

**International Model Forest Network Secretariat
Secrétariat du réseau international de forêts modèles**

Model Forest Development Guide

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Ottawa, Canada

Document 2 of 2

Note to Annex

The materials contained herein form the second of a two-part document entitled "Model Forest Development Guide", produced in draft form by the International Model Forest Network Secretariat (IMFNS). The information that follows is drawn from publicly available sources on model forests in Canada, Mexico, Russia and Chile and is intended to support observations and points raised in the Guide. The information is not comprehensive. As it will be an introductory or reference document for most readers, the purpose of the Annex is to continue to familiarize you with specific illustrations and examples. It is directed exclusively to five aspects of model forests:

Annex [A]: Structure, Governance, Decision-Making

Annex [B]: Organizational Charts

Annex [C]: Partnership/Membership Lists

Annex [D]: Program and Project Activities

Annex [E]: Directory of Web Sites

The total volume of information available to append to the Guide is considerable and bears careful selection so that readers are provided with information that is pertinent to their interests and needs. The level of detail is different for each Model Forest. A final draft of the Guide is likely to contain a broader cross-section of information, as well as a separate section on specific program and project areas of model forests. Comments and recommendations on the content of the annex are welcome.

IMFNS

March 1999

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Annex [A]: Structure, Governance, Decision-Making

1) Eastern Ontario Model Forest

Organizational Structure

Corporate Structure

The Model Forest is managed through a provincially incorporated, non-profit corporation called the [Eastern Ontario Forest Group].

Membership

Members are key in the functioning of the Model Forest and are positioned at the top of the organization. The majority of seats on the Board of Directors are elected by the membership to carry out the affairs of the organization. Membership is open to anyone who is a resident of, owns land in, or conducts forest-related business in the Model Forest.

Class A Membership: [Organization or Individual]

Open to any resident or owner of land within the Model Forest. An annual membership fee is required. Class A members have voting privileges. One vote for one membership is awarded (i.e. if one organization is listed as a member, that organization only has one vote even if more than one person belongs to the association).

Class B Membership: [Associate]

Open to anyone who does not meet the requirements of Class A or Class C membership. Class B members do not have voting privileges.

Class C Membership: [Honourary]

These shall be determined by unanimous vote at any regular meeting. These members have voting privileges and will be exempt from fees.

Board of Directors

The program was directed, in the past, by nine directors as laid out in the 1992 constitution and bylaws of the corporation. Six of these directors have been elected by members, three are appointed from three major eastern Ontario partners: Ontario Ministry of Natural Resources (OMNR), Mohawk Council of Akwesasne (MCA), and Domtar Speciality Fine Papers (Domtar). One non-voting seat has been occupied by the Canadian Forest Service (CFS) provincial Model Forest representative. Eleven people over the five-year period have filled the six elected seats. All directors participate as equals in a consensus-based decision-making process. One change is proposed for Phase II: the CFS board member will become an official voting member of the Board of Directors with all the rights and responsibilities that come with the position.

Staff Group

The Staff Group reports directly to the General Manager. The General Manager assumes all responsibility for staff and reports directly to the Board of Directors.

Standing Committees

Standing Committees of the Board support the Board and provide opportunities to directly involve more people as they focus on specific themes, review progress, identify program gaps and carry out tasks. These committees will exist throughout all of Phase II and will provide an ongoing program advisory role. One Board member must be on each committee to act as a liaison to the Board of Directors. The committees will be composed of Board members and non-Board specialists.

The following committees will be formed for Phase II:

Communications Committee

Responsible for providing periodic review and feedback on communications, education, and EOMF public information projects as well as Canadian Model Forest Network-level activities; providing advice and input regarding the communications and technology transfer aspects of all projects; providing guidance in the development and review of annual communications plans and their implementation; identifying new opportunities for the EOMF in terms of public information, education, communications, public relations, and partnership opportunities.

Equity Committee

Responsible for leading the EOMF effort in generating equity (financial, political and social); providing advice and input regarding equity to the Board; providing guidance in the development and review of annual and long range equity generation plans; identifying new equity opportunities for the EOMF.

Forest Science Committee

Responsible for the annual review of projects from a forest science point of view; examining program and pointing out possible gaps; providing input to science-based projects; providing advice and feedback to the Board on funding and management of science-related projects and activities.

Landowner Committee

Responsible for providing periodic review and feedback on program activities that relate to landowners; identifying gaps in the program relative to the vision, goals and objectives as well as new opportunities for the EOMF that provide value to members and landowners; providing guidance for annual communications plans and technology transfer activities to ensure that they are effective and relevant – including proposed guidelines and recommendations intended for use by landowners.

Working Groups

These will be created for specified purposes and for a finite period of time. They will work to provide guidance or to undertake specific program elements. Directors may or may not be on Working Groups. Working Groups provide specific feedback to the Project Leaders or project teams undertaking certain projects. These groups are still responsible to the Board to ensure that the activities undertaken uphold the goals and objectives of the program. However, these groups will provide program-level information and advice to project teams.

Working Groups proposed for Phase II include:

Demonstration Forests

Responsible for providing information to ensure uniform development and other activities related to demonstration sites.

Publications (and Technology Transfer)

To oversee the development and publication of documents, reports, fact sheets, web pages and other printed materials.

Workshops

To oversee and provide input into the development of workshops (ensuring continuity for pricing and delivery) while meeting the goals and objectives of the Model Forest program.

Other Working Groups may be developed as needed. These may include the following: School-Based Education (Curriculum), Press and Publicity.

Roles and Responsibilities**Partnerships**

Existing partnerships will continue. Four positions on the Board of Directors will still be held by appointed individuals from the MCA, CFS, OMNR and Domtar. The largest change to the partnerships over the past five years has been the number of partners. In the original proposal of February 1992, there were twenty-three partners listed. Today, there are over one hundred organizations, individuals and enterprises listed as partners. Partnership has been extended from the original list of participating [partners] to any landowner or land-owning enterprise within the area. The inclusion of new organizations and individuals as partners will continue to be a dynamic process. New partners will continually be added over the next five years.

2) Lake Abitibi Model Forest**Rationale**

The Lake Abitibi Model Forest wishes to further enhance its decision-making structure (in preparation for Phase II). The Board should encourage participation at all levels within the structure, while allowing selective involvement, based on a participant's time and interest in the LAMF.

In Phase II, with the emphasis on the implementation of Sustainable Forest Management and the development of local indicators of SFM, it will be important to utilize the skills and resources of the partners. The partners determine where they wish to put their effort, and where it will be most effective for the Board.

Decisions should be made at the right level. The Board needs time to focus on Sustainable Forest Management issues. By separating the strategic-level forest sustainability issues from the model forest business management issues, partners can participate in the forum or fora that deal with the issues that concern them. The Board would retain final decision-making power.

Board of Directors

A [partner] shall be any individual, organization, group, business or institution having a direct interest, financial or otherwise, in the workings of the Model Forest, and which shall have stated its commitment to the Objectives of the Model Forest.

The Board of Directors or Partnership may continue to expand in the future. As it grows, its potential to create strategic direction will increase. Partners at this level should be interested in learning more about Sustainable Forest Management, and the Model Forest should provide those opportunities. Such learning may come in the form of regular seminars and presentations in which Board members are encouraged to participate.

For the purposes of setting direction in the new structure, the Board meets quarterly to make decisions such as approving the annual work plan.

The Board receives copies of the minutes of the Management Committee meetings and serves on sub-committees.

New partners are to be added at the Annual Meeting of the Board; however, potential partners are invited to attend any Board of Directors meeting.

The Board of Directors shall choose, from among its members, a president, whose duty it is to conduct the meetings of the Board of Directors. The Board shall also elect a Vice-President, who will act in absence of the President.

The Board of Directors shall also elect the Management Committee at its annual meeting.

Management Committee

The term of office for an elected member (as opposed to an appointed one) of the Management Committee will be two years, with two of the four members being elected on alternate years: this will ensure continuity of membership on the committee. For the initial election only, two of the at-large members will be elected for eight months, the other for twenty months, so the process of alteration may be established.

These members would fill the following executive positions (which are the same as they are for the current executive committee): Chair, Vice-Chair and Secretary-Treasurer. Election to any of these positions is not linked to the election of President of the Board mentioned in the Board of Directors discussion. The Chair of the Committee will be a member of the Board.

This committee is empowered to make business and operational decisions on behalf of the Model Forest, leaving the partnership to learn more and be available for sub-committee work.

The management committee meets monthly, or more frequently as needed, in order to allow ample time to consider Model Forest business.

Project Leaders will not be members of the Management Committee. Should a Management Committee member become a Project Leader, that member will be replaced on the Management Committee.

Model Forest Office

The Model Forest Office is made up of a General Manager, an Office Manager and a Communications Office. The Board is considering adding a fundraising position to the Office. The role of the Office is to support the LAMF Board and Committees, including the Program Committees. The Office reports to the Management Committee through the General Manager.

The Management Committee and its Working Groups will use, but not necessarily be limited to, the following criteria when evaluating proposals:

- Originality of ideas, methodology and indications of genuine understanding and interest in the problem being addressed
- Relevance to the goals and objectives of the LAMF
- Degree of linkages to other program areas of the LAMF
- Clarity and focus, i.e. identified objectives should be:
 - appropriate and specific to the problem
 - attainable
 - observable and/or measurable
- Amount of contribution in terms of cash and in-kind (where appropriate), including all revenue-generating potential
- Sufficiency of investigators□ resources (education, training, facilities, material)
- Applicability and extent of use of stated deliverables
- Extent to which local materials and labour are used, and training opportunities are provided
- Cost effectiveness

The Board of Directors of the LAMF will approve membership on a Program Committee by following recommendations made by the Management Committee.

Consideration for membership is based upon recommendations from existing Program Committee members through their Chairperson. This would help ensure that a reasonable degree of continuity and the essence of a good working relationship are maintained at the Committee level.

Participation in a Program Committee is on renewable, biannual basis. Half of the membership will be appointed on alternating years to ensure continuity.

Each Program Committee will have at least one Board Member who acts as their representative.

3) Long Beach Model Forest

Roles and Responsibilities of the Board of Directors

The following information describes the general responsibilities of Board members to the organization. Every Board member is given a copy of documents outlining the responsibilities associated with their involvement in the LBMF. During orientation for Board members (held soon after each Annual General Meeting), each Board Member is apprised of their roles and the requirements associated with the duties as a member of the Board.

Long Beach Model Forest Society adopted a revised Constitution and Bylaws on July 6, 1998. Revisions ratified during the Special General Meeting included changes in: the categories of membership; the structure of the Board of Directors; the Board's decision-making process; provision for an Administration Committee; and the chairmanship of the Directors. On October 1, 1998, under the revised Society's Constitution and Bylaws, a newly elected Board of Directors selected a President of the Society and formed a new Administration Committee.

Board of Directors

The LBMF Directors function as the stewards of the organization with the definition of the British Columbia Society's Act, under which legislation the Society has registered status. Responsibilities include: determining the organization's mission and purpose, selecting the General Manager or Chief Executive, ensuring effective planning, ensuring adequate resources exist, managing resources effectively, determining and monitoring the programs and services, enhancing the organization's public image, serving as a court of appeal, and assessing the Model Forest's performance.

The Society has six categories of members from which the Board of Directors are selected. They are:

- Government, including First Nations Government
- Youth
- Natural Resources
- Social and Cultural Resources
- Economic and Resource Products
- Individual □ members at large

The Board of Directors is made up of 15 members, □or such other number as the Board may, from time to time, determine.□ "The term of office on the Board of Directors shall continue until their successors are nominated and elected in the first General Meeting." (Revised Constitution, July 6, 1998)

Board of Directors Decision-Making

The Directors strive to make all decisions by consensus, a state of collective agreement focused on the vision, goals and objectives of the Society. Where consensus cannot be reached, a majority vote will be conducted as outlined within the bylaws of the Society.

President/Chair of the Board of Directors

The Directors elect a Chair at the first meeting of a newly elected and appointed Board. He or she will also serve as the President of the Society, which includes membership on the Administration Committee.

Administration Committee

The Administration Committee is elected (or may be appointed) from the membership of the Board of Directors and numbers six including the Chair and the First Nations Government representative. The duties and functions of the Administration Committee are subject to the direction and approval of the Board of Directors.

The Administration Committee's mandate is to establish Board policies and procedures; establish Working Groups; develop Working Group and Committee mandates and processes; review and manage day-to-day operations including but not limited to: administrative policy, personnel policy, and financial policy.

Advisory Group

The Long Beach Model Forest is progressing toward the establishment of a select Advisory Group. The expected role of the Advisory Group (AG) will be to provide the Board with insight on the LBMF's proposed direction, issues and opportunities. The AG will provide comment to the LBMF Board on ideas and concepts developed by the Board. An important aspect of the involvement of the AG in the workings

Annex A: Structure, Governance, Decision-Making

of the Model Forest will be the inclusion of alternate perspectives to be considered during the setting of directions, activities and programs of the LBMF.

It is anticipated that the membership on the AG will include, but not be limited to, representatives of academia, NGOs and industry.

Long Beach Model Forest Working Groups

The Working Groups develop and implement project work plans within the LBMF Phase II Model Forest program strategy. The Working Groups review current and planned projects with respect to the needs and objectives identified in the Phase II Proposal (Revised, March 1998). The Working Groups are tasked to develop innovative funding through partnerships and Model Forest Network strategic funding opportunities; and to communicate and coordinate their efforts with those of other working groups.

Long Beach Model Forest Working Groups include:

- 1) Communication, Education and Naturalized Knowledge Working Group
- 2) Forest Applications Working Group
- 3) Criteria and Indicators Working Group
- 4) Traditional Ecological Knowledge Working Group

4) McGregor Model Forest Association (MMFA)

Decision-Making Process

Like most model forests, the primary decision-making role rests with the MMFA's Board of Directors. The MMFA Board is comprised of ten seats and four membership classes. Four directors are elected from the Managing Member Class – this class covers the agencies with legal or mandated management authority of the McGregor area. Like all model forests, implementation of SFM developments –on-the-ground– is a priority for the MMFA: these managing member directors are critical to ensure that MMFA work maintains its relevance and connection to real-world management issues. Two directors are elected to the Research and Technical Class and two are elected to the General Interest Class. One director seat for the Sustaining Member Class exists for members interested in funding-directed research within the scope of the MMFA's mandate. The remaining director seat is appointed by the Canadian Forest Service as per current Contribution Agreements.

The Board does not function in isolation: they rely on various committees to advise and guide both themselves and the MMFA's work. Committees are created and dissolved by the Board and appointed members are drawn from the partnership. Some committees, such as the Program Advisory Committee (PAC), are relatively permanent; others are formed on an as-needed basis to address specific tasks or projects. Each committee has terms of reference outlining its purpose, membership, manner of conduct, budget and decisional authority, and quorum requirements. The PAC is the MMFA's –brain trust–: responsible for generating ideas, studying issues, reviewing activities and work plans, and offering advice to both the Board and staff. Committees report to the Board through a Chair or Chair Designate. The MMFA also has a Partnership Committee, comprised of representatives from the MMFA's thirty-three partners, who bring issues forward for discussion and review the MMFA's work plans.

Program Areas

The MMFA is focused on the development of a sustainable forest management (SFM) planning system. This system, known as the McGregor Approach to SFM, is built and supported through the projects and activities of four Program Areas. These areas are: Research, Scenario Planning, Strategic and Operational Planning Support, and Indicators and Adaptive Management.

A subsidiary company, called the McGregor Resource Analysis Group, was formed to deliver validated MMFA outputs to the marketplace and apply them in real-world situations. The company also helps generate income to continue the broader research and development work of the MMFA.

5) Western Newfoundland Model Forest

The following groups are included in decision-making processes:

Value Groups

The Phase II committee recognized the continued need for small value groups, or caucuses. These groups would advance their particular resource values, define points of conflict with other resource values, and act as lobby groups to ensure that proper priority is placed on a particular value. Value groups will be encouraged to meet as the need arises.

Working Groups/Conflict Resolution Groups

The following Working Groups are proposed in Phase II:

- 1) Decision Support System
- 2) Domestic Wood-Cutting
- 3) Criteria and Indicators
- 4) Education
- 5) Public Awareness and Involvement
- 6) Pine Marten Conflict Resolution
- 7) Five-Year Operating Plan Public Advisory Group

Working Groups are issue-oriented groups who meet to consider specific concerns and look for a solution. A Standing Chair will be appointed. Working Groups normally report to the Management Group which monitors their progress. The General Manager facilitates the meetings.

Members of the public regularly attend and participate in many of these groups, the main ones being the Five-Year Operating Plan Public Advisory Group, the Domestic Wood-Cutting Group, the Education Group, and the Public Awareness and Involvement Group. Most of the Working Groups are made up of individuals and organizations that do not sit at the Management Group Meetings. One group, the Pasadena Community Stewardship Committee, organized as a direct result of facilitation by the WNMF, has established a separate program promoting environmental stewardship around the community of Pasadena. They hope to facilitate the development of similar groups for other communities in the province.

Management Group

The Management Group is the principle decision-making body. The Working Groups and Proposal Review Committees report to the Management Group. The Management Group is currently made up of

Annex A: Structure, Governance, Decision-Making

twelve partners: Newfoundland Forest Service, Abitibi-Price Inc, Wildlife Division, Corner Brook Pulp and Paper Ltd, Newfoundland and Labrador Trappers Association, WestViking College: Centre for Forest and Environmental Studies, Sir Wilfrid Grenfell College, Gros Morne National Park, Department of Fisheries, City of Corner Brook, Humber Arm Environmental Association Inc. (ACAP), and Canadian Forest Service. The Management Group cooperates with the Board of Directors in hiring staff. Staff is responsible to the General Manager, who in turn is responsible to the Management Group.

The General Manager has been asked to initiate discussions with three other potential partners: Greater Humber Ministerial Association, Natural History Society, and Corner Brook Labour Council.

Board of Directors

The Board of Directors was set up because of the legal requirement associated with forming a company. During Phase I, the Board was considered the "final" decision-maker in the event that the Management Group could not reach consensus. The Board meets regularly and provides advice and direction through the General Manager, the Chairman of the Management Group, and their representative on the Management Group.

A more proactive role for the Board is envisioned in Phase II. The General Manager has been requested to maintain robust lines of communication with all Board members. The Board's role in Phase II is to:

- 1) provide legal responsibility for the WNMF;
- 2) provide support and advice to the Management Group;
- 3) help ensure that local resource managers and the people of Western Newfoundland have an effective role in the decision-making process as it affects them and the resources of Western Newfoundland;
- 4) assist in ensuring sufficient human and monetary resources are available for the programs of the Western Newfoundland Model Forest;
- 5) arbitrate unsolved decisions.

Purpose of the Western Newfoundland Model Forest

The purpose of the WNMF is to develop and demonstrate integrated resource management techniques and innovative approaches to public involvement as more fully developed in the Western Newfoundland Model Forest Proposal.

An integrated resource management plan will require sound scientific research, appropriate legislation, and due consideration to a wide range of interests and values, including the need to maintain an economically viable working forest, social considerations, cultural traditions, aesthetics, recreation, biodiversity, water quality, and the maintenance of a healthy environment.

Stakeholders or Interests to be represented

The Management Group will be comprised of representatives from each of the partners and, at present, includes representatives from the following:

- 1) Corner Brook Pulp and Paper Limited
- 2) Abitibi-Price Incorporated

- 3) Newfoundland Forest Service
- 4) Wildlife Division
- 5) The City of Corner Brook
- 6) The Humber Environment Action Group
- 7) CFES, West Viking College

The Management Group can, at any time, be expanded with the consent of the "consensus" members (see below).

The Management Group shall have considered the following in determining whether to expand its membership:

- 1) the nature of the interest represented by the proposed expansion of membership;
- 2) whether that interest is:
 - represented through a current member;
 - meaningfully represented otherwise; or
 - might be meaningfully represented through some other involvement whether as an observer, a representative on a Working Group, a participant in a workshop, or otherwise.
- 3) whether a prospective individual or group has come forward who is willing to represent that interest, who has the desire and commitment and could make a meaningful contribution to the model forest project.
- 4) the continual balance among representatives of interests, and between representation and effectiveness.

An "Open Seat" will be maintained throughout the model forest project to signal the commitment of the Management Group to expand its membership, having regard to these considerations (above), and to generally conduct its affairs and undertake activities "openly" with full opportunity for meaningful involvement.

Structure of the Process and Representations

One member of each interest or stakeholder represented on the Management Group shall be considered the "consensus" member. Each interest or stakeholder may appoint an alternate to the "consensus" member for that agency or organization. Additional representatives from each interest or stakeholder may be present at the meetings as from time to time as is deemed appropriate. Observers may be designated as permanent in the meetings of the Management Group if accompanied by a member or with the concurrence of the Management Group.

The Management Group considers it essential to the fulfillment of its mandate that it provide an opportunity for the meaningful involvement in the decision-making process of particular interests, groups, and the public at large. The manner in which "meaningful involvement" is to be accomplished may involve a range of forums, mechanisms, processes, and the need for professional assistance, depending on the nature of the issues being addressed and the constituency with an interest in it, including such things as:

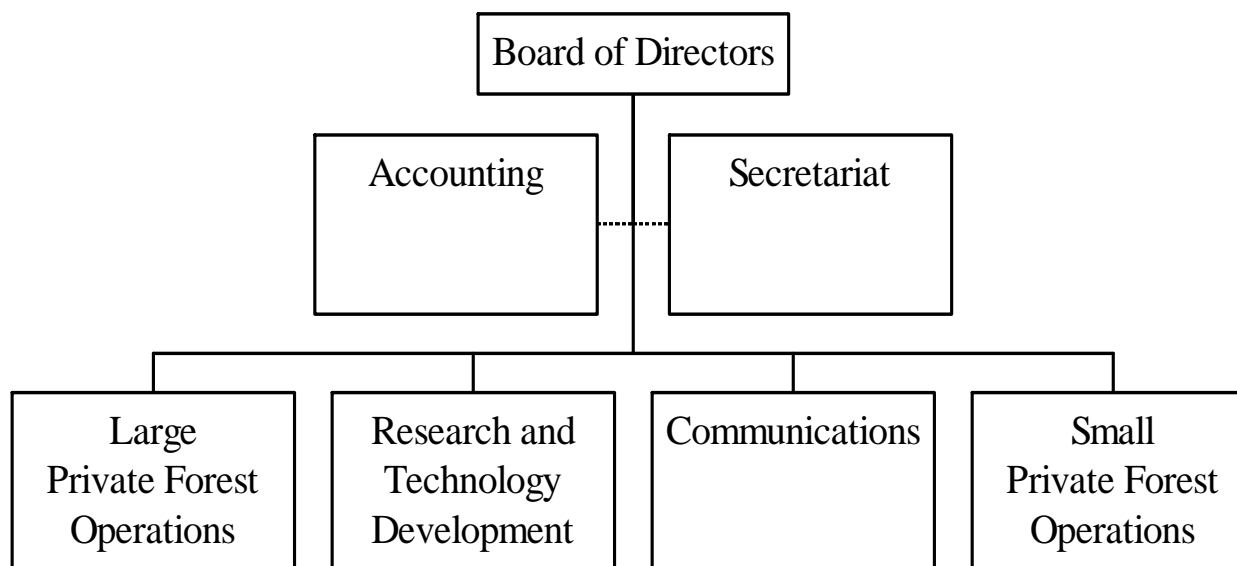
- 1) Communication through the media to inform broadly of the purpose and objectives of the WNMF, its structure, workings and activities.
- 2) Workshops, information sessions, meetings and community meetings to enable the Management Group to inform and to become informed about the concerns and interests of particular groups, special interest and the public at large, as well as

identifying the nature of such subsequent involvement as may be appropriate, given the nature of the interest expressed.

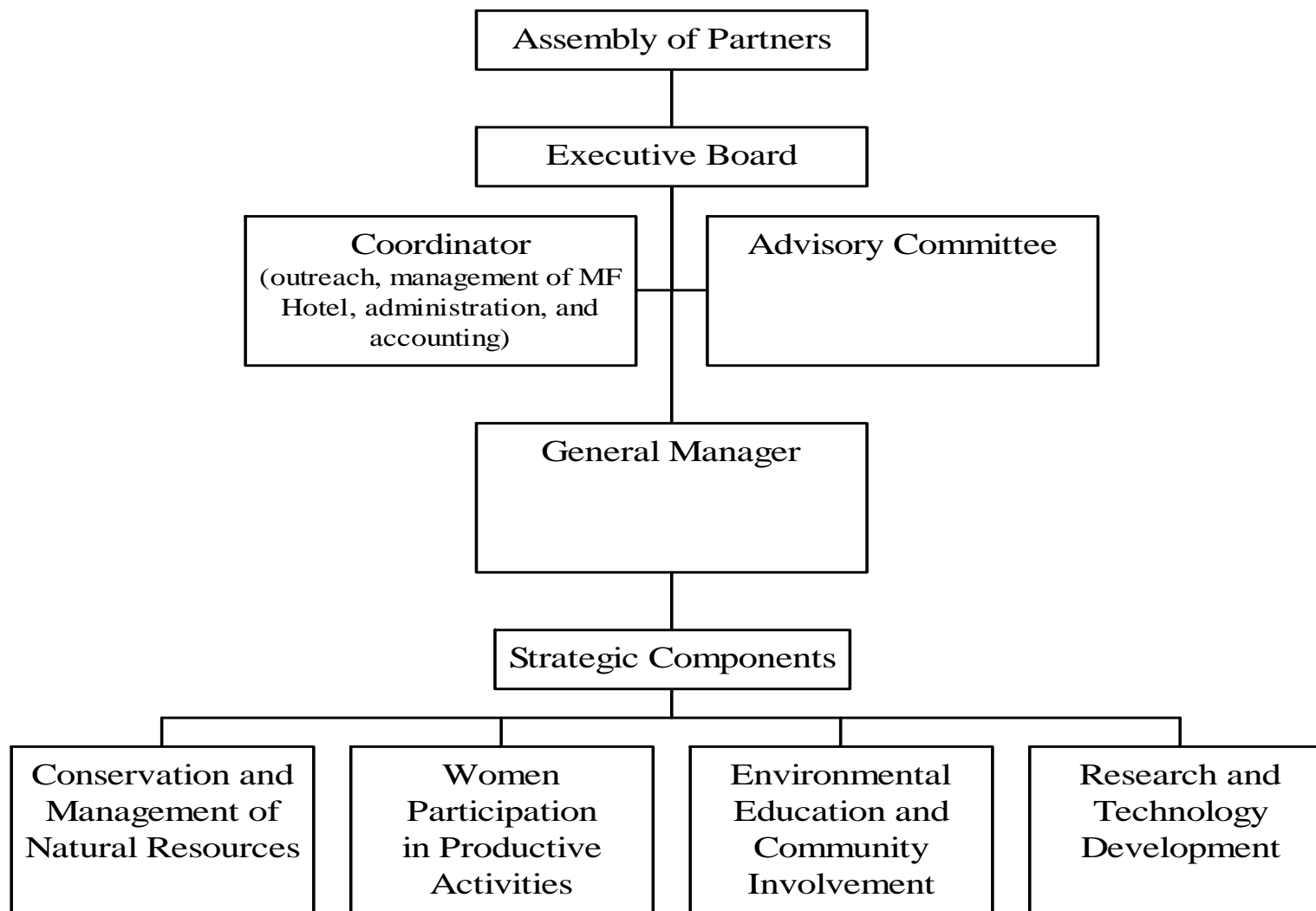
- 3) Working groups may be established by the Management Group to address certain tasks to assist it in accomplishing its purpose and objectives. The Management Group should set out explicit terms of reference and time frames for the tasks to be undertaken by working groups.

Annex B: Organizational Charts

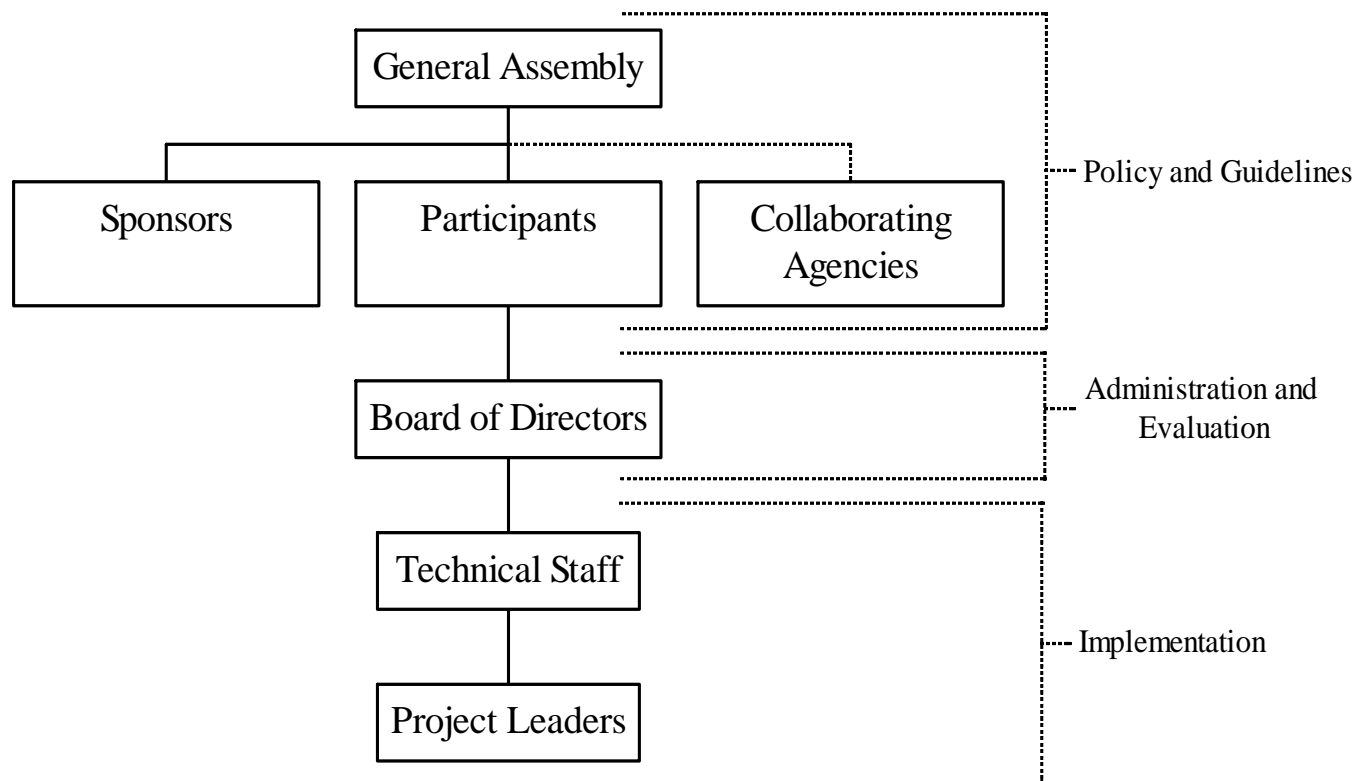
ORGANIZATIONAL STRUCTURE: BAS ST-LAURENT MODEL FOREST



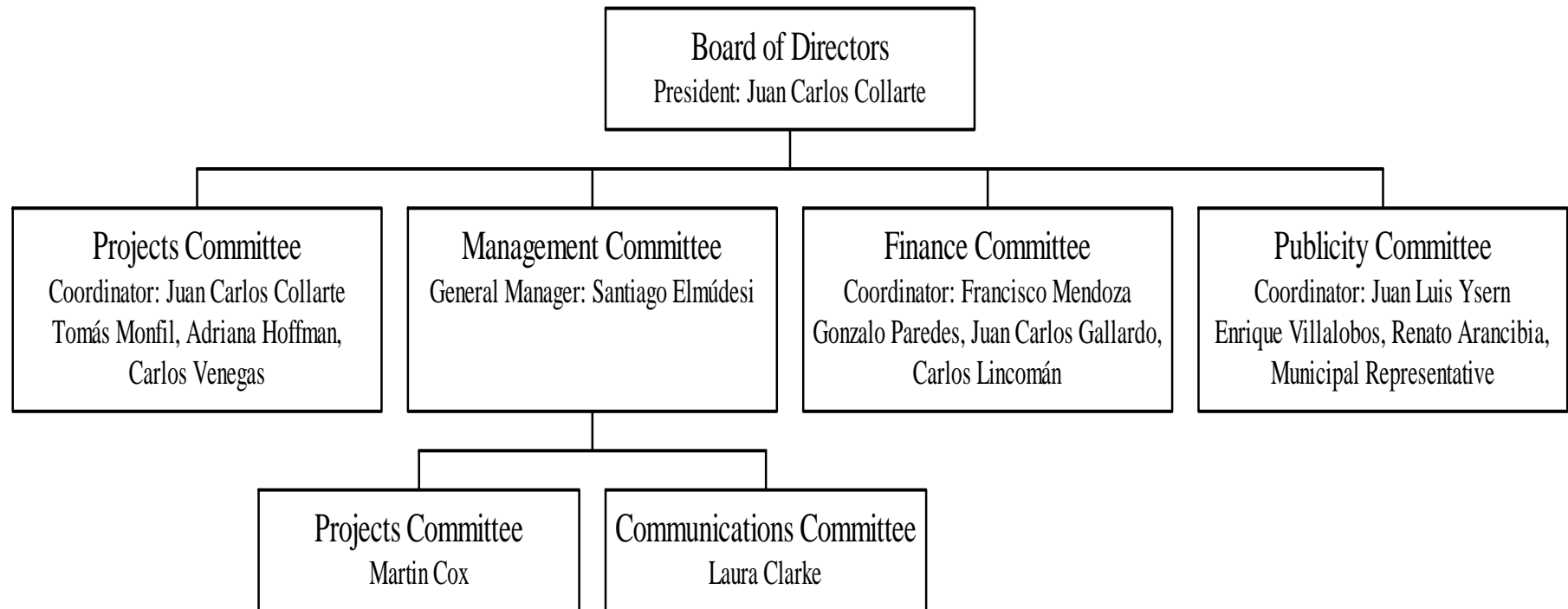
ORGANIZATIONAL STRUCTURE: CALAKMUL MODEL FOREST



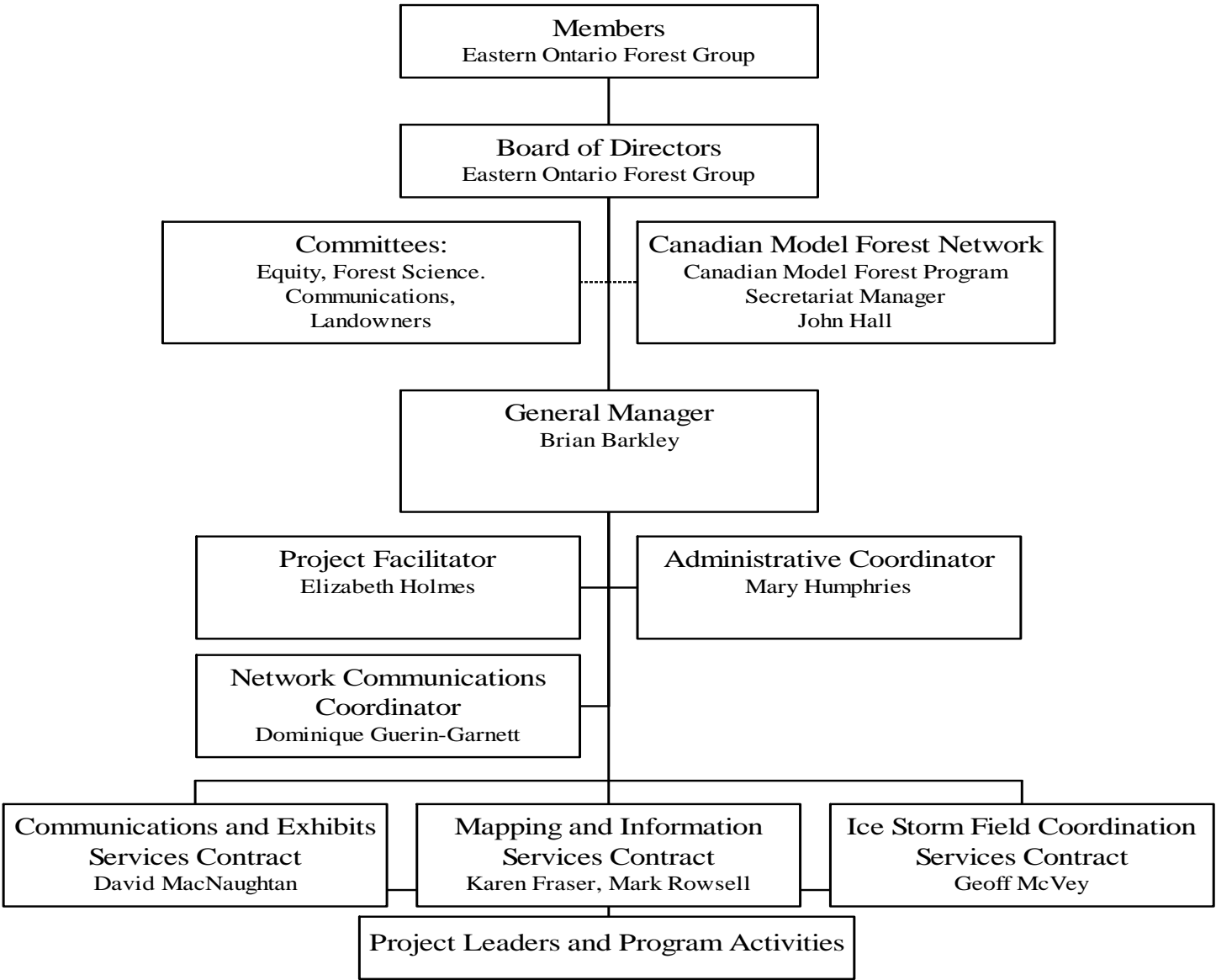
ORGANIZATIONAL STRUCTURE: CHIHUAHUA MODEL FOREST



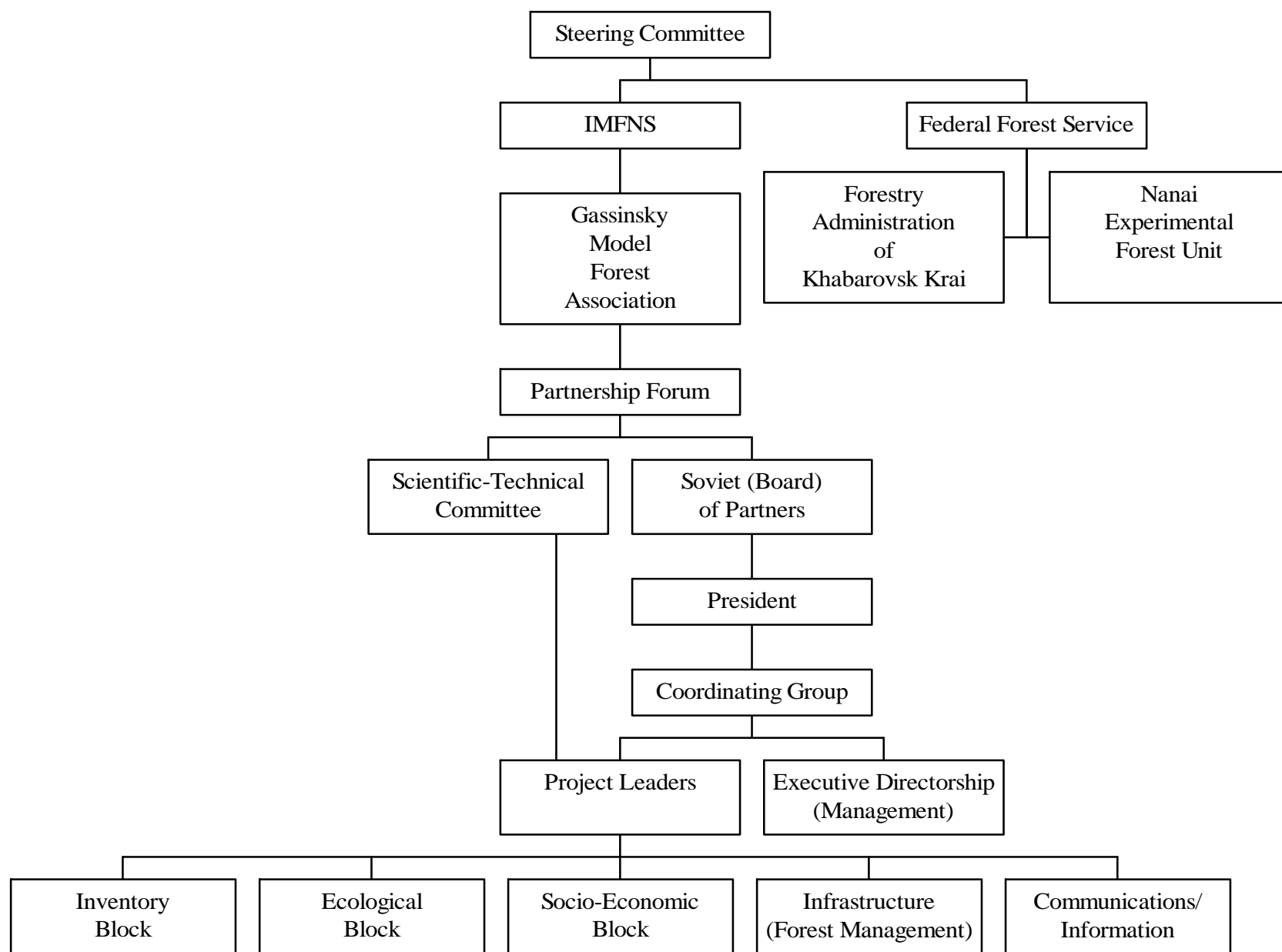
ORGANIZATIONAL STRUCTURE: CHILOÉ MODEL FOREST



ORGANIZATIONAL STRUCTURE: EASTERN ONTARIO MODEL FOREST
(PAGE 1 OF 2)



ORGANIZATIONAL STRUCTURE: GASSINSKY MODEL FOREST



Annex [C]: Partnership/Membership Lists

Calakmul Model Forest Partnership

- SEMARNAP (Ministry of Environment, Natural Resources and Fisheries)
- INE (National Institute of Ecology)
- INI (National Aboriginal Affairs Institute)
- State Government
- Municipality of Calakmul
- ICRAF (International Centre for Research in Agroforestry)
- RBC (Calakmul Biosphere Reserve)
- CRASX (X'Pujil Regional Council)
- Association □Apicultores Indigenas□ (Indigenous Beekeepers)
- Association □La fuerza de Trabajo□ (Labour Resources)
- Association □Pimienteros Indigenas□ (Farmers)
- Ejido Alvaro Obregon

Chihuahua Model Forest Partnership

- SEMARNAP (Ministry of Environment, Natural Resources and Fisheries)
- Chihuahua State Government (Departments of Rural Development, Urban Development and Ecology, Education, and the Office of Tourism)
- INIFA (National Forestry and Farming Research Institute)
- PRONASOL (National Solidarity Program)
- FONAES (National Reforestation Program)
- University □Universidad Autonoma de Chihuahua□ (UACH)
- University □Universidad Autonoma de Mexico□
- Corporations of Forestry Technicians
- INI (National Aboriginal Affairs Institute)
- US National Parks Service
- US National Riparian Zones Team
- Municipality of Bocoyna
- CECYT (Education, Training and Technology Centre)
- CONAFE (National Commission for the Promotion of Education)
- IMSS (Mexican Institute of Social Security-Solidarity)
- 7 Ejidos and 3 community groups

Foothills Model Forest Partnership

- Alberta Department of Economic Development and Tourism Industry Development
- Alberta Department of Environment
 - Environmental Training Centre
 - Forest Management Training Group (ETC)
 - Land and Forest Service
 - Natural Resource Service (Fish and Wildlife)
 - Natural Resource Service (Parks)
 - William A. Switzer Provincial Park
- Alberta Forest Products Association
- Alberta Newsprint Limited
- Alberta Registered Professional Foresters Association
- Alexis First Nation
- Bandaloo Landscape Ecosystem Services
- Blue Ridge Lumber (1981) Limited
- Canadian Association of Petroleum Producers
- Canadian Heritage, Parks Canada
- Jasper National Park
- Canadian Institute of Forestry
 - Rocky Mountain Section
- Cardinal River Coals Limited
- Chihuahua Model Forest
- ESRI Canada
- FEESA, An Environmental Education Society
- Forest Engineering Research Institute of Canada (FERIC)
- Forintek Canada Corporation
- Fox Creek Development Association
- Gregg River Resources Limited
- Natural Resources Canada
 - Canadian Forest Service
- Natural Resources Conservation Board
- Northern Alberta Institute of Technology
 - School of Resources and Environmental Management
- Nova Gas Transmission Limited
- Obed Mountain Coal Limited
- Rocky Mountain Fly-fishing Club
- Sunpine Forest Products Limited
- The Forestry Corporation
- Town of Edson
- Town of Grande Cache
- Town of Hinton
- Trout Unlimited
 - Yellowhead Chapter
- University of Alberta (Faculties of Extension, Renewable Resources & Department of Anthropology)
- Weldwood of Canada Limited
 - Hinton Division

Chiloé Model Forest Partnership

- Ministry of Agriculture
- INFOR (Forestry Institute)
- CONAF (National Forestry Corporation)
- INDAP (Farming Development Institute)
- Catholic Church
- Huilliches Community Buta Wuapi Chilhué
- NGO (Centre for Technological Studies)
- NGO (Chilean Forest Protection Council)
- Turismo Pehuén (Private tourism company)
- Private land owners
- Municipalities of Castro, Chonchi, Puqueldón, Queilen and Quellón

Gassinski Model Forest Partnership

- Administration of Forestry of Khabarovsk Krai (Federal Forest Service)
- Natural Resource Administration of Khabarovsk Krai
- Far East Forest Research Institute
- Institute for Water and Ecological Problems
- Far Eastern Forest Inventory Enterprise
- Far Eastern Branch of the Wildlife Management Institute
- Nanai Experimental Forest Unit (Administration of Forestry of Khabarovsk Krai)
- Administration of the Nanaiski Raion
- Association of the Indigenous Peoples of the North
- The State University of Science and Technology
- The towns of Trotskoe, Dada, Sinda, Maiak, Arsen'levo, Lidoga, and Dubovyi Mys
- Private forest industry (harvesting and processing enterprises)
- Lesnichestva of the region (student forestry and ecology clubs)
- The Association of Producers of Non-Wood Forest Products

McGregor Model Forest Partnership

- Alberta Research Council
- BC Ministry of Environment and Parks
- BC Ministry of Forests
- Canadian Institute of Forestry (Caribou Section)
- City of Prince George
- Communications, Energy & Paperworkers Union
- College of New Caledonia
- Cortex Consultants Incorporated
- Environment Canada
- Federation of BC Naturalists
- Forest Engineering Research Institute of Canada (FERIC)
- Fisheries and Oceans Canada
- Forest Alliance of BC
- Forest Education BC
- Forests for the World Commission
- Forintek
- Fraser-Fort George Regional Museum
- Giscome Portage Historical Society
- IWA Canada
- Lheidli T'enneh Band
- McClain Forest Company Limited
- Natural Resources Canada: Canadian Forest Service
- Northwood Incorporated
- Outdoor Recreation Council of BC
- Paprican
- R. Keith Jones and Associates Limited
- School District #57: Prince George
- Tourism Prince George
- University of British Columbia
- University of Northern BC
- Venture Forestry Consulting Incorporated

Monarch Butterfly (Mariposa Monarca) Model Forest Partnership

- SEMARNAP (Ministry of Environment, Natural Resources and Fisheries)
- State Forestry Agency □ Michoacan State
- PROBOSQUE (Mexico State Forestry Agency)
- 22 Municipalities
- NGO Alliance of Ejidos and Communities
- Association CNC (local communities)
- Association of small private land-owners
- Rexcel (private sector company)
- PROFORO (private sector company)
- Association of Ejidos □Gral Emiliano Zapata□

Institutions invited at special meetings (could be viewed as affiliate institutions)

- INI (National Aboriginal Affairs Institute)
- Monarch Butterfly Biosphere Reserve
- Regional Development Coordinating Unit

Prince Albert Model Forest Partnership

- Canadian Forest Service
- Canadian Institute of Forestry, Saskatchewan Section
- Federation of Saskatchewan Indian Nations
- Lac-La-Ronge Indian Band
- Montreal Lake Cree Nation
- Prince Albert Grand Council
- Prince Albert National Park
- Saskatchewan Environment and Resource Management
- The Resort Village of Candle Lake
- Weyerhaeuser Canada Limited (Saskatchewan Division)

Annex [D]: Program and Project Activities

Bas St-Laurent Model Forest Projects

- Watercourse Management
- Stabilization of Forestry-Related Jobs
- Collective and Individual Wildlife Management Models
- Tenant Farming
- Territory Management
- Selection of Tenant Farmers
- Tenant Farmers as Entrepreneurs
- Collective Management of Resources
- Tenant Farmers' Income Sources
- Results

Calakmul Model Forest Projects

- Administration and Organization
- Forestry Plantations
- Forestry Plantation Maintenance
- Restoration and Improvement of the Calakmul Model Forest Premises
- Dissemination and Promotion of the BMC Program
- Women's Program
 - Agricultural Diversification
 - Technological Improvement of Organic Agriculture Practices
 - Community Ecotourism
 - Development of Art and Craft Industry
- Evaluation and Monitoring
- Provision of Appropriate Technologies to the Apiarian Centre
- Environmental Education
- Promoting Training Programs for Forestry Technicians
- Wildlife Station

Chihuahua Model Forest Projects (1999-2000)

- Ecological Restoration
- Sustainable Forest Management Programs (Timber-Based)
 - Community Analysis and Review of Sustainable Forest Management Programs
 - Nursery and Reforestation
 - Diagnosis of Primary Industrial Materials
- Riparian Zones and Biodiversity Protection
 - Management and Restoration of Riparian Zones
 - Biodiversity Protection
- Communication, Training and Environmental Education
- Community Ecotourism
- Promotion of Economic Activities
 - Agriculture and Cattle Raising
 - Pisciculture
- Criteria and Indicators

Chiloé Model Forest Projects (1998)

- Hullinco and Puchilco Forest Trails
- Garden Produce, Forest Plants and Traditional Basket-Weaving
- Biodiversity Conservation and Native Germoplasm
- Rescuing Traditional Basket-Weaving Techniques
- Training in Production and Marketing of Art and Craft
- Traditional Forest-Based Medicinal Plants
- Development of Sustainable Forestry Activities, Province of Chiloé
- Development and Production of *Gevuina avellana* (hazelnuts)
- Environmental Education for Rural Broadcasters
- Bosqueduca: Development of an Educational Base for Chiloé Model Forest
- Evaluating European *Ulex* Techniques in Ensilage and Compost
- Development of Education Material on Native Potatoes
- Workshops on Carpentry and Reforestation of Native Species
- Production and Commercialization of Vegetal Coal

Cispus Model Forest Projects (1996)

- 20/35 Timber Sale
- Walupt-Cispus Timber Sale
- American Matsutake Research
- Domestication of Native Medicinal Plants: Sitka Valerian Case Study
- Mountain Goat Habitat Planning
- Recreation Monitoring
- Building GIS Capacity for the AMA
- Vegetation Monitoring Project
- Fungi and Rare Plants Monitoring Methods
- Vertebrate Monitoring Project
- Huckleberry Research
- Psychological Effects of Watershed Events
- Beargrass Study
- Christmas Tree Study
- Stand Structural Development
- Effects of Commercial Thinning within Riparian Reserves of Non-Fish-Bearing Streams
- Northern Spotted Owl Reproduction
- Visual Resources
- Hydrotheria Venosa Population Trends
- Tree Canopy Closure Response to Commercial Thinning
- Retention Tree Survival After Broadcast Burning in Regeneration Harvest Units
- Stand Structural Development in Commercial Thinning Units
- Bird Use Within Treated and Untreated Stands
- Effect of Feller-Buncher and Forwarder Logging Systems on Soils
- Effects of Commercial Thinning Within Riparian Reserves
- DEMO (Demonstration of Ecosystem Management Options)
- Lodgeberry Timber Sale

Eastern Ontario Model Forest Projects (1999-2000)

- Landowner Workshops
- Demonstration Forests
- Mapping Services
- Forest Information Centre
- Biodiversity □ Database
- Biodiversity □ Observer Network
- Biodiversity □ Landowner's Guide
- Municipal Planning
- Forest-Based Business
- Financial Aspects of Property Management
- Communication and Education
- Science Management
- Criteria and Indicators
- Ice Storm Research
- State of Forest Report
- Equity Generation
- Fundraising
- Membership
- Akwesasne Partnership

Lake Abitibi Model Forest Projects

- Criteria and Indicators
 - Forest Ecosystem Science Cooperative's Assessment of Indicators of Sustainable Forest Management Project
- Ecosystem Research and Information Systems
 - Innovation in Forest Management Practices
 - Wildlife Studies
 - Modelling and Data Collection
- Socio-Economic Values
- Education
- Traditional Forest Use
- Tourism

Long Beach Model Forest Projects

- Aquatic Resources
- Communications
 - Communities and Strategies
 - Interpretive Centre and Programs
 - Materials and Publications
 - Technology Transfer
- Decision Support Systems:
- Ecological Processes
- Education
- First Nations
- Forest Practices
 - Alternative/Modified Techniques and Practices
 - Inventory
- Public Involvement
- Socio-Economics

Manitoba Model Forest Projects (1999-2000)

- Ecosystem-Based Management
- Soil-Compaction Index and Assessment
- Natural Disturbance
- Genetic Diversity in Black Spruce
- Criteria and Indicators Workshop
- Support and Travel
- Achievement Awards
- Moose Management Committee
- Archeological Model
- Green Kids
- Forest-Ed Program
- Pinawa Woodlot
- Special Forest Products Workshop
- Communications Support
- Manitoba Envirothon
- Community Open Houses
- Communications Officers
- First Nations Land Study
- Spin-Off Projects From Land Study
- Community Opportunities
- TV Micro-Series
- Student Daily Minders
- Web Site Education Enhancement
- Cross-Culture Awareness
- Special Forest Products Training
- Monarch Butterfly (Mariposa Monarca) Model Forest Ecotourism

Monarch Butterfly (Mariposa Monarca) Model Forest Projects (1999-2000)

- Ecotourism
- Integrated Management of Natural Resources
- Community Development
- Administration
- Evaluation and Monitoring

Prince Albert Model Forest Projects (1999-2000)

- Ecosystem Health
 - Impacts of Ripping and Roll-Back of Organic Matter on Landings and Roadways
 - Riparian Zone Management
 - Spruce Budworm Decision Support Model
 - Exotic Species (Invaders)
 - Aquatic Indicators of Ecosystem Health
 - Local Advisory Group (Case Study of a Changed Ecosystem)
- Forest Values and Benefits
 - Training for Business or Employment Opportunities
 - Innovative Forest Management Practices
 - Values of the Prince Albert Model Forest
- Integrated Resource Management
 - Integrated Resource Management Planner
 - Integrated Resource Management Support
 - GIS Implementation Strategy and Tools Development
 - Technology Transfer
- Communications and Knowledge Exchange
 - Sites
 - Workshops
 - Media Tools
 - Public Communications
 - Partner Communications
 - Working Group Communications
- Local Level Indicators
 - Social Indicators of Sustainability for Selected Human Communities
 - Test of Indicator Sampling Protocols

Annex [E]: Directory of Web Sites

American Model Forests

<i>Model Forest Name</i>	<i>Location (State)</i>	<i>Web Site</i>
Applegate	Oregon	
Cispus	Washington	www.tcoe.trinity.k12.us/jveev/Cispus/home.htm
Hayfork/Shasta-Trinity	California	

Canadian Model Forests

<i>Model Forest Name</i>	<i>Location (Province)</i>	<i>Web Site</i>
Bas St-Laurent	Quebec	www.globetrotter.net/fmbsl
Eastern Ontario	Ontario	www.eomf.on.ca
Foothills	Alberta	www.fmf.ab.ca
Fundy	New Brunswick	www.fundymodelforest.net
Lake Abitibi	Ontario	www.lamf.net
Long Beach	British Columbia	www.lbmf.bc.ca
Manitoba	Manitoba	www.manitobamodelforest.net
McGregor	British Columbia	mcgregor.bc.ca
Nova Forest Alliance	Nova Scotia	www.NovaForestAlliance.com
Prince Albert	Saskatchewan	www.pamodelforest.sk.ca
Waswanipi Cree	Quebec	
Western Newfoundland	Newfoundland	www.wnmf.com

Chilean Model Forests

<i>Model Forest Name</i>	<i>Location (Province)</i>	<i>Web Site</i>
Chiloé		

Japanese Model Forests

<i>Model Forest Name</i>	<i>Location (Prefecture)</i>	<i>Web Site</i>
Hokkaido	Hokkaido Prefecture	
Kochi	Kochi Prefecture	

Mexican Model Forests

<i>Model Forest Name</i>	<i>Location (State)</i>	<i>Web Site</i>
Calakmul	Campeche	
Chihuahua	Chihuahua	
Monarch Butterfly (Mariposa Monarca)	Michoacan	

Russian Model Forests

<i>Model Forest Name</i>	<i>Location</i>	<i>Web Site</i>
Gassinsky	Kabarovsk	