

Foothills Model Forest

Business Strategy

2007 – 2012

November 2006

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Business Strategy for April 2007 to March 2012**

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The Honourable Ralph Goodale, Minister of Natural Resources Canada, remarked,

*The sustainability of our forests will be the key to our future success – meeting our environmental goals and ensuring the stability of communities that are economically reliant on forests while strengthening Canada’s position as a powerful global trader of forest products. With our proven track record of innovation and scientific and technological ingenuity, we can meet the environmental, economic and recreation demands on our forests and, in the new millennium, (we will) lead the world as a living model of sustainable development.<sup>1</sup>*

The Foothills Model Forest is well on its way to realizing that vision. Through our ongoing research, our progressive forward-thinking models, our practical on-the-ground tools, our continuing dialogue with Albertans, and our ever-evolving and expanding partnerships with governments, industry, and other relevant organizations, we will continue to support Alberta and Canada as unrivalled leaders in the field of sustainable forest land management.

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<sup>1</sup> Ralph Goodale, Minister of Natural Resources Canada. The State of Canada’s Forests 1999–2000, Forests in the New Millennium, Ottawa.

## **FOOTHILLS MODEL FOREST**

Strategy for April 2007 to March 2012

### **1.0 INTRODUCTION**

Momentum continues to steadily build as the Foothills Model Forest nears completion of Phase III. Although there will not be a Phase IV “Model Forest Program”, we see our next business cycle (2007–2012) building on this momentum and reaching out to establish network linkages well beyond the Foothills Model Forest working area. Our growing vitality will well serve the Foothills Model Forest, its partners, and all the stewards of Alberta’s landscapes and communities.

In Phase I of Canada’s Model Forest program, the Foothills Model Forest focused primarily on initiating and conducting work that evolved into world-class research to advance the concept of sustainable forest management. In Phase II we continued the research and made the transition to communicating the research results to our partners and the public. We identified as a priority the need for practical “on-the-ground” tools to advance the emerging concept of sustainable forest management. A strong emphasis was placed on generating baseline awareness of the concept of sustainable forest management and communicating our mandate to the people of Alberta. In Phase III the Foothills Model Forest established a strong linkage with the local aboriginals and initiated an Aboriginal Enhancement Program, which is well on its way in developing an aboriginal and industry referral process. Phase III took us beyond our boundaries and has brought the various industries and governments closer together in dealing with resource issues.

Some endeavours of the Foothills Model Forest, such as the Grizzly Bear Research Project, are acknowledged as contributing to Alberta’s leadership role in sustainable forest land management and, on a broader scale, to the growing trend towards sustainable development. Other areas of research, such as the Social Science Program, contribute to the increasing awareness and understanding of the holistic value of forest landscapes and play a key role in empowering others to accept responsibility for the continued health and productivity of this resource.

From a base of developing relevant tools for applied research and management, the Foothills Model Forest continues to expand its focus on applying and sharing the processes and tools it has developed. Moreover, it has evolved into an organization recognized provincially, nationally, and

internationally through its highly credible scientific research programs and direct links and relevance to management (e.g., the Grizzly Bear Research Project, the Caribou Landscape Management Association, Foothills Growth and Yield Program, and the Highway 40 North Demonstration Project). Consequently, the Foothills Model Forest has emerged as a platform to champion sustainable forest land management and will continue to expand its programs and related tools outside the identified land boundaries, but under the name of the Foothills Model Forest umbrella.

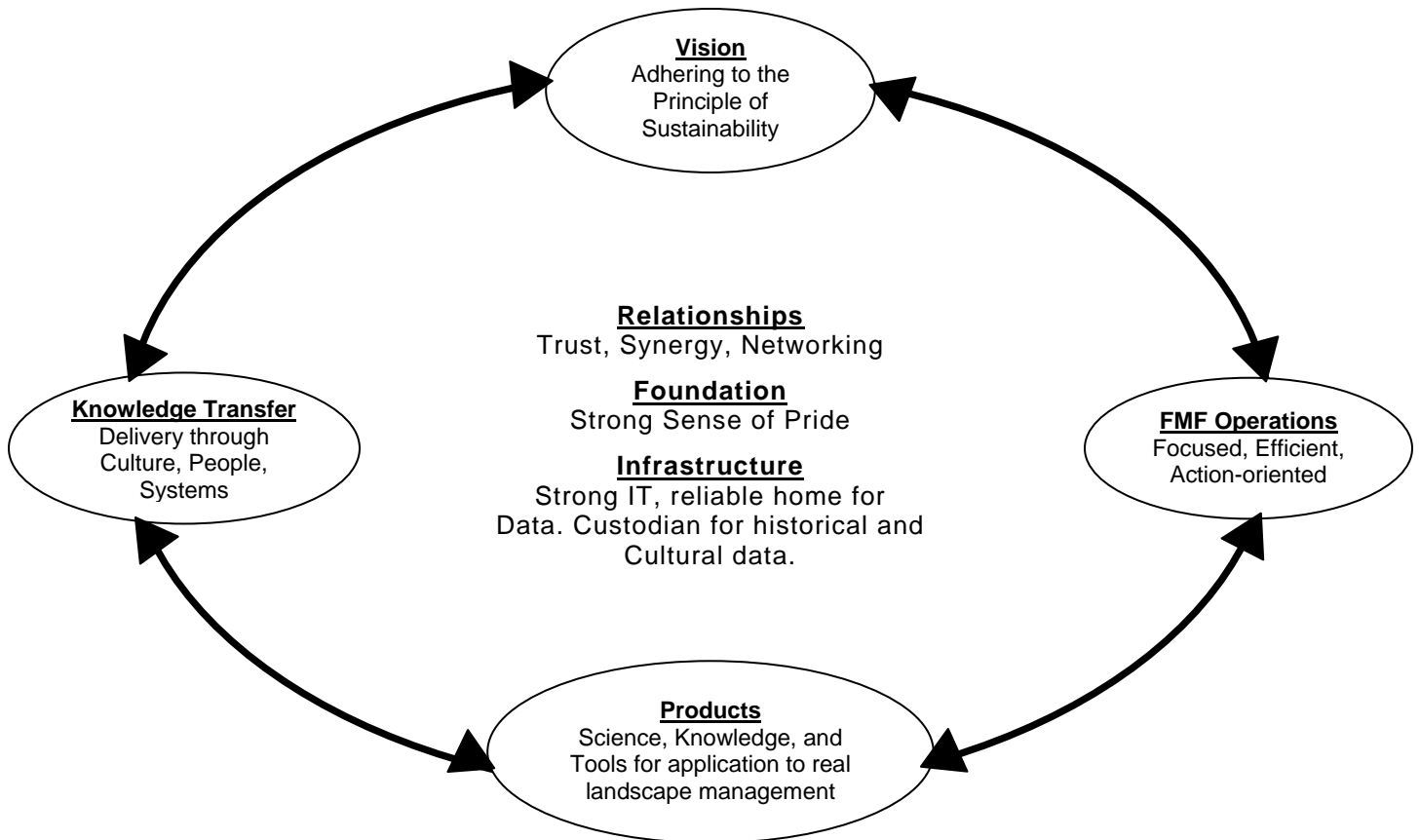
In spite of the cessation of the federally sponsored model forest program as of March 2007, the Foothills Model Forest is well prepared to continue its work in implementing and reporting on leading-edge research programs. In doing so, we will strengthen our focus on demonstrating innovation and providing strong communication and extension of all program areas. We will ensure that our innovative sustainable forest land management knowledge and applications are demonstrated to forest managers and practitioners, the public at large, and others with a stake in the sustainability of our forest landscapes. To promote our knowledge and processes we will initiate and enhance networks and hubs across Alberta. During our next business cycle, we will place a high priority on the transfer of Foothills Model Forest technology and knowledge to stakeholders to support the universal goal of sustainable forest landscape management. Focus will also be placed on the integration of uses and resource management supported by sound science and an integrated data management system.

In preparation for the fourth business cycle we have reviewed our foundational aspects and will use them to our advantage to address the challenges and opportunities that lay ahead (Figure 1).

## **2.0 VISION AND MISSION**

### **2.1 Vision**

The Foothills Model Forest is a leader in developing innovative science and knowledge for integrated resource management on the forest landscape through diverse and actively engaged partnerships.



**Figure 1. Foundational aspects of the Foothills Model Forest that remains focused on the principle of sustainability within a framework of continuous improvement, trusted relationships, and sound science to meet the challenges of integrate landscape management.**

## 2.2 Mission

The Foothills Model Forest is a unique community of partners tied to the land and its people through a common concern for the welfare of the land and its resources.

We will achieve our vision by:

- Building a community of diverse and active partners who are working in or are concerned about natural resource management.
- Identifying natural resource management issues at the landscape level that are common to our partnership, recognizing the necessity of integrated resource management.

- Providing science-based tools and knowledge that is understandable and available to natural resource managers, policy makers, and the public.
- Broadly disseminating our knowledge.

### **2.3 Enablers**

For the Foothills Model Forest to accomplish its Vision, Mission, and associated Objectives, it needs to be enabled by the following:

- i. Partnerships: the Foothills Model Forest derives its strength, direction, and support from dedicated and committed partnerships of diverse resource users.
- ii. Trust and Respect: through open discussion and acceptance of varied opinions we are a safe place to express and discuss innovative ideas on natural resource management.
- iii. People: commitment to our vision and to the sustainability of natural resources for all.
- iv. Success: proven engagement leading to successful outcomes, public understanding, tool development, and influence on management practices in Alberta and Canada.

### **2.4 Foothills Model Forest Values**

The Foothills Model Forest values the sustainability of natural resources and respects the privilege that citizens and corporations have of using the landscape and its resources. In support of sustainable landscape management, the Foothills Model Forest remains firmly committed to and is defined by its values:

- i. Healthy landscapes and all that they provide
- ii. Sustainability and stewardship
- iii. Community
- iv. Working and engaged partnerships
- v. Sound science
- vi. Collaboration through open communication
- vii. Foothills Model Forest staff, associated contractors, and consultants.

### **3.0 STRATEGIC OBJECTIVES**

The Foothills Model Forest has identified the following seven strategic objectives for the next business cycle: partnerships; program themes; communication and extension; network of nodes; operations; demonstrating, evaluating, and reporting on innovation; and human resources. These objectives are progressive and are grounded on the collective accomplishments of the past three phases of the model forest program. Moreover, they will provide clear direction for our future and will ensure that the Foothills Model Forest remains a dynamic, robust, and relevant organization.

#### **3.1 Partnerships**

The cornerstone of the success of the Foothills Model Forest is its strong, vibrant, and active partnerships. Building on this base, the Foothills Model Forest will:

- i. Recruit to the shareholder category of the organization. Opportunities are perceived to rest with the energy and mining sectors at all levels, but we will remain open to viable and enthusiastic prospective partners from other sectors.
- ii. Maintain and build upon a varied and active partnership for all program areas, continuing the focus from Phase III on the aboriginal and environmental non-governmental organization (ENGO) areas.

#### **ACTIONS**

- a) The Shareholders will develop a strategy for recruitment that will identify potential members and timelines for discussion.
- b) The Board will seek ways of retaining and growing the Foothills Model Forest membership over the time of the business cycle.

#### **3.2 Program Themes**

The Foothills Model Forest has identified the following Program Theme areas in which investments will be made to advance the acquisition of new knowledge and to support technology transfer and informed decision-making. Activities undertaken within each Program Theme area include: research, knowledge transfer, relationship building, process



development, and demonstration. The breadth of the Program Theme areas will include, but will not be limited to those identified below.

As we move through the fourth business cycle, we will continually evaluate the Program Theme areas and adjust them as issues and partner demands arise. We are committed to the view that the Program Theme areas and the seven objectives are all integrated and as programs and projects develop, they must demonstrate their integration and linkages across the Foothills Model Forest program.

i. Landscape dynamics

- Natural disturbance
- Adaptive management / forest history
- Growth and yield
- Local-level indicators
- Impacts of wildland fire
- Insects and disease
- Climate change

ii. Wildlife

- Grizzly bear
- Caribou
- Fish

iii. Water

- Link to the Alberta Water for Life Program
- Riparian zones

iv. Forest Communities Program (CFS)

- Economics and sociology of resource-based communities
- Recreation
- Aboriginal involvement in resource management
- Bio-economy
- Innovation Forest (Innovation and Science – AFRI strategic plan)

v. Data, information, and knowledge management

- Web-based data management program
- Innovative applications / tools for resource management

## **ACTIONS**

- a) The Board will identify investment priorities through collaboration with the partnership by the end of the first business year.
- b) The Program Implementation Team will develop a strategy for implementing the identified program priorities.
- c) Each program or project leader will develop a sound business case justifying the investment.
- d) The current annual work plans will be expanded to provide the following:
  - Level of success at meeting stated deliverables from the previous year.
  - Integration with other Theme Program areas.
  - A communications and extension plan and implementation strategy.
  - Indicators of success.
- e) The General Manager and President will evaluate the development of a working relationship with an international model forest. Discussions have started with the Latin American and Caribbean model forest group of 14 model forests.
- f) The General Manager and President will initiate discussions leading to the development of an Innovation Forest (as per the strategic plan of the Alberta Forest Research Institute) that would link the Program Theme areas and strongly support community involvement and communication of forest management innovation.
- g) The General Manager and President will enter into a dialogue with associated universities regarding program/project linkages and collaboration. This will lead to a strategy document covering networking possibilities.

### **3.3 Communication and Extension**

The Foothills Model Forest has an effective communication and extension program to support program areas and partners. We will continue to build our communication and extension capacity by:

- i. Seeking opportunities to broaden our sphere of influence
- ii. Developing audience-specific messages
- iii. Developing an array of information and knowledge delivery mechanisms

- iv. Maintaining and enhancing Internet-based information delivery and discussion forums
- v. Enhancing research program value with the direct assistance or program/project leads to ensure effective messaging is developed and communicated with target audiences.
- vi. The Communications and Extension Manager will continue to coordinate and assist program leads in the construct and implementation of their communication and extension plans.

## **ACTIONS**

- a) The Communications and Extension Manager will review the Foothills Model Forest's existing Communication and Extension strategy to ensure that it meets the Board's priorities.
- b) The Communications and Extension Manager and General Manager will review and make recommendations to the Board on the Foothills Model Forest name, logo, and current tag line.

### **3.4 Network of Nodes**

The Foothills Model Forest is recognized as a leader in applied research in and for the province of Alberta. There is keen interest in the processes the Foothills Model Forest has developed and will develop. In an effort to disseminate and apply its processes and tools beyond its boundaries, the Foothills Model Forest will establish and work with a network of like-minded organizations and companies to:

- i. Provide infrastructure support to like-minded organizations.
- ii. Facilitate processes and data management.
- iii. Facilitate networking of partners and organizations that are linked to common concerns, issues, and solutions.
- iv. Provide support to fledgling partnership-based organizations that have sustainability as central to their mission.
- v. Provide a reputable research environment within which to operate.

## **ACTIONS**

- a) The General Manager will identify potential Nodes and the Board will strategize the development and implementation of these through a network system.
- b) The Board will develop a strategy that will:
  - Describe the Node concept and how it will support the Vision of the Foothills Model Forest.
  - Show linkages to communication/extension, data management, and financial management.
  - Develop network policies and connectivity between the Foothills Model Forest and the Nodes.

### **3.5 Operations**

In Phase III, research, tool development, and knowledge transfer required a significant amount of support and coordination. In the next business cycle, research programs will continue to receive support from Geographic Information Systems, Finance, and Administration. We will ensure that these areas of support remain strong and supportive of the entire operation.

## **ACTIONS**

- a) The General Manager and Program Coordinator will evaluate how an expanded program will affect the present services and make recommendations to accommodate expanded program activity.
- b) The Geographic Information Systems Coordinator and the General Manager will evaluate new technology services that would improve the support and delivery of the Foothills Model Forest objectives.

### **3.6 Demonstrating, Evaluating, and Reporting on Innovation**

The Foothills Model Forest, through its partnerships, will encourage the application of research findings and knowledge in innovative ways to solve complex resource and landscape issues by:

- i. Promoting acceptance of science-based information / integrated landscape management strategies by partners and the public.
- ii. Promoting awareness of creative and innovative solutions and working towards their acceptance and use in amending regulatory policies, legislation, and the development of new practices.
- iii. Demonstrating integration of various research outcomes as well as the various land management opportunities that can be realized on the landscape. Through demonstration of integrated land management, the Foothills Model Forest tools and applications will be tested, evaluated, and reported on.

### **ACTIONS**

- a) The General Manager, with the advice of the Board, will develop a business case for an Innovation Forest. To develop the business case, discussions will be convened with the Alberta Forest Research Institute towards the establishment of an Innovation Forest.
- b) The President and General Manager will convene discussions with the Alberta Sustainable Resource Development and industrial partners regarding the establishment of an Innovation Forest.
- c) The General Manager and the Program Coordinator, under the direction of the Program Implementation Team, will develop a formalized reporting structure to be incorporated into the program work plan's link to deliverables.

### **3.7 Human Resources**

Human resources play a key role in the Foothills Model Forest. We will continue to nurture the strengths of our staff and associates by providing:

- i. A preferred place to work

- ii. Recognition that individual contributions make a difference in the context of team collaboration and the achievement of business goals
- iii. Opportunities for personal development
- iv. An organization that encourages realization of personal objectives.

**ACTIONS:**

- a) The Board will develop a strategy / policy for staff development and staff relations.
- b) The General Manager will ensure that ample working space and tools are provided for staff to achieve work goals.
- c) The General Manager will work collectively with staff to create an exciting and vibrant atmosphere to promote excellence.
- d) The General Manager, with the support and assistance of the Board, will develop a succession plan to look at bringing on preferred individuals and showing the Foothills Model Forest as a preferred place of employment and opportunity.

**4.0 EXPECTED OUTCOMES**

The Foothills Model Forest recognizes that to be successful a plan or strategy must have well defined and measurable outcomes. The Actions outlined in this strategy form the outline of our implementation plan, Section 8.0. Our seven objectives and related actions will allow us to formulate a list of expected outcomes by November 2007.

**5.0 ORGANIZATION AND STRUCTURE**

The Foothills Model Forest is an empowered organization founded on a common desire of committed partnerships to achieve sustainable forest landscape management. We will continue to be effective and efficient in what we do.

We continue to believe in the following operating principles:

- i. Application of fiscal responsibility.

- ii. Application of business principles in managing Foothills Model Forest activities and programs.
- iii. Partnerships that are well represented and highly participatory, solid, mutually beneficial, and supportive.
- iv. An actively involved Board of Directors that ensures the success of the Foothills Model Forest and is structured to reflect its shareholder and partnership dynamic.
- v. Maintaining awareness of regional challenges within a provincial, national, and global context.
- vi. Maintaining continuous learning, innovation, and empowerment as necessary elements to ensure leadership by the Foothills Model Forest.

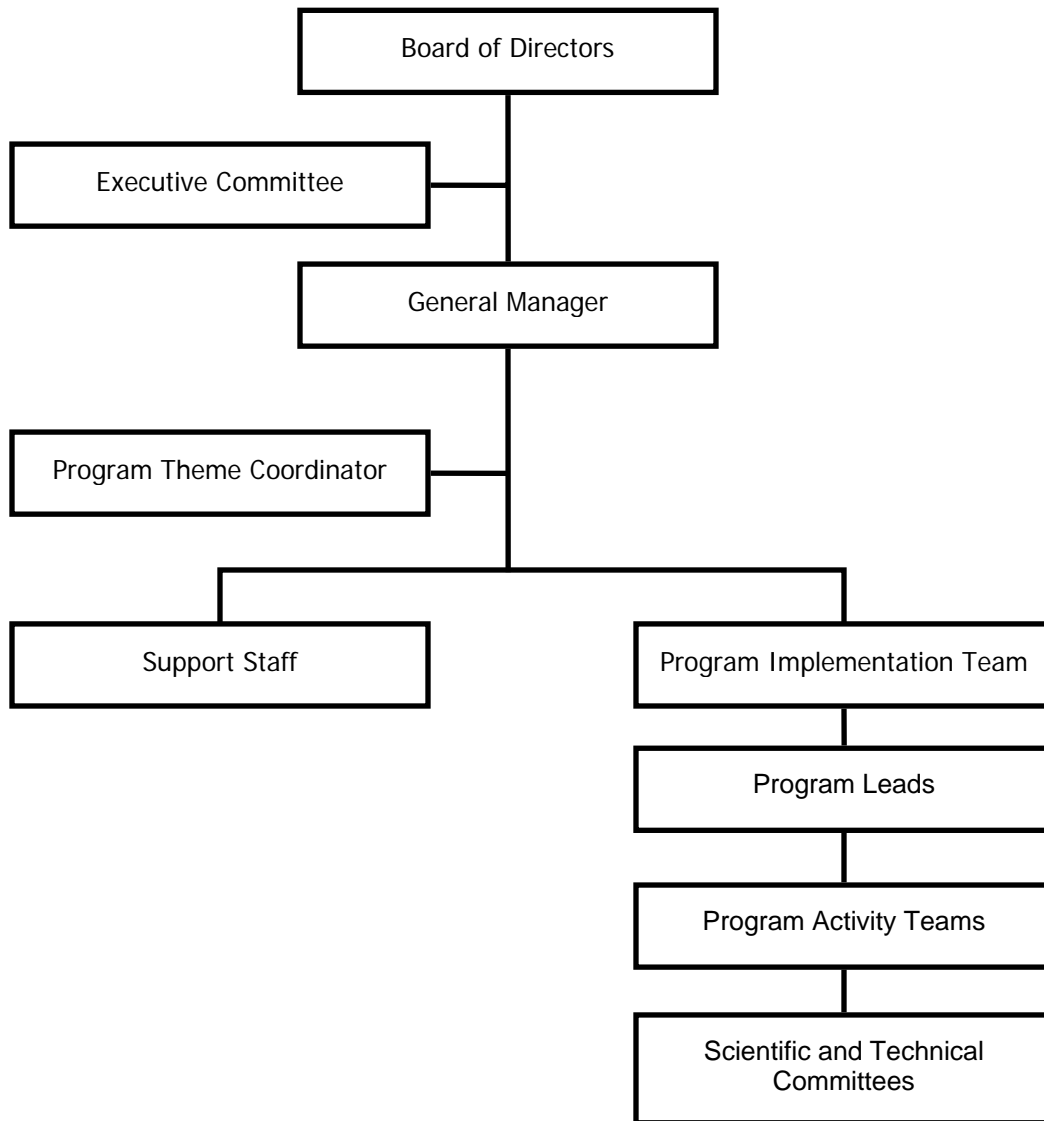
Further to the operating principles stated above, we will:

- i. Clarify and define the organizational structure and function so that they will be commensurate with resources to enable an effective and efficient program.
- ii. Build on our existing partner base to ensure adequate representation and mutually beneficial relationships for all.
- iii. Demonstrate mutual respect at all levels of the organization.
- iv. Ensure that the Board of Directors remains engaged and effective in directing the strategic business of the Foothills Model Forest.
- v. Provide a forum where partners and the public can raise issues and concerns and discuss creative solutions.
- vi. Provide science-based information and understanding for informed decision-making.
- vii. Act on appropriate opportunities that are aligned with our Vision and Mission.

## **5.1 Organization Chart**

At the outset of the next business cycle, the Foothills Model Forest will implement appropriate organizational changes to improve the structure and facilitate program delivery and enhance partner involvement. These modifications are intended to enhance the relationship of the Foothills Model Forest with its shareholders, partners, and resource managers and to help it realize its goals and objectives. A first approximation of an organization chart for the fourth business cycle is portrayed in Figure 2. However, it is anticipated that implementation of the revised plan may necessitate further revision of the Organization Chart presented in Figure 2.

**Figure 2. Proposed organization chart for Foothills Model Forest for Fourth Business Cycle.**



**ACTIONS**

- a) The General Manager will develop a business case for the Program Coordinator position and present it to the Executive Committee for discussion by mid-term of the first business year.
- b) The General Manager, with the assistance of the Board, will finalize the Organization Chart that will support the business of the Foothills Model Forest.



- c) The General Manager will initiate discussions on governance once organizational direction and structure are defined.

## **5.2 The Foothills Model Forest Board of Directors**

The Board of Directors provides the organization's strategic direction. To ensure that the strategic directions of the Foothills Model Forest remain aligned with the needs of the contributing partnership, the membership of the Board will be reviewed periodically. First, the Board will work with partner groups to define a process for involvement and to determine meaningful and effective roles for each. The shareholders will strike a committee to develop an action plan directed at raising contributions through involvement with the Foothills Model Forest. The initial Board membership is outlined in Table 1.

The Board of Directors includes individuals from agencies with land management authority, or those who work in areas that have direct impacts on the land base identified as the Foothills Model Forest and have participated in identifying Foothills Model Forest objectives. This structure will continue to ensure that the work carried out by the Foothills Model Forest has direct relevance to those who manage the land and are likely to apply results and tools when available. For this reason, the Board will continue to set Foothills Model Forest priorities. The Program Implementation Team and Activity Teams will determine how those priorities will be realized.

The Board of Directors will meet quarterly, or as required. The Board will look to striking the following committees: Executive Committee, Finance Committee, Strategic Program Committee, and Membership Review Committee. Committee members will be selected from the Board membership with the General Manager acting as an ex-officio member on all committees. Committees will report and provide recommendations to the Board. The responsibilities of the members of the Board of Directors are outlined in the publication "Duties and Responsibilities of Directors of Non-profit Corporations" by Steven Krieger, BA LLB, 1989.

**Table 1. Current representation on the Board of Directors, Foothills Model Forest**

<b>Organization</b>	<b>Number of Voting Seats</b>
Alberta Sustainable Resource Development	4
Jasper National Park of Canada	2
West Fraser Mills Ltd.	3
NRCan, Canadian Forest Service	1
University of Alberta	1
Alberta Community Development	1
Canadian Association of Petroleum Producers	1
Alberta Forest Products Association	1
Alberta Chamber of Resources	1
West Yellowhead Municipalities	1
Alberta Coal Association	1
First Nations communities	1
Non-status Aboriginal communities	1
Métis (Vacant)	1
<b>Total Board Membership</b>	<b>20</b>

## **ACTIONS**

- a) The Board will review the articles of association and install revisions as deemed necessary. The Board will consider the above-mentioned committees and constitute those deemed necessary to facilitate the mandate of the Foothills Model Forest.

### **5.3 Executive Committee of the Board of Directors**

The Executive Committee of the Board consists of one representative from each shareholder. This committee will oversee ongoing Foothills Model Forest business and facilitate the actions and directions of the Board. In addition to shareholder representation, the Executive Committee will be enhanced by the inclusion of the Chairman of the Board, the President,

and the General Manager. The General Manager is the only non-voting member of the Executive Committee.

The Executive Committee reports to the Board and will relay its decisions and actions for Board approval or redirection at the regular meetings. The Executive Committee will meet regularly as required to:

- review financial statements, and
- address issues and activities that require Board directives or clarification.

#### **5.4 Program Implementation Team (PIT)**

The Program Implementation Team will consist of individuals from sponsoring agencies/partners, and Program Leads of the Program Theme areas. Membership will be at the discretion of the Board of Directors.

The Program Implementation Team will recommend to the Board any decisions related to program initiatives that may lead to operational changes to forest and resource management and work plan submissions. The PIT will be accountable to the Board through the Program Theme Coordinator who will be entrusted to deliver annual work plans to the Board for approval.

The PIT mandate will also include assessment of program initiatives to ensure that they are aligned with Foothills Model Forest core strategic objectives.

The activities of the PIT include:

- Ensuring that opportunities are identified and realized for integrating program initiatives for demonstrating sustainable forest land management on the Foothills Model Forest land base and, where feasible, beyond its borders.
- Ensuring that dissemination of Foothills Model Forest tools, knowledge, and technology are realized in the fifth business cycle. Development of technology from research may be delivered through courses and workshops at the Hinton Training Centre or elsewhere.

- Ensuring that communications and outreach opportunities are identified and realized at the program initiative level.
- Identifying opportunities to inform and support resource management policy.

## **ACTIONS**

- a) The Board of Directors will review Program Implementation Team membership at the start of this five-year business cycle and make appropriate adjustments.
- b) The Board will direct a committee to review the terms of reference for the Program Implementation Team. The review will include recommendations to the team and then to the Board for any changes.

### **5.5 Activity Teams**

Foothills Model Forest Program Activity Teams, in conjunction with the Program Implementation Team, will be responsible for designing the detailed initiatives necessary to meet the next business cycle objectives, as directed by the Board. Activity Teams will be developed around each of the major program initiative areas approved by this strategy and subsequent related plans, policies, and strategies. These teams will include representation from the greater partnership. Board members will be appointed as Liaisons, and will attend Activity Team meetings to ensure that the direction specified by the Board and the rationale behind it are clearly understood. Additional outside expertise can be brought in on a value-added basis, as agreed upon by the Activity Team and Program Implementation Team. Value-added expertise will be realized, with approval, through the formation of scientific and/or technical committees, if deemed appropriate, or by the inclusion of expert consultation on an ad hoc basis. All multi-year program initiatives will be managed with assistance from activity teams.

## **ACTIONS**

- a) The Board will review the duties of the Liaisons to the Activity Teams and appoint representation to those teams.

## **5.6 Foothills Model Forest Scientific/Technical Committees**

During Phase II, Foothills Model Forest program areas required considerable participation and input from scientific and technical experts to assist in program development and delivery. The complexity and technical nature of these programs impeded effective program management and implementation within the original Phase II organizational structure. Due to the significant amount of “value-added” participation required, scientific and technical committees were created to support some programs. Some examples include the Grizzly Bear Research Project and the Foothills Growth and Yield Association. Scientific and technical committees will be formed on an as-needed basis and approved by both the Activity Team and Program Implementation Team.

## **5.7 Project Partnership**

Different stakeholder groups were asked to define their views of partnerships as part of the process implemented by the Foothills Model Forest for developing the Phase II proposal. Several elements were identified as important components of effective partnerships. The broad definition of partnership in Phase II focused on mutual benefit for both the Foothills Model Forest and its partners, and identified a partner exclusively as one who had made a notable tangible contribution – namely financial or in-kind support. These definitions were further reviewed in Phase III and form the base on which the Foothills Model Forest will move into the next business cycle.

Although these elements will also apply during the next period, the concept of project partnership will be expanded to recognize contributions of a much broader scope. While the Foothills Model Forest will continue to recognize organizations that have made financial or in-kind contributions, it will also include organizations with a common interest in Foothills Model Forest knowledge and outcomes. The Foothills Model Forest will strive to ensure that its partner base is as broad as possible, including ENGO organizations, and will encourage the active participation of its partners to the best of their ability. It will also recognize as partners, the organizations whose support contributes to moving Foothills Model Forest knowledge broadly in to practice.

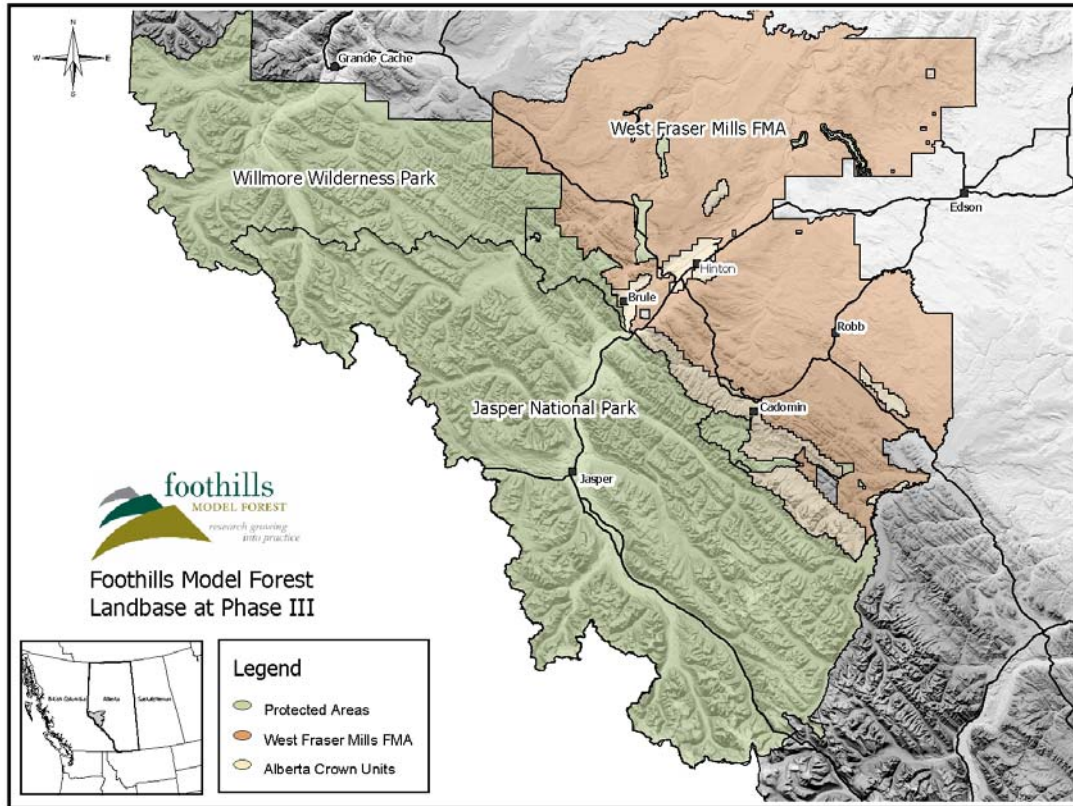
The following traits are fundamental to successful and engaged partnerships with the Foothills Model Forest:

- Working together toward mutually beneficial outputs/outcomes: partners will benefit from association with the Foothills Model Forest, and the Foothills Model Forest will benefit from association with its partners.
- Working together in many ways, on many projects, because they foresee a common goal and mutual benefit.
- Sharing information and knowledge with others (within the Foothills Model Forest land base and beyond).
- Commitment to making a contribution.

The Foothills Model Forest is working with its current partners to confirm their intention to continue their support for the next five-year business cycle. Over the past several months, the Board of Directors has been working with several key organizations regarding possibly becoming shareholders of the Foothills Model Forest. These organizations have expressed interest and we are currently working on details to formally confirm these shareholder partnerships. The Board will provide an action plan to address the solicitation of new shareholders, providing for a stronger commitment to the Foothills Model Forest and its goals.

Figure 3 illustrates the geographic extent of the Foothill Model Forest and Table 2 shows the distribution of land areas across management partners.

**Figure 3. Core land base of the Foothills Model Forest.**



**Table 2. Land base of the Land Management Partnership of the Foothills Model Forest**

Land Management Partner	Management Unit Type	Total area (ha)
West Fraser Mills Ltd., Hinton Woods Products Division	Forest Management Agreement Area	991,678
Alberta Sustainable Resource Development	Land and Forest Division Crown Management Units	110,093
Jasper National Park of Canada	National Park	1,121,764
Alberta Community Development	Willmore Wilderness Park	460,275
Alberta Community Development	Alberta Provincial Parks and Protected Areas	72,882
		<b>2,756,692</b>

## **6.0 FINANCIAL PLAN**

### **6.1 Canadian Forest Service Base Funding**

The Forest Communities Program is the successor of the “Model Forest Program”. The new Program will focus on the challenges being faced by forest-based communities where forest companies and other resource users are rationalizing operations and making other transitions in response to current economic and environmental realities. The Foothills Model Forest is confident that it will be a successful applicant to the Forest Communities Program. It is anticipated that base funding of up to \$400,000 per year will be available over the next five years. Funding is subject to the terms of an agreement between the Canadian Forest Service and the Model Forest Partnership. The Forest Communities Program will be treated as one of the many programs being worked on by the Foothills Model Forest and, therefore, will not be included as base funding.

Table 3 outlines the current status of income and sources of funds for the Foothills Model Forest from 2002/03 to 2006/07; in-kind contributions are also included.

Table 4 outlines potential funding by funding source for the next business cycle, 2007–2012.



**Table 3. Core Income Statement for Phase III of the Foothills Model Forest Program**

Funding Source (Cash)	Funding by Year					Total \$
	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	
Canadian Forest Service, Canadian Model Forest Program	500,000	500,000	500,000	500,000	475,000	2,475,000
Alberta Sustainable Resource Development	150,000	150,000	150,000	150,000	150,000	750,000
Jasper National Park of Canada	100,000	100,000	100,000	100,000	100,000	500,000
West Fraser Mills Ltd.	250,000	250,000	250,000	250,000	250,000	1,250,000
Alberta Community Development	10,000	10,000	10,000	10,000	10,000	50,000
<b>Totals</b>	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	5,050,000
<b>Staff Positions and Services (in-kind)</b>						
Alberta Sustainable Resource Development – FMF GM and Biologist, Grizzly Bear (1FTE)	185,000	15,000	185,000	185,000	185,000	925,000
Alberta Sustainable Resource Development - Infrastructure	70,000	70,000	70,000	70,000	70,000	350,000
West Fraser Mills Ltd. Panabode office	40,000	40,000	40,000	40,000	40,000	200,000
<b>Totals</b>	295,000	295,000	295,000 <sup>29</sup> 5,000	295,000	295,000	1,475,000
<b>Grand Total</b>	1,305,000	1,305,000	1,305,000	1,305,000	1,305,000	6,525,000

Table 4. Potential Planned Core Funding Options (2007–2012)

		<b>2007/08 to 2011/12</b>			
		<b>Options are based on success or failure of FCP proposal</b>			
<b>Funding Source (Cash)</b>	<b>2006/07 to 2011/12</b>	Option #1	Option #2	Option #3	Option #4
Canadian Forest Service					
Alberta Sustainable Resource Development	750,000	750,000	750,000	1,000,000	1,000,000
Jasper National Park of Canada	500,000	500,000	500,000	550,000	550,000
West Fraser Mills Ltd.	1,250,000	1,250,000	1,250,000	1,500,000	1,500,000
Alberta Community Development	50,000	50,000	50,000	50,000	50,000
Energy Company (s)			500,000	1,000,000	1,500,000
Mining Company (s)			120,000		200,000
Innovation & Science			500,000	500,000	500,000
<b>Totals</b>	<b>2,550,000</b>	<b>2,550,000</b>	<b>3,670,000</b>	<b>4,600,000</b>	<b>\$5,300,000</b>
<b>Staff Positions (in-kind)</b>					
Alberta Sustainable Resource Development - FMF General Manager and a Biologist, Grizzly Bear (2FTE)	900,000	900,000	900,000	900,000	900,000
Alberta Sustainable Resource Development, email service	100,000	100,000	100,000	100,000	100,000
<b>Totals</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

A complete action plan to secure funding for this five-year business cycle will be developed by the Executive Committee and enacted during the third and fourth quarters of 2006; the target is to get as close to existing five-year funding levels as possible. This will require adapting to the success or failure of the application to the Forest Communities Program.

## **6.2 Planned Expenses**

The Board of Directors has not yet had the opportunity to fully explore or debate the allocation of funds for this five-year business cycle of the Foothills Model Forest. As an organization, we have also not had the opportunity to fully discuss the specifics of each program initiative area with the partners to determine their level of interest and potential financial support for each activity.

## **7.0 SUMMARY**

The Board of the Foothills Model Forest, its shareholders, and partners view the Foothills Model Forest Program as essential for the advancement of sustainable forest landscape management. Phases I, II, and III of the Canadian Model Forest Program provided the opportunity to lay the groundwork in science, development, and progress in tool development that collectively support science-informed decision-making and policy change.

The continuation of this program will bring continued world-class research to the resource manager and refine our understanding of integrated resource management on an increasingly complex landscape and in an active economic environment. The Foothills Model Forest is unique in providing research and practical applications to solve problems and is exceptionally well positioned to deliver the business strategy as laid out in this document. Its broad partnership features strongly in its achievements and acceptance of its tools and technology.

To ensure that Alberta remains a leader and continues to demonstrate leadership, the Foothills Model Forest remains dedicated to the successful implementation of a partnership-driven, science-based, applied-solution organization. As a science-based solution-driven organization, The Foothills Model Forest needs to remain firmly on course as outlined in this five-year business strategy. Such focus will require securing firm commitments from shareholders, partners, and the public of Alberta. Building on this commitment and producing the results that will be applied in

the province and transferred nationally and internationally, the Foothills Model Forest will accomplish its vision and advance Alberta as a leader in sustainable forest landscape management.

## **8.0 IMPLEMENTATION PLAN**

The Foothills Model Forest will act on the previously described actions noted in this document. Action items are listed by section and subsection.

### **3.0 OBJECTIVES**

#### **3.1 Partnerships**

- a) The Shareholders will develop a strategy for recruitment that will identify potential members and timelines for discussion. This strategy is to be documented to give direction to the Board and staff as to shareholder recruitment and timelines for that recruitment.
- b) The Board will seek ways of retaining and growing its membership over the time of the business cycle. This will be linked to the developed strategy and will be reviewed annually by the Board at the Annual General Meeting. Board growth will be dictated by the articles of association relating to board size and structure.

#### **3.2 Program Themes**

- a) The Board will identify investment priorities through collaboration with the partnership by the end of the first business year. The Board will strike an ad hoc committee to work with the General Manager in identifying those priorities.
- b) The Program Implementation Team will develop a strategy for implementing the identified priorities. This strategy will be in place by the start of the second work plan cycle.
- c) Each program or project leader will develop a sound business case justifying the investment. This will be linked to the program or project's annual work plan and will constitute its five-year business cycle starting at April 2007.
- d) The current annual work plans will be expanded to provide the following:

- Level of success at meeting stated deliverables from the previous year.
  - Integration with other Program Theme areas.
  - A communications and extension plan and implementation strategy.
  - Indicators of success.
- e) The General Manager and President will evaluate the development of a working relationship with an international model forest. Discussions have started with the Latin American and Caribbean group of 14 model forests. Both parties will develop an initial Memorandum of Understanding. Once this MoU is signed off, the General Manager will then work with the Liaisons to the Activity Teams in attaining the identified goals.
- f) The General Manager and President will initiate discussions leading to the development of an Innovation Forest (as per the strategic plan of the Alberta Forest Research Institute) that would link the Program Theme areas and strongly support community involvement and communication of forest management innovation.
- g) The General Manager and President will enter into a dialogue with associated universities regarding program/project linkages and collaboration. This will lead to a strategy document covering networking possibilities. The initial university will be the University of Alberta and links will be developed from there.

### **3.3 Communication and Extension**

- a) The Communications and Extension Manager will review the Foothills Model Forest's existing Communication and Extension strategy and ensure that it meets the Board's priorities. The Board will provide a list of its priorities for the Foothills Model Forest by August 2007.
- b) The Communications and Extension Manager and General Manager will review and make recommendations to the Board on the Foothills Model Forest name, logo, and current tag line. This will be done in conjunction with the Board's priorities and with the assistance of the Communication and Extension Steering Committee.

### **3.4 Network of Nodes**

- a) The General Manager will identify potential Nodes and the Board will strategize the development and implementation of these through a network system. The General Manager will provide to the Board by August 2007 a list of potential Nodes. Discussions and follow-up will occur at the Board's direction.
- b) The Board will develop a strategy that will:
  - Describe the Node concept and how it will support the Vision of the Foothills Model Forest.
  - Show linkages to communication/extension, data management, and financial management.
  - Develop network policies and connectivity between the Foothills Model Forest and the Nodes.

### **3.5 Operations**

- a) The General Manager and Program Coordinator will evaluate how an expanded program will affect the present services and make recommendations to accommodate expanded program activity. A business case will be completed as to the capability of the current and projected services to meet potential increases to the system.
- b) The Geographic Information Systems Coordinator and the General Manager will evaluate new technology services that would improve the support and delivery of the Foothills Model Forest objectives.

### **3.6 Demonstrating, Evaluation, and Reporting on Innovation**

- a) The General Manager, with the advice of the Board, will develop a business case for an Innovation Forest.
- b) The President and General Manager will convene discussions with the Alberta Sustainable Resource Development and industrial partners regarding the establishment of an Innovation Forest. (These discussions will provide the information required for the development of the business case.)

- c) The General Manager and the Program Coordinator, under the direction of the Program Implementation Team, will develop a formalized reporting structure to be incorporated into the program work plan's link to deliverables.

### **3.7 Human Resources**

- a) The Board will develop a strategy/policy for staff development and staff relations.
- b) The General Manager will ensure that ample working space and tools are provided for staff to achieve work goals.
- c) The General Manager will work collectively with staff to create an exciting and vibrant atmosphere to promote excellence.
- d) The General Manager, with the support and assistance of the Board, will develop a succession plan to look at bringing on preferred individuals and showing the Foothills Model Forest as a preferred place of employment and opportunity.

## **5.0 ORGANIZATION AND STRUCTURE**

### **5.1 Organization Chart**

- a) The General Manager will develop a business case for the Program Coordinator position and present it to the Executive Committee for discussion by mid-term of the first business year.
- b) The General Manager, with the assistance of the Board, will finalize the Organization Chart that will support the business of the Foothills Model Forest.
- c) The General Manager will initiate discussions on governance once organizational direction and structure are defined.

### **5.2 The Foothills Model Forest Board of Directors**

- a) The Board will review the articles of association and amend as deemed necessary. The Board will consider the committees, mentioned on page 14, and constitute those deemed necessary to facilitate the mandate of the Foothills Model Forest.

#### **5.4 Program Implementation Team (PIT)**

- a) The Board of Directors will review Program Implementation Team membership at the start of this five-year business cycle and make appropriate adjustments.
- b) The Board will direct a committee to review the terms of reference for the Program Implementation Team. The review will include recommendations to the team and then to the Board for any changes.

#### **5.5 Activity Teams**

- a) The Board will review the duties of the Liaisons to the Activity Teams and appoint representation to those teams.