and Steering Committee members follow and support the Terms of Reference and to work in a positive and collaborative spirit
  v. To prepare and organize meetings for the Collaborative, including agendas, speakers, location, etc., with the support of the Secretariat
  vi. To prepare draft discussion documents with support from the Secretariat for review and input by the Collaborative
  vii. To finalize key messages and communication for the Collaborative
  viii. To address any representative changes as needed for the Collaborative
  ix. To ask members of the Collaborative Group to step back if they have not been able to participate in two or more consecutive meetings and/or is not abiding by the Terms of Reference
  x. To appoint Working Groups, and representatives, to address key actions
  xi. To review recommendations from Working Groups in preparation of agendas for the Collaborative
  xii. To appoint a spokesperson to speak on behalf of the Steering Committee as required

3) Working Group

a) <u>Purpose:</u> Working Group participants provide the knowledge, resources and skillsets to address specific technical, operational or strategic opportunities as identified in the 'action plan' and outlined by the Steering Committee
b) <u>Structure:</u> To strive to consist of at least one participant for each of the following interests depending on the resourcing required to achieve the Working Group mandate:
  i. Indigenous Nations
  ii. Large company
  iii. Small company
  iv. Local government
  v. Labour
  vi. BC government
As required, Working Group participants may also be members of the Steering Committee.

c) <u>Process</u>: The Working Groups will be formed at the discretion of the Steering Committee
   i. Each Working Group will be provided a mandate, objectives and timeline
   ii. That the Steering Committee may recommend additional resource persons to provide technical or professional advice
d) <u>Roles</u>
   i. To agree to follow and support the Terms of Reference and to work in a positive and collaborative spirit
   ii. To provide specific recommendations to the Steering Committee as related to the mandate of the Working Group

4) Facilitator's Role

a) To ensure that Collaborative and Steering Committee meetings address agenda topics
b) To ensure that all have an equitable opportunity to participate in the meeting
c) To ensure that the representatives, members and participants all participate according to the Terms of Reference
d) To manage a speaker's list
e) To provide support in summarizing and clarifying issues, recommendations, etc.
f) The facilitator will not take part in reaching consensus or decision-making of the Kootenay Forest Sector Collaborative

5) Secretariat's Role

a) To coordinate meetings
b) To draft meeting agendas based on direction from the steering committee
c) To draft meeting summaries
d) To draft other communication materials as required
e) To circulate materials

D. <u>TIMELINE</u>

Date	Action
November 26, 2019	Initial meeting of the Kootenay Forest Sector Collaborative
November 26, 2019	Interim Steering Committee established (to spring 2020)
Feb/Mar 2020	Kootenay Forest Sector Collaborative meets; finalizes schedule
Feb/Mar 2020	Steering Committee Established; Working Groups established as needed
December 2020	Kootenay Forest Sector Collaborative meets, determines next steps, including the potential to extend the initiative if meaningful progress is being achieved

E. <u>OPERATING RULES</u>

All participants, members and representatives in the Kootenay Forest Sector Collaborative agree to the following guidelines:
1. Show mutual respect for all representatives
2. Seek positive and forward-looking solutions

3. Seek to find consensus, wherever possible
4. Seek continual positive progress
5. Respect the speaker's list approach, managed by the facilitator

F. COMMUNICATION

1) Collaborative Group, Steering Committee and Working Groups
    a) Only a spokesperson appointed, and as directed, by the Steering Committee will speak to the media on the activities and outcomes of the Kootenay Forest Sector Collaborative
    b) When speaking about the process, representatives on the Collaborative Group, members of the Steering Committee and participants of the Working Groups will speak only to their own perspective and will not characterize the interests or roles of other members of the group
    c) External key messages may be agreed on by the Steering Committee for use by all representatives of the Collaborative Group
    d) Working Group discussions and recommendations go solely to the Steering Committee and then to the Collaborative Group for review

2) External Communication
    a) At least once per year, Steering Committee, with support from the Secretariat, is responsible for providing a public update on the work of the Kootenay Forest Sector Collaborative
    b) Steering Committee to identify a spokesperson(s) and key messages to be used to respond to media requests
    c) Spokesperson is responsible solely to speak on the approved messages for the overall process

G. MEETING AND LOGISTICS

    a) Participation in the Kootenay Forest Sector Collaborative, Steering Committee and Working Groups are to be self-funded by the participants.
    b) The Kootenay Forest Sector Collaborative will meet at least twice a year, with the majority of meetings to be held in the Cranbrook region and one meeting every two year to be held in the west Kootenays, unless agreed to otherwise by the Collaborative
    c) Steering Committee generally to meet monthly with one in-person meeting per quarter and the other meetings to happen by teleconference
    d) Each Working Group to propose their meeting schedule to the Steering Committee for approval to accomplish the mandate within the assigned timeline
    e) A facilitator and secretariat will be provided for all Collaborative Group and Steering Committee meetings
    f) Meeting dates and locations for Collaborative Group and Steering Committee will be determined at least 1 month in advance, except for rare exceptions

H. DECISION MAKING AND METHODOLOGY

1) The Kootenay Forest Sector Collaborative, Steering Committee and Working Groups agree to work by consensus to develop recommendations. Consensus is defined as no 'member' having substantial disagreement on an issue and that they are willing to move forward:
    a) Every effort shall be made to achieve consensus

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b) Consensus may consist of agreement on a summary of the different perspectives on an issue
c) Decisions on specific issues will be considered interim consensus, unless agreed otherwise, until there is consensus on the full set of recommendations

I. <u>DISPUTE RESOLUTION MECHANISM</u>

1) Process Issues
   a) Process issues will be resolved by the facilitator

2) Technical Issues
   a) Collaborative representatives and Steering Committee members will work to identify the underlying issues and work towards a solution in a positive, friendly environment
   b) The representatives and members will seek compromise, alternatives and clarification of information needed
   c) The representatives and members will commit to arriving at the best solution possible
   d) If no consensus solution can be reached, then the outstanding issues will be summarized by the Steering Committee and reported back to the Kootenay Forest Sector Collaborative
   e) Priority will be given to focusing the efforts of the Collaborative, Steering Committee and Working Groups on recommendations that receive consensus

J. <u>REVIEW OF AND REVISIONS TO TERMS OF REFERENCE</u>

The Terms of Reference will be reviewed annually, if the process extends beyond 2020, or earlier based on consensus of the Steering Committee. Approval and revisions of the Terms of Reference requires the approval of the Steering Committee.

Location: TBC
Time: 11:00am to 4 pm (MT) (10:00am to 3:00pm PT)
Facilitator: Gail Wallin

10:30am	**Coffee and Networking**
11:00am	**Welcome and Round Table**
11:15 am	**Review and approve agenda**
11:20am	**February 24, 2019 Meeting summary** Objective: *To review/revise and approve meeting summary*
11:30am	**Update on the Interior Forest Renewal Process** Objective: *To review how the Collaborative links with the Interior Forest Renewal*
11:50am	**Steering Committee – update and recommended actions** Objective: *To provide an update and review recommendations on for the Collaborative process to ensure that Indigenous Rights and Title are respected throughout and that there are increased Indigenous opportunities.*
12:30pm	**Lunch Break**
1:15pm	**Recommendations from Technical Working Group #1 (tbc)** Objective: *To review and approve key recommendations from Technical Working Group*
2:00pm	**Recommendations from Technical Working Group #2 (tbc)** Objective: *To review and approve key recommendations from Technical Working Group*
2:45pm	**Recommendations from Technical Working Group # 3 (tbc)** Objective: *To review and approve key recommendations from Technical Working Group*
3:15pm	**Timeline and Next Steps** Objective: *To determine next steps and timeline for the Collaborative* *To provide next steps for Technical Working Groups*
3:45pm	**Provide Feedback on Meeting**
4:00pm	**Meeting adjourned**