

INNOVATIONS

THE CANADIAN MODEL FOREST NETWORK BULLETIN



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FEATURED IN THIS ISSUE

Model Forest Partnerships:

The key to the successful approach to sustainable forest management



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CANADA'S FORESTS — MULTIPLE VALUES, MULTIPLE VOICES

Model forest partnerships continually evolve and remain flexible to adapt to emerging issues.

If two heads are better than one, just imagine what several hundred of them working in partnership can achieve.

Canada's Model Forest Program depends on the combined skill sets of its hundreds of partners to tackle the complex issues underlying forest resource management in Canada. The majority of Canada's forests are publicly owned and domestic and international pressure is building to ensure that this public resource is managed for all forest values, such as fresh water, wildlife, timber, and culturally important sites. Furthermore, Canadians are now demanding to be consulted and involved in the planning to achieve these values. Indeed, involving as many voices as possible in the management of our forests is one of the main strategic directions of Canada's National Forest Strategy. While forest operations may see this need for consultation as a hindrance to day-to-day activities, others, like the model forest partners, view broad stakeholder involvement as the preferred way of gaining consensus on the management of our forest resources over a full range of values.

The establishment of broad functioning partnerships within model forest organisations is certainly a significant accomplishment on its own. However, as this and future editions of Innovations will

demonstrate, the achievements of the network have gone well past this preliminary stage. The Model Forest Network's influence now extends beyond its own borders as the tools and techniques they develop are transferred to, and applied by, resource managers, researchers, and others in the forestry community, both in Canada and abroad.



*Discussions between partners,
Waswanipi Cree Model Forest*

"Organisations can definitely learn from the model forests' approach to public participation and the network has the responsibility and mandate to share this approach with those interested in implementing it," says Dr. John Sinclair, of the University of Manitoba's Natural Resources Institute. "In fact, the network must continually strive to extend its reach so its experience can enhance social learning while extending the base of each partnership."

Far from being static, model forest partnerships are continually evolving and need to stay flexible enough to be able to adapt to emerging issues. For example,

(Continued on page 2)



Natural Resources
Canada
Canadian Forest
Service

Ressources naturelles
Canada
Service canadien
des forêts

Canada

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both climate change and the ever-increasing need to protect fresh water resources will have an impact on how Canada's forests are managed. These issues will, in turn, bring in a new set of partners, who will benefit immensely from the close relationships already established within the network. Flexibility is also required to offer partners a number of ways to get involved with each model forest. They can therefore help advise the Board of Directors if they so choose, or work as program committee members, or as collaborators on projects. The choice is up to them.

New and current partners alike can benefit from working with model forests in securing what could very well be the most important consensus of all: bridging conflicting views on how to manage Canada's forests. The strong partnerships that are the foundation of model forests yield new approaches that make sense for all stakeholders involved and are well suited for local forest ecosystems. "Participants in model forest partnerships gain a better understanding of sustainable forest management issues," asserts Dr. John Hall, Manager of Canada's Model Forest Program. "By working together,

they can increase their capacity to develop innovative solutions that are broadly accepted and put into practice."

Generating meaningful results and applying accrued knowledge on the ground – that's what Canada's model forests are all about. Please take a few minutes to read about some of our people and their achievements and contact us if you would like to know more about the benefits of partnership.

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BUILDING CAPACITY IN RESOURCE-BASED COMMUNITIES

Varied Knowledge Base

Model forest partners typically include representation from industry, landowners, all levels of government, parks, Aboriginal people, academic institutions, environmental groups, labour and youth.

When establishing partnerships to find solutions to key forestry problems, it's important to remember to involve those who live in the forest communities that stand to benefit from these innovations. The support of these communities is often taken for granted, yet opposition to forestry can also be found there.

A case in point is the Long Beach area in British Columbia where pro and anti logging schoolchildren have gotten into heated arguments over the resource. "It got to a point where a local school banned these discussions from its campus," says Bodo von Schilling, General Manager of the Long Beach Model Forest (LBMF). "Since it's through mutual understanding that such divisive issues can be resolved, we decided to sponsor an activity that helped two students with opposing views organize a youth forum on the issue."



Youth Forum at Long Beach Model Forest

Nadine Spence is one of the students who helped organize the event. "We first organized a forum that brought together ten community leaders who each presented leading edge knowledge on various forest values and uses to young residents of the area in preparation for the conference," she says. "We then proceeded to organize the Holistic Forest Youth Conference during which youth took on the roles of LBMF Board members and had to come up with recommendations on resource use." Their conclusions were presented to the actual Board of the LBMF. "It was a great way to get knowledge on the resource, realize that it's not easy

to make decisions on resource use and reconcile different points of view on the issue," she concludes.

The community partnership approach used by the LBMF epitomises integrated capacity building: increase the local knowledge base and help balance conflicting views, give on-the-ground training and hire those you have trained. It also offers the benefit of being transferable to other organisations in need of staff with specialised training.

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STRUCTURE: THE BACKBONE OF A PARTNERSHIP

Broad representation, adequate resources, a suitable decision-making process and time are all required for a partnership to succeed.

Simple things going awry can generate chaos.

We don't often think about how complex traffic is while driving in a large city. Yet specialists spend countless hours figuring out how to time traffic lights and direct cars and trucks to ensure they flow as smoothly as possible throughout the day. But lose a simple traffic light at a crowded intersection and all that work can go for naught, as accidents and traffic jams will likely ensue. Maintaining structure and organisation within complex systems is essential to keeping these systems operating like clockwork.

Model forest partnerships, which involve multiple stakeholders working together to tackle complex issues, also require a tight structure to operate at peak efficiency. "The first essential structural requirement of a partnership is to involve all partners who need to be at the table right from the start, to ensure that the most comprehensive approach to forest management is achieved," says Dr. Louis LaPierre, President of the Fundy Model Forest. "The emphasis here is on involving only those partners who can make a positive contribution to the partnership. But identifying such partners isn't necessarily simple," continues LaPierre. "A process needs to be set up to identify what potential partners could bring to the table and to ensure they do in fact represent the interests of a group that could be impacted by decisions made at the Board table."

An appropriate partnership structure must also ensure that partners have sufficient resources to enable them to make a meaningful contribution. "We're not only talking about financial resources, although those are definitely a key consideration," adds LaPierre. "Knowledge pertaining to issues is another important resource that needs to be shared within the partnership to put everyone on a level playing field and enable them to make informed decisions."

The decision-making process itself can play a determining role in the success of a partnership. Although attempting to reach a consensus is often the preferred way to go, it can sometimes lead to one partner dictating an agenda to others at the table. "Reaching a consensus can often work quite well in a partnership, but it's also possible to use other systems, such as a democratic process where a clear and definite concern can reverse a majority vote," concludes LaPierre. "The bottom line here is to make sure minority interests are not overlooked by the process."

Regardless of whether or not an attempt is made to gain consensus, reaching a decision will likely take time. The key is to use this time wisely to advance the cause even if only a little at a time, and strengthen the partnership.

In New Brunswick, a fishing community has used the model forest approach to regroup and define a new, and very successful, future for itself. Model forests have gained considerable expertise in partnership and consensus building and the experience of this fishing community demonstrates that it could prove valuable in a variety of situations and sectors.

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CATAclysms Catalyze COOPERATION

"People were quite concerned, as the sole income of many of the producers is maple syrup. We didn't have many financial resources, and we were not in any way prepared to deal with an emergency. Without the model forest it would have been a disjointed approach."

**Don Dodds, President
Lanark and District Maple
Syrup Producers' Association**

Global warming is a relatively subtle natural process, but other natural phenomena can come knocking at our door with a vengeance. The 1998 ice storm, which caused significant damage to the forests of eastern Ontario and Quebec, was just such an event. Recognizing that the affected region in eastern Ontario was home to hundreds of private landowners who could feel isolated in their plight, the Eastern Ontario Model Forest (EOMF) assumed a lead role at the outset in developing a collective expression of the needs of maple syrup producers and woodlot owners to deal with the damage through the set up of the Ice Storm Forest Recovery Group. This group was composed of representatives from government, industry, conservation associations, landowner groups, First Nations as well as maple syrup producers.

(Continued on page 7)

A VISION OF FORESTS MANAGED BY MODEL PARTNERSHIPS

The Canadian Forest Service articulated its vision of large working forestry research laboratories when it launched the Canada's Model Forest Program a decade ago and has remained one of its most active partners.

Canada's forests are well known for their breadth and diversity, stretching from coast to coast. For the last century, they have provided the stage on which the Canadian Forest Service (CFS) of Natural Resources Canada has carried out a comprehensive and leading edge research program. The fruits of this work have been shared over the years with partners such as industry, academia and provincial governments.

One of the greatest realisations of the CFS has been to articulate and implement a vision of future forestry research. One that required large-scale living laboratories to answer some of the most difficult questions related to the management of Canada's forest resource. One that brought together a broad range of

partners to reach consensus on how best to implement the results of this work and transfer them to others. That vision became Canada's Model Forest Program, which established the Canadian Model Forest Network.

Since the Model Forest Network was formed in the early 1990's, the CFS has remained one of the most active partners in each of the model forests and maintains close links between model forests and its ten Science and Technology Networks.

The on-the-ground results of the research programs carried out within model forests help resource managers continually improve the sustainability of their forest management practices. Demonstrating this progress, in fields such as ecosystem-based

management, biodiversity, and soil and water conservation, is key to showing domestic and international audiences that Canada is serious about meeting the commitments it made when renewing its National Forest Strategy in 1998.

Through partnerships with a number of countries, the CFS also helped establish the International Model Forest Network. Ten international model forests have been established so far and dozens of other countries have shown interest in joining the network.

Whether at the national or international level, the CFS is committed to working in partnership with governments, academia, industry, Natives, ENGOs and others to ensure that the forests of the world are managed in a truly sustainable way.

You can find out more about the CFS and its S&T Networks by visiting the organisation's Web site at :

www.nrcan.gc.ca/cfs

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EVOLUTION AND EXPANDING HORIZONS

**Strength in Numbers
Model forest Boards of Directors
(or partnership committees) range
in size from 10 to over 30 members,
and dozens of additional collaborators
also work within these partnerships
in other capacities.**

Adaptation is a very tangible concept for biological organisms, as they must adapt to survive to changing conditions. The same can be said of organisations. They can adapt to change in different ways, from reorganising and focusing on core activities,

to bringing together people with various skill sets into an organisation to tackle complex issues. The latter defines how model forests use partnerships to deliver results.

"When our model forest was launched in 1992, we were joined by 12 partners," says Mike WalDRAM, General Manager of the Manitoba Model Forest (MbMF). "Our organisation then evolved over the years to a point where we now count

33 members on our Board." According to WalDRAM, each of these members brings a valued point of view to the group. "We were particularly pleased when our concerted efforts led to the addition of Métis and First Nations representatives to the Board." The involvement of such a broad range of players ensures that there will be a high level of buy-in for the MbMF projects and that their results will be well suited to local socio-economic, environmental and cultural needs.

***Model forest partnerships have evolved in scope, scale,
and in the types of partnership arrangements they offer.***

(Continued on page 8)

SPOTLIGHT ON...

BUILDING RELATIONSHIPS AND SHARING INFO THROUGH PARTNERSHIPS

Bas-Saint-Laurent Model Forest Biologist Wins Forest Stewardship Award

Joanne Marchesseault has applied her extensive knowledge of the Temiscouata region in Quebec to her work with the model forest's tenants, helping them to establish wildlife habitat projects.

It's not difficult to see why landowners in the Lower St. Lawrence region in Quebec enjoy working in partnership with, and have developed such a high level of respect for, Joanne Marchesseault. A brief conversation with her is all that's required to fully appreciate her absolute devotion to maintaining healthy forest ecosystems and wildlife habitats.

"Ninety percent of my success in convincing landowners to continually improve their practices comes from the relationships of trust I have been able to build with them," says Marchesseault. "At first, they thought I was just another bureaucrat but over time we have learned to work together to achieve results." Joanne Marchesseault, biologist at the Bas-Saint-Laurent Model Forest in the Rimouski (Quebec) area, has lived in the Temiscouata region for the past twenty years. Over that period, she has helped develop educational programs and management plans, and has carried out resource inventories and habitat restoration projects.

Her overall knowledge of the region is truly beyond compare and was instrumental in the development of a successful model forest proposal back in 1992. She now works with the model forest's tenants to establish wildlife habitat projects, which include lake stocking, building fish ladders and installing wood duck boxes. "I am particularly fond of a project that urges landowners to commit to including wetland



Joanne Marchesseault, Bas-Saint-Laurent Model Forest biologist receiving award from François Blain, Forest Stewardship Recognition Program Coordinator, Wildlife Habitat Canada

management in their overall plans," she says. "Most of them just didn't realise how valuable wetlands are to wildlife and freshwater management but once they do, it's usually easy to get them interested!"

Marcel Quirion, biologist at the Fondation de la faune du Québec, says that Marchesseault is never at a loss for ideas. "The Fondation has supported several of Joanne's projects in the past and we have been very impressed with the overall quality of her work," says Quirion. "She has definitely become an authority in the province on wildlife habitat management."

And the accolades keep coming in. Marchesseault has just been selected as one of the winners of a Forest Stewardship Recognition Program award by Wildlife Habitat Canada for her extensive work in wildlife habitat management and her willingness to share her knowledge with others. At the awards ceremony, she received a standing ovation from the landowners she works with, likely the most important recognition of all for a biologist who has devoted her career to teaching others. "Getting the award felt great...it tells you that what you do is valued and just pushes you to do even more!"

If only there were more than 24 hours in a day!

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BREAKING NEW GROUND

PARTNERS WITH THE LAND

The Cree community works with the model forest partnership on developing a socio-ecological description of their “trapline” management system, and on designing a new forest management planning process based on the community’s knowledge.



Model Forest Partnership in action in Waswanipi

Over centuries of intimate partnership with the land, Aboriginal peoples have developed a unique knowledge of forest ecosystems that can contribute to today’s sustainable forest management (SFM) practices for the benefit of their communities and all Canadians. The Waswanipi Cree Model Forest (WCMF), was established in the southern portion of the Cree territory in Quebec to develop approaches to SFM that are based on Aboriginal values, beliefs and traditions. Some 13 partners have come together to work in the WCMF, to maintain and enhance the quality of the area to benefit Aboriginal and other users and to assure the economic, social and cultural development of the Waswanipi First Nation.

Part of the forest is divided into parcels called “traplines.” These areas are family hunting grounds where traditional activities such as hunting, fishing, trapping and gathering occur. Each hunting ground has a designated ‘tallyman’ or custodian who is responsible for ensuring wildlife is harvested sustainably. More than 95 per cent of these hunting grounds are overlapped by provincial government licences to nine forestry companies. Many families in the community now earn

a living through logging and employment at the local sawmill. However, the majority still rely a great deal on the Cree way of life of hunting, fishing, trapping and gathering.

The community decided to ask the WCMF partnership to assist in the development of a dynamic socio-ecological description of the Cree “trapline” management system. The proposal called for the design of a new forest management planning process that reflects and applies Cree management principles, and verifies and improves the effectiveness of management planning strategies through application of Cree environmental knowledge. The WCMF Board of Directors approved the proposal as a pilot project in June 1999.

“We have had several meetings with the participating families, and are also gathering information from forestry companies and government partners,” says Jonathan Kitchen, Project Coordinator. “We will organize this information and produce maps that show land use and occupancy, as well as determine the current health of the hunting grounds.”



Community members participate in WCMF meeting

The WCMF partners will then be able to use this information to protect the Cree traditional way of life when planning their forest management activities. The project will also give the Cree First Nation of Waswanipi complete records of land use for current and future generations.

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(Continued from page 3)

The Group met within a month of the storm's end to discuss how best to handle the damage inflicted upon trees in eastern Ontario. "Our partners' involvement in responding to ice storm damage was a lot more extensive and time consuming than we originally thought it could be," says Brian Barkley, General Manager of the EOMF.

"The analysis of the information derived from the study on the impact of the storm on sugar maples will help us develop management guidelines and predictive tools for landowners and resource managers."

Geoff McVey, Field Research Coordinator

The EOMF continues to play a major role in a partnership consisting of provincial and federal governments, as well as educational institutions and others, to deliver ice storm research in eastern Ontario. Research programs designed to examine the effects of ice storm damage on the health and recovery of sugar maple bushes, natural woodlots, and tree plantations are among those being delivered by the partnership under the leadership of the Ontario Ministry of Natural Resources (OMNR).

"I would like to personally commend and congratulate the model forest partners and staff for playing a key role in providing the structure and initiative to bring together affected groups and individuals in the forest sector to develop effective action plans," says The Honourable Don Boudria, Leader of the Government in the Federal House of Commons. "These are good examples of how, in times of difficulty, our institutions and citizens work together to respond to those in need."

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PARTNERSHIP PROTECTS PINE MARTEN

"The establishment of the reserve not only helped protect the marten but three of the province's important ecoregions as well. This marked the first time any forest ecoregion had received protection by the provincial government."

**Laura Jackson, Executive Director
Protected Areas Association of
Newfoundland and Labrador**

There's a common saying that the good of the many should supersede the good of an individual. But it sometimes takes the will and accrued knowledge of several individuals working in partnership to ensure the good of an animal whose survival is threatened.



Pine Marten

The pine marten is an endangered subspecies of mammals in Newfoundland, with an estimated current population of a little over 300 animals. They are found mainly on the West Coast of the island, in Little Grand Lake behind Corner Brook, Red Indian Lake, Main River, and in Terra Nova National Park.

One component of a comprehensive strategy to protect the pine marten was the creation in 1999 of a reserve. "Some

progress was made in 1982 when a no-cut zone was established in the area. However, it really required the participation of various stakeholders, who forged working relationships under the model forest umbrella, to secure the reserve," said Laura Jackson, Executive Director of the Protected Areas Association (PAA) of Newfoundland and Labrador. The PAA is one of the 22 partners involved in the Western Newfoundland Model Forest (WNMF) Pine Marten Conflict Resolution Working Group.

Another of these partners, Corner Brook Pulp and Paper Ltd., supplied the land on which the reserve was established. "Without this significant contribution made by the company, the project could not have gone ahead," says Jim Taylor, General Manager of the WNMF. "It really shows that they recognise the importance of managing the land for all of its values, and want to play a key role in this joint stewardship approach."

Specific studies, such as those on demographics and captive breeding, are required to fine-tune knowledge on the pine marten and increase its population. Another important development is modified snares that are still effective in trapping hares but won't harm marten. "One tangible benefit of our involvement with the model forest has been the opportunity to work on issues with various stakeholders. We certainly appreciate the support we receive from the model forest partnership, which enables us to be a useful part of such processes," concluded Jackson.

So do the marten.

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(Continued from page 4)

“A second way the MbMF has evolved is that we now tailor the partnership to each partner,” adds Waldram. “For instance, the MbMF has entered into what we call project partnerships with certain organisations that did not request a seat at the Board but still wanted to be active partners.” One such organisation, Manitoba Hydro, is one of several partners developing an Archaeological Predictive Model that aims to predict the likelihood of finding ancient sites that can then be investigated and protected from development activities.

Such project partnerships are also active in leading edge research in woodland caribou with other MbMF partners.

The model forest area, with its long history of occupation and use, was an ideal site for the archaeological model project, but Mike Waldram would like to see the MbMF partnership spread its wings to new horizons. “Our number one priority over the next few years will be to work with the provincial government to increase the role the model forest partnership could play in policy setting research,” he adds.

There might even be a time when the partnership network will be able to expand its role outside the boundaries of the MbMF. “I think it would be really exciting if the MbMF partnership could co-ordinate and deliver this research in various parts of the province and communicate results back to all partners simultaneously. Everyone participating, everyone benefiting: that’s a win-win situation.”

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NATURAL PARKS: NATURAL NEIGHBOURS

Five model forests include National Parks within their boundaries: Fundy (NB), Western Newfoundland, Prince Albert (SK), Foothills (AB), and Long Beach (BC).

Each member of a partnership can contribute important information that can have a profound impact on how the partnership functions as a whole and on the results it generates. Historically, though, Canada’s national parks have been for the most part managed as separate entities from their adjoining areas.

But national parks are not islands, separated from their surroundings by some invisible but impermeable barrier: Wildlife, plant seeds, fungal spores and insects can cycle in and out of National Parks at will. How we manage the areas adjacent to park boundaries, therefore, has a great impact on the park’s ecosystems. Yet, in the past, this issue has received less attention than it deserves.

Norm Stolle, Ecosystem Secretariat Manager at Prince Albert National Park — a good portion of which is included within the Prince Albert Model Forest — is one of the professionals attempting to address the situation. “Through our association with the model forest, we have built good relationships with other partners from the ground up,” says Stolle.

“For instance, we’ve worked out an agreement with our neighbours at Weyerhaeuser Canada, who carry out forest management activities nearby. It called for the development of digital maps and a digital elevation model of the park and Weyerhaeuser’s Forest Management Agreement area. This is the first cross jurisdictional data set to be established in the province.” It wasn’t a major change but

“No man is an island, entire of itself; every man is a piece of the Continent, a part of the main.”

John Donne, 16th century

it has allowed these organisations to work in partnership to share important information and to better manage ecosystems across park boundaries.

Partnerships such as the one between Prince Albert National Park and Weyerhaeuser under the Prince Albert Model Forest umbrella show us that it is possible to break down barriers and manage ecosystems in a way that makes more sense for the organisms inhabiting them.

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CANADA'S MODEL FOREST PROGRAM SHARED RESOURCES

Model forest partner organisations collectively contribute in-cash and in-kind over \$10 million within the network.

The Government of Canada, through the Canadian Forest Service, launched Canada’s Model Forest Program in 1992 to address the challenge of balancing the extensive range of demands we place on our forests today with the needs of tomorrow’s generations. A network of 11 model forests has since been established to bring together through partnership individuals and organisations striving to make the goal of sustainable forest management a reality.

Each of the model forests in the Canadian Model Forest Network provides a unique forum where partners can gain a greater understanding of other stakeholder views, share their knowledge, and combine their expertise and resources to develop innovative techniques, tools and approaches to sustainable forest management. Model forests act as giant, hands-on laboratories in which these leading-edge techniques are researched, developed, applied, and monitored. The network also has the mandate to transfer the knowledge and techniques it develops so the benefits derived from its work can be shared with other forest sector stakeholders.

www.modelforest.net