



Steering Committee

COMMITTEE STATUTES

Mandate - Makeup - Operations

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Table of Contents

1	Preamble	3
2	The Steering Committee's Mission	3
3	The Steering Committee's Mandate.....	3
4	EcoRock's Commitments	4
5	Committee Member's Commitment.....	5
6	Expected Contributions from Committee Members	6
7	Forming the Committee.....	6
8	Coordination of the Committee	7
9	Committee Facilitator	7
10	Committee Operating Procedures.....	7
11	Topics covered by the Committee	9

1 Preamble

This document proposes terms for the mandate, makeup and operation of the Steering Committee (Committee) that EcoRock Dalhousie Inc. (EcoRock) wishes to establish as part of the development, construction, operation and restoration phases of its project in Heron Bay.

The goal is to maintain an open channel of communication and exchange of information to ensure a proactive, transparent and responsible management of the company's activities in collaboration with the community.

The creation of the Committee is one of the mechanisms proposed by EcoRock to be an integral part of the community and to foster a high level of social acceptability.

2 The Steering Committee's Mission

The Committee is a privileged place for discussions between EcoRock and the community with the aim of promoting a harmonious coexistence in and around Heron Bay.

3 The Steering Committee's Mandate

The mandate of the Committee is the following:

- To provide a space for sharing dialogue and information between EcoRock, the individuals and groups concerned by its activities, and to ensure that all are represented and have the opportunity to express their points of view;
- To develop a common, complete and nuanced understanding of the environmental, social and economic impacts and issues related to the project's activities;
- To relay the information arising from the Committee's activities to the organizations and citizens concerned;
- To make recommendations to EcoRock to influence and improve its practices, to propose concerted solutions and to maximize the benefits for the community.

4 EcoRock's Commitments

Although no legal obligation is imposed, EcoRock commits to establish a Steering Committee composed mainly of independent members with at least:

- 1 First Nations representative**
- 2 representatives from the business community of Restigouche County**
- 3 residents from the Heron Bay area and one substitute***
- 1 resident from the regional municipal county (MRC) of Avignon, Quebec and one substitute***
- 1 representative from an environmental organisation**
- 2 representatives from a scientific or technical organisation**
- 1 representative from EcoRock
- As needed, 1 representative from the health and social services sector**
- As needed, 1 representative from a relevant government entity**

*** By proposals from the relevant organisations.*

****Substitute members have an observer role to prepare them for an eventual replacement.*

In order to support the proper functioning of the Committee, EcoRock commits to the following:

- To make available all information relating to various aspects of the project, including current operations and required follow-up.
- To share scientific and technical information in a way that is accessible to all and that helps facilitate exchanges between Committee Members.
- To cover the costs of setting up and running the Committee (meeting organisation, costs related to logistics, experts' fees, etc.).
- To facilitate member participation in different ways:
 - Reimbursement of childcare costs (if applicable);
 - Reimbursement of travel expenses for participants who live outside of Heron Bay.
- To analyze, consider and integrate, as much as possible, the concerns and requests mutually expressed by Committee Members.
- To establish a complaints management system and report to the Committee on the handling of complaints.

- To promptly inform the Committee of any request to modify its authorizations and of any changes in responsibility relating to the management of the project site.
- To inform the Committee of any major public communication activities.
- To make all documents relating to the Committee's work available on the company's website.
- To cover the costs of a facilitator to run the Committee meetings.
- To organize site visits as needed so that Committee Members can see and better understand the facilities, equipment and operations.
- To publish the Committee's meeting minutes on the company website within two working days of receiving them from the Committee.
- To produce an annual report of the Committee's activities, and to make it available on the company website.

5 Committee Member's Commitment

Committee Members, for their part, are welcome to contribute to the Committee in the following ways:

- Participate in at least four meetings per year (quarterly);
- With the help of EcoRock, the information obtained through their participation in the Committee should be relayed to their respective networks;
- Objectively translate the concerns of the people in their sector or network with regards to each of the company's activities;
- Provide the Committee with the benefit of their knowledge and reasoning on subjects related to the company's activities;
- Make suggestions to minimize negative impacts on the community, solve problems and maintain harmonious neighborly relations;
- Ensure that the Committee sends EcoRock the meeting minutes no later than 15 days after each meeting;
- Sign a Confidentiality Agreement with EcoRock to prevent unauthorized disclosure of sensitive information to third parties, both during and after their term of office as a member of the Steering Committee;
- Respect the opinion not only of the members of the committee but also that of the general public regarding the project.

6 Expected Contributions from Committee Members

Members accept to willingly participate in Committee activities on a volunteer basis. They are invited to:

- Review information provided about the project and its operations;
- Review studies, documents and sub-projects to share related questions, concerns and comments at Committee meetings;
- Actively participate in studies, in sub-projects and in finding solutions with EcoRock and other potential resources in a collaborative manner;
- During Committee meetings, formulate opinions and recommendations relating to possible solutions and actions to improve the project's social and environmental performance;
- Share with the Committee any information gathered in their communities or network about the project's operations.

In order for members to gradually familiarize themselves with environmental and social aspects of the project, and to ensure a degree of stability for the Committee, the term of office for members is indefinite.

7 Forming the Committee

When forming the Advisory Committee, if more people apply than the number of available seats, a neutral facilitator will lead discussions to help choose the candidate that is best suited for the mandate for which they have applied.

If a member steps down, the substitute will fill in. In the case where there is no named substitute, the leaving member must notify the Advisory Committee so that it may find a replacement in the same membership category as soon as possible. In such a case, the Committee will call on the other members for suggestions, and on its bank of candidates to find a replacement. If members are still missing after this stage, the Advisory Committee will publish a public notice in a local media outlet with the aim of recruiting someone within the same membership category to maintain the Committee's governance matrix.

Should the Committee receive several applications, a Selection Committee with at least three members of the Advisory Committee will be set up to choose the successful candidate(s) by:

- i. Unanimous consent, if not consensus, then

- ii. Vote, if no clear choice results / if the vote is a tie, then
- iii. the moderator will have the decisive vote.

8 Coordination of the Committee

The Committee Member that represents EcoRock will be responsible for coordinating Committee activities.

Their role includes the following:

- Takes care of logistics, smooth running and following up after regular Committee meetings;
- Plans Committee activities;
- Prepares documentation for Committee Members;
- Participates in information dissemination activities to ensure that all are understanding the same things;
- Takes care of promoting and communicating the Committee's achievements;
- Fosters cohesion and interesting engagement within the Committee;
- Contributes to the recruitment and integration of new members.

9 Committee Facilitator

For the sake of efficiency, the Committee's activities are led by a facilitator from outside the Committee. This person is selected by EcoRock. They work in good faith and consider the interests of all participants.

Their role includes the following:

- Animates Committee meetings;
- Participates in information dissemination activities to ensure that all are understanding the same things;
- Facilitates dialogue at the meetings and acts as mediator in the event of disputes;
- Assists with the integration of new members.

10 Committee Operating Procedures

The Committee's operating procedures are the following :

- During meetings, Committee members strive to foster honest, respectful and courteous dialogue, in keeping with the Committee's mandate and responsibilities;
- Committee activities are flexible with no excessive formalities;
- Meetings are held in Heron Bay, unless otherwise agreed upon;
- In general, discussions and presentations will be in English, but documents and exchanges are accepted in French;
- Short, easy-to-understand technical documents will serve as the basis for discussions;
- The Committee may appoint a spokesperson when necessary. However, Members retain their right to speak at all times, either on their own behalf or on behalf of their respective organizations;
- Requests for comments will be submitted to Members;
- At meetings, the facilitator or a Committee Member may propose a caucus among members;
- Committee decisions are made by consensus, not by vote. If consensus is difficult to reach, the facilitator initially attempts to bring the various parties together through dialogue. If necessary, alternative dispute prevention and resolution methods may be used;
- EcoRock will diligently provide information in response to questions raised by Committee Members. This information will become public, unless otherwise explicitly agreed upon between the Committee and EcoRock;
- The Committee establishes and must agree on the number of meetings and the topics for discussion;
 - A minimum of four meetings must be held each year;
 - The frequency and format of meetings will be determined based on members' needs for information and the availability of the requested information;
- If necessary, the Committee may set up sub-committees to work on specific topics. As required, people from outside the Committee may join these sub-committees and contribute to their activities;
- If a Member is absent for two consecutive meetings without justification, the Committee will enquire about their level of interest in continuing their engagements with the Committee. In the event of a third consecutive absence, the Committee will decide among themselves whether or not to replace the Member in question;

- Exceptionally, a Member from an organization may appoint a substitute to attend a meeting on their behalf. It is the Member's responsibility to ensure that their substitute contacts the Committee to adequately prepare for the meeting. In addition, their substitute commits to respect the Committee's operating rules and to contribute constructively to the meeting;
- Minutes are written after each meeting and sent to Members for comment and approval. Once approved, the minutes are made public;
- As much as possible, the Committee is committed to respecting meeting schedules and the investment of time that this represents for Members;
- The Committee may improve and adapt its operating procedures as required, provided that changes are made by consensus.

11 Topics covered by the Committee

The following is a non-exhaustive list of topics that the Committee may address at its meetings:

- Putting together the calendar/communication methods
- Site visits
- Noise
- Air quality (dust)
- Blasting, vibrations
- Marine traffic
- Complaint management strategies
- Water quality (surface and groundwater), water management and groundwater drawdown
- Site restoration
- Community benefits
- Yearly review
- Committee outreach and citizen participation

The meeting schedule will roughly follow this format:

- General update (new and modified authorizations)
- Chosen topic(s)
- Follow-up on complaints
- Follow-up on notices of non-compliance
- Ongoing and upcoming projects/activities
- Community relations update
- Progress overview from sub-committees

- Round table and meeting evaluation

