



Great Lakes Wind Collaborative Charter

I. Purpose

The Great Lakes Wind Collaborative (GLWC) is a group established to build consensus on identifying and addressing issues affecting the planning, development, and operation of wind power facilities in the Great Lakes region. The GLWC provides a forum for dialogue and an opportunity for analysis and exchange of information among key stakeholders to facilitate sustainable wind power development in the region. GLWC members include representatives from a broad spectrum of interests (see below.) Information about the GLWC shall be available on the GLWC website www.glc.org/energy/wind.

II. Operating Principles

The GLWC strives for a broad, balanced membership. The GLWC includes wind energy supporters as well as those who see potential concerns with development. Members provide diverse perspectives and represent a wide array of societal sectors and work to achieve the purpose as stated in Section I above.

The GLWC is committed to working by consensus of its members. The organization and its members recognize that the credibility and authority of the GLWC's work products derive from the fact that they were developed through the cooperative efforts of a wide range of concerns and perspectives. All committees and their members will make decisions and take positions by consensus. The GLWC defines consensus as overwhelming agreement among GLWC members attained through a good-faith effort to meet the interests of all stakeholders. The key indicator of whether or not consensus has been reached is that everyone agrees they can live with the final proposal, after every effort has been made to meet any outstanding interests. Consensus means that all Committee members can accept a decision being considered by the committee members.

Decisions made by the GLWC collectively are advisory in nature and do not necessarily reflect the opinions or positions of the individual agencies, organizations or companies that are represented on the GLWC. As such, decisions of the GLWC shall not prevent or preclude a GLWC member organizations, agencies or companies from taking positions that differ from those of the GLWC to further their employing agency's, organization's, or company's mission or mandate.

Monthly updates on GLWC activities shall be posted for public viewing via the GLWC web site.

III. Structure

The GLWC is comprised of a four -tiered membership structure to achieve the GLWC’s stated purpose, including:

- A. Wind Stakeholders to allow broad participation by all interested parties;
- B. Advisory Committee to represent that broader group of stakeholders, provide guidance and feedback to the Steering Committee, and help lead workgroups;
- C. Steering Committee, that is the governing body and can act quickly and decisively to keep the GLWC operating efficiently and effectively; and
- D. Issue-specific workgroups that will be assembled on an as-needed basis to focus on particular GLWC priorities for a specified period of time.

A. Wind Stakeholders

The Wind Stakeholder group is the broadest membership group of four categories of participation in the GLWC. This group is comprised of individuals who agree with the purpose of the Wind Collaborative as stated above, have an interest in keeping abreast of the work of the GLWC and who would like to provide input into GLWC priorities and activities, but do not want to make a commitment to active or regular participation in GLWC activities. These individuals will be sent periodic updates on GLWC work and will be asked to provide general feedback on and input into GLWC work plans, but will not necessarily be involved in implementing the work. An exception can be made when a Wind Stakeholder has been invited to or has requested to participate in a special work group because of his/her interest or expertise.

B. Advisory Committee

1. Role and Operations

The primary role of the Advisory Committee is to provide guidance and advice to the Steering Committee on behalf of a broader array of interests through review of and feedback on GLWC products and activities, including the GLWC annual work plan and budget. Advisory Committee members will keep their respective Steering Committee member informed of workgroup activities and will elevate issues to the Steering Committee for decisions as needed.

The Advisory Committee shall employ a consensus-based approach to ensure that guidance and feedback to the Steering Committee is unified. A consensus approach involves a commitment to work toward the positive resolution of disputes concerning project content, including an obligation to offer acceptable alternatives to portions of documents that the member cannot accept with the goal of producing products that truly reflect group consensus. If the Advisory Committee cannot reach consensus on a particular issue, the Advisory Committee will elevate the issue to the Steering Committee.

The Advisory Committee shall convene quarterly, primarily via conference call, and may hold in-person meetings when practical. Members of the Advisory Committee will coordinate with other

Advisory Committee members from their sector to provide advice and guidance in fulfillment of the stated purpose of the GLWC.

In addition, Advisory Committee members are expected to:

- serve as a liaison between the GLWC and the agency, organization or company they represent, which will include:
 - updating individuals (including their senior management) and organizations in their sector, agency or organization about GLWC activities and products;
 - keeping other Committee members informed in advance about major activities within their sector that may affect GLWC activities; and
 - bringing views of their sector groups to the Committee process
- participate in quarterly conference calls/meetings of the Advisory Committee;
- participate in annual meetings of the GLWC
- contribute to at least one substantive GLWC project, meeting, workshop, or product on an annual basis;
- take part in consensus decision making in developing guidance and feedback for the Steering Committee
- lead and participate in workgroups relating to projects of special interest
- prepare and submit comments and suggestions on work products under development in a timely fashion

2. Structure

The Advisory Committee will consist of representatives of various agencies, organizations and groups as outlined below. Geographic diversity shall be sought for sector representation on the Advisory Committee. Collectively, Advisory Committee members should bring policy and technical experience to the GLWC. Membership from each sector is to be representative of all GLWC stakeholders to ensure balance and adherence to the GLWC mission. The Advisory Committee shall have 2 co-chairs, who will represent 2 different sectors from the membership. Co-chairs shall be selected by the entire group to serve 2-year terms.

Federal agencies – one member each to be appointed by each agency:

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| • U.S. Army Corps of Engineers (U.S. ACE) | • Natural Resources Canada |
| • U.S. Department of Energy: National Renewable Energy Laboratory | • Fisheries and Oceans Canada |
| • U.S. Department of the Interior: Fish & Wildlife Service (U.S. FWS) | • Environment Canada: Canadian Wildlife Service |
| • U.S. Environmental Protection Agency (U.S. EPA) | |

State/provincial agencies – State and provincial representatives will be designated to the GLWC Advisory Committee by the state or provincial chair of the delegation the Great Lakes Commission. States and provinces may designate up to two representatives to the GLWC to ensure that state environmental and energy and economic interests are represented. The following states and provinces shall be represented:

- State of Illinois

- State of Indiana
- State of Michigan
- State of Minnesota
- State of Ohio
- Commonwealth of Pennsylvania
- State of New York
- State of Wisconsin
- Province of Ontario
- Province of Québec

Tribal/First Nations—2 members. (1) member representing Great Lakes tribes; (1) member representing Great Lakes First Nations

Municipal interests—up to 2 members (e.g., city, county or regional planning organization)

Trade associations and not for profit organizations and/or associations—2 members, (e.g., associations with an interest in wind energy and renewable energy advocates)

Environmental and conservation not for profit organizations— up to 6 members (e.g., conservation/wildlife groups)

Electric utilities—2 members (e.g., electric cooperatives, investor-owned utilities)

Wind industry—2 members (e.g., developers, manufacturers, suppliers)

Academic Interests—up to 3 representatives of various academic institutions

At Large Members—up to 2 members who do not represent one of the above sectors but bring unique perspectives and/or experience

Observers—up to 2 representatives who do not have decisionmaking authority but may provide insight and input into the direction of the GLWC, who may be nominated by any Advisory Committee member and approved by the entire Advisory Committee.

New Members. The GLWC may expand its Advisory Committee membership, upon consensus, to other agencies, organizations or groups.

Establishment. For initial establishment of the Advisory Committee, except where a designation process is specified otherwise, members will be nominated by the GLWC “acting” steering committee. Future nominations shall be approved by consensus of the full Advisory Committee.

Leadership. Advisory Committee co-chairs will preside over Advisory Committee meetings and conference calls. Co-chairs shall be selected from two different types of stakeholder groups, at least one of which will be from the public sector (e.g., federal, state, or provincial). Co-chairs shall be nominated and selected by the Advisory Committee members on a biennial basis.

Alternates. Designated alternates for an individual Advisory Committee member will be allowed. If a member is unable to attend a meeting that member communicate his/her views on the agenda to an alternate, another member or to the facilitator. It is the responsibility of Advisory Committee members to keep their alternates informed of GLWC activities and decisions and for alternates to report to the Advisory Committee members when they have participated in GLWC activities on their behalf.

Withdrawal/New Members. Long-term withdrawal or non-participation by a given stakeholder group of the Advisory Committee (more than 1 year without a designated representative) will be cause for the Advisory Committee to reconsider that group's membership on the committee. Any member wishing to withdraw from the Advisory Committee shall give the group reasons for withdrawing. The Advisory Committee will work with the appropriate stakeholder group and GLWC staff to nominate an appropriate replacement. Nominations for new members are subject to the approval of the full Advisory Committee.

Term Limits. Membership on the Advisory Committee shall be for a 2- year period and renewable upon nomination and approval of the full Advisory Committee.

C. Steering Committee

1. Role and Operations

The Steering Committee is the governing board of the GLWC. Steering Committee members are charged with appropriately representing their sectors' broadest interests in a decisionmaking capacity. The Steering Committee is charged with making timely decisions on the direction and operation of the GLWC (e.g., work plan and budget). Included in this charge is the responsibility for making final decisions regarding day-to-day matters such as publishing documents, public outreach, content of formal positions or statements and approving announcements (e.g., to the public or the press) on behalf of the GLWC. The Steering Committee shall consider the advice of the Advisory Committee in its decisions.

The Steering Committee will develop a long term strategic or business plan which identifies wind-related issues, sets priorities and presents long-term objectives. The Steering Committee will also develop an annual work plan that will address near term objectives and priorities as set forth in the strategic or business plan, consistent with available funding resources. The Advisory Committee will be consulted to provide input during the development of both of these plans and to review final drafts. Both of these plans will be reviewed and updated at Steering Committee meetings as necessary.

The Steering Committee shall employ a consensus-based approach to developing priorities, conducting day to day operations, and resolving disparate opinions. A consensus approach involves a commitment to work toward the positive resolution of disputes concerning project content, including an obligation to offer acceptable alternatives to portions of documents that the member cannot accept with the goal of producing products that truly reflect group consensus. Where consensus cannot be reached, co-chairs can call for a super-majority (two-thirds) vote to move a decision forward.

Members of the Steering Committee will communicate primarily through email, other written correspondence and conference calls, and will work closely with GLC staff. Meetings/calls of the Steering Committee shall take place on a monthly basis and as needed.

In addition, Steering Committee members are expected to:

- serve as a liaison between the GLWC and their agency, organization or company, including:
 - keeping their agency/company/organization informed of GLWC activities;
 - keeping other Committee members informed in advance about major activities within their sector that may affect GLWC activities; and
 - bringing views of their sector groups to the Committee process
- attend a majority of GLWC Steering Committee monthly conference calls;
- participate in the planning of and attend the GLWC annual meeting;
- contribute to at least one substantive GLWC project, meeting, workshop, or product on an annual basis;
- participate in development and revision of the GLWC work plan and budget to support it on an annual basis;
- lead and participate in workgroups relating to projects of special interest
- make decisions regarding GLWC products and activities in a timely fashion;
- make a good faith effort to consider the recommendations of the Advisory Committee;
- work with GLC staff to develop funding proposals and identify appropriate funding sources to support the work of the GLWC.

The Steering Committee shall convene monthly, primarily via conference call. At least one in-person meeting shall be held each year, ideally as part of the GLWC annual meeting. Special sessions can be requested by Steering Committee members and scheduled by the co-chairs as needed.

2. Structure

The Steering Committee shall be comprised of 13 individuals with decision making authority or senior management responsibilities in the area of wind energy within their respective agency or organization. To the extent practical, representatives shall be from organizations that represent a given sector (e.g., associations) over an individual agency/company/organization. Membership is as follows.

- 3 federal agencies [2 U.S. (1 environmental and 1 energy) and 1 Canadian]
- 2 state or provincial agencies (one environmental and one energy; 1 U.S. and 1 Canadian)
- 1 tribal representative
- 1 municipal representative
- 1 wind power trade association representative
- 1 environmental/conservation NGO representative
- 1 representative of a non-industry professional association (e.g. the Wildlife Society).
- 1 wind industry representative (wind developer or wind turbine or component manufacturer)

- 1 at-large member from a sector not otherwise represented on the Steering Committee. (who will initially be nominated and selected by the Advisory Committee and thereafter by the Steering Committee)
- 1 electric utility or utility trade association representative

Establishment. For initial establishment of the Steering Committee, members will be nominated and selected by each sector’s members on the Advisory Committee. To this end, the Steering Committee may be comprised of a subset of the Advisory Committee. Once a Steering Committee is established—all seats are filled—future nominations shall be approved by consensus of the full Steering Committee.

Leadership. Steering Committee co-chairs will preside over Steering Committee meetings and conference calls. Co-chairs shall be comprised of individuals from two different types of stakeholder groups, at least one of which will be from the public sector (e.g., federal, state, or provincial). Co-chairs shall be nominated and selected by Steering Committee members on a biennial basis. The Steering Committee chair position shall alternate among co-chairs (i.e., sector type) every two years.

Alternates. Designated alternates for an individual Steering Committee member will be allowed. If a member is unable to attend a meeting he or she will make their views on the agenda known to an alternate, another member or to the facilitator. It is the responsibility of Steering Committee members to keep their alternates informed of GLWC activities and decisions and for alternates to inform the Steering Committee members when they have participated in GLWC activities on their behalf.

Withdrawal/New Members. Long-term withdrawal or non-participation by a given stakeholder group of the Steering Committee (more than 1 year without a designated representative) will be cause for the Steering Committee to reconsider that group’s membership on the committee. If a member wishes to withdraw from the Steering Committee, he or she is requested to give the group his or her reasons for withdrawing. The Steering Committee will work with the appropriate stakeholder group and GLWC staff to identify and nominate an appropriate replacement. Nominations for new Steering Committee members are subject to approval by the full Steering Committee.

Term Limits. Membership on the Steering Committee shall be for a two-year term. At the end of an individual’s term, his/her membership may be renewed upon approval of that sector’s representative group on the Advisory Committee.

D. Workgroups

Formation and Purpose. Workgroups may be formed by the Advisory Committee or the Steering Committee on an as-needed basis to address specific priorities, discuss issues, develop recommendations, and/or carry out particular activities that support the GLWC’s objectives. Workgroups may be ongoing or have a limited term based on their charge, which will be determined upon their establishment.

Membership and Leadership. Workgroups shall include at least (1) member of the Advisory or Steering Committee. Workgroups may include Wind Stakeholders, Advisory Committee members, Steering Committee members and other interested parties with an interest or expertise related to the focus of the workgroup. An individual or organization which becomes involved in a work group for one specific project, workshop or other activity, may otherwise participate more generally as a Wind Stakeholder. Workgroup composition shall be approved, through consensus, by the Advisory Committee.

Each workgroup shall have a chair that will lead the activities of the workgroup and is either a member of the Advisory or Steering Committee. Workgroup chairs shall be responsible for producing and publishing a project schedule and timeline and will be responsible for ensuring appropriate review and comments on workgroup activities and products by the Advisory Committee and formal endorsement by the Steering Committee. Workgroup chairs shall strive to ensure full and fair participation in workgroup activities and product development by all workgroup members.

Approval of Workgroup Products/Outcomes. Workgroup chairs shall present workgroup outcomes or products to the Advisory Committee for review, input and approval. The Advisory Committee may suggest additional work or refinement to a workgroup product/outcome prior to submitting it to the Steering Committee. Formal endorsement of GLWC workgroup products are subject to the approval of the Steering Committee. If a workgroup product or outcome does not have formal approval of the Steering Committee, the workgroup members may distribute or share the workgroup's findings without affiliation to the GLWC. Workgroups will operate by consensus. If the group cannot reach consensus on a particular issue, the workgroup will elevate the issue to the Advisory Committee to seek consensus. If consensus cannot be achieved, the issue shall be raised and resolved by the Steering Committee.

IV. Responsibilities of the Great Lakes Commission

The GLC will provide secretariat services to the GLWC pursuant to a memorandum of understanding (MOU). The GLC staff will provide staff support in the areas of project administration, membership recruitment, work team support, financial management, logistics support, meeting facilitation, data management, web site design and management, research, report production, communication and information services, and public liaison. The GLC staffing commitment to the GLWC will be contingent upon an accepted work plan and available funding resources. The GLC will work with the GLWC Steering Committee to develop an annual work plan and budget consistent with available funds. The GLC will report annually to the Steering Committee on financial operations of the GLWC. All GLWC records maintained by the GLC shall be available to the GLWC Steering Committee upon request.

V. Protocol for Development, Review and Release of GLWC Documents

One of the GLWC's primary functions is the production and dissemination of informational documents on key topics associated with wind power. It is GLWC's intent that all documents be

of high quality and integrity, ensured by thorough and rigorous review of all information and conclusions presented.

All published documents and positions released by GLC staff on behalf of the GLWC must first be vetted through the Advisory Committee for comment, followed by approval of the Steering Committee. Products developed by workgroups that do not receive formal approval of the Steering Committee may be distributed by individuals on the workgroup without affiliation to the GLWC.

VI. Agreement

Members of the Great Lakes Wind Collaborative agree to participate in GLWC activities and will operate under the terms set forth in this Charter. Participation is subject to each participating organization's budget constraints and type of membership. This Charter is not intended to commit members or the group's operations to specific funding levels. Organizations can terminate their participation at any time by notifying the Steering Committee Chair or Great Lakes Commission staff 60 days in advance of the termination. This Charter shall be effective for five years from the date of ratification below.

VII. Ratification

Herewith, this document has been officially ratified this 20th day of March, 2008 by consensus of the Great Lakes Wind Collaborative "Acting" Steering Committee.