

# Sustaining Manitoba's Forests and Forest-Based Communities



*Manitoba Model Forest Inc.  
Five Year Strategic Plan  
For The Forest Communities Program*

*November 2007*



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## 1.0 Summary

Ever increasingly, rural, forest-based communities that depend heavily on natural resource industries for jobs, tax base, economic spin-offs and other services are facing significant challenges. Globalization, international currency exchange rates and ever increasingly complex landscape management requirements put strain on resource industries and thus, the economic and social well-being of communities. These challenges put forest-based communities in a precarious position. To partially address this, the Canadian Forest Service of Natural Resources Canada has initiated the Forest Communities Program (FCP). As part of the FCP, the Manitoba Model Forest (MBMF) has prepared a 5 Year Strategic Plan that outlines our programs, projects, activities, outputs and outcomes and how these support the objectives of the FCP. The MBMF, a not-for-profit non-government organization located in the Province of Manitoba, has been a member of the Canadian Model Forest Network since its inception in 1992. The MBMF area encompasses approximately 1 million hectares of Boreal Shield landscape in eastern Manitoba. Our strategic plan also proposes to conduct programs and projects in the Prairie and Boreal Plains Ecoregions of western Manitoba. Our strategic plan helps to fulfill the goals of the FCP by planning and implementing programs and projects that will 1) better equip forest-dependent communities to adapt to changing circumstances in the forest sector, 2) provide for the development and adoption of better integrated landscape management decision making tools and processes, 3) assist forest-based communities to diversify their economic base, and 4) assist Canada in being known internationally for its sustainable natural resource management practices.

Our 5 year plan of projects, activities and outcomes is structured around 6 key program theme areas. These are: Forest Community Engagement and Capacity Building, Integrated Landscape Management, Education, International Programs, Communications and Outreach and Management and Administration.

The Forest Community Engagement and Capacity Building theme provides a mechanism to build capacity in rural, forest-based communities to adapt to the significant changes occurring in the natural resource sector that they are so heavily dependent on. This theme focuses on providing information and tools for communities to capitalize on other economic forest-based opportunities (e.g., non-timber forest products, ecotourism, guiding and outfitting), supporting First Nations Traditional Area Advisory Committees, conducting a pilot project on First Nations co-management of moose, and enhancing participation of communities in decision-making of the MBMF. The Integrated Landscape Management theme acknowledges the reality that ecological sustainability involves an integrated approach for the management of landscapes. This theme area includes a strong environmental research and monitoring component (e.g., wildlife, water quality, riparian management, etc.) that will allow for better understanding of our forest environment, creation of landscape management tools and decision support systems, and will also develop innovative tools and processes for enhancing the involvement of all stakeholder groups (industries such as forestry, mining, hydro development, communities, First Nations) in landscape management decision-making. The Education theme provides for regionally- and provincially-relevant curricula on trades and natural resource management (e.g., through assisting in the creation of a regional trade school (termed the Winnipeg River Learning Centre) in the MBMF area, the development of a Junior Rangers program, and the development of provincially-accredited natural resource curricula). The Education theme also focuses on public education as well as students, through field tours, presentations, workshops, etc. The International Programs theme builds on our projects and experience of working with Model Forests within the International Model Forest Network over the last 5-10 years. In particular, we will be working with the Reventazon Model Forest (Costa Rica) and the Cabecares (indigenous peoples in central Costa Rica) to establish an ethno-tourism program for their communities. We will also explore new opportunities with the Monarch Butterfly

Model Forest (Mexico) and Chiloe Model Forest (Chile). Finally, our Communications and Networking theme focuses on communication to a wide diversity of audiences on issues of community and natural resource sustainability. Communication products such as our website, development of project reports, newsletters, an Annual Report, displays, DVDs and communication vehicles such as workshops, tours and meetings provides the means for communicating our program and results. Such communication is also critical in attracting new partners and funding to our program. Our Communications and Networking theme area also includes support for the activities of the Canadian Model Forest Network and the International Model Forest Network. Acknowledgement of FCP funding will conform to new MRCan-CFS Forest Communities Program Acknowledgement Guidelines.

## 2.0 Introduction

The Manitoba Model Forest (MBMF) is a not-for-profit organization incorporated under the laws of the Province of Manitoba. The MBMF has been part of the Canadian Model Forest Network since its inception in 1992. The MBMF area is located in eastern Manitoba, covering an area of approximately 1 million hectares of the Boreal Shield Ecozone. As part of the Forest Communities Program (FCP), we will also undertake activities in western Manitoba, primarily in the Forest Management License Area of Louisiana-Pacific Canada. This area is located in the Boreal Plains and Prairie Ecozones, an is area quite distinct from eastern Manitoba in terms of topography, forest and soil types, biodiversity and the socio-economic context of forest-dependent communities.

As an organization, the MBMF has 15 years of experience in engaging communities and stakeholders in sustainable landscape management, developing capacity within communities to participate in natural resource decision-making, improving knowledge of how Boreal Forest ecosystems function, and providing tools for the better management of forest resources in Canada. We have successfully completed over 400 projects, demonstrating our ability to deliver a large, multi-stakeholder program. While we are proud of our accomplishments, we believe that our mission is not complete. True sustainability includes both our natural resources and the rural communities that rely on them. Through the FCP we will continue to develop innovative approaches to management of natural resources, as well as focus on ensuring the sustainability of our forest-dependent communities.

Our Vision, Objectives and Principles provide a natural fit with the FCP. Our Vision is *“To provide a place where people from different backgrounds can work together to learn about and appreciate all the values of the forest and help ensure those values are conserved for future generations”*. Our Objectives are **1) facilitating opportunities for involvement in natural resource planning and economic development, 2) communicating results, 3) developing innovative methods for natural resource management, and 4) sharing knowledge broadly**. We achieve these by nurturing a diverse partnership of those interested in the sustainable management of forested landscapes in Manitoba. Our partners include First Nation, Métis and non-Aboriginal communities, rural municipalities, industries, provincial and federal government departments, non-government organizations (environmental, economic, heritage) and academic institutions.

The natural resource sectors and the communities which rely on them are in a state of transition, and the MBMF is well positioned to build capacity and assist the industry and communities towards greater stability. In particular, the forest sector faces many challenges. Globalization, changes in commodity value and international currency exchange rates, trade disputes and industry rationalization (usually resulting in downsizing of the workforce), among other factors, have affected the financial stability of companies. The increasingly complex nature of land use planning that accommodates environmental

and other societal values places more demands on industries, governments and the forests themselves. The heavy reliance on single industries leaves communities in a precarious position. Despite this, forest-based communities have the opportunity to diversify their economies, capitalizing on products and services of the forest while at the same time conserving the important values of the forest.

Our motivation for participating in the FCP is three-fold. The MBMF is well positioned and desires to assist in building capacity within our forest-based communities to adapt to the significant changes occurring in the natural resources sector. Through the FCP, we will work with our local communities to explore and develop new economic opportunities that lessen their reliance on single natural resource industries (e.g., forestry), as well as develop tools to assist in achieving this objective. Given our broad partnership base, we are also in a position to work together toward the goal of integrated landscape management, which will ensure both environmental and community sustainability. Finally, participation in the FCP will help facilitate better integration of our international projects with the Canadian Model Forest Network and the International Model Forest Network, as well as providing a platform for collaboration with other Model Forest sites.

### **3.0 Site Description**

The MBMF was incorporated in the Province of Manitoba in 1992. The site in which we will implement the FCP will be the existing MBMF area, located in eastern Manitoba (Appendix A, Fig 1). However, we will also be undertaking selected projects and activities in western Manitoba (Appendix A, Fig 2). A brief description of the western area is provided at the end of this section.

The MBMF area is located approximately 100 km northeast of the City of Winnipeg and is bounded on the west by Lake Winnipeg and on the east by the Manitoba/Ontario border (Appendix A, Fig 1). The MBMF is 1,047,069 hectares in size and includes part of the Tembec-Pine Falls operations Forest Management License 01 (the only forestry tenure holder in the region), multi-use provincial parks and protected areas. Also found within the boundaries of the MBMF area is privately held land (predominantly in the southern part of the MBMF) and First Nation reserve lands.

The MBMF area is characterized by Precambrian shield rock outcrops and wetlands. Bedrock and soils have a significant effect on hydrology in the MBMF, and as a result, on plant communities. Taken together, the forest is dominated by jack pine, which forms associations with black spruce on the thin soil of upland ridges and tamarack and black spruce on poorly-drained lowland sites. Mixed stands of white spruce, balsam fir, trembling aspen and balsam poplar occur where soil conditions allow. Wetland areas, including bogs, fens, swamps, marshes and open shallow water are a significant component of the MBMF. The tenth largest lake in the world, Lake Winnipeg, forms the western boundary of the MBMF.

Natural disturbances have played a significant role in shaping the forests in eastern Manitoba and include wildfire, wind throw, forest insects and disease and beaver activity. Industrial activities include forestry, mining and the construction of roads, dams and transmission lines. Tembec's FML 01 overlaps with a significant part of the MBMF. The part of the MBMF area south of the Tembec FML is a mix of crown-held forests and private land, some of which has also been cleared for agricultural production. The rich mosaic of habitat in the MBMF area provides for an equally rich mix of wildlife and other species. Several species listed under the Species at Risk Act are found in the MBMF area. Most notable is the woodland caribou (listed as threatened), a species on which the MBMF has focused much research, monitoring and management attention.

The towns and villages located in the MBMF include several Métis communities and four First Nation communities- Brokenhead Ojibway Nation, Sagkeeng First Nation, Black River First Nation and Hollow Water First Nation. Together, the on-reserve population of First Nations is approximately 4600 and the reserves cover approximately 16,000 ha of the MBMF area. Based on 1991 to 1997 census data, the population growth rate in MBMF First Nation communities is much higher than the provincial average. In Aboriginal communities, a high proportion of the population is under the age of 20. In non-Aboriginal communities of the MBMF area, the opposite is true.

The economic engine in the MBMF is diverse but focused on the land and natural resources. While forestry (and in particular, the Tembec-Pine Falls newsprint mill and associated woodlands activities) is a significant component of the economy in the MBMF, there is also a wide diversity of forest and natural resource-dependent industries operating. A gold mine in the Town of Bissett and increased mining exploration diversifies the regional economy. Manitoba Hydro employs people from the region to operate hydroelectric power stations (dams) as well as transmission line and right-of-way maintenance (clearing of vegetation). Commercial fishing on Lake Winnipeg represents another significant source of income for residents of the MBMF area, although commercial fishing activity is limited to a few communities. Other economic activities include guiding and outfitting (hunting and fishing), trapping, wild rice harvesting, the collection of minnows (for bait), and the operation of remote and semi-remote fishing and hunting lodges. Subsistence activities include hunting, fishing, trapping and berry picking. Agriculture is an important component of the local economy in the southern part of the MBMF. Due to the close proximity of the MBMF to the City of Winnipeg, the MBMF area is used significantly for recreation (camping, boating, canoeing, fishing, hiking, etc.). In general, however, forestry remains a cornerstone of the local economy.

As mentioned earlier, the MBMF will be expanding its work, projects and activities into western Manitoba (Appendix A, Fig 2). The boundaries of this western area (indicated by a dashed line) are only tentative at this time. Discussions with new partners in western Manitoba during the first 6 months of the Forest Communities Program will refine the geographic boundaries. A brief description of the area is provided, as this area represents a significantly different ecological context. The western area includes both the Boreal Plain ecozone and Prairie ecozone. It also encompasses the Louisiana Pacific FML 03 (the largest forestry tenure in western Manitoba at approximately 2.5 million hectares in size) and the surrounding area. In contrast to the MBMF area, the western area contains much more private land and significant agriculture activity. A well established road infrastructure exists because of this. The area historically was a mixture of open prairie grasslands, hardwood, mixedwood and softwood forests. Much of the grasslands and forests have been converted to agriculture. Trembling aspen and white spruce are common on upland sites, whereas black spruce predominates on lowland sites. The western area also includes some of the most striking topographic relief in the province, including Riding Mountain National Park, the Duck and Porcupine Mountains, all of which are found in our proposed area of activity. Soils are better developed and more fertile than those in the MBMF area and hydrology of the western area is much more complex. The differences in climate, topography, hydrology and habitat types create differences in biodiversity and species assemblages compared to the MBMF area.

In terms of socio-economics, the primary industries in the western area are forestry, agriculture, mining and fishing. Agriculture is the economic mainstay for the region. There is one city (Dauphin, which is the economic hub) and several smaller towns and villages. There are seven First Nation communities within the West Region Tribal Council area, which overlaps with our proposed area of activity.

## 4.0 Objectives

The MBMF was selected in June 1992 by the Canadian Forest Service to be one of ten Model Forest sites in Canada. The MBMF has evolved over time to reflect the needs of our local communities, changes in societal values and the need for an improved understanding of our forest ecosystems to better inform policy-making decisions. One core value that has not changed over the 15 years of the MBMF is the desire to provide a venue in which all peoples can learn about our forests, and thus improve capacity to provide a valuable and tangible contribution towards its sustainable management. The MBMF has dedicated much effort to ensuring that communities, and in particular, First Nations, have direct input into our programs and actively participate in all aspects of the MBMF. This includes participation on the Board, the Executive Committee, working groups and committees and in individual projects. Our philosophical approach to ensuring the sustainable management of the forest is one of inclusiveness. This allows people from all walks of life to work cooperatively together.

In this light, the **Vision** of the MBMF is:

**To provide a place where people from different backgrounds can work together to learn about and appreciate all the values of the forest and help ensure those values are conserved for future generations.**

To achieve the above vision, the MBMF has set the following 4 **Objectives**:

- 1) To have facilitated opportunities for local level participation in sustainable forest management with emphasis on aboriginal involvement, planning and related activities and diverse economic opportunities
- 2) To have ensured that the value of forests and the results and knowledge gained were communicated to practitioners, forest users and the general public.
- 3) To have increased the development and adoption of innovative Forest Stewardship Practices, systems and tools within and beyond the MBMF boundary, including incorporation of local and traditional ecological knowledge and the development of best practices and to have multiple values effectively recognized, realized and conserved for present and future generations.
- 4) To have shared knowledge and participated in joint ventures with other Model Forests and organizations.

To implement our Vision and Objectives, we operate under 4 guiding principles. The **Principles** of the MBMF are:

- **RESPECT AND CARE FOR THE COMMUNITY OF LIFE** of which we are all a part, and exploration and conservation of the ecological processes and diversity of our shared forest and wildlife heritage,
- **RESPECT FOR THE DIVERSE STREAMS OF HUMAN EXPERIENCE**, learning and culture that shall guide a multi-valued appreciation and wise and equitable use of the forest,
- **A CANDID AND OPEN PROBLEM-SOLVING APPROACH** that faces squarely potential negative impacts and conflicts and attempts to resolve them in accordance with the principles of respect for the community of life and the human community, and

- **RELIANCE UPON HUMAN INGENUITY WORKING CREATIVELY WITH NATURE’S INVENTIONS AND PRODUCTIVITY** to solve problems, pursue new opportunities, and improve environmental and economic benefits and efficiency.

#### 4.1 Relevance to FCP Objectives and Strategies to Achieve Objectives

Our proposed 5 Year Strategic Plan is developed around the four key objectives of the FCP. In this way, our program is directly relevant to all aspects of the FCP. It should be noted that many of our proposed projects and activities support several of the FCP Objectives simultaneously. In the following paragraphs we describe how our proposed program fits with each of the FCP Objectives.

##### **FCP Objective 1**

**To pilot ideas, conduct experiments and develop models that assist forest-based communities to build capacity and meet the opportunities and challenges of a forest sector in transition.**

We view this objective as one that primarily focuses on increasing the capacity of local communities to understand the complex nature of landscape management, and increasing capacity to participate in informed landscape management decision-making. To achieve this objective, our proposed strategies and projects focus on:

- Community education (in particular, youth)
- Involving communities and other stakeholders in governance and decision-making of the MBMF (e.g., as Board and Executive Committee members, and in the design and implementation of projects)
- Co-management of natural resources (specifically, moose) by First Nations in the MBMF area
- Providing seed money for community-based projects through our Community Opportunities Fund
- Developing provincially-accredited natural resource-based curricula
- Involving youth in research projects
- Conducting teacher and woodlot workshops, providing forest tours and presentations to communities and stakeholders, and support for the Manitoba Envirothon
- Facilitating the establishment of a Regional Trade School in the MBMF area, as well as a Junior Forest Rangers program in the province
- Engaging new partners in western Manitoba, to bring people around the table to enhance understanding of forests, improve landscape management and to increase capacity to participate in decision-making.

##### **FCP Objective 2**

**To develop and share integrated, multi-sector approaches, based on science and innovation, to address community transition that involves new and existing natural resource stakeholders.**

Landscape management decisions that fully account for all forest values and all users of the forest must be based on an integrated approach. In our 5 year plan, we view the involvement of all stakeholders, and decisions based on adequate knowledge, as the foundation of successful landscape management. To this end, we believe that a sound scientific understanding of the forest is required in order to build innovative

science-based solutions. In much of the MBMF area, the main industries include forestry, mining and hydro. In the southern part of the MBMF area, agriculture and private land/woodlots are also important. These partners will form an integral part of our program and our science-based approach includes all of these players, along with communities and educational institutions.

Our proposed strategies and projects include:

- Researching, monitoring and development of mitigation strategies for the threatened woodland caribou, as well as for other species at risk (piping plover, etc) listed under the Species at Risk Act, as well as provincially-rare species
- Validating the watershed management tools developed previously for the MBMF area
- Testing the applicability of newly-developed provincial riparian management guidelines
- Assisting in the development of First Nation land use plans
- Developing computer-based tools for visualizing outcomes of land use decisions
- Assessing forest conditions following previous natural disturbance-based forest harvesting experiments
- Establishing long-term forest monitoring sites to assess potential impacts of climate change

### **FCP Objective 3**

**To work with industry and other community-level stakeholders to develop new forest-based opportunities for rural Canada.**

Many rural forest-based communities are highly reliant on the forest industry to provide economic opportunities. The recent closure of mills and cessation of woodlands-related activities (harvesting, forest renewal, road construction) in Canada have heightened the awareness of governments and communities alike that

our rural communities must become more economically diversified. New forest-based opportunities hold much promise for making this happen. Our proposed program focuses on exploring these forest opportunities with communities. Our strategies and projects include:

- Developing partnerships with the Northern Forest Diversification Centre (The Pas, Manitoba) and Royal Roads University (Victoria, BC)
- Undertaking NTFP inventories in the MBMF area
- Creating NTFP linkages with our proposed work with international model forests, as well as local education and training through our Regional Trade School
- Exploring, expanding and enhancing opportunities within the tourism and eco-tourism sectors, as well as guiding and outfitting opportunities
- Integrate certified training courses into the Regional Trade School as well as provide linkages to our other projects, such as the First Nation moose co-management initiative
- Identifying other forest-based opportunities including value-added wood products and utilization of wood processing wastes.

#### **FCP Objective 4**

**To develop and share sustainable forest management knowledge, practices, tools and experiences with international forest-based communities and their Model Forests, in keeping with Canada's international forest agenda.**

The MBMF has enjoyed a long working relationship with the International Model Forest Network and has undertaken many activities and projects with international Model Forests and local, indigenous peoples. Our projects and activities have taken us to Mexico, Chile, Japan, Thailand and The Philippines, to work collaboratively on issues relating to

community-based decision-making and governance, gender equity, indigenous peoples cultural preservation and exchange, agro-forestry, biodiversity and habitat conservation, NTFPs and eco-tourism.

To fulfill this objective our strategies and projects include:

- Collaborating with the Reventazon Model Forest, the Cabecares Peoples of Costa Rica and the Regional Model Forest Network for Latin America and the Caribbean (LAC-Net) on a Ethno-tourism program (initiated in the last year of the Model Forest Program)
- Developing projects with the above on Indigenous land use planning, biodiversity preservation, NTFPs and environmental education and monitoring.
- Re-establishing projects with the Mariposa Monarca (Monarch Butterfly) Model Forest in Mexico
- Exploring further projects with Chiloe Model Forest in Chile

### **5.0 Activities, Outputs and Outcomes**

Section 4.1 provided a brief overview of the types of projects proposed in the 5 year plan, as well as how these link to and fulfill the 4 FCP Objectives. The section below describes the activities, outputs and outcomes for the 5 year MBMF strategic plan. The activities, outputs and outcomes also link directly to the MBMF Logic Model (Appendix A).

#### 5.1 Activities, Projects and Outputs

Section 4 above provides some examples of projects under each of the FCP Objective. Section 5 describes some of the general activities, outputs and outcomes of our proposed 5 year program. Activities are the general tasks that are undertaken under projects and program theme areas, whereas outputs are the consequences (e.g., immediate information, products and services). Specific activities are described in greater detail in our FCP proposal and in annual work plans. Key activities however, are identified below. Table 1 provides the activities, projects and outputs of our 5 year plan, based on our 6 broad program theme areas. The theme areas are Management and Administration, Forest Community Engagement and Capacity Building, Integrated Landscape Management, Education, International Programs and Communications and Networking.

Table 1. Examples of Activities, Projects and Outputs of MBMF 5 Year Strategic Plan

EXAMPLE ACTIVITIES AND PROJECTS		EXAMPLE OUTPUTS
<b>Management and Administration</b>		
Development of Plans and Documents		<ul style="list-style-type: none"> <li>▪ Initial Strategic Plan and updates</li> <li>▪ Annual Work Plans and Contracts</li> <li>▪ Annual Budgets</li> <li>▪ Annual Report</li> <li>▪ Audited Financial Statements</li> <li>▪ Evaluations</li> <li>▪ Governance Policies &amp; Procedures</li> <li>▪ Contribution Agreements</li> </ul>
Managing Meetings of Board, Working Groups, and Project Committees <ul style="list-style-type: none"> <li>▪ Review and approval of strategic and annual work plans and budgets</li> <li>▪ Project planning</li> <li>▪ Recruitment of new program partners</li> </ul>		<ul style="list-style-type: none"> <li>▪ Committee, Working Group and Board Meeting minutes</li> <li>▪ Planning documents</li> </ul>
<b>Forest Community Engagement and Capacity Building</b>		
Encourage and coordinate involvement of local communities <ul style="list-style-type: none"> <li>▪ Meeting with communities</li> <li>▪ Initiate community-based projects</li> <li>▪ Explore alternative forest-based economic opportunities (NTFPs, eco-tourism, guiding, outfitting, value-added forest products)</li> <li>▪ Assist in securing external funding for community projects</li> <li>▪ Initiate involvement of communities in western MB in MBMF</li> <li>▪ Support establishment and operation of First Nation Traditional Area Advisory Committees (TAACs)</li> <li>▪ Support First Nation land use plan development</li> <li>▪ Working with trappers to complete Best Management Practice manual</li> <li>▪ Facilitating development of a moose co-management strategy</li> </ul>		<ul style="list-style-type: none"> <li>▪ Meetings and meeting minutes</li> <li>▪ Community-driven projects</li> <li>▪ Community workshops and reports</li> <li>▪ Direct involvement of communities in projects</li> <li>▪ Funding agreements and partnerships</li> <li>▪ Involvement of communities in western MB in MBMF program</li> <li>▪ Existence of TAACs in all MBMF First Nation communities</li> <li>▪ First Nation land use plans</li> <li>▪ Development of a moose co-management pilot project</li> <li>▪ Production and distribution of a trapper Best Management Practice manual</li> </ul>
<b>Integrated Landscape Management</b>		
Conduct research and monitoring <ul style="list-style-type: none"> <li>▪ woodland caribou and other species at risk/rare species</li> <li>▪ Species of interest to First Nation communities</li> <li>▪ Water management experiments</li> <li>▪ Riparian management experiments</li> <li>▪ Forest bio-monitoring</li> </ul>		<ul style="list-style-type: none"> <li>▪ Data on distribution and population status of species at risk/rare species</li> <li>▪ Landscape management strategies</li> <li>▪ Landscape level experiments</li> <li>▪ Tools and models for integrating species into landscape strategies</li> <li>▪ Project, research and synthesis documents/reports</li> </ul>

Table 1 continued

EXAMPLE ACTIVITIES AND PROJECTS		EXAMPLE OUTPUTS
<b>Integrated Landscape Management</b>		
Development of innovative management tools		<ul style="list-style-type: none"> <li>▪ Decision support tools</li> <li>▪ Computer visualization tools</li> <li>▪ Watershed management tools</li> </ul>
<b>Education</b>		
Facilitate creation of regional opportunities for education and training		<ul style="list-style-type: none"> <li>▪ Creation of a regional trade school</li> <li>▪ Accredited, locally-relevant curricula</li> <li>▪ Creation of a Junior Rangers program</li> </ul>
Support and development of natural resource-based educational materials and programs <ul style="list-style-type: none"> <li>▪ School curricula</li> <li>▪ School presentations and field trips</li> <li>▪ Engage students in MBMF research</li> <li>▪ Woodlot owner programs</li> <li>▪ Climate change vulnerability</li> </ul>		<ul style="list-style-type: none"> <li>▪ Presentations</li> <li>▪ Demonstration sites</li> <li>▪ School field trips</li> <li>▪ Student involvement in MBMF research projects</li> <li>▪ Provincially-accredited curricula</li> <li>▪ Teacher workshops and training</li> <li>▪ Woodlot Management Documents</li> <li>▪ Climate change community vulnerability assessments</li> </ul>
<b>International Programs</b>		
Explore collaboration with the IMFN and international partners on projects of mutual interest		<ul style="list-style-type: none"> <li>▪ Development of new partnerships and projects</li> <li>▪ Partnership agreements</li> <li>▪ Leveraged funding</li> </ul>
Support and contribute to Cabecares Ethno-tourism project (Reventazon MF, Costa Rica)		<ul style="list-style-type: none"> <li>▪ Training of local indigenous peoples in eco-tourism</li> <li>▪ Installation of community infrastructure</li> <li>▪ Project reports</li> <li>▪ Cultural exchange program between Manitoba and Costa Rican indigenous youth</li> </ul>
<b>Communications and Networking</b>		
Support of CMFN and IMFN <ul style="list-style-type: none"> <li>▪ Participation on committees</li> <li>▪ Mentoring new MF sites</li> <li>▪ Creation of collaborative projects</li> </ul>		<ul style="list-style-type: none"> <li>▪ Meetings and meeting minutes</li> <li>▪ Existence of collaborative projects</li> <li>▪ Contributions to CMFN and IMFN communications and products</li> </ul>
Implementation of MBMF communications strategy		<ul style="list-style-type: none"> <li>▪ Communications plan</li> <li>▪ MBMF website and digital reports</li> <li>▪ 5 Year Strategic Plan, Annual Work Plans, Annual Report</li> <li>▪ Displays</li> <li>▪ Newsletters, brochures, project reports, DVDs</li> <li>▪ Field tours</li> <li>▪ Workshops and proceedings</li> <li>▪ Educational materials</li> <li>▪ New MBMF partners as a result of communications</li> </ul>

In addition to activities and resulting outputs, results can also be described in terms of **Immediate Outcomes** (a result from an output or combination of outputs in which the result is immediate and tangible), **Intermediate Outcomes** (a result from a combination of outputs and outcomes, which has an effect on the end user) and **Long-term Outcomes** (a result from a combination of outcomes in which the result has an effect on the goal or vision).

### 5.2 Immediate Outcomes (1-2 years)

The immediate outcomes are the results that the MBMF will achieve in the first two years of the FCP, and which provide a foundation for the achievement of the intermediate and long-term outcomes. Some of the immediate outcomes relate to multiple program theme areas.

- Well-planned program planning, management, and accountability (Administration and Management theme)
- Timely availability of information to partners (Administration and Management theme)
- New program partners and more diversified funding base (Administration and Management theme)
- Increased engagement of communities in MBMF decision-making, projects and activities (Community Engagement and Capacity Building theme, International Programs theme)
- Increased knowledge and understanding of alternative forest-based opportunities by communities (Community Engagement and Capacity Building theme)
- Increased generation of knowledge and tools for integrated landscape management (Community Engagement and Capacity Building theme, Integrated Landscape Management theme)
- Enhanced and diversified opportunities for education and training (Community Engagement and Capacity Building theme, Education theme)
- Enhanced understanding of natural resource management by educators, students and the general public (Education theme)
- Increased collaboration with regional, national and international partners (International Programs theme, Communications and Networking theme)
- Accelerated and improved transfer of knowledge and tools to a wide-ranging audience (Communications and Networking theme)

### 5.3 Intermediate Outcomes (3 – 5 years)

The intermediate outcomes are achieved by building upon the immediate outcomes and outputs. The intermediate outcomes are expected to produce measurable results within the latter part of the 5 year strategic plan. Our intermediate outcomes include:

- A clear and consistent program climate (Administration and Management theme)
- Increased opportunities for communities to diversify local economies (Community Engagement and Capacity Building theme)
- Enhanced participation of all stakeholders in integrated landscape management decision-making (Community Engagement and Capacity Building theme, Integrated Landscape Management theme)
- Improved policy-making and planning for integrated landscape management (Integrated Landscape Management theme)
- Better informed public regarding natural resource management issues (Community Engagement and Capacity theme, Education theme, International Programs theme)

- Strengthened and committed partnerships on natural resource management issues and opportunities, at local, national and international levels (International Programs theme, Communications and Networking theme)

#### 5.4 Long-term Outcomes (5 years and beyond)

The long-term outcomes of the MBMF over the next five years are based on the FCP Goals and Objectives. Our long-term outcomes are:

- Resilient, forest-based communities that possess the knowledge, tools and capacity needed to adapt to changes in the natural resource sector and forest environment;
- Enhanced development and adoption of integrated resource management tools and processes for landscape-level decision making;
- Enhanced and diversified forest-based opportunities and economic growth in rural communities; and
- Recognition as a world-leader in sustainable landscape management, both domestically and internationally

### **6.0 Impacts**

The positive impacts of the 5 year MBMF strategic plan on its partners, stakeholders and communities are summarized in Table 2. These impacts relate to the longer term outcomes. These impacts will be monitored as part of the Performance Measurement Strategy (Appendix C). In addition, more specific outputs and outcomes (immediate, intermediate and long-term) will be monitored through the Performance Measurement Strategy.

Table 2. Impacts of MBMF 5 year Strategic Plan and Activities on Partners and Stakeholders

<b>Partner/Stakeholder</b>	<b>Impacts</b>
NRCan-CFS	<ul style="list-style-type: none"> <li>▪ Improved information for policy making</li> <li>▪ Development and testing of new sustainability approaches relevant to national level</li> <li>▪ Leveraged funding</li> </ul>
Manitoba Conservation	<ul style="list-style-type: none"> <li>▪ Acquisition of provincially-relevant data and information</li> <li>▪ Opportunities for development and testing of new policies and decision-making processes</li> <li>▪ Leveraged funding</li> </ul>
Local and Regional Governments	<ul style="list-style-type: none"> <li>▪ Access to improved information, tools and collaborative opportunities</li> <li>▪ Opportunities for influencing provincial policy</li> <li>▪ Opportunity to contribute to expanded economic development in their jurisdictions</li> </ul>

Table 2 continued.

<b>Partner/Stakeholder</b>	<b>Impacts</b>
Forest-based communities	<ul style="list-style-type: none"> <li>▪ Access to improved information, tools and collaborative opportunities</li> <li>▪ Access to forest-based education and training</li> <li>▪ Direct participation in capacity-building and diversification projects</li> <li>▪ Opportunities for expanded economic development</li> </ul>
First Nations communities	<ul style="list-style-type: none"> <li>▪ Access to improved information, tools and collaborative opportunities</li> <li>▪ Access to forest-based education and training</li> <li>▪ Direct participation in capacity-building and diversification projects</li> <li>▪ Opportunities for expanded economic development</li> </ul>
Resource industries	<ul style="list-style-type: none"> <li>▪ Access to relevant information, data, management tools and enhanced public participation processes</li> <li>▪ Leveraged funding</li> </ul>
Non-Government Organizations	<ul style="list-style-type: none"> <li>▪ Access to improved information, tools and collaborative opportunities</li> </ul>
Canadian/International MF Network	<ul style="list-style-type: none"> <li>▪ Enhanced opportunities for collaborative projects</li> <li>▪ Assistance in program delivery</li> </ul>
Research organizations/academic institutions	<ul style="list-style-type: none"> <li>▪ Opportunities for research and development projects with direct relevance to Manitoba</li> </ul>
General public	<ul style="list-style-type: none"> <li>▪ Access to improved information, tools and collaborative opportunities</li> <li>▪ Enhanced role in decision-making</li> </ul>

## 7.0 Partners, Stakeholders and Beneficiaries

The MBMF is made up of a diverse partnership of communities (Aboriginal and Non-Aboriginal) and municipalities, First Nations political organizations, industries, government departments and agencies, environmental NGOs, local sustainable development NGOs, local economic and heritage organizations, land users (e.g., trappers association) and universities. Our Board of Directors is quite large, reflecting our desire to be inclusive. We currently have a Board of Directors composed of 33 people, representing 27 organizations and communities.

The nature of our partnerships and collaborations are many and varied, depending on the partner. Many of our partners participate in several aspects of our program (e.g., Board members, members of working groups and committees, helping with project design, proposal writing and fundraising, participation in field tours, conducting research, writing reports), while others such as funding organizations provide financial support only. Partners in the MBMF need not be represented on the Board of Directors. All however share the same goal of ensuring the sustainability of our forests and the communities which rely on them. In addition to our managing partners, there are over 200 people from the partner organizations, other organizations and interested public both local and from other areas of Manitoba that act in a volunteer capacity to support the Board of Directors and the program. Most of our Board members and partners have maintained a long relationship with the MBMF. Many were part of developing the original MBMF proposal in 1992. This enduring association with the MBMF speaks volumes about the value of these relationships. Many of the volunteers on the Board,

Executive, Working Groups and Committees spend considerable time in project development and implementation. Board members alone spend in excess of 700 person-hours of time at Board meetings annually. Members of the Eastern Manitoba Woodland Caribou Advisory Committee sit on other subcommittees, including education and outreach, science and technology, and data management and may contribute over 200 hours each of in-kind time throughout the year. When added up, this contribution is very significant. In fact, this is one of the reasons why in-kind contributions to the MBMF program over the last 5 years have averaged approximately \$1,000,000.

Over the years we have also taken on new partners, and continue to do so. This reflects our desire to be inclusive and also reflects the need of a wide partnership base to actively engage all with an interest in managing our natural resources properly and sustaining our communities. In many instances, new organizations join after hearing about the MBMF from colleagues and others that participate in the MBMF. The high profile of the MBMF in local communities and the support of community projects by the MBMF have attracted new partners.

Table 3 provides a listing of the participating organizations in the MBMF Board of Directors. Table 4 provides a listing of other participating organizations in the FCP.

Table 3. Manitoba Model Forest Board of Directors

Assembly of Manitoba Chiefs	Black River First Nation	Brokenhead Ojibway Nation
Community of Bissett	Community of Manigotagan	Community of Seymourville
Hollow Water First Nation	Local Government District of Pinawa	Manitoba Conservation (Government of Manitoba)
Manitoba Metis Federation	Manitoba Naturalists Society	Manitoba Trappers Association
North East Sustainable Development Association	Rural Municipality of Alexander	Rural Municipality of Lac du Bonnet
Rural Municipality of Victoria Beach	Sagkeeng First Nation	Tembec Enterprises Inc.
Tembec Unions	Time To Respect Earth's Ecosystems (TREE)	Town of Lac du Bonnet
University of Manitoba	University of Winnipeg	Wassaabiyaa Shining Waters Heritage Region
Winnipeg River Brokenhead Community Futures Development Corporation	Woodlot Association of Manitoba	

Note: Louisiana-Pacific, Manitoba Forestry Association and the Mining Association of Manitoba will join the Board of Directors effective October 1, 2007.

Table 4. Additional participating organizations in the Forest Communities Program

Agrinomico Tropical de Investigación Enseñanza (CATIE-Costa Rica)	Ainsworth Lumber	Brokenhead River Restoration Committee
Cabacares Peoples of Costa Rica	City of Winnipeg (Assiniboine Forest Naturalists Services Branch)	Ducks Unlimited Canada

Table 4 continued

Ecotem Inc.	Environment Canada (Ecological Monitoring and Assessment Network)	First Nation Forestry Limited Partnership
Fisheries and Oceans Canada (DFO)	Frontier School Division	Human Resource Development Corp.
Indian and Northern Affairs Canada	Lac du Bonnet Fish and Wildlife Association	Manitoba Agriculture
Manitoba Education and Training	Manitoba Highways	Manitoba Hydro
Manitoba Native Outfitters Association	Manitoba Tourism	Manitoba Water Stewardship
Mariposa Monarca Model Forest (Mexico)	Northern Forest Diversification Centre	Pinawa Wildlife Association
Red River Community College (Winnipeg)	Regional Model Forest Network for Latin America and the Caribbean (LAC-Net)	Reventazon Model Forest (Costa Rica)
Royal Roads University (Victoria, BC)	St. Joe's Wildlife Association	Sunrise School Division
Sustainable Forest Management Network (Edmonton, AB)	Town of Powerview-Pine Falls	West Region Tribal Council
Winnipeg River Regional Round Table	Winnipeg School Divisions	WNO (East Side Lake Winnipeg Planning Initiative)

## 8.0 Governance

The activities of the MBMF are governed by its managing partners who conduct the affairs of the Company by virtue of membership on its Board of Directors. The Board is supported by an Executive Committee. Working groups (Integrated Landscape Management, Education, Community Engagement and Capacity Building) and committees (Eastern Manitoba Woodland Caribou Advisory Committee, Committee for Moose Management, International Programs) are responsible for developing and implementing projects. Each is described below. All positions on the Board, the Executive Committee and working groups and committees are on a voluntary basis. The structure of the organization is shown in Figure 3.

The Board of Directors maintains overall responsibility for the organization and program. Their duties and responsibilities include;

- Setting overall program direction and priorities
- Approving long-term/strategic and annual work plans including budgets
- Setting/revising policy and by-laws
- Approving the hiring of staff
- Establishing committees and terms of reference
- Reviewing program progress and performance
- Electing Officers for the Board Executive Committee (e.g., President, Vice-President, Treasurer and Secretary)
- Approving project award procedures

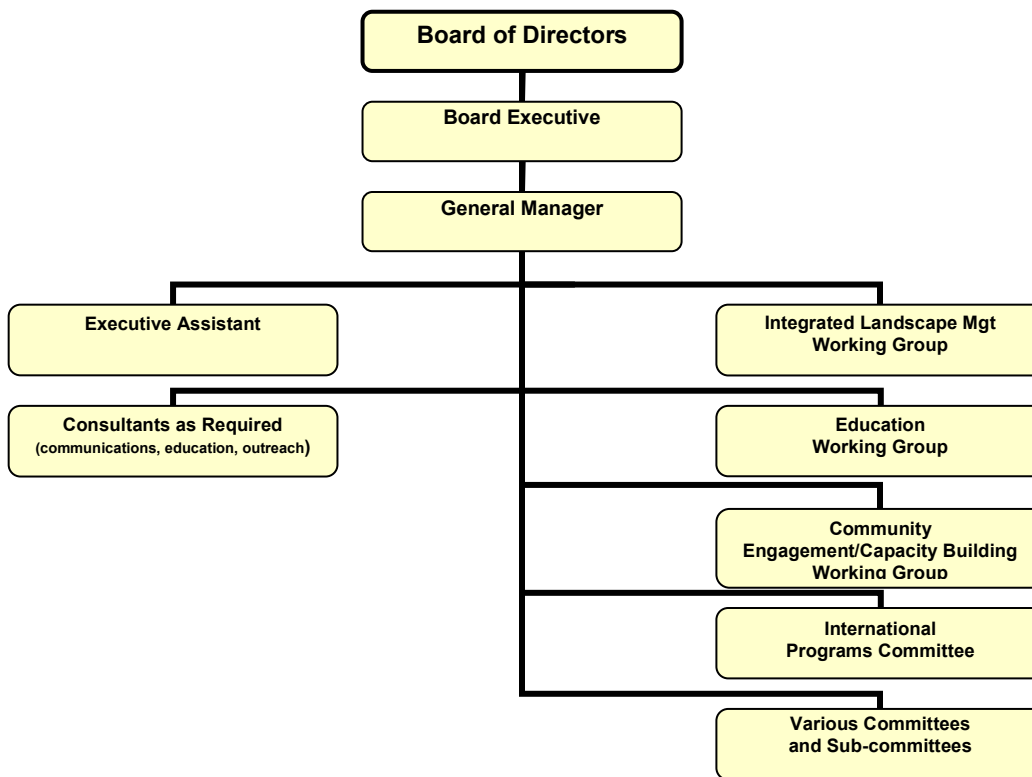


Figure 3. MBMF organizational structure.

The President and Chairperson of the Board, Past President, 1<sup>st</sup> Vice President, 2<sup>nd</sup> Vice President, Secretary, Treasurer and the General Manager (as an ex-officio member) constitute the Executive Committee. Their responsibilities are:

- Monitor the effectiveness of the Corporation in achieving its stated objectives
- Make recommendations to the Board regarding the recruitment and dismissal of staff
- Make recommendations for any changes in the personnel or administrative policies of the Corporation
- Set levels of compensation for staff
- Act as a grievance committee in disputes between the Corporation and its employees or the Corporation and the community at large
- Be responsible for the review and recommendation of the Corporation insurance agents and professional firms
- Review the financial statements of the Corporation in relation to the approved budget, and report and/or make recommendations to the Board of Directors

Working groups are established under three of our main Theme Areas: Integrated Landscape Management, Community Involvement and Capacity Building, and Education. Each working group is chaired by a volunteer. Participation on working groups is open to any interested group or individual. Committees such as the Eastern Manitoba Woodland Caribou Advisory Committee and the Committee for Moose Management report to working groups. A separate International Programs Committee reports directly to the General Manager. The majority of working group and committee members are affiliated with the organizations represented on the Board of Directors, and include the Directors themselves. Detailed Terms of Reference exist for the Committees. In general, their duties include:

- Determining and recommending to the Directors, activities and budgets on an annual basis
- Management of programs and projects in their representative Theme Area

Decision-making at all levels in the organization is by consensus. This applies equally to Board decisions as it does to decisions made at working group and committee levels. This form of decision-making has been effective in ensuring that all individuals are given the chance to articulate their points of view. Meetings are held in a forum of openness, trust and respect. Generally, formal resolutions are only utilized at the Board level, and with ample time given for discussion. At working group and committee levels, decisions are not usually voted upon, but the prevailing consensus is documented in meeting minutes, along with alternate points of view. Conflicts, should one arise, are brought to the attention of the Executive Committee who then function as a Grievance Committee.

As mentioned in Section 7.0, the roles of the participating organizations vary with the individual partners. Some partners contribute financially to the program, while others also provide in-kind support through assisting with the development and implementation of individual projects, providing technical expertise (e.g., GIS support and map creation), equipment (e.g., helicopter and fixed wing) or office support (e.g., office space). Many of our partners become actively engaged in helping to design programs and projects. This can occur at the Working Group level, or through one of our many project committees.

## **9.0 Communications**

Since its inception in 1992, the MBMF has developed, implemented and refined its communications, outreach and networking strategy to keep pace with changes in communications tools and technologies and the changing ways in which various target audiences can be best reached. Our strategy contains three main components: a) knowledge and technology transfer, b) communications and outreach, and c) networking. To achieve our strategy objectives, the MBMF periodically utilizes a communications consultant who is responsible for developing and maintaining several of our communications tools including our website ([www.manitobamodelforest.net](http://www.manitobamodelforest.net)), displays, newsletters and brochures, and our annual report. The content of written materials such as brochures and newsletters are commonly developed by individual project leaders, with formatting and editing done by the communications consultant. Target audiences include MBMF Board and committee members, MBMF communities, the research community, educators, environmental organizations, political organizations and decision-makers (e.g., Members of the Legislative Assembly, Members of Parliament, Political Parties, Municipal representatives), media, the Canadian Model Forest Network, our international project partners and the general public of Manitoba. Our strategy also includes assistance with communication efforts of both the Canadian Model Forest Network and the International Model Forest Network.

**The objectives of our communications, outreach and networking strategy are:**

- To advance the level of understanding and awareness of individuals, organizations, communities, industries and governments with respect to Boreal forest ecosystems and the diverse values of such forests, as well as the activities, achievements and societal benefits of the MBMF related to sustainable management of such landscapes
- To utilize effective communication to position the MBMF as a provincial, national and international leader in partnership building and the development of innovative solutions to sustainable landscape management
- To utilize effective communication to support program fundraising
- To share our experiences, successes and landscape management solutions nationally and internationally by supporting the communications efforts of the Canadian Model Forest Network and the International Model Forest Network
- To network broadly across the nation so as to more fully utilize the pool of expertise available in Canada in developing and implementing projects

### 9.1 Knowledge and Technology Transfer

The MBMF knowledge and technology transfer program is broad-based and reaches target audiences from scientists, policy makers and industries (the “implementers” of many of the tools the MBMF helps develop for improving landscape management) to MBMF Board members and the general public. Our knowledge and technology transfer program begins at the community level and reaches across the province of Manitoba, the Canadian Model Forest Network and internationally through our international partnerships and the International Model Forest Network. Methods of knowledge and technology transfer include:

- hosting conferences and workshops both in the MBMF area and in major urban centers during program/project development through to results\
- participating in regional, national and international workshops and conferences
- organizing and participating in meetings for the development of landscape management tools
- field tours and field demonstrations
- Project presentations at MBMF Board meetings
- MBMF website, including posting of project reports and tools in pdf format. Providing website links to other organizations
- Use of digital media such as DVD productions
- Participation of schools in research and development of forest-based curricula

### 9.2 Communications and Outreach

The communications and outreach component of our strategy is designed to reach many different audiences for the purposes of educating people about forest ecosystems, landscape management and the role that the MBMF plays in helping to achieve the goal of healthy forests and robust communities. The MBMF will be undertaking more activities in western Manitoba under the FCP, and we will thus focus more resources on communications and outreach in that part of the province than has historically been done. Acknowledgement of NRCan/FCP funding in written documents, promotional material, in

presentations, etc. will conform with new NRCan-CFS Forest Communities Program Guidelines that have recently been developed.

Avenues for MBMF communications and outreach include:

- production of a newsletter (For All Our Relations), which has been utilized since 1994. Production of committee newsletters (Moose News, Atik News)
- Development of promotional brochures
- Project fact sheets
- Update information for the MBMF display booth
- Presentations at community events, workshops and conferences, at high schools and elementary schools, guest lectures at universities
- Photographic database of all programs and activities
- Board of Directors meetings, committee meetings, project meetings in MBMF communities
- Advertising in local media

### 9.3 Networking

Networking includes not only working with organizations and people in Manitoba and across Canada, but also with other Model Forest sites, the CMFN and the IFMN. Activities include:

- Participating on relevant committees, working groups and as a Board member of the CMFN, in areas of communications, reporting, attendance at network meetings and conferences/workshops and in specific strategic initiatives undertaken by the network and provide assistance to the IFMN where needed.
- As a CMFN communications and networking strategy has not been developed yet, the MBMF will take an active and continuing role as a Board member to help shape and develop such strategies

There are also several projects which we are proposing in our 5 year program that other Model Forest sites also have expertise in. It is our intention that once we know of the successful FCP sites and their intended programs, we will work collaboratively with such sites to build on their existing knowledge and experience. The current Model Forest sites (whether successful in the FCP competition or not) have gained 15 years of experience in implementing projects and we acknowledge that this wealth of experience must be utilized to create innovative and effective projects. In addition, and where appropriate, the MBMF will also network with CFS staff and scientists on projects of mutual interest.

### 9.4 Language Capacity for Communicating to Target Audiences

Our outreach products, tradeshow presence (e.g., display) components that are designed for national distribution will be translated into Canada's official languages: English and French, as required. Most local material will be in English only. However, certain communications pieces that are relevant to our First Nation communities will also be translated into Ojibway. Additionally, communications pieces such as our general MBMF brochure and fact sheets on our international projects will be translated into Spanish and distributed to our international partners. Through our international programs, we will also help our international partners develop communication materials that will be translated back from Spanish to English, for distribution in the MBMF area. In this way, project information written by our international partners will be accessible to our own English-speaking communities. Any translation services will have to be contracted out, and this is reflected in our communications budget.

## 9.5 Contributions to the Canadian Model Forest Network Communications and Reporting

The MBMF is one of the founding members of the new Canadian Model Forest Network. Our current president is a member of the first Board established under this new organization. The MBMF has played a role in all aspects of the development of the new network (from by-law development to communications). We will remain actively involved in the Canadian Model Forest Network in a number of ways. For example, as a member of the Board of Directors, by working on the various committees (once they are established), by working with the national network to plan and sponsor meetings, workshops and conferences, as well as to support their communications strategy. Currently, the CMFN has in place a 1 year Communications and Outreach Plan. This will be updated and developed into a 5 year strategy. The MBMF will take an active role in this process. We will also endeavor to work closely with the International Model Forest Network in their communications, given our planned projects with Model Forests in Costa Rica and Mexico.

### **10.0 Administration**

The MBMF employs two full-time staff positions – a General Manager and an Executive Assistant. The Executive Assistant reports directly to the General Manager, who in turn reports to the Executive Committee of the Board of Directors. The responsibility for maintaining all financial information, and tracking and reporting on the financial status of the MBMF as well as progress on projects resides with the Executive Assistant and General Manager. On a project-specific basis or under particular Theme Areas, consultants may be hired to assist in program delivery. Examples include education specialists, First Nation community outreach specialists, education and communication consultants. These consultants report to the General Manager.

Over the last 15 years, the MBMF has administered several million dollars worth of projects and activities, providing accountability through audited financial statements. The MBMF utilizes standard financial accounting software and can provide up-to-date financial information on specific projects, activities and the program as a whole at any point in time. Financial summaries are reported to the Executive Committee on a regular basis and to the Board at all Board meetings (6-8 times per year). For simplicity's sake, a spreadsheet that summarizes each project, activity or major component of the budget is provided to the Executive and Board. This reporting tool provides a snapshot of progress in budgetary spending (total budget, period spending, year to date spending, funds remaining) by project/major activity/major component and by funding partner. Financial planning of projects and activities occurs at working group (e.g., Forest Stewardship, Education, Local Involvement) or committee (e.g., Caribou, Moose) levels throughout the year. Budget allocations and progress on projects are tracked frequently. Annually, the financial records are audited by a certified auditing firm. The choice of the firm is made by the Board of Directors, by resolution. This information is provided in our annual report to the CFS and the CMFN.

The MBMF office consists of a reception area, two offices, a photocopying and storage room, library and meeting room. The office space is provided as an in-kind contribution by Tembec Inc. The MBMF office also has desktop and laptop computers, laser and color inkjet printers, high speed internet access, telephones and a photocopier. The MBMF has access to Tembec's color photocopier and color GIS plotter.

## 11.0 Finances

Table 5 provides a five year breakdown of the cash contributions for each of our funding partners (excluding FCP funding). In our 5 year program, we have identified projects and activities that require a total of \$3,086,210 in cash support. We currently have commitments to meet this planned budget. However, as with previous MBMF 5 year program budgets, we will be developing additional proposals to other funding agencies (currently not listed in Table 5) to further enhance and expand our program. The MBMF has historically been very successful at writing proposals and working with our partners to secure grants under partnership agreements. We will actively pursue funding opportunities with Sustainable Development Innovations Fund, NSERC, CIDA and INAC, among others. While some of this additional money will be allocated to specific project, efforts will be made to attract new core funding for our program, and thus reduce reliance on FCP funding in the future. For example, discussions have been on-going since the Request for Proposals for the FCP in June, 2006 with the Mining Association of Manitoba for core funding. We intend to expand our partnership and core funding base over the next 5 years.

Included in our budget are financial resources dedicated to working directly with the CMFN. For each year, money has been allocated for network-related travel expenses to attend meetings and to work on various CMFN committees as well as for work in collaboration with other FCP and Model Forest sites. Money is also available in some of our projects to send Board members and/or stakeholders to network-sponsored meetings and conferences. While not reflected in our budget, the MBMF will also apply for funding in relevant Strategic Initiatives of the Canadian Model Forest Network and/or CFS policy and research priority projects that are periodically identified over the 5 year period by CFS and the CMFN.

Table 5 also indicates the considerable level of in-kind support to our program from our partners. This in-kind support occurs at all levels of the organization, projects and activities and includes contributions from our local communities, Board members, working group and committee members, government and industrial partners, academic institutions and other NGOs. A considerable amount of time is provided by individuals and organizations in the planning and implementation of projects. In-kind support also includes provision of equipment (trucks, satellite phones, telemetry equipment), supplies and other services (e.g., GIS analysis, color printing and map plotting). Tembec Inc. in particular, will continue to provide office space and other administrative support for the MBMF, an estimated in-kind contribution of \$25,000 per year, in addition to other in-kind support to committees and projects. Manitoba Conservation will continue to provide fixed wing and helicopter support (worth \$800 - \$1500 per hour) for our caribou and moose projects. We project our in-kind support to be approximately \$542,000 in Year I, and increasing to almost \$1.1 million annually in subsequent years. The total in-kind contribution over the 5 years is projected to be almost \$4.9 million. This value is quite realistic, as over the last 5 years of Phase III of the Canadian Model Forest program, annual in-kind contributions to the MBMF have averaged between \$1.0 and \$1.1 million.

Table 6 provides a breakdown of expenditures by our 6 main theme areas. The Theme Areas are Integrated Landscape Management, Education, Forest Community Engagement and Capacity Building, International Programs, Communications and Networking, and Administration and Management.

Table 7 provides a summary of how the CFS/FCP funding will be allocated between the various theme areas, and in particular, for administration for each year over the duration of the 5 year strategic plan. As indicated in Table 7, the amount of FCP funding allocated for administration is well below the FCP requirements of 60% in years I and II, 50% in years III and IV, and 40% in year V. Over the 5 years of

our strategic plan, the percentage of FCP funding allocated to administration decreases from 51.5% in year I to 39.7% in year V, with a concomitant increase in FCP funding allocated to projects from 48.5% in year I to 60.3% in year V.

Table 5. Confirmed list of contributors for 2007-2012

Source of Funds * confirmed cash	Planned Revenues and In-kind Contributions (\$ 000s)					Total
	2007-08 (6 months)	2008-09	2009-10	2010-11	2011-12	
*MB Conservation	99.3	100.0	100.0	100.0	100.0	499.3
*Tembec Inc.	25.0	50.0	50.0	50.0	50.0	225.0
*Louisiana-Pacific	25.0	50.0	50.0	50.0	50.0	225.0
*MB Hydro	94.5	100.0	100.0	100.0	100.0	494.5
*Brokenhead Ojibway Nation	5.0	5.0	5.0	5.0	5.0	25.0
*Black River First Nation	5.0	5.0	5.0	5.0	5.0	25.0
*Hollow Water First Nation	5.0	5.0	5.0	5.0	5.0	25.0
*RM of Alexander	1.0	-	-	-	-	1.0
*Local Gov't District of Pinawa	1.0	1.0	1.0	1.0	1.0	5.0
*RM of Lac du Bonnet	1.0	1.0	1.0	1.0	1.0	5.0
*MB Model Forest	7.0	5.0	7.8	10.8	13.8	44.4
*MB Species Conservation Fund	25.0	-	-	-	-	25.0
*Environment Canada (EMAN)	12.0	-	-	-	-	12.0
<b>Total Cash Contributions</b>	<b>305.8</b>	<b>322.0</b>	<b>324.8</b>	<b>327.8</b>	<b>330.8</b>	<b>1611.2</b>
<b>In-kind from Partners</b>	<b>542.4</b>	<b>1087.9</b>	<b>1087.9</b>	<b>1087.9</b>	<b>1088.9</b>	<b>4895.0</b>
<b>Total Contributions</b>	<b>848.2</b>	<b>1409.9</b>	<b>1412.7</b>	<b>1415.7</b>	<b>1419.7</b>	<b>6506.2</b>

Table 6. Planned expenditures (all partners) for 2007-2012

Program (Theme) area	Planned Expenditures (\$ 000s)					Total
	2007-08 (6 months)	2008-09	2009-10	2010-11	2011-12	
Management and Administration	\$91.190	\$168.160	\$171.010	\$173.940	\$176.940	\$781.240
Forest Community Engagement and Capacity Building	\$77.310	\$122.540	\$122.540	\$122.540	\$122.540	\$567.470
Integrated Landscape Management	\$193.800	\$184.800	\$184.800	\$184.800	\$184.800	\$933.000
Education	\$68.500	\$121.500	\$121.500	\$121.500	\$121.500	\$554.500
International Programs	\$15.000	\$15.000	\$15.000	\$15.000	\$15.000	\$75.000
Communications and Networking	\$35.000	\$35.000	\$35.000	\$35.000	\$35.000	\$175.000
<b>Total expenditures</b>	<b>\$480.800</b>	<b>\$647.000</b>	<b>\$649.850</b>	<b>\$652.780</b>	<b>\$655.780</b>	<b>\$3086.210</b>

Table 7. Planned expenditures of FCP funding for MBMF program theme areas and percentage allocated to administration and projects over the term of the 5 year strategic plan.

Program (Theme) Area	2007-08 (6 months)	2008-09	2009-10	2010-11	2011-12	Total
Management and Administration	\$90.190	\$168.160	\$160.000	\$155.000	\$129.000	\$702.350
Forest Community Engagement and Capacity Building	\$10.810	\$27.960	\$30.000	\$31.250	\$37.750	\$137.770
Integrated Landscape Management	\$12.500	\$55.920	\$60.000	\$62.500	\$75.500	\$266.420
Education	\$16.500	\$27.960	\$30.000	\$31.250	\$37.750	\$143.460
International Programs	\$15.000	\$15.000	\$15.000	\$15.000	\$15.000	\$75.000
Communications and Networking	\$30.000	\$30.000	\$30.000	\$30.000	\$30.000	\$150.000
<b>Total FCP Funding</b>	<b>\$175.000</b>	<b>\$325.000</b>	<b>\$325.000</b>	<b>\$325.000</b>	<b>\$325.000</b>	<b>\$1475.000</b>
<b>% FCP Funds for Administration</b>	<b>51.5%</b>	<b>51.7%</b>	<b>49.2%</b>	<b>47.7%</b>	<b>39.7%</b>	
<b>% FCP Funds for Projects</b>	<b>48.5%</b>	<b>48.3%</b>	<b>50.8%</b>	<b>52.3%</b>	<b>60.3%</b>	

**Appendix A: Maps of Manitoba Model Forest area**

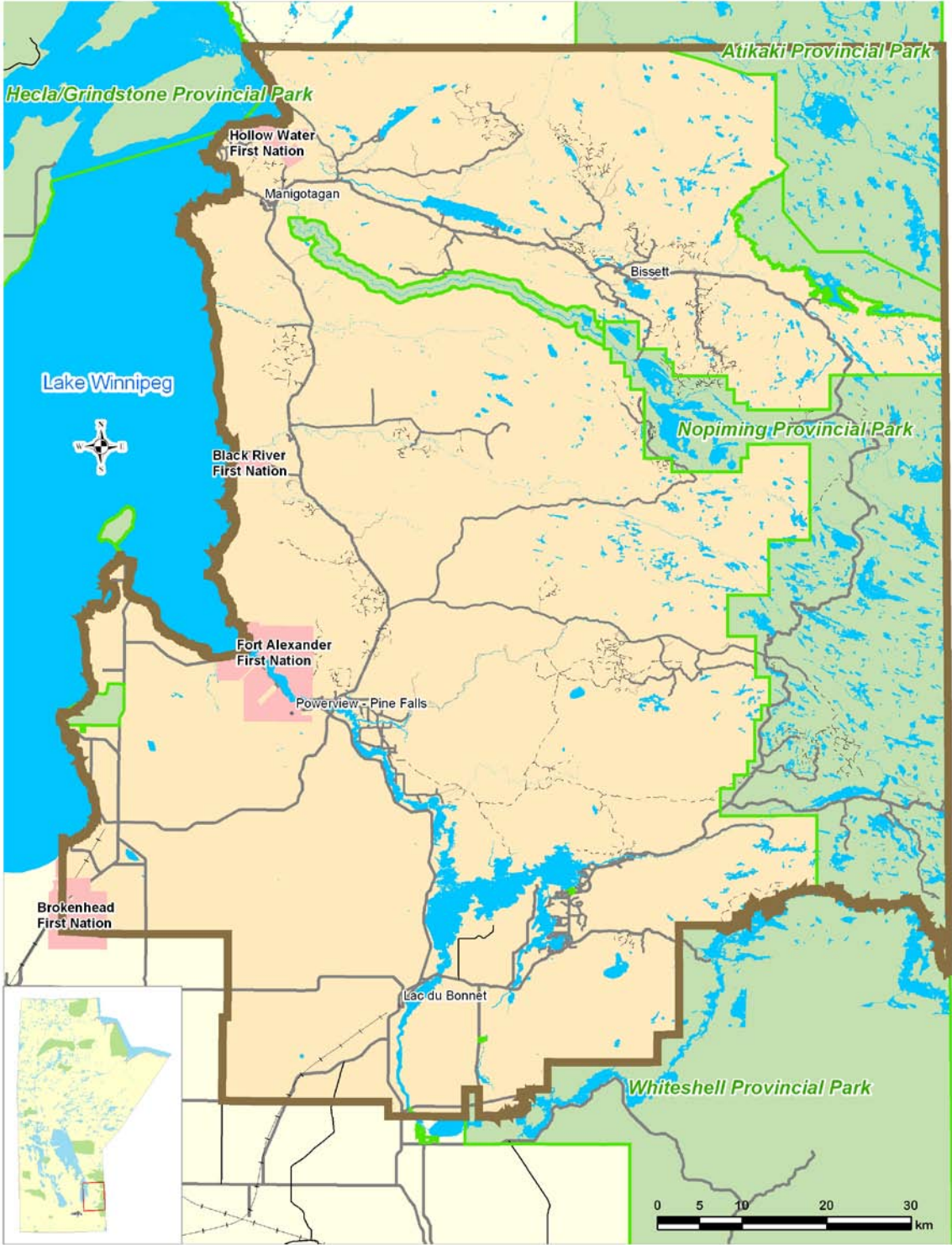


Figure 1. Detailed map of the Manitoba Model Forest area.

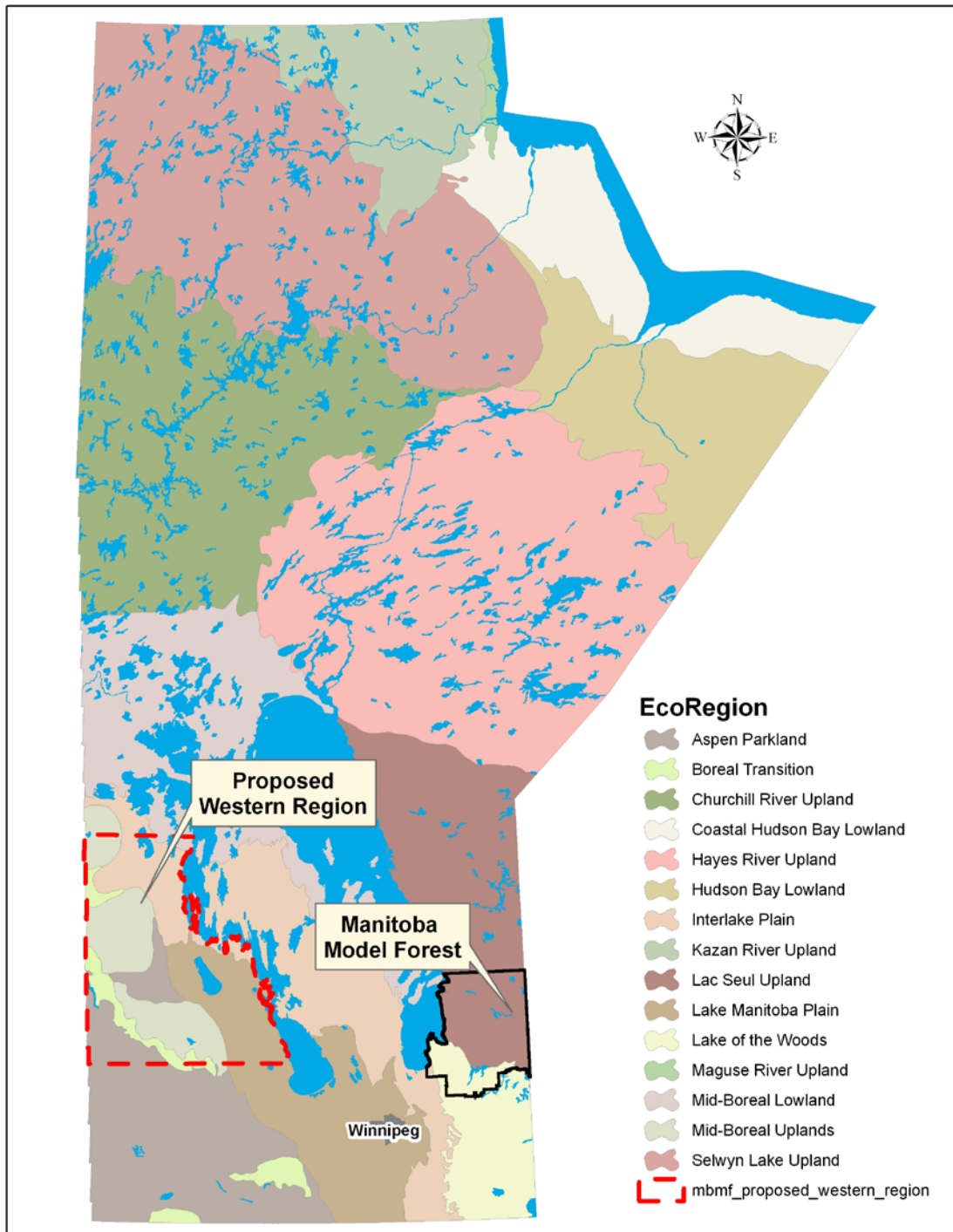
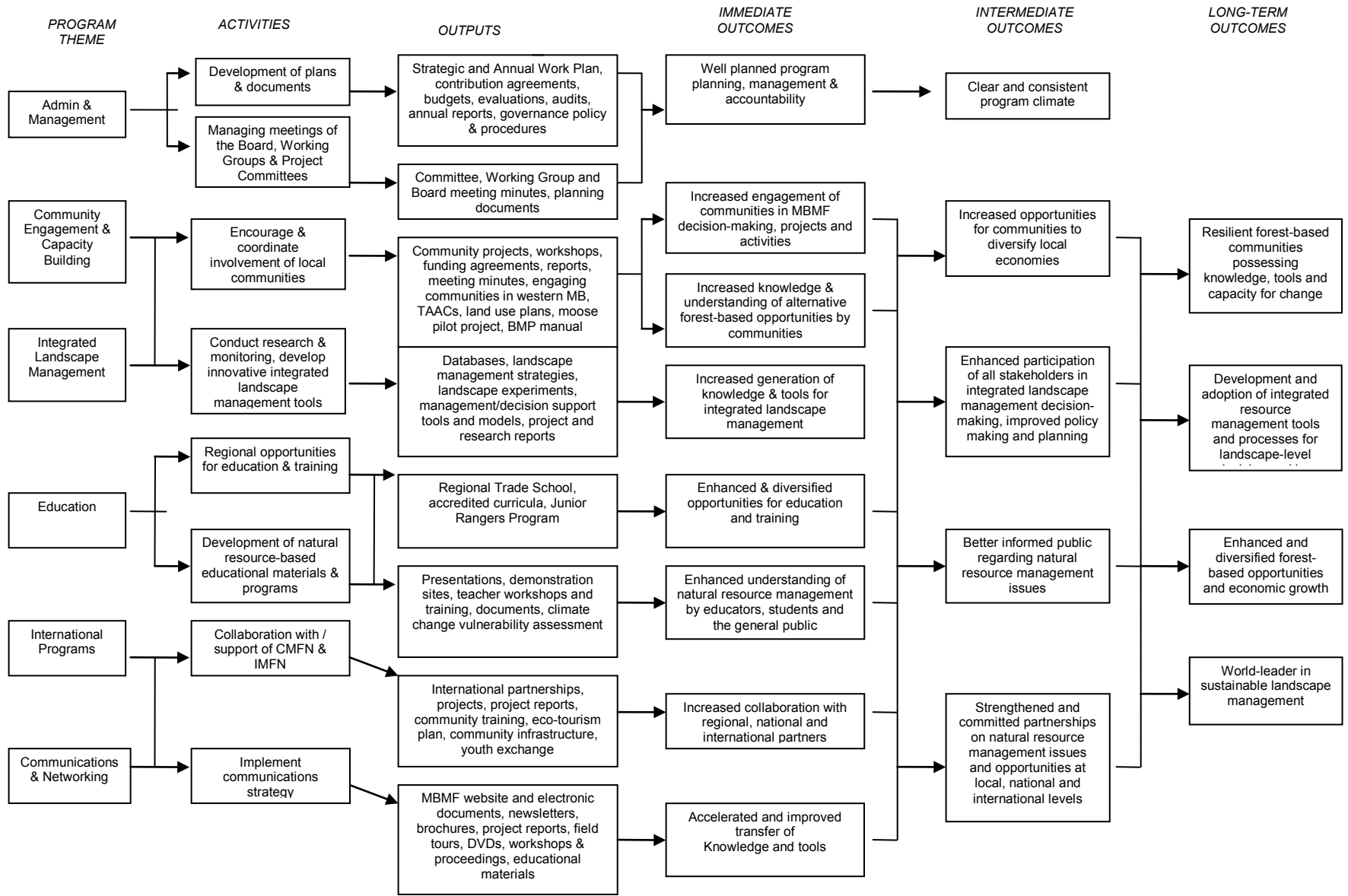


Figure 2. Ecoregions of Manitoba, location of Manitoba Model Forest area and proposed area of activities in western Manitoba. Note: exact geographic boundary of western area to be determined through consultation with new partners in that part of the province.

## Appendix B: Manitoba Model Forest Logic Model



## Appendix C: Performance Measurement Strategy

The Performance Measurement Strategy for the MBMF is a systematic plan for the collection of appropriate performance information that will provide an on-going and periodic assessment of the progress towards meeting the goals and objectives of the FCP. It is based on the MBMF Logic Model (Appendix B). The strategy provides performance indicators, methods of data collection/review, targets (where applicable), who is responsible for collection of performance indicator information and the timing/frequency of data collection. Ultimately, the MBMF Board of Directors holds primary responsibility for the performance of the organization and programs. Periodic collection and review of performance indicators will allow for adjustments to the program or activities. In this way, the performance measurement strategy provides an adaptive management tool for continual improvement. It is anticipated that performance indicators of outputs, immediate and intermediate outcomes will be monitored annually (as information becomes available) and performance indicators related to long-term outcomes will be monitored and reported on during the final year of the FCP.

Performance/ Theme Area	Outputs or Outcomes	Performance Indicators	Methods/Data Source	Targets	Collection Responsibility	Timing/ Frequency
	<b>Outputs</b>					
Management and Administration	Strategic Plan and Annual work plans	<ul style="list-style-type: none"> <li>Approved strategic plan and annual work plans</li> </ul>	<ul style="list-style-type: none"> <li>MBMF files</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>MBMF staff</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
	Annual budget	<ul style="list-style-type: none"> <li>Approved annual budget</li> <li>Contribution agreements/contracts</li> </ul>	<ul style="list-style-type: none"> <li>MBMF files</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>MBMF staff</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
	Annual report	<ul style="list-style-type: none"> <li>Approved annual report</li> </ul>	<ul style="list-style-type: none"> <li>MBMF files</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>MBMF staff</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
	Audited financial statements	<ul style="list-style-type: none"> <li>Approved audit</li> </ul>	<ul style="list-style-type: none"> <li>MBMF files</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Auditing firm</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
	Program evaluations	<ul style="list-style-type: none"> <li>Positive response</li> </ul>	<ul style="list-style-type: none"> <li>Partner survey</li> </ul>	<ul style="list-style-type: none"> <li>Increase in response rate</li> <li>Improvement in satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>GM</li> </ul>	<ul style="list-style-type: none"> <li>Year 3 &amp; 5</li> </ul>
	Policies and procedures	<ul style="list-style-type: none"> <li>Existence of policies and procedure, by-laws</li> </ul>	<ul style="list-style-type: none"> <li>MBMF files</li> </ul>	<ul style="list-style-type: none"> <li>Governance model operating efficiently</li> </ul>	<ul style="list-style-type: none"> <li>Executive</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
	Board, working group and committee meetings	<ul style="list-style-type: none"> <li># and locations of meetings</li> <li># of partners participating</li> </ul>	<ul style="list-style-type: none"> <li>Meeting minutes, MBMF files</li> </ul>	<ul style="list-style-type: none"> <li>As per annual work plans</li> </ul>	<ul style="list-style-type: none"> <li>MBMF staff</li> <li>Working group and committee chairs</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
Forest Community Engagement and Capacity Building	Community projects and workshops on alternative forest-based economic opportunities	<ul style="list-style-type: none"> <li># of projects</li> <li># and type of workshops held</li> <li># of communities and community members involved</li> </ul>	<ul style="list-style-type: none"> <li>Meeting minutes</li> <li>Workshop summaries</li> </ul>	<ul style="list-style-type: none"> <li>Min. of 4 workshops, leading to min. of 4 projects over duration of FCP</li> </ul>	<ul style="list-style-type: none"> <li>Project Leaders</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
	Initiation of program in western Manitoba	<ul style="list-style-type: none"> <li># meetings and communities involved in western MB</li> </ul>	<ul style="list-style-type: none"> <li>Meeting minutes</li> </ul>	<ul style="list-style-type: none"> <li>Min. of 2 meetings per year</li> </ul>	<ul style="list-style-type: none"> <li>Executive</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
	Creation/operation of TAACs in First Nation communities	<ul style="list-style-type: none"> <li>Existence of TAACs in each First Nation communities</li> <li># meetings held by each TAAC</li> </ul>	<ul style="list-style-type: none"> <li>Meeting minutes</li> </ul>	<ul style="list-style-type: none"> <li>4 TAACs</li> <li>Min. of 2 meetings per year for each TAAC</li> </ul>	<ul style="list-style-type: none"> <li>TAACs</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>

Performance/ Theme Area	Outputs or Outcomes	Performance Indicators	Methods/Data Source	Targets	Collection Responsibility	Timing/ Frequency
	<b>Outputs (continued)</b>					
Forest Community Engagement and Capacity Building (continued)	First Nation Land Use Plans	<ul style="list-style-type: none"> <li>▪ Creation and/or updating of FN land use plans</li> </ul>	<ul style="list-style-type: none"> <li>▪ FN land use plans</li> </ul>	<ul style="list-style-type: none"> <li>▪ FN land use plan in each community</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participating FN communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Year 5</li> </ul>
	Moose co-management pilot project	<ul style="list-style-type: none"> <li>▪ Existence of First Nation community lead</li> <li>▪ Existence of moose co-management pilot project area</li> <li>▪ Co-management agreement with province</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting minutes</li> <li>▪ Community workshop summaries</li> </ul>	<ul style="list-style-type: none"> <li>▪ At least 1 FN community</li> <li>▪ At least 1 pilot area</li> <li>▪ Discussions between FN community and government on co-management</li> <li>▪ Co-management agreement</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF staff</li> <li>▪ Participating FN community</li> </ul>	<ul style="list-style-type: none"> <li>▪ Year 3 &amp; 5</li> </ul>
	Joint Trapper-Forest Industry Best Practice Manual	<ul style="list-style-type: none"> <li>▪ # trappers involved in development of manual</li> <li>▪ Existence/creation of manual</li> <li>▪ # of community workshops held to showcase manual</li> </ul>	<ul style="list-style-type: none"> <li>▪ BMP manual, workshop summaries, meeting minutes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Production of manual in 2007/08</li> <li>▪ Workshops/meetings in min. of 4 FN communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project Leaders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Year 1</li> </ul>
Integrated Landscape Management	Data on distribution and population status of species at risk/rare species	<ul style="list-style-type: none"> <li>▪ Up-to-date database on woodland caribou</li> <li>▪ Inventory of rare frog and plant species</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF database and files</li> <li>▪ Project reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ Up-to-date Geo-referenced caribou database, create new frog and plant database</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project Leaders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annually</li> </ul>
	Development of tools and landscape management strategies	<ul style="list-style-type: none"> <li>▪ Assessment of core use areas by caribou</li> <li>▪ Creation of a draft Atiko-Bloodvein woodland caribou range management strategy</li> <li>▪ Development of watershed planning tools</li> <li>▪ Refinement of computer visualization tools</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project reports, meeting minutes, website, caribou range strategy, watershed tools, scenario planning visualization tool</li> </ul>	<ul style="list-style-type: none"> <li>▪ Draft caribou strategy complete in Year 1. Refinements to strategy in Year 2 &amp; 3</li> <li>▪ Watershed tools by Year 2</li> <li>▪ Refinement of visualization tools by Year 3</li> </ul>	<ul style="list-style-type: none"> <li>▪ Caribou committee</li> <li>▪ Watershed planning Project Leader</li> <li>▪ Integrated Landscape Management Working Group</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annually</li> </ul>

Performance/ Theme Area	Outputs or Outcomes	Performance Indicators	Methods/Data Source	Targets	Collection Responsibility	Timing/ Frequency
	<b>Outputs (continued)</b>					
Integrated Landscape Management (continued)	Landscape level experiments	<ul style="list-style-type: none"> <li>▪ Complete timber harvesting of experimental harvesting in Owl Lake caribou range</li> <li>▪ Plan and execute watershed /riparian harvest as part of water quality project</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF files, Project reports, Tembec GIS</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete harvesting in Owl Lake caribou range by 2010.</li> <li>▪ Initiate planning for watershed/riparian harvesting experiment in Year I</li> <li>▪ Initiate monitoring program in Year II</li> </ul>	<ul style="list-style-type: none"> <li>▪ Caribou committee</li> <li>▪ Watershed planning Project Leader</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annually</li> </ul>
Education	Regional opportunities for education and training	<ul style="list-style-type: none"> <li>▪ Establishment of the Winnipeg River Learning Centre (i.e., regional trade school)</li> <li>▪ Initiation of a Junior Rangers program in eastern Manitoba</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hold first course in learning centre by Jan/08</li> <li>▪ Hold Junior Rangers program starting in summer/08</li> </ul>	<ul style="list-style-type: none"> <li>▪ Learning Centre GM</li> <li>▪ MBMF Education Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>▪ Year 2</li> </ul>
	Natural resource-based educational programs	<ul style="list-style-type: none"> <li>▪ # school field trips held</li> <li>▪ # and type of teacher workshops</li> <li>▪ # students involved in field tours and MBMF research</li> <li>▪ Satisfaction with involvement</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF files</li> <li>▪ Teacher/student survey in Year 2 &amp; 4</li> </ul>	<ul style="list-style-type: none"> <li>▪ N/A</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF Education Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annually</li> </ul>
	Curricula development	<ul style="list-style-type: none"> <li>▪ Development of provincially-accredited natural resource-based curricula for early and middle years</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF files, curricula material</li> </ul>	<ul style="list-style-type: none"> <li>▪ Middle years curricula by year 3, middle years by year 5</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF Education coordinator</li> </ul>	<ul style="list-style-type: none"> <li>▪ Year 3 &amp; 5</li> </ul>
	Climate change education and assessment	<ul style="list-style-type: none"> <li>▪ # community workshops</li> <li>▪ Completion of community vulnerability assessments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Workshop summaries, vulnerability assessments</li> </ul>	<ul style="list-style-type: none"> <li>▪ 4 workshops during FCP</li> <li>▪ 2 community vulnerability assessments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Education Working Group</li> </ul>	<ul style="list-style-type: none"> <li>▪ Year 3 &amp; 5</li> </ul>
International Programs	Implementation of Ethno- tourism project with Reventazon MF	<ul style="list-style-type: none"> <li>▪ Development and submission of proposal to CIDA</li> <li>▪ Funding approval by CIDA</li> <li>▪ Training of local indigenous peoples</li> <li>▪ Installation of community infrastructure</li> <li>▪ Youth exchange</li> </ul>	<ul style="list-style-type: none"> <li>▪ CIDA proposal, Project reports</li> <li>▪ Interviews with project partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Successful CIDA proposal</li> <li>▪ Training of indigenous people complete</li> <li>▪ New infrastructure in communities</li> <li>▪ Youth exchange completed</li> </ul>	<ul style="list-style-type: none"> <li>▪ GM</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annually</li> </ul>

Performance/ Theme Area	Outputs or Outcomes	Performance Indicators	Methods/Data Source	Targets	Collection Responsibility	Timing/ Frequency
	<b>Outputs (continued)</b>					
International Programs (continued)	Exploration of new partners and projects	<ul style="list-style-type: none"> <li>▪ Established communication linkage with IMFN and other MF/FCP sites</li> <li>▪ Attend Global Forum 2008</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interview with GM</li> </ul>	<ul style="list-style-type: none"> <li>▪ N/A</li> </ul>	<ul style="list-style-type: none"> <li>▪ GM</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annually</li> </ul>
Communications and Networking	Implementation of MBMF communications plan	<ul style="list-style-type: none"> <li>▪ Creation of communications plan document</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communication plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Document by end of Year 1</li> </ul>	<ul style="list-style-type: none"> <li>▪ GM</li> </ul>	<ul style="list-style-type: none"> <li>▪ Year 1</li> </ul>
	Updating of MBMF materials	<ul style="list-style-type: none"> <li>▪ Website update</li> <li>▪ Display panel update</li> </ul>	<ul style="list-style-type: none"> <li>▪ Website</li> <li>▪ Display</li> </ul>	<ul style="list-style-type: none"> <li>▪ Updates by end of Year 1</li> </ul>	<ul style="list-style-type: none"> <li>▪ GM</li> </ul>	<ul style="list-style-type: none"> <li>▪ Year I</li> </ul>
	Resume use of communications tools	<ul style="list-style-type: none"> <li>▪ Regular publication of newsletters (For our relations, Atik News, Moose News)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Newsletters, website</li> </ul>	<ul style="list-style-type: none"> <li>▪ Min of 2 issues of each newsletter per year</li> </ul>	<ul style="list-style-type: none"> <li>▪ GM, Caribou and Moose committees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annually</li> </ul>

	Performance Area	Performance Indicators	Methods/Data Source	Targets	Collection Responsibility	Timing/ Frequency
	<b>Immediate Outcomes</b>					
Management and Administration	Well-planned program planning, management and accountability	<ul style="list-style-type: none"> <li>▪ Ability to meet work schedule deadlines</li> <li>▪ Compliance with FCP requirements</li> <li>▪ Involvement and satisfaction of partners</li> <li>▪ Annual review and revision of strategic plan, logic model</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF files</li> <li>▪ Partner survey in Year 3 &amp; 5</li> <li>▪ Strategic plan, logic model review</li> </ul>	<ul style="list-style-type: none"> <li>▪ 100% compliance of deadlines and FCP requirements</li> <li>▪ Partner survey in Year 3 &amp; 5</li> <li>▪ Annual review of strategic plan and logic model</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF staff</li> <li>▪ Executive committee (for review of strategic plan and logic model)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annually</li> </ul>
	Timely availability of information to partners	<ul style="list-style-type: none"> <li>▪ Satisfaction of partners with availability of information</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partner survey in Year 3 &amp; 5</li> </ul>	<ul style="list-style-type: none"> <li>▪ Completely satisfied</li> <li>▪ Partner survey in Year 3 &amp; 5</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Year 3 &amp; 5</li> </ul>
	New partners and expanded funding base	<ul style="list-style-type: none"> <li>▪ Number of new partners</li> <li>▪ 5 year partner funding in strategic plan versus actual</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF files and financial reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ 5 new partners over 5 year period</li> <li>▪ Generate 1.5 times NRCan cash contribution by Year 5</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annually</li> </ul>

	Performance Area	Performance Indicators	Methods/Data Source	Targets	Collection Responsibility	Timing/Frequency
	<b>Immediate Outcomes (cont'd)</b>					
Forest Community Engagement and Capacity Building	Engagement of communities in MBMF projects and activities	<ul style="list-style-type: none"> <li>▪ # meetings and workshops with communities</li> <li>▪ # communities involved directly in projects</li> <li>▪ diversity of community-driven projects</li> <li>▪ # funding agreements/partnerships</li> <li>▪ # meetings in western MB</li> <li>▪ Involvement and satisfaction of communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF files</li> <li>▪ Meeting minutes, workshop reports, project reports</li> <li>▪ Community survey in Year 4</li> </ul>	<ul style="list-style-type: none"> <li>▪ All MBMF communities involved at some level</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF staff</li> <li>▪ Working Group and Committee chairs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annually</li> </ul>
	Increased knowledge of alternative forest-based opportunities by communities	<ul style="list-style-type: none"> <li>▪ # meetings and workshops with communities</li> <li>▪ Diversity of topics covered</li> <li>▪ Involvement and satisfaction of communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF files</li> <li>▪ Meeting minutes, workshop reports, project reports</li> <li>▪ Community survey in Year 4</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communities have a better understanding of opportunities and limitations</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF staff</li> <li>▪ Working Group and Committee chairs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annually</li> </ul>
Integrated Landscape Management	Generation of knowledge and tools for integrated landscape management	<ul style="list-style-type: none"> <li>▪ # Project reports and synthesis documents</li> <li>▪ Databases and information on species at risk/rare species</li> <li>▪ Tools, models and BMPs developed</li> <li>▪ Landscape management strategies</li> <li>▪ Influence on provincial policy</li> <li>▪ # and diversity of partners involved in projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF files</li> <li>▪ Project reports</li> <li>▪ Annual report</li> <li>▪ MB Conservation files, Tembec files</li> </ul>	<ul style="list-style-type: none"> <li>▪ Atiko-Bloodvein caribou range strategy finalized</li> <li>▪ Caribou and rare species database routinely updated</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF staff</li> <li>▪ Working Group and Committee chairs</li> <li>▪ Project Leaders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annually</li> </ul>
Education	Opportunities for education and training	<ul style="list-style-type: none"> <li>▪ # and diversity of education and training opportunities</li> <li>▪ # of accredited programs offered at Winnipeg River Learning Centre</li> <li>▪ Demand for Junior Rangers program increases in eastern Manitoba</li> <li>▪ Level of youth involvement in research projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF files</li> <li>▪ Project reports</li> <li>▪ Annual report</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF viewed as a facilitator for regional environmental educational programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF staff</li> <li>▪ Working Group and Committee chairs</li> <li>▪ Project Leaders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annually</li> </ul>

	<b>Performance Area</b>	<b>Performance Indicators</b>	<b>Methods/Data Source</b>	<b>Targets</b>	<b>Collection Responsibility</b>	<b>Timing/Frequency</b>
	<b>Immediate Outcomes (cont'd)</b>					
Education (continued)	Enhanced understanding of natural resource management by a wide target audience	<ul style="list-style-type: none"> <li>▪ School curricula</li> <li>▪ # and diversity of presentations</li> <li>▪ # and type of demonstration sites</li> <li>▪ # teacher workshops and training opportunities</li> <li>▪ woodlot management documents</li> <li>▪ climate change vulnerability assessments</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF files</li> <li>▪ Project reports</li> <li>▪ Annual report</li> <li>▪ Assessment reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ N/A</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF staff</li> <li>▪ Working Group and Committee chairs</li> <li>▪ Project Leaders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annually</li> </ul>
International Programs	Increased collaboration with regional, national and international partners	<ul style="list-style-type: none"> <li>▪ # and type of regional partners involved in MBMF projects</li> <li>▪ # and type of projects with other MF sites</li> <li>▪ Continued collaboration with Reventazon MF on projects of mutual interest</li> <li>▪ # and type of projects with IMFN sites</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF files</li> <li>▪ Project reports</li> <li>▪ Annual report</li> <li>▪ Reports from other MFs</li> <li>▪ IMFN reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ New project ideas created with new national and international partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF staff</li> <li>▪ Working Group and Committee chairs</li> <li>▪ Project Leaders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annually</li> </ul>
Communications and Networking	Accelerated and improved transfer of knowledge and tools to a wide-ranging audience	<ul style="list-style-type: none"> <li>▪ # and type of technology transfer meetings, workshops, special events, field tours</li> <li>▪ Contribution to CMFN and IMFN communications and products</li> <li>▪ # and type of communication materials/media developed</li> <li>▪ # and type of promotional material produced and distributed</li> <li>▪ # website hits and requests for materials</li> <li>▪ # and diversity of presentations, reports and publications</li> <li>▪ # of students/teachers reached</li> <li>▪ Joint workshops with other MF sites</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF files</li> <li>▪ MBMF website</li> <li>▪ Project reports</li> <li>▪ Annual report</li> <li>▪ IMFN and CMFN reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure that new products and tools are available for use by partners and others</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF staff</li> <li>▪ Working Group and Committee chairs</li> <li>▪ Project Leaders</li> <li>▪ IMFN and CMFN staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annually</li> </ul>

	Performance Area	Performance Indicators	Methods/Data Source	Targets	Collection Responsibility	Timing/Frequency
	<b>Intermediate Outcomes</b>					
Management and Administration	Clear and consistent programming climate	<ul style="list-style-type: none"> <li>▪ Satisfaction of partners</li> <li>▪ Ability to meet work schedule deadlines</li> <li>▪ Compliance with FCP requirements</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF files</li> <li>▪ Contribution agreement</li> <li>▪ Annual report</li> <li>▪ Partner survey in Year 3 &amp; 5</li> </ul>	<ul style="list-style-type: none"> <li>▪ 100% compliance and timing</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Year 3 &amp; 5</li> </ul>
Forest Community Engagement and Capacity Building	Increased opportunities for communities to diversify economies	<ul style="list-style-type: none"> <li>▪ # and types of projects undertaken</li> <li>▪ # community workshops</li> <li>▪ # communities participating</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF files</li> <li>▪ Project reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communities begin to develop business models</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF staff</li> <li>▪ Project leaders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Year 3 to 5</li> </ul>
Forest Community Engagement and Capacity Building/ Integrated Landscape Management	Enhanced participation of stakeholders in integrated landscape management decision-making	<ul style="list-style-type: none"> <li>▪ # and types of meetings</li> <li>▪ # and diversity of stakeholders involved</li> <li>▪ Ability for stakeholders to participate fully</li> <li>▪ Examples of stakeholder involvement in decision-making</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF files</li> <li>▪ Project reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved stakeholder participation in planning and decision-making</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF staff</li> <li>▪ Project leaders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Year 3 to 5</li> </ul>
	Improved policy-making and planning for integrated landscape management	<ul style="list-style-type: none"> <li>▪ Recommendations made to provincial agencies and changes to policy</li> <li>▪ Real life application in the MBMF</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF files</li> <li>▪ Project reports</li> <li>▪ Tembec Annual Plan</li> <li>▪ Interviews with government agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provincial policies are changed, industry regularly uses MBMF tools in day-to-day planning</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF staff</li> <li>▪ Project leaders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Year 3 to 5</li> </ul>
Education	Better informed public regarding natural resource management issues	<ul style="list-style-type: none"> <li>▪ Level of participation of public in MBMF-sponsored workshops, activities</li> <li>▪ Partners giving MBMF presentations</li> <li>▪ Junior Rangers program expands to western Manitoba</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF files</li> <li>▪ Project reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ General public more cognoscente of complexities of resource management</li> <li>▪ Junior Ranger program in eastern and western Manitoba</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF staff</li> <li>▪ Project leaders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Year 3 to 5</li> </ul>
International Programs/ Communications and Networking	Strengthened and committed partnerships at local, national and international levels	<ul style="list-style-type: none"> <li>▪ # and diversity of partnerships formed</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF files</li> <li>▪ Project reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF helps to resurrect Monarch Butterfly MF (Mexico)</li> <li>▪ MBMF participation in projects with other MFs</li> </ul>	<ul style="list-style-type: none"> <li>▪ MBMF staff</li> <li>▪ Project leaders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Year 3 to 5</li> </ul>

	Performance Area	Performance Indicators	Methods/Data Source	Targets	Collection Responsibility	Timing/Frequency
	<b>Long-term Outcomes</b>					
All Themes	Resilient forest-based communities that possess knowledge, tools and capacity for change	<ul style="list-style-type: none"> <li># communities with improved information, processes and tools for transition</li> </ul>	<ul style="list-style-type: none"> <li>MBMF files</li> <li>Project reports</li> <li>Interviews with local governments and entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>Communities with enhanced knowledge and ability to adapt</li> </ul>	<ul style="list-style-type: none"> <li>MBMF staff</li> <li>Project leaders</li> </ul>	<ul style="list-style-type: none"> <li>At program end (2012)</li> </ul>
	Development and adoption of integrated resource management tools and processes	<ul style="list-style-type: none"> <li>Documented use of tools and processes developed as part of the FCP in integrated resource management decision-making</li> </ul>	<ul style="list-style-type: none"> <li>MBMF files</li> <li>Project reports</li> <li>Interviews with communities, governments and resource industries</li> </ul>	<ul style="list-style-type: none"> <li>Caribou management tools utilized by Tembec and Mining Association</li> <li>Watershed management tools utilized by Tembec</li> <li>Visualization tools used by Tembec</li> </ul>	<ul style="list-style-type: none"> <li>MBMF staff</li> <li>Project leaders</li> </ul>	<ul style="list-style-type: none"> <li>At program end (2012)</li> </ul>
	Enhanced and diversified forest-based economic opportunities	<ul style="list-style-type: none"> <li># and types of new/enhanced forest-based economic opportunities</li> <li>Measurable economic impact in communities</li> </ul>	<ul style="list-style-type: none"> <li>MBMF files</li> <li>Project reports</li> <li>Interviews with local governments and entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>Creation of new businesses in the region</li> </ul>	<ul style="list-style-type: none"> <li>MBMF staff</li> <li>Project leaders</li> </ul>	<ul style="list-style-type: none"> <li>At program end (2012)</li> </ul>
	Recognition as a world-leader in sustainable landscape management, domestically and internationally	<ul style="list-style-type: none"> <li># and type of domestic and international projects in landscape management</li> <li>Level of external recognition</li> </ul>	<ul style="list-style-type: none"> <li>MBMF files</li> <li>Project reports</li> <li>IMFN reports</li> <li>International partner interviews</li> </ul>	<ul style="list-style-type: none"> <li>MBMF seen as a leader in sustainable landscape management</li> </ul>	<ul style="list-style-type: none"> <li>MBMF staff</li> <li>Project leaders</li> </ul>	<ul style="list-style-type: none"> <li>At program end (2012)</li> </ul>