

**EVALUATION OF THE  
CANADA-SASKATCHEWAN  
PARTNERSHIP AGREEMENT  
IN FORESTRY**

**VOLUME II**

**EVALUATION OF THE  
THE CANADA-SASKATCHEWAN  
PARTNERSHIP AGREEMENT  
IN FORESTRY  
(C-S PAIF)**

**APPENDICES**

**VOLUME II**

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A. Introduction

The purpose of this report is to present an Evaluation Framework for the Canada-Saskatchewan Partnership Agreement in Forestry (1990-1995). The requirement for an evaluation framework is specified in Section 9: Evaluation of the Agreement as follows:

- " 9.1 The Management Committee shall develop a plan for and set aside funding for evaluation of the Programs and Projects outlined in Schedule "A" hereto, and shall, within six months of the signing of this Agreement, develop an Evaluation Framework for these Programs and Projects.
- 9.2 The Evaluation Plan for Agreement Programs and Projects will identify responsibilities for evaluation activity and data collection; major evaluation issues; and, the character and timing of data collection. The Plan will also provide for baseline studies, monitoring and Program reports.
- 9.3 The Management Committee will approve the Terms of Reference for the evaluation before it is undertaken.
- 9.4 The Management Committee will submit to the Ministers a comprehensive evaluation report six months before the termination date of this Agreement.
- 9.5 Each party shall provide the other with all relevant information as may be reasonably required for such evaluation."

This framework is intended to be a "guide for managers" and project co-ordinators/leaders in order to meet the objectives and goals of the agreement and to plan and allocate resources to gather data not only for monitoring progress and audit but also in order to conduct a final comprehensive evaluation.

Not done →

The evaluation framework follows a process sequence that begins with the overall Agreement purpose, objectives and goals; introduces the programs and sub-programs; identifies a logic model; links program and sub-program activities to evaluation level, issues and questions and then suggests evaluation approaches, methodologies and criteria.

B. Agreement Purpose, Objectives and Goals

The purpose of the Agreement which is stated in Section 2.1 is "to enable Canada and the Province to undertake Programs of forest resource development in accordance with the strategy outlined in Schedule "A".

In Schedule "A" a set of federal development policy principles is outlined which guide continued federal involvement in forestry through the agreements. The subject areas include: long term planning; improved forestry data; responsibilities silviculture; integrated resource management; research, development and technology transfer; incrementality; public awareness and visibility; and human resource development. These principles are consistent with the National Forest Sector Strategy for Canada (1987), and the Forest Management Strategy for Saskatchewan 1984-2000.

The policy principles have all been included in the three primary objectives of the Agreement. They are:

- oil ✓ "a) to ensure the availability of long-term economically accessible timber supply in Saskatchewan through planning, forest management, applied research and technology transfer;
- oil ✓ b) to optimize management and utilization of Saskatchewan's forest resources including improved knowledge and understanding of non-timber forest values through planning, applied research, market development, technology transfer and public information; and
- oil ✓ c) to contribute to the economic diversification of the provincial forest sector including the improvement of employment and human resource development through applied research, market development, technology transfer and public information."

Specifically, a set of six goals was developed to implement these objectives:

- oil ✓ "a) to contribute to accelerated economic development in the forest sector through the implementation of improved forest management practices, technology innovation, and industrial expansion within the context of federal and provincial policies;
- oil ✓ b) to maintain and create direct and indirect employment opportunities in the Province by enhancing the long-term viability of the forest industry;
- oil ✓ c) to contribute to an increased timber supply;
- oil ✓ d) to promote improved utilization of the forest resource;
- oil ✓ e) to strengthen research and technology transfer capability in support of forest management activities, and to shorten the time between conclusion and implementation of research; and
- oil ✓ f) to support improved forest management on federal and provincial Crown land, private woodlots, and industrial forest management license areas."

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Appendix 1

**CANADA-SASKATCHEWAN  
PARTNERSHIP AGREEMENT IN FORESTRY**

June 5, 1991

**Canada**

**Saskatchewan**

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This is a joint publication of  
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Prince Albert, Saskatchewan  
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Prince Albert, Saskatchewan  
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**CANADA-SASKATCHEWAN  
PARTNERSHIP AGREEMENT IN FORESTRY  
(1990-1995)**

**THIS AGREEMENT** made this 5th day of June, 1991

**BETWEEN:** THE GOVERNMENT OF CANADA, represented by the Minister of Forestry, (hereinafter referred to as "Canada")

**OF THE FIRST PART,**

**AND:** THE GOVERNMENT OF THE PROVINCE OF SASKATCHEWAN, represented by the Minister of Parks and Renewable Resources, (hereinafter referred to as "the Province")

**OF THE SECOND PART.**

WHEREAS Canada and the Province have entered into an Economic and Regional Development Agreement dated January 30, 1984 (hereinafter referred to as the "ERDA") for the purpose of facilitating joint co-operation in respect of economic and socio-economic development in Saskatchewan, and which authorizes the parties hereto to enter into subsidiary agreements;

AND WHEREAS pursuant to the Western Economic Diversification Act 1988, Canada has been authorized to enter into Western Economic Partnership Agreements;

AND WHEREAS the Canadian Council of Forest Ministers has adopted the *National Forest Sector Strategy for Canada (1987)* as a guide for the sector in responding to issues and establishing forestry plans and objectives for the next five to ten years;

AND WHEREAS the Province has adopted a strategy for forest development in Saskatchewan to ensure the preservation, protection, and strengthening of the forest industry of Saskatchewan;

AND WHEREAS Canada and the Province agree that the strengthening of the forest industry in the province will contribute to the economic development and diversification of Saskatchewan and Canada;

AND WHEREAS Canada and the Province recognize their responsibility for the prompt regeneration of areas harvested, including the protection of those plantations against vegetative competition on lands belonging to the Crown in the right of Her Majesty the Queen and the Province of Saskatchewan, respectively;

AND WHEREAS Canada and the Province recognize that continuous protection of the resource against insects, diseases and fire is a fundamental principle of sound forest management which complements the objectives of this Agreement;

AND WHEREAS the Governor in Council by Order-in-Council, P.C. 1991-4/327 of the 21st day of February, 1991, has authorized the Minister of Forestry to enter into this Agreement on behalf of Canada;

AND WHEREAS the Lieutenant Governor in Council by Order-in-Council No. 487/91 of the 21st day of May, 1991, has authorized the Minister of Parks and Renewable Resources, to enter into this Agreement on behalf of the Province;

NOW THEREFORE the parties hereto agree as follows:

**SECTION 1: DEFINITIONS**

1.1 In this Agreement:

- (a) "Contract(s)" means a signed legal document between one or both parties to this Agreement and either the other party or an outside agency, group or person(s);
- (b) "Directly Delivered" means that one of the parties is responsible and accountable for implementation and costs are totally assumed by that party;

- (c) "Eligible costs" means those costs as defined in Sub-section 7.1;
- (d) "Federal Director" means the Regional Director General, Northwest Region, Forestry Canada, or his designate;
- (e) "Federal Minister" means the Minister of Forestry, and includes any person authorized by him to act on his behalf;
- (f) "Federal project" means a Project undertaken by Canada within Programs as outlined in Schedule "B";
- (g) "Fiscal Year" means the period commencing April 1 of any year and terminating on March 31 of the immediately following year, both dates inclusive;
- (h) "Forest Management License Agreement (FMLA)" means forest lands under license to industry by the Province for which the industry has forest management responsibility;
- (i) "Implementing Party" means the party which has the responsibility for the delivery of a Sub-program or Project provided for in Schedule "B";
- (j) "Management Committee" means the Federal-Provincial Agreement Management Committee established pursuant to Sub-section 3.1;
- (k) "Ministers" means the Federal Minister and the Provincial Minister;
- (l) "Partnership" means a relationship of joint co-operation and contribution based on the common objectives under the *National Forest Sector Strategy for Canada (1987)* of preserving, protecting and strengthening the forest industry in Saskatchewan.
- (m) "Program" means a principal component of this Agreement as outlined in Schedule "A";
- (n) "Project" means a specific activity or group of activities forming a self-contained unit within a Sub-program;
- (o) "Province" means the province of Saskatchewan;
- (p) "Provincial Director" means the Director of Forestry or his designate;
- (q) "Provincial Minister" means the Minister of Parks and Renewable Resources, and includes any person authorized by him to act on his behalf;
- (r) "Provincial project" means a project undertaken by the Province within Programs as outlined in Schedule "B";
- (s) "Sub-program" means a group of Projects within a Program;
- (t) "Work Plan" means an outline, including cost estimates and anticipated accomplishments of Projects to be undertaken during one Fiscal Year.

## SECTION 2: PURPOSE AND OBJECTIVES

- 2.1 The purpose of this Agreement is to enable Canada and the Province to undertake Programs of forest resource development in accordance with the strategy outlined in Schedule "A", attached to and forming part of this Agreement. This Agreement is consistent with *A National Forest Sector Strategy for Canada (1987)*, and the *Forest Management Strategy for Saskatchewan 1984-2003*.
- 2.2 The primary objectives of this Agreement are:
- (a) to ensure the availability of long-term economically accessible timber supplies in Saskatchewan through planning, forest management, applied research and technology transfer;
- (b) to optimize management and utilization of Saskatchewan's forest resources including improved knowl-

edge and understanding of non-timber forest values through planning, applied research, market development, technology transfer and public information; and

- (c) to contribute to the economic diversification of the provincial forest sector, including the improvement of employment and human resource development through applied research, market development, technology transfer and public information.

2.3 Pursuant to the objectives set forth in Sub-section 2.2, the goals of this Agreement are:

- (a) to contribute to accelerated economic development in the forest sector through the implementation of improved forest management practices, technological innovation, and industrial expansion within the context of federal and provincial policies;
- (b) to maintain and create direct and indirect employment opportunities in the Province by enhancing the long-term viability of the forest industry;
- (c) to contribute to an increased timber supply;
- (d) to promote improved utilization of the forest resource;
- (e) to strengthen research and technology transfer capability in support of forest management activities, and to shorten the time between conclusion and implementation of research; and
- (f) to support improved forest management on federal and provincial Crown lands, private woodlots, and industrial forest management license areas.

2.4 Schedule "A" attached to and forming part of this Agreement contains an outline of the federal principles on which this forest development Agreement is based.

As outlined in Schedule "B" attached to and forming part of this Agreement, Canada and

the Province will implement the following Programs:

Program A: Wood Supply Maintenance and Enhancement

Program B: Applied Research, Marketing, and Technology Transfer

Program C: Integrated Forest Management, Planning and Development

Program D: Public Information, Education, Worker Training and Agreement Support

### SECTION 3: ADMINISTRATION AND MANAGEMENT

3.1 A Federal-Provincial Management Committee will be established to administer and implement this Agreement. The Management Committee shall consist of three (3) federal representatives and three (3) provincial representatives including the Federal Director, or his delegate, who shall act as the federal co-chairman and shall appoint the remaining federal representatives; and the Provincial Director, or his delegate, who shall act as the provincial co-chairman and shall appoint the remaining provincial representatives.

3.2 The Management Committee shall:

- (a) establish all procedures in respect of its own meetings, including rules for the conduct of meetings, the appointment of alternates for members and the making of decisions where the members are not physically present in one place;
- (b) approve all systems, procedures and criteria with respect to all activities undertaken under this Agreement; \*
- (c) ensure that the intent and terms and conditions of this Agreement are carried out;
- (d) review prior to March 31st of each year Work Plans for proposed federal Direct Delivery Projects and proposed Provincial Direct Delivery Projects for the following Fiscal Year;

- (e) coordinate and review federal Direct Delivery Projects and provincial Direct Delivery Projects;
  - (f) authorize the transfer of funds between or within Programs as described in Schedules "A" and "B" hereof where it considers that the purposes and objectives of this Agreement would be furthered by such transfer. Such reallocation shall not be considered an amendment as provided in Sub-section 11.5 of this Agreement;
  - (g) establish the Public Information Sub-Committee;
  - (h) establish advisory and coordinating groups as required, and request the presence of representatives from other departments, agencies, industry, or other non-governmental bodies, where it is considered that the services of such committees or representatives would contribute to the effectiveness of the Management Committee;
  - (i) ensure a full and free flow of information;
  - (j) prepare financial and management information reports on a semi-annual basis which reflect, *inter alia*, Program expenditures of previous Fiscal Years, up-to-date cash flows during the current Fiscal Year and anticipated cash flows during each remaining Fiscal Year of this Agreement;
  - (k) conduct Management Committee meetings at a time and place mutually agreed upon by the co-chairmen, holding no fewer than two (2) meetings in each Fiscal Year;
  - (l) no later than September 30th of each year, provide to the Ministers an Annual Report containing a review of the strategy, programming and budget as set out in Schedules "A" and "B", a description of the progress and accomplishments for the previous Fiscal Year, including a reporting of individual activities internal and/or external to this Agreement which contribute to the objectives of this Agreement beyond normal operational levels of each party, and recommendations on any necessary amendments to be made by the Ministers;
  - (m) carry out any other duties, powers or functions specified elsewhere in this Agreement or such as may be assigned to the Management Committee by the Ministers to accomplish the objectives of this Agreement; and
  - (n) prepare procedures for environmental assessment of Projects under this Agreement including the process for exchange and approval of the other party's assessment to avoid duplication.
- 3.3 Decisions of the Management Committee shall be valid and binding only if both co-chairmen agree in writing. In those cases where the Management Committee is unable to reach a decision, the matter shall be referred to the Ministers. Where the Ministers, after consultation, agree on a decision with respect to the matter, that decision is final and binding.
- #### SECTION 4: IMPLEMENTATION PROCEDURES
- 4.1 This Agreement shall commence on and take effect from the date on which it is signed by the Ministers and the last date on which Projects may be approved shall be March 31, 1995, ("the termination date") or such earlier date as may be agreed to in writing by the Ministers. No Project may be approved after the termination date of this Agreement, and no Project completion date shall extend beyond March 31, 1996, and no claim shall be paid by Canada unless it is received by March 31, 1996.
- 4.2 Projects proposed for funding under this Agreement are to be submitted in a written format to be determined by the Management

- Committee. Each proposal shall be described in an appropriate document which shall, *inter alia*, include the name and description, the purpose and objective, an outline of how the Project is to be implemented, the anticipated start and completion dates, performance data as appropriate, the total cost and annual cash flow and the share of the cost to be borne by each of the parties involved, and other such information as may be required by the Management Committee.
- 4.3 An Agreement Management Information System shall be maintained for the duration of this Agreement and for a period of at least two years thereafter, and both parties agree to contribute all data required in a format and manner approved by the Management Committee. The Management Information System is to be operational within six months of the signing of this Agreement.
- SECTION 5: CONTRACT PROCEDURES**
- 5.1 All Contracts under this Agreement shall be awarded in accordance with procedures to be approved by the Management Committee, and, where it is considered practical to do so, shall be let pursuant to tenders by public advertisement and shall be awarded to the eligible and qualified tenderer submitting the lowest acceptable bid.
- 5.2 Any Contract entered into by the Implementing Party with a third party for any Project hereunder shall be administered in accordance with the administrative, management and Contract procedures of such Implementing Party.
- 5.3 Reports, documents, plans, maps and other materials prepared by any third party who has been awarded a Contract by the Implementing Party for any Project hereunder in connection with such a Project shall become the property of the said Implementing Party and the said Implementing Party shall provide a copy to the other party hereto of the aforementioned reports, documents, plans, maps and other materials which it acquires as a result of carrying out its responsibilities under this Agreement.
- 5.4 Any Contract entered into by an Implementing Party hereunder with a third party shall provide:
- (a) that any of the members of the Management Committee, or a duly authorized representative, shall be permitted to inspect the subject matter of the aforementioned Contract at all reasonable times;
  - (b) that the third party will respect all applicable labour laws and standards; and,
  - (c) that the third party shall indemnify and save harmless both parties to this Agreement from and against all claims, demands, losses, damages, costs of any kind based upon any injury to or death of a person or damage to or loss of property arising from any wilful or negligent act, omission or delay on the part of the third party or its servants or agents in carrying out the Contract.
- 5.5 The Implementing Party hereunder shall indemnify and save harmless the other party hereto, its officers, servants and agents against all claims and demands of any third party arising out of the implementation of such Project except to the extent that claims and demands relate to the act of negligence or any other wrongful act or omission of any officer, employee or agent of the other party hereto.
- 5.6 Upon the completion of any Project hereunder, the Implementing Party or the third party assigned the on-going responsibility for such Project shall take over the full responsibility for that Project's operation, maintenance and repair, except in cases where other arrangements between parties hereto specifically apply. Where the on-going responsibility for the operation, maintenance and repair of any Project is to be vested in a third party, the contractual arrangements made between the Implementing Party and the said third party shall provide a clause in order to save Canada and the Province harmless from any claims, demands, actions, and causes of action which may be made against them aris-

ing out of the operation, maintenance and repair of any such Project.

5.7 Nothing in this Agreement prevents Canada or the Province from contracting the services of the other in the implementation of all or part of any Program or Project emanating therefrom.

5.8 All Contracts and public advertising of tenders for Projects shall acknowledge Canada and the Province, and shall include the name of this Agreement and the federal-provincial Partnership Agreement identifier pursuant to Sub-section 8.7.

## SECTION 6: FINANCIAL PROVISIONS

6.1 Subject to the terms and conditions of this Agreement and subject to the funds being made available by the Parliament of Canada, the contribution of Canada under this Agreement shall not exceed fifteen million dollars (\$15,000,000).

6.2 Subject to the terms and conditions of this Agreement and subject to the funds being made available by the Legislative Assembly of the Province, the contribution of the Province under this Agreement shall not exceed fifteen million dollars (\$15,000,000).

6.3 Canada and the Province shall pay their respective shares of those Programs and Sub-programs specified in Schedule "B".

6.4 Canada and the Province shall manage their respective contributions to the Programs under this Agreement in such a manner as to ensure that, to the extent possible and with full regard to administrative, logistical, and other constraints, including decisions of the Management Committee or the Ministers, the contributions of the two parties are applied at similar rates over the term of this Agreement.

6.5 Notwithstanding Sub-section 4.1, expenditures incurred from April 1, 1990 to the date of signature may be reviewed by the Management Committee to ensure their eligibility for funding and their compliance to Agreement objectives.

## SECTION 7: PAYMENT PROCEDURES

7.1 All Eligible costs for Projects include reasonable costs incurred by an Implementing Party hereunder that are:

(a) invoiced to a party under a Contract made under this Agreement for goods and services;

(b) any other cost which is incurred in the performance of a Project hereunder as defined and determined and approved by the Management Committee; and,

(c) the salaries, employment benefits, and other related costs of any public servant of Canada or the Province employed solely for the purpose of implementing a Project under this Agreement which costs have been determined and approved by the Management Committee but shall not include costs which are:

(i) for services or works normally provided by either party or by any other agency of either party or under any other agreement between the parties; and

(ii) related to the acquisition of lands or interests in lands, or costs arising from conditions of acquisition.

7.2 Any cost overrun in excess of the Eligible costs budgeted or any cost incurred following the Project completion date shall not be accepted by the Management Committee unless:

(a) the party implementing the Project giving rise to the overrun or delay in completion informed the Management Committee immediately when it became aware that a cost overrun or delay was probable along with an explanation for the overrun or delay; and,

- (b) the Management Committee approved the inclusion of the cost overruns.
- 7.3 The parties shall maintain proper and accurate accounts and records relating to all Projects undertaken pursuant to this Agreement. The Parties shall make such accounts and records available at all reasonable times for inspection and audit by both parties.
- 7.4 Any discrepancy between the amounts paid and amounts actually payable as disclosed by any such audit shall be promptly adjusted between the parties. In the case of an overpayment by Canada, the said overpayment shall become a debt due Canada.
- 8.6 All public information activities shall indicate that the Project or Program is being implemented pursuant to this Partnership Agreement and they shall fairly reflect each party's contribution.
- 8.7 The standard federal-provincial Partnership Agreement identifier and logo shall be prominently displayed on all public information material related to this Agreement.
- 8.8 All reports, news releases and feature stories arising out of this Agreement shall give prominence to informing the public that the activity was performed under this Partnership Agreement.

## SECTION 8: PUBLIC INFORMATION

- 8.1 The parties hereto will co-operate in public information activities relating to this Agreement.
- 8.2 A Public Information Sub-Committee with equal representation from Canada and the Province will develop a strategic communications plan for the term of this Agreement which will enhance opportunities for appropriate, continuous and consistent recognition for federal-provincial Partnership activities under this Agreement.
- 8.3 The Public Information Sub-Committee shall ensure that the communications plan is managed and evaluated, and that all media monitoring is maintained. The committee shall be responsible for providing an annual report of public information activities to the Management Committee.
- 8.4 A specific promotional public information activity may be delivered by Canada, by the Province or jointly, but both parties shall have the opportunity to review all details of such activity prior to its delivery.
- 8.5 The Federal Official Languages Act, R.S.C., c31 (4th Supp.), related regulations, and policies shall be respected in all promotional public information activities and in the production of all public information materials under this Agreement.

- 8.9 All information material produced for or by third parties receiving funding under this Agreement shall clearly and prominently indicate that such funding was provided under the terms of this Agreement and it shall be a condition of such funding that the recipient conform to this clause.

## SECTION 9: EVALUATION

- 9.1 The Management Committee shall develop a plan for and set aside funding for evaluation of the Programs and Projects outlined in Schedule "A" hereto, and shall, within six months of the signing of this Agreement, develop an Evaluation Framework for these Programs and Projects.
- 9.2 The Evaluation Plan for Agreement Programs and Projects will identify responsibilities for evaluation activity and data collection; major evaluation issues; and, the character and timing of data collection. The Plan will also provide for baseline studies, monitoring and Program reports.
- 9.3 The Management Committee will approve the Terms of Reference for the evaluation before it is undertaken.
- 9.4 The Management Committee will submit to the Ministers a comprehensive evaluation report six months before the termination date of this Agreement.



- 9.5 Each party shall provide the other with all relevant information as may be reasonably required for such evaluation.

## SECTION 10: ENVIRONMENTAL ASSESSMENT

- 10.1 All relevant and applicable federal and provincial environmental protection legislation and policies shall apply for all Projects under this Agreement.
- 10.2 The parties acknowledge that, where federal and provincial environmental assessment requirements overlap, efforts will be made to avoid duplication in environmental assessment and that, where possible, the assessment of the implementing party shall fully satisfy the requirements of the other party.
- 10.3 Both parties shall freely exchange information on all environmental assessments carried out on Projects under this Agreement.

## SECTION 11: GENERAL

- 11.1 Where a party is responsible for the implementation of a Project under this Agreement, it shall indemnify and save harmless the other party, its officers, servants, and agents, against all claims and demands of third parties in any way arising out of the implementation of such Project, except as such claims or demands relate to the negligence or any other wrongful act or omission of any officer, employee, or agent of the other party.
- 11.2 All property, including patents, copyrights and other intellectual property acquired as a result of the work performed under this Agreement shall be disposed of, licensed or otherwise dealt with as the Management Committee may from time to time determine.
- 11.3 No member of the House of Commons of Canada or of the Senate of Canada or of the Legislative Assembly of Saskatchewan shall be admitted to any share or part of any Contract, agreement, or commission made pursuant to this Agreement, or to any benefit to arise therefrom. Similarly, no federal or provincial officer, nor any agent of a third party, directly responsi-

ble for the implementation of a Project under this Agreement shall be admitted to any share or part of any Contract, agreement or commission made pursuant to that Project, or to any benefit to arise therefrom.

- 11.4 Any notice which is given to the other party pursuant to this Agreement may be given personally or sent by registered mail to:

For Canada:

Regional Director General  
Northwest Region  
Forestry Canada  
5320 - 122 Street  
Edmonton, Alberta  
T6H 3S5

For Saskatchewan:

Director of Forestry  
Forestry Branch  
Saskatchewan Parks and  
Renewable Resources  
Box 3003  
Prince Albert, Saskatchewan  
S6V 6G1

- 11.5 This Agreement including Schedules "A" and "B" may be amended from time to time by the written agreement of the Ministers. Each Program added to Schedule "A" and "B" shall form part of this Agreement as if it had originally been included in this Agreement. It is expressly understood and agreed, however, that any amendment to Sub-sections 2.2, 4.1, 6.1 and 6.2 shall require the approval of the Governor in Council and Lieutenant Governor in Council.
- 11.6 In the event that any activity does not comply with the terms and conditions of this Agreement, the Province and Canada agree that the activity shall be excluded as Eligible costs to be financed or shared until remedial action is taken to the satisfaction of the Management Committee.
- 11.7 Canada and the Province agree to co-operate in the attainment of their mutual objectives in the enhancement of Saskatchewan's forest resources data base to include statistics as may

be required in the establishment of a national forest data base. This Agreement will make funding available to assist in this enhancement as described in Schedule "B" hereto.

11.8 Notwithstanding Sub-section 5.7, nothing in this Agreement is to be construed as authorizing one party to contract or to incur an obligation on behalf of the other, or to act as agent for the other.

11.9 No later than March 31, 1992, the Province shall submit a long-term plan, outlining forestry strategies over a full rotation, consis-

tent with the strategy and principles outlined in Schedule "A".

11.10 The Federal Minister has the option of reducing Canada's financial contribution to Directly Delivered Programs on provincial Crown land if there is a reduction in programming for current harvest renewal on provincial Crown land during the term of this Agreement. Any such reduction in funding would be done only after consultation with the Provincial Minister. The Province agrees to provide within six (6) months of fiscal year end an annual assessment of the status of programming for current harvest renewal in the Province.

**IN WITNESS WHEREOF** this Agreement has been executed on behalf of Canada by the Minister of Forestry and on behalf of the Province by the Minister of Parks and Renewable Resources.

**IN THE PRESENCE OF:**

**GOVERNMENT OF CANADA**

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Minister of Forestry

**IN THE PRESENCE OF:**

**GOVERNMENT OF THE PROVINCE OF SASKATCHEWAN**

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Minister of Parks and Renewable Resources

# CANADA-SASKATCHEWAN PARTNERSHIP AGREEMENT IN FORESTRY

## Schedule A

### 1. INTRODUCTION

Both Canada and the Province of Saskatchewan recognize the importance of the forests and the forest sector to the economic, social, and environmental well-being of Canadians. The Government of Canada, in adopting *A National Forest Sector Strategy for Canada and A Framework for Forest Renewal*, and producing and accepting the report *Canada's Forest Industry—The Next Twenty Years: Prospects and Priorities*, recognizes the long-term potential and strategic issues facing the forest sector.

Since the 1950s the Governments of Canada and Saskatchewan have participated in funding agreements aimed at developing the forest sector. These agreements have assisted in reforestation, fire suppression, access road construction and the establishment of improved forest inventories. The most recent forestry agreement in this province was established in 1984 and expired in 1989. This five-year agreement, which totalled \$28 million equally shared between the two governments, focused on forest renewal, growth enhancement and stand tending, and technology advancement and transfer.

The Government of Canada continues to demonstrate its commitment to the forest sector. Forestry Canada, the new federal department of forestry established in 1989, is a demonstration of this commitment. This federal department maintains a presence in Saskatchewan through a district office located in Prince Albert. The office is strategically situated to facilitate communication and co-operation between Forestry Canada and the Forestry Branch of the provincial department responsible for forestry matters, Saskatchewan Parks and Renewable Resources. It is also located proximal to the forest industries in that province. Additional support and research expertise are provided to Saskatchewan by Forestry Canada's regional headquarters in Edmonton.

It is the mutual intent of this Agreement to build on initiatives begun under the 1984-89 Forest Resource Development Agreement and to address new concerns and issues. This Agreement reflects new realities and builds on previous achievements. It will contribute to Canada's and Saskatchewan's economic strength and diversity, and will continue to provide a healthy, safe

forest environment within the context of a sustainable development strategy.

The goals of this Agreement are:

- (a) to contribute to accelerated economic development in the forest sector through the implementation of improved forest management practices, technological innovation, and industrial expansion within the context of federal and provincial policies;
- (b) to maintain and create direct and indirect employment opportunities in the province by enhancing the long-term viability of the forest industry;
- (c) to contribute to an increased timber supply;
- (d) to promote improved utilization of the forest resource;
- (e) to strengthen research and technology transfer capability in support of forest management activities, and to shorten the time between conclusion and implementation of research; and
- (f) to support improved forest management on federal and provincial Crown lands, private woodlots, and industrial forest management license areas.

### 2. BACKGROUND

#### 2.1 Forest Resource

Saskatchewan's total area of 65.2 million hectares (ha) is 87% land and 13% water. Thirty-six percent of the total area, or almost 24 million ha, is covered with forests. Two-thirds of these forests are considered productive forest lands supporting or capable of supporting a merchantable stand. Saskatchewan ranks sixth among Canadian provinces in terms of forest land area and fifth for potential merchantable volumes.

The majority of Saskatchewan's forests occur in the northern half of the province with agricultural lands

dominating the south. The forest lands are divided into two parts, the Commercial Zone occupying the north central portions of the province and the Reconnaissance Zone occurring in the far north. The provincial government is the principal owner of forest land in Saskatchewan with 95% falling within provincial jurisdiction. The remaining 5% is either controlled by the federal government (3%) or is in private hands (2%).

The Commercial Zone totals 12.9 million ha. These lands include 6.5 million ha of productive forest land available for harvest, 1.2 million ha of productive not available for harvest, and 5.2 million ha classified as non-productive forest land. Timber volumes on stocked, productive forest lands available for harvest total 905 million cubic metres (m<sup>3</sup>), 59% of which is in softwoods and 41% in hardwoods. The Reconnaissance Zone is not considered economically available at this time because of poor timber quality and lack of access.

The calculated Annual Allowable Cut totals 6.6 million m<sup>3</sup>. This volume is comprised of 3.6 million m<sup>3</sup> of softwood and 3.0 million m<sup>3</sup> of hardwood. Annual timber harvests average 3.5 million m<sup>3</sup>, three-quarters of which is softwood. Although these harvest levels suggest substantial surplus of allowable cuts, local timber shortages do exist. Generally, however, hardwood volumes are in abundant supply and point to significant development opportunities.

## 2.2 Saskatchewan's Forest Industry

The strength of the Saskatchewan economy lies in the production and export of unprocessed resource commodities. Sharply falling international prices for major commodities during the 1980s threatened Saskatchewan's economy. Current low prices for agricultural goods continue to jeopardize the province's economic welfare. With one job in four dependent on trade, economic diversification through industrial development is essential to achieve economic stability in the province. The contribution of the forest industry toward realizing this stability in Saskatchewan's economy is therefore readily apparent.

In 1987, the forest industry, which comprises the logging industries, wood industries, and paper and allied industries, ranked second in value added among industry groups within the manufacturing sector of Saskatchewan. Forest industry value added totalled \$205 million, second only to the food industry. The forest industry's contribution to the provincial economy totalled an estimated \$315 million when indirect and induced effects are considered. During this time, the industry's value of shipments totalled \$410 million and again ranked second only to the food industry at \$1 063

million within the manufacturing sector of Saskatchewan.

The forest industry is Saskatchewan's third largest manufacturing industry in terms of employment, with the food, and printing and publishing industries in first and second place respectively. Directly, this industry creates over 2 494 jobs or approximately 12% of all employment in the manufacturing sector. However, both indirect and induced employment occur as a result of the industry's activity in the province's and the nation's economy. These effects are captured by "employment multipliers". Forestry Canada's 1988 publication, *Impact of Forestry Activity on the Economy of Canada and its Provinces: An Input-Output Approach* describes multipliers measured for Saskatchewan. Using those employment multipliers, total employment attributed to the province's forest industry was 7 482 jobs. This is composed of 2 494 direct and 1 496 indirect jobs in the province, and 3 492 indirect jobs in other provinces of Canada. In Saskatchewan, for every direct job created by the industry, two additional jobs are created elsewhere in the provincial or national economy.

One important aspect of employment in the forest industry is the geographical location of the work. Most of Saskatchewan's forest industry is situated in rural areas, thereby providing jobs where employment opportunities are otherwise limited. This characteristic is particularly advantageous to Saskatchewan's indigenous native population whose traditions favour life in the more remote parts of the province. In 1985, 11% (275 person-years) of forestry workers in the province were of native ancestry, while this group made up 9% of the provincial work force. In addition, the forest industry is a critical element in the province's relatively undeveloped northern economy. Approximately 30 communities are dependent on this industry while many others are, at least, marginally dependent.

The industry groups making up Saskatchewan's primary wood-using industries include sawmills, independent planing mills, wood treating plants, pulp, paper and fibreboard mills and other miscellaneous mills. In 1985, there were a total of 180 individual firms or mills scattered throughout the province. Most of the industry was concentrated in three regions: Meadow Lake, Prince Albert, and Hudson Bay. Combined, these regions account for about 80% of provincial output. These firms include all sizes from the smallest sawmills producing less than 100 M fbm annually, up to the largest pulp and paper mill located in Prince Albert. The following is a summary of production in 1985:

**Number of firms and annual production of Saskatchewan's primary wood-using industries 1984-85**

Industry	Number of firms	Production
Sawmills and sawmill-planing mill complexes	160	240.2 MM fbm 328.9 M m <sup>3</sup> chips 105.7 M m <sup>3</sup> pulpwood 146.8 M m <sup>3</sup> peelers 0.3 M m <sup>3</sup> firewood
Independent planing mills	2	8.0 MM fbm
Wood treating plants	12	78.5 M m <sup>3</sup> 115.6 M m <sup>3</sup> pulpwood
Pulp mills	1	264.4 M tonnes
Waferboard mills	1	97.5 MM m <sup>2</sup> (1/16" basis)
Plywood mills	1	80.6 MM m <sup>2</sup> (3/16" basis) 66.0 M m <sup>3</sup> chips
Miscellaneous wood-using industries	3	1.0 M m <sup>3</sup> 45.0 M fbm
<b>Total</b>	<b>180</b>	

During 1984-85, the sawmill industry included 160 firms with lumber production totalling 240 MM fbm. Ninety percent of this output, or 220 MM fbm, was produced by the six largest firms in this industry group. The many small sawmills that seem characteristic of Saskatchewan's sawmill industry play a vital role in local economies even though their contribution to provincial production may be small. These smaller firms generate income to independent owners, some of whom rely on this income to supplement farm or other income. They also provide low-cost building materials in rural or remote areas. Finally, smaller operations are able to utilize small tracts of land

which would otherwise not be harvested by larger firms.

### *2.3 Timber Utilization*

Saskatchewan's timber harvest from provincial Crown lands totalled 3 484 000 m<sup>3</sup> for the 1988-89 fiscal year. This amount is similar to the 10-year average of 3.08 million m<sup>3</sup> per year.

The value of timber harvested during 1988-89 is estimated at \$388 million. The following products were produced:

Product	Volume (m <sup>3</sup> )	Percentage
pulpwood, plywood bolts and waferboard	2 138 200	62
lumber	1 151 900	33
fuelwood	80 400	2
other roundwood	113 500	3
<b>Total</b>	<b>3 484 000</b>	<b>100</b>

During 1988-89, an additional 1.12 million m<sup>3</sup> were lost to forest fires. Some salvage operations in these stands are under way. The salvage of fire-killed timber from the 1987 Elan Fire and the 1988 Coffee Fire approached 200 000 m<sup>3</sup> by the end of 1988-89. Efforts continue to salvage spruce budworm infested areas on the province's east side.

#### 2.4 *Silviculture*

After 1930, federal involvement in forestry in Saskatchewan was reduced to periodic cost-shared agreements. The first Canada-Saskatchewan program in support of forest management was introduced in 1951 under the Canada Forestry Act. Activities undertaken in that agreement included forest inventory, reforestation, fire suppression and access development. Subsequent agreements have continued to contribute to forestry in Saskatchewan.

The most recent Canada-Saskatchewan agreement, which expired in 1989, created significant contributions to the Province's silviculture work. In 1988-89, more than \$3.3 million was spent on federal and provincial silviculture projects. The largest portion of this expenditure (\$2.4 million) was directed to planting 6.9 million seedlings, site preparing 4 289 ha for planting or natural regeneration, and surveying 3 998 ha of denuded lands.

During 1988-89, the Government of Saskatchewan, through its Forestry Branch, maintained its schedule to coordinate the planting of 50 million trees between 1988 and 1993. New FMLAs require the forest industries to contribute significantly towards this goal. During 1988-89, the industry planted 2.7 million seedlings, tended 1 100 ha of juvenile forests, and naturally regenerated 2 800 ha of logged lands.

The 1989-90 silviculture statistics for the province are as follows:

current harvest:	17 870 ha
plantations:	6 400 ha
scarification:	859 ha
	(for natural regeneration)
natural regeneration:	6 285 ha
net untreated cutovers:	4 326 ha

The 1989-90 statistics indicate untreated cutovers continue to exist. The Province, however, is maintaining its policy to shift the responsibility for renewal of current harvest to the forest industry.

The recent closure of a major softwood user located in the east side of the province has resulted in a substantial reduction in the current softwood harvest. For example, during 1989-90, this facility harvested 4 414 ha. Much of this area contributed to the province's area of untreated cutovers. Any new Forest Management License Agreement on the east side will have current harvest renewal obligations, thus ensuring prompt reforestation of current cutovers. In addition, the Province intends to ensure all wood users assume responsibility for renewal of current cutovers. This level of regeneration effort results in virtually all harvested lands receiving treatment.

### 3. **FOREST INDUSTRY DEVELOPMENTS**

Technological innovations allowing the use of aspen wood in the manufacture of pulp have led to major industry developments in Western Canada, as well as in other parts of the nation. Saskatchewan is no exception. Prince Albert Pulp Company, previously owned by the provincial government, was purchased by Weyerhaeuser in 1986. This firm has modified the bleached kraft pulp mill to include aspen wood in its furnish and has expanded its facilities to include a fine paper making machine, as well as a sheet cutter. A new CTMP mill fully dependent on aspen wood is currently under construction in the Meadow Lake area. The mill, owned by Millar Western, will commence pulp production early in 1992. These developments are expected to create over 700 new jobs in the mills and in woodlands operations.

Mill closures are also occurring in Saskatchewan. Simpson Timber's stud mill at Hudson Bay has closed permanently due to insufficient wood supplies. The MacMillan Bloedel waferboard plant, also at Hudson Bay, is experiencing difficulties due to market conditions. The forest industry is an important component of the economy of Saskatchewan's east side and discussions are under way in an effort to create economic activity in this area. Great potential for development exists given the proper milling configuration.

### 4. **CURRENT ISSUES, OPPORTUNITIES AND CONSTRAINTS**

Saskatchewan's forest industry contributes to the stability and diversity of a provincial economy dominated by agriculture and mining. However, the industry's high

manufacturing and transportation costs and low productivity could jeopardize the future of this industry. In addition, many firms produce commodity forest products with relatively low value added. Possibilities of market oversupply, depressed product prices and increasing domestic as well as international competition may threaten the viability of some firms. In addition, the uncertainty of future trading relationships with the U.S., the industry's biggest customer, creates further uncertainty. A key issue is, therefore, the maintenance of the industry's competitive edge. This advantage could be developed through modernization of the industry's equipment both in the mill, and in the woodlands.

Saskatchewan is endowed with substantial untapped forest resources. The under-utilized wood fibre, particularly the hardwood timber, presents a significant opportunity for expansion of the forest sector. Increased development of the resource, particularly in the manufacture of higher value added products could greatly improve the industry's performance as well as its contribution to the provincial economy.

Non-industrial private forest land owners present a new opportunity for timber utilization in Saskatchewan. Since most private forest land occurs along the agriculture-forest fringe, transportation infrastructures are well established. In addition, most major wood processing facilities are situated in or near this zone. These factors contribute to lowering delivered wood costs and hence improving the competitive edge of the industry. Most private forest land owners are dependent on farm income; the possibility to supplement and stabilize farm incomes through management and utilization of timber resources is a highly attractive goal in Saskatchewan. This source of timber presents an economically viable opportunity for the industry in Saskatchewan. However programs and policies aimed specifically at developing this new sector are necessary if this potential is to be realized.

## 5. FEDERAL DEVELOPMENT POLICY PRINCIPLES

The federal government recognizes the national importance of the forest resource to the economic, environmental and social well-being of Canadians. Through its forest resource development agreements (FRDAs) with the provinces, Forestry Canada contributes to the improved management of Canada's forest resources.

A series of principles has been developed to guide continued federal involvement in forestry development through a new round of federal-provincial forestry agreements. These principles are intended to foster the integrated management and sustainable development of Canada's forest resources. Presented to the Canadian Council of Forest Ministers in June 1989, these principles are consistent with the National Forest Sector Strategy.

### 5.1 Long-term planning

The long-term nature of forestry underscores the importance of developing long-term plans and strategies. An important element of agreements, therefore, is the development of a long-range plan outlining forestry strategies over a full rotation and addressing key forest development issues such as:

- the future sustainable wood supply under a basic management regime, including harvest scheduling, protection, and the prompt renewal of current harvests to the free to grow stage;
- the required silviculture and resulting wood supply necessary to maintain the forest industry at its present production level;
- the incremental silviculture required for realistic growth of the industry;
- an outline of general programs, policies, and investment needed to ensure the prompt renewal of the current harvest and proposed levels of incremental silviculture;
- policies and activities addressing non-timber uses of the forest, increased utilization and forest protection.

### 5.2 Improved Forestry Data

Improved data and support systems are crucial to the management of the resource and to informing the public on forestry issues. Consequently, the forest sector is continuing to enhance its data collection and management systems. The creation of a national forestry data base is an important priority for the federal government and is supported by the Canadian Council of Forest Ministers. New agreements will support co-operative efforts between the two levels of government in order that expanded and improved forestry data, common to all provinces, can be provided to meet both federal and provincial needs. In addition, operational data on agree-

ment activities, which are crucial to the sound management and assessment of this Agreement, will continue to be developed and shared between federal and provincial agencies.

Examples of federal priorities in this area include applying new techniques in inventory, establishing Geographic Information System (GIS) capability, developing computerized supply models, enhancing the data available on non-timber resources, and undertaking special studies and/or analyses in areas such as growth and yield. It is not the intention to provide federal funding for supporting regular provincial inventory operations such as photo interpretation, cruising, or regular maintenance of existing GIS systems.

### **5.3 Responsibilities for Silviculture**

It is accepted that the landowner has the primary responsibility for the long-term management of the forest resource. As a minimum, this responsibility includes a regime of basic forest management activities involving protection against insects, disease and fire, harvest planning, and the prompt renewal of current harvests plus tending where needed, to ensure stands reach the "free to grow" stage. On non-federal lands, the federal government's intention is to contribute to incremental wood supply and not displace the obligation of the land owner (private industry and/or provincial government) for long-term basic forest management.

A prerequisite, therefore, of federal support for forest management on industrial and provincial lands, is a commitment to ensure the basic management of the resource, including the prompt renewal of current harvests to the "free to grow" stage. This underlying principle is fundamental to federal funding for forest management on these lands. Federal funding through federal-provincial agreements will continue only in those areas where it can be clearly demonstrated the necessary programs and policies are in place to ensure basic forest resource management.

In supporting silviculture activities, Forestry Canada's objectives are to contribute to incremental wood supply, in the shorter term through stand improvement activities and, in the longer term through the regeneration of the backlog of past cutovers and burns that have not regenerated adequately (not satisfactorily regenerated or NSR lands). This will assist the forest industry to maintain and possibly expand upon its current industrial capacity.

The federal government recognizes the importance and uniqueness of small private woodlots and Indian forest lands. The federal government also recognizes the limited resources available for both basic and intensive management on these forest lands. A special federal priority will be placed on improved management of these lands (small private woodlots and Indian forest lands) through new federal-provincial forestry initiatives.

### **5.4 Integrated Resource Management**

Integrated Resource Management (IRM) can be broadly defined as managing the forest resource for a variety of objectives including fibre production, wildlife habitat, recreation and wilderness preservation. IRM will be promoted in agreements by developing and testing specific forest management activities designed to incorporate more intensive and integrated management of the resource. Priority will be placed on such activities as research and development, technology transfer, training, and public information.

Certain public information activities, including the establishment of demonstration forest areas, could be undertaken to better inform the public of the necessity and benefits of managing the forest for multiple use and promoting the activities of this Agreement in this area.

### **5.5 Research, Development, and Technology Transfer**

Expanding efforts in research and development (R&D), and increasing use of new technologies is essential to improved forest management. Agreement-funded research will concentrate on applied research based on clients' needs, that includes a technology transfer component to ensure results are put to operational use in the field. Special priorities will be targeted towards integrated resource management, environmental impacts of forestry practices, the development of markets and new products to increase value added, and to make use of presently underutilized species, particularly hardwoods. As with all programs under the Agreement, efforts in these areas will be incremental to existing activities.

Strategies guiding the applied research and technology transfer efforts over the course of agreements will be developed at the beginning of each agreement based on the research priorities established in consultation with user groups.



### 5.6 *Incrementality*

Federal resources are to support efforts incremental to those currently expected from the landowners. Basic management activities such as forest protection and renewal of current harvests should not be dependent upon the uncertainties or short time frames associated with federal-provincial agreements.

Federal support for industrial freehold land will be directed to generating incremental yields and will only be available to those companies demonstrating that the renewal of current harvests is being achieved at their own expense. In these cases, maximum federal support will be 50% of the cash cost for those activities incremental to levels normally conducted by the company.

Small woodlot owners and Indian bands also have a responsibility to adequately manage forest lands under their ownership/control. Most silvicultural activities will be supported through this Agreement on these tenures. The level of federal support will reflect the activity's potential impact on wood supply. Owners must make a contribution, either in cash or in-kind towards completing the work, as well as a long-term commitment to maintain the forest on those areas treated.

### 5.7 *Public Awareness and Visibility*

Federal funding for communications activities under this Agreement are aimed at improving public awareness of:

- the forest sector, its importance, and contribution to the provincial economy;
- the present state of the forest resource, where improvements must be directed and how this Agreement is contributing to these improvements; and
- Forestry Canada's investment under this Agreement.

Each agreement will have a specific public information program which will be guided by a comprehensive communications and public visibility strategy as part of the negotiation framework. This Agreement includes federally delivered communications activities in support of these goals.

### 5.8 *Human Resource Development*

A competitive forest industry depends on a well-trained labour force, government forestry agencies, and service industry. There is also a need to enhance year-round employment opportunities in forest management. Agreement activities are intended to be catalytic in nature and complement currently available programs and may include demonstrations, seminars, workshops, and printed materials aimed at disseminating information on new technology and work methods, and expanding forestry knowledge.

## 6. PROGRAMS

The implementation of this Agreement will require the coordinated actions of several agencies of the federal and provincial governments. Input from the industrial sector will also be necessary. The Programs to be delivered in this Agreement will be in the areas of wood supply maintenance and enhancement, applied research, marketing and technology transfer, integrated forest management, planning and development, and public information, education, worker training and Agreement support. The following outline provides a general description of Programs to be implemented. Individual Programs will be assessed on the basis of the extent to which they address the objectives of this Agreement.

### PROGRAM A—WOOD SUPPLY MAINTENANCE AND ENHANCEMENT

#### *Sub-program A.1 Reforestation on Provincial Crown Lands*

This Sub-program will contribute to Saskatchewan's future timber supply by ensuring adequate reforestation of cutover lands and the improvement of productive stands. The objectives are to provide, directly or through industry, Projects to renew productive forest growth on provincial Crown lands classified as not sufficiently restocked backlog areas. These lands generally include areas not contained within current FMLA agreements or FMLA areas denuded prior to the signing of FMLAs and not considered part of the FMLA management plan for yield improvement.

The Sub-program may involve such activities as:

- (a) . annual reforestation by planting, seeding and/or scarification. As many as 18 million

seedlings will be planted, and over 9 500 ha will be reforested;

- (b) creating and improving seed orchards, tree improvement programs, and maintaining a diversified gene pool;
- (c) growing of additional seedling stock required for backlog reforestation beyond current planting efforts;
- (d) carrying out assessments necessary to complete evaluation of the current reforestation status of provincial Crown lands, including plantations and backlog areas; and
- (e) carrying out other assessments designed to review the economics of various silviculture and renewal activities as well as their impact on productive forest land losses in Saskatchewan.

#### *Sub-program A.2 Management of Federal Crown Lands and Private Woodlots*

The quantity, distribution and value of forest resources on Saskatchewan's 152 Indian Reserves have been largely overlooked by both federal and provincial governments. These lands total over one quarter million hectares of productive or potentially productive forest lands and represent a potential source of timber for Saskatchewan's forest industry. In addition, these lands can provide a vital contribution to the economic stability of native communities in terms of providing both employment opportunities and opportunities to maintain traditional lifestyles. To utilize these resources in an orderly and efficient manner, however, modern planning methods in inventory technology, management planning, harvesting and silviculture must be applied. This Sub-program will facilitate the collection of inventory data suitable for loading in a Geographic Information System (GIS), preparation of forest management plans, reforestation of cutover and burned-over lands, and intensive forest management activities such as thinning, cleaning, weeding and fertilization. Under this Sub-program, inventory and management plans will be completed on up to 20 reserves. Reforestation activities will include site preparation of approximately 1 000 ha and planting of 2.5 million seedlings. Intensive management activities will be conducted on approximately 500 ha.

In addition to Indian lands, this Sub-program will also address forested private lands. Timber from private land

is virtually unutilized in Saskatchewan, yet it represents an estimated 2% or over 300 000 ha of the province's forested areas and about 15 000 landowners. Since this resource is commonly located at the agricultural fringe, much of the infrastructure needed to develop it is already in place. The private landowner, however, is not adequately equipped either technically or financially to take full advantage of the available opportunities. This Sub-program will provide assistance to conduct forest inventories, management planning and implementation, and related extension services. In addition, this Sub-program will focus on non-traditional forest products such as Christmas trees, maple syrup, etc., and will support woodlot organizations in their sectoral development projects. Up to 200 landowners are expected to take advantage of this Sub-program, resulting in 4 000 hectares of private land being silviculturally treated and managed for its forest resource.

#### *Sub-program A.3 Stand Tending*

Stand tending is a critical component of Saskatchewan's future timber supply both in terms of quantity and quality. Since tending is conducted on young establishing or established juvenile stands, investment in this treatment is at low risk compared to stand establishment expenditures. This Sub-program will allocate funds to tending operations in forest stands proximal to existing or anticipated processing facilities. Both federal and provincial governments will work with the forest industry on industrial forest management license areas to enhance the growth and quality of established stands. The following activities are eligible provided they are incremental to the existing programs of co-operating forest management agencies:

- (a) conifer release by harvesting the hardwood overstorey;
- (b) conifer release by removing competing deciduous growth;
- (c) hardwood release by removing competing deciduous growth;
- (d) juvenile spacing and precommercial thinning; and
- (e) sanitation cutting to reduce insect and disease damage.

Target hectares treated under this Sub-program are expected to reach 6 500. However, this number will depend on proposals submitted by agencies involved.

#### *Sub-program A.4 Forest Data Base*

Improved data support systems and growth statistics are crucial to effective resource management and to informing the public on forestry issues. In Saskatchewan, there has been a lack of emphasis during recent years on the analysis of basic resource data which provide information conducive to the development of growth relationships, yield factors, public information and sound long-term management plans for the resource.

The objectives of this Sub-program are therefore to enhance Saskatchewan's data collection, analysis and reporting systems. In conjunction with this, the creation of a national forestry data base is an important priority for the federal government and is supported by the Canadian Council of Forest Ministers. Existing forest data, as well as data collected under this Sub-program, will be loaded into data management systems for direct on-line access by Forestry Canada. This will greatly facilitate data sharing and technology transfer from Forestry Canada to the Province.

Projects in this Sub-program will include:

- (a) development of a site classification system for Saskatchewan;
- (b) growth enhancement projects including such studies as hardwood permanent sample plot establishments, plantation assessment and silviculture application assessments;
- (c) creation of a Land Management Atlas for Saskatchewan's resource lands;
- (d) growth and yield analysis;
- (e) a comprehensive system of the monitoring and assessment of the insect, disease and fire activities;
- (f) forest inventory sampling and scanned GIS data input; and
- (g) development of long-term management plans for Saskatchewan forests.

### **PROGRAM B—APPLIED RESEARCH, MARKETING, AND TECHNOLOGY TRANSFER**

#### *Sub-program B.1 Technology Transfer*

Forestry Canada is the principal source of expertise in forestry research in the nation. One of the department's

main objectives is to conduct research and technology transfer activities in support of improved forest management. Forestry Canada's scientists are world renowned for their research accomplishments. These accomplishments must be disseminated and applied quickly if Saskatchewan and Canada are to derive the full benefits from their investments in forest research and development.

This Sub-program will facilitate the prompt transmission and utilization of research results from Forestry Canada's scientific staff to the practising field foresters. This will be encouraged and supported by providing funds to allow both groups (i.e. scientific staff and field foresters) to frequently interact and exchange ideas and views on forestry problems and their solutions through such vehicles as workshops, conferences or other gatherings. This Sub-program will also support innovative development of equipment and procedures which will improve forest management and pilot Projects to demonstrate newly developed technology and techniques.

Projects in this Sub-program could involve such areas as:

- (a) prescribed fire, fire management and fire preparedness;
- (b) silviculture and other equipment trials;
- (c) seminars and information exchanges;
- (d) insect and disease management technology; and
- (e) economic assessment technology in silviculture and timber management.

This Sub-program will provide funding for the establishment and operation of a Technology Development Unit (TDU) within Forestry Canada's Northwest Region. This TDU will serve as the interface between the field practitioner and researcher to ensure clear problem identification and timely application of new research findings.

Project proposals will be solicited from provincial government agencies as well as private industry. Prospective clients will be encouraged to participate in the funding of initiatives under this Sub-program.

#### *Sub-program B.2 Applied Forest Research*

This Sub-program will provide directed funding into those areas of forestry research identified through

various research advisory processes as germane to the improvement of forestry activity in Saskatchewan. Study areas identified for Saskatchewan include silviculture, forest inventory including growth and yield, nursery and tree improvement, forest protection including fire management and insect and disease issues, economics and others. Many studies will require an integrated approach utilizing expertise from a cross-section of disciplines drawing from the expertise of Forestry Canada's researchers as well as representatives from industry, the province and academia. Study proposals will be assessed based on their contribution towards meeting this Agreement's objectives.

This Sub-program will also provide funding to other agencies such as educational institutions, research institutions, and private industry wishing to conduct studies which address this Agreement's objectives. Funding recipients under this Sub-program will be required to submit technology transfer plans which may include preparation of reports, manuals, journal articles, videos, seminars, workshops, etc.

#### *Sub-program B.3 Forest Products Research and Marketing*

The forest industry enriches Saskatchewan's social fabric by contributing to the province's income and providing stability and diversity to its economic base. A large proportion of the industry's contribution results from the economic activity generated by the production and sales of its forest products, much of it to customers outside the province. Many Saskatchewan forest products, however, are a commodity type which are low in value added. Promotion, development and studies of higher valued added products and processes, and potential markets for these products will be addressed in this Sub-program.

This Sub-program will also support forest-related industries interested in diversifying to meet expanding market needs. Studies conducted under this Sub-program will not be limited to traditional timber products and manufacturing, but will include other outputs of the forest including nuts, berries, mushrooms, maple syrup, waste fibre and other forest-related products. These non-timber products can provide income alternatives and augmentation.

This Sub-program will allow comprehensive study of Saskatchewan's forest product capabilities, the industry's social and economic impact, and related opportunity identification.

## **PROGRAM C—INTEGRATED FOREST MANAGEMENT, PLANNING AND DEVELOPMENT**

### *Sub-program C.1 Park Vegetation Management*

This Sub-program will fund Projects aimed at vegetation manipulation and management in provincial parks. Such management techniques can be beneficial in a variety of ways such as wildlife habitat enhancement, prevention of soil erosion or slope stabilization in sensitive areas, and site rehabilitation both for visual as well as environmental appeal. Projects conducted under this Sub-program will ultimately contribute to a vegetation management component of integrated resource management plans.

### *Sub-program C.2 Forest Wildlife Habitat Planning*

The forest is no longer viewed simply as a supplier of wood fibre. Forest values also include more than the income derived from harvesting the timber. Other non-timber forest values are now routinely accepted, and in many instances demanded by the public. These values must be given full consideration by all forest users.

This Sub-program will contribute towards the recognition of one non-timber value of the forest, viz. wildlife and its habitat. This Sub-program will fund wildlife habitat inventory Projects and the development of plans designed to consider and/or enhance these areas during subsequent forestry activities. Information collected in this Sub-program will also be an integral part of the forest data base and will contribute towards development of a wildlife habitat component of an integrated resource management plan.

### *Sub-program C.3 Forest Watershed Harvest Planning*

Watersheds are known to be affected by changes in the forest cover. Logging operations create perhaps the most extreme and abrupt change in the forest canopy and consequently have significant impact on post-harvest hydrological activity. Empirical information will be collected to assess the effects of harvesting patterns on subsequent water table movements and stream flows. This Sub-program will provide for data collection and analysis and the testing, calibration and application of hydrological models to measure the effects of harvesting on watersheds. Projects conducted under this Sub-program will ultimately contribute towards the development of a watershed management component of an integrated resource management plan.

**PROGRAM D—PUBLIC INFORMATION,  
EDUCATION, WORKER TRAINING AND  
AGREEMENT SUPPORT**

Sub-programs and Projects will be carried out prior to the expiration of this Agreement to assess their effectiveness in meeting the stated objectives.

***Sub-program D.1 Public Information, Education and  
Worker Training***

The purpose of this Sub-program is to:

- (a) demonstrate that there is full co-operation between the governments of Canada and Saskatchewan toward achievement of enhanced forest land management in Saskatchewan with concurrent co-operation from forest industry and other sectoral participants;
- (b) ensure that Saskatchewan residents are informed and aware of this Agreement and its objectives and accomplishments;
- (c) demonstrate to Saskatchewan residents the social and economic benefits of responsible management of all of the forest resources both fibre and non-fibre alike;
- (d) educate Saskatchewan residents on forests and forestry matters through involvement in youth education programming and by responding to issues raised by urban residents; and
- (e) assist with the identification of forest worker training needs and in conjunction with industry and other clients, develop standards for silviculture training programs.

***Sub-program D.2 Administration, Monitoring,  
Agreement Support and Evaluation***

This Sub-program will provide for the administration and co-ordination of all Programs under this Agreement, and will ensure the involvement of all agencies and government departments with related responsibilities.

Activities will include the preparation of detailed proposals for Programs and Projects under this Agreement, the preparation of annual Work Plans and Program budgets and for the monitoring of Project progress and outputs. This Sub-program will also provide for the collection of data regarding the progress of implementation of all Programs and Projects on a required basis, and will permit compilation of that information into annual progress reports. A review and evaluation of

**CANADA-SASKATCHEWAN PARTNERSHIP AGREEMENT IN FORESTRY**

**SCHEDULE "B"**  
(\$ million)

	Direct Federal Funding	Direct Provincial Funding	Funding Totals
<b>A. Wood Supply Maintenance and Enhancement</b>			
A.1 Reforestation on Provincial Crown Lands	1.00	7.00	8.00
A.2 Management of Federal Crown Lands & Private Woodlots	2.00	1.00	3.00
A.3 Stand Tending	1.50	1.00	2.50
A.4 Forest Data Base	<u>1.00</u>	<u>2.50</u>	<u>3.50</u>
	5.50	11.50	17.00
<b>B. Applied Research, Marketing and Technology Transfer</b>			
B.1 Technology Transfer	2.50	0.20	2.70
B.2 Applied Forest Research	2.00	0.85	2.85
B.3 Forest Products Research and Marketing	<u>0.50</u>	<u>0.20</u>	<u>0.70</u>
	5.00	1.25	6.25
<b>C. Integrated Forest Management, Planning and Development</b>			
C.1 Park Vegetation Management	0.50	0.50	1.00
C.2 Forest Wildlife Habitat Planning	0.70	0.80	1.50
C.3 Forest Watershed Harvest Planning	<u>0.30</u>	<u>0.25</u>	<u>0.55</u>
	1.50	1.55	3.05
<b>D. Public Information, Education, Worker Training and Agreement Support</b>			
D.1 Public Information, Education and Worker Training	1.00	0.60	1.60
D.2 Administration, Monitoring, Agreement Support and Evaluation	2.00	<u>0.10</u>	<u>2.10</u>
	3.00	0.70	3.70
<b>AGREEMENT TOTAL</b>	<b>15.00</b>	<b>15.00</b>	<b>30.00</b>

**Appendix 2**

**Framework for Evaluation of the  
Canada-Saskatchewan Partnership  
Agreement in Forestry**

**(1990-1995)**

**D.M. Boylen  
September 30, 1992**

C. Programs and Sub-programs of the Agreement

In order to achieve the hierarchy of objectives and goals, a program activity structure was developed and organized into three main programs with sub-programs, as follows:

Program A. Reforestation and Wood Supply Enhancement

- A.1 Reforestation on Provincial Crown Lands
- A.2 Management of Federal Crown Lands & Private Woodlots
- A.3 Stand Tending
- A.4 Forest Data Base

Program B. Applied Research, Marketing and Technology Transfer

- B.1 Technology Transfer
- B.2 Applied Forest Research
- B.3 Forest Products Research and Marketing

Program C. Integrated Forest Management, Planning and Development

- C.1 Park Vegetation Management
- C.2 Forest Wildlife Habitat Planning
- C.3 Forest Watershed Harvest Planning

Program D. Public Information, Education, Worker Training and Agreement Support

- D.1 Public Information, Education and Worker Training
- D.2 Administration, Monitoring, Agreement Support and Evaluation

The descriptions of each program and sub-program are contained in Schedule "A", Section 6. Programs of the Agreement.

D. Agreement Logic Model

A logic model illustrating the relationships between agreement objectives, goals, programs and sub-programs was developed. These linkages are detailed in the evaluation framework table, which is appended.



E. Elements of the Evaluation Framework

Several elements or factors need to be considered in the development of an evaluation framework. These include the scope of the evaluation; the level of evaluation; the various "stakeholders" and "publics" of the agreement; the nature of the sub-program/project outputs, their possible impacts, and incremental nature; the appropriate evaluation approach in terms of methodologies/techniques and the evaluation needs, sources, measures and timing.

E.1 Scope of Evaluation

The scope of this evaluation framework includes the issues and questions of not only the various Agreement parties and their interest groups, but also the clients and publics that these Agreement programs affect. It is important to understand for whom the Agreement's outputs are targeted, the form of those outputs, as well as to document who is responsible for the programs, and what benefits or outputs beyond the Agreement targets may result.

Another aspect which will be included is the appropriate distinction between those evaluation issues and questions which were pertinent when the Agreement was created and signed, and which then may have changed, due to policy shifts of signatories (i.e. the scope must be open to renewal and modification if there are changing external circumstances).

In addition, this evaluation framework will recognize that there will be unplanned for but beneficial outputs which may arise from implementing the Agreement but were not formally expected or identified at the time that the agreement was signed.

E.2 Level of Evaluation

The level of evaluation refers to the appropriate "organizational" level at which the Agreement evaluation can or should be taken. The choice of level(s) of evaluation has considered the number of organizational elements e.g. programs, sub-programs; the degree of work detail required and which are feasible to evaluate; the administrative and monitoring procedures; the financial planning and control mechanisms, and the groupings of work, outputs and objectives. Ideally, there would be three levels of evaluation:

- Level 3 - evaluation of performance towards achievement of operational targets at the project and activity level
- Level 2 - evaluation of the contribution of sub-program projects and activities towards achievement of major Agreement objectives; cost effectiveness and efficiencies in project and sub-program conduct
- Level 1 - evaluation of overall Agreement performance including appropriateness of purpose, objectives and goals.

However, levels 2 and 3 are usually considered most appropriate for evaluation of a provincial Agreement while a national evaluation framework should logically address Level 1, especially as much of the strategic perspective and policy guidelines for the Agreement were evolved at that level.

### E.3 Stakeholders and Publics of the Agreement

Many parties have an interest in what was accomplished, how, when and where these accomplishments occurred and the type of assessment variables used. It is important that these groups be recognized and documented early; and that subprograms and projects not only be relevant to them but that the types of judgements/assessments that they will make, be recognized.

These groups include the signatory governments, many elements of the forest industry, project implementers/leaders/contractors, non-governmental organizations, general public of Saskatchewan and Canada etc.

These groups may make assessments based on such as baseline (before scenario) comparisons, local community impacts, long-, medium- or short-term impacts, contextual issues and all may include political, socio-economic or environmental aspects.

### E.4 Sub-Program/project outputs/impacts and Evaluation Issues/Questions

Evaluation issues/questions relate to the substance or output of sub-program projects and activities, as well as to the performance of these projects and activities relative to Agreement goals and objectives achievement. Many of the projects' results though are finally achieved in such a long time frame within a high degree-of-risk and uncertainty that only best "guesstimates" are possible. In addition, it is also important to recognize that many of the Agreement outputs especially in research, become inputs into the decision-making process of target/user groups and thus, as "intermediate" products are difficult to assess accurately.

### E.5 Evaluation Approaches

The evaluation approach includes the various study techniques and measures that are employed in conducting the actual evaluation. They may include a variety of approaches, quantitative and qualitative, formal and informal, relating to work performance, inputs and outputs, and include some or all components of the Agreement. Examples are baseline studies, stakeholder interviews, reviews of files, focus groups and case studies etc. The first three are utilized extensively in this framework.

### E.6 Evaluation Information Needs, Sources, Measures and Timing

This element involves the total data base which is required to implement and monitor/audit the program/sub-program/project plans as well as perform the evaluation.

It details what information is required; what management information database systems e.g. CARS/DEVMS, need to be developed; the frequency of collection as well as specific performance measures or criteria e.g., indices, benefit-cost ratios, wood supply balances, which are used as assessment tools.

F. Evaluation Framework Table

An evaluation framework table was developed for this agreement. It uses a program/sub-program approach and utilizes two levels of evaluation (Level 2 and 3). It provides evaluation issues/questions for each sub-program and establishes linkages of the evaluation levels to Agreement objectives or goals. It proposes appropriate evaluation approaches, techniques and methodologies as well as suggestions for information needs, sources, measures analyses and timing. This table immediately follows.

CANADA-SASKATCHEWAN PARTNERSHIP AGREEMENT IN FORESTRY  
EVALUATION FRAMEWORK TABLE  
A. WOOD SUPPLY MAINTENANCE AND ENHANCEMENT

SUB-PROGRAM A.1 - REFORESTATION ON PROVINCIAL CROWN LANDS					
Evaluation Issues/Questions	Linkages		Evaluation Approach: Technique/ Methodology	Information Needs/Sources/ Measures	Frequency of collection
	Objectives	Goals			
<b>LEVEL 2</b>	a,b,c				
How did the projects contained in this sub-program contribute to achievement of Agreement objectives?			- interviews with: project contractors, provincial employees, other	- opinion surveys, attitude scales	- interim and final stages
Were the projects cost-effective?			- review economics of project activities	- LEVEL 3 summaries - CARS/DEVMS - production cost studies - benefit: cost analyses	
Were the expenditures incurred and contracts awarded at lowest cost?					
What was the impact of these projects on productive forest land losses in Saskatchewan?			- assess impact of projects on losses of productive forest land balances	- wood supply analyses	
<b>LEVEL 3</b>		a,b,c,d			
How many hectares were brought back into production?		- Agreement targets: 18 million seedlings 9500 ha reforested	- review project work plan reports - monitoring plan reports	- number, type, quality of seedlings purchased/acquired	- annual, quarterly
How many hectares were <u>priority</u> sites i.e., NSR?			- review project completion reports - field check surveys	- baseline NSR situation - number of hectares restocked (total)	
How many required site preparation?			- review regeneration plot results - review funding/resourcing levels provided	- number of hectares restocked that were priority sites - treatment types, number of hectares, cost/ha, location	
How many hectares were (1) planted? (2) seeded?				- status of treatments relative to free to grow concept - number, type, time period, location of jobs - expenditures per job - number of work weeks created	
How many hectares were intensively treated to reduce mortality from rodents, insects, disease, drought, etc., to minimize vegetative competition, as well as established to the free to grow stage?					
How many seed orchards were developed or improved?					
How many regeneration plots were carried out to monitor survival?					
How many hectares did these plots encompass?					
What was the survival rate?					
What employment was generated?					

CANADA-SASKATCHEWAN PARTNERSHIP AGREEMENT IN FORESTRY  
EVALUATION FRAMEWORK TABLE

SUB-PROGRAM A.2 - MANAGEMENT OF FEDERAL CROWN LANDS AND PRIVATE WOODLOTS						
Linkages						
Evaluation Issues/Questions	Objectives	Goals	Evaluation Approach: Technique/Methodology	Information Needs/Sources/Measures	Frequency of collection	
<b>LEVEL 2</b>		a,b,c				
How did projects contained in this sub-program contribute in a measurable way to achievement of Agreement objectives?			- interviews with project contractors, federal employees others	- opinion surveys, attitude scales	- interim and final stages	
Were the projects cost-effective?			- review economics of project activities	- LEVEL 3 summaries - CARS/DEVMIS		
Were the expenditures incurred and projects awarded at lowest cost?			- assess impact of project activities on employment/ lifestyle opportunities	- production cost studies - community development studies		
Did these projects contribute to the economic stability of native communities through employment opportunities and opportunities to maintain traditional lifestyles?			- assess impact of project activities on technical and financial abilities of private forest land owners			
Did these projects contribute to private land forestry development by owners?			- assess woodlot owners' organization(s) effectiveness			
What institutional constraints impacted on the effectiveness and cost efficiency of this program?						

CANADA-SASKATCHEWAN PARTNERSHIP AGREEMENT IN FORESTRY  
EVALUATION FRAMEWORK TABLE

SUB-PROGRAM A.2 - MANAGEMENT OF FEDERAL CROWN LANDS AND PRIVATE WOODLOTS					
Evaluation Issues/Questions	Linkages		Evaluation Approach: Technique/Methodology	Information Needs/Sources/Measures	Frequency of collection
	Objectives	Goals			
<b>LEVEL 3</b>		a,b,c,d			
How many hectares were brought back into production?		Agreement targets:	- review industry work plans	- baseline NSR situation	- annual, quarterly
How many hectares were priority sites i.e., NSR?		20 Indian reserves	- monitoring plan reports	- number of hectares restocked (total)	
How many hectares involved:		1000 ha site preparation	- review other work plan reports	- number of hectares restocked that were priority sites	
(1) Indian Reserve Lands?		2.5 million seedlings	- review status and completion reports	- treatment types, number of hectares, cost/ha, location	
(2) Other Federal Lands?		500 ha intensive management	- field check surveys	- GIS reports	
(3) Private land tenure wood lots?		200 land owners	- review regeneration plot results	- number, type, time period, location of jobs	
How many of these hectares required:		4000 ha managed	- utilization of geographic Information (GIS) System capabilities	- expenditures per job	
(1) Inventory?			- review funding/resourcing levels provided	- number of work weeks created	
(2) Management planning?			- assess diffusion of information and its utilization by native people and landowners	- status of treatments relative to free to grow concept	
How many hectares were			- assess impact of project activities on employment/lifestyle opportunities	- types, volume, production costs of speciality products	
(1) Planted?				- market identification analyses	
✓ (2) Seeded?				- marketing strategies of speciality products	
How many hectares were intensively treated to reduce mortality from rodents, insects, disease, drought, etc., to minimize vegetative competition as well as established to the free to grow stage?				- rural development studies	
How many regeneration plots were carried out to monitor survival?					
How many hectares did these plots encompass?					
What was the survival rate?					
What employment was generated?					
What extension and technology transfer services were performed?					
What speciality or non-traditional, customary forest products were developed/encouraged?					

CANADA-SASKATCHEWAN PARTNERSHIP AGREEMENT IN FORESTRY  
EVALUATION FRAMEWORK TABLE

SUB-PROGRAM A.3 - STAND TENDING					
Evaluation Issues/Questions	Linkages		Evaluation Approach: Technique/Methodology	Information Needs/Sources/Measures	Frequency of collection
	Objectives	Goals			
<b>LEVEL 2</b>	a,b,c				
How did projects contained in this sub-program contribute to achievement of Agreement objectives?			- interviews with project contractors, provincial employees, federal employees, industry officials	- opinion surveys - LEVEL 3 summaries	- Interim and final stages
Were the projects cost-effective?			- review economics of project activities	- CARS/DEVMIS	
Were the expenditures incurred and contracts awarded at lowest cost?					
<b>LEVEL 3</b>	a, b, c, d, f				
How many hectares were treated to improve/enhance productivity?	- Agreement targets:	- review project work plans	- review project completion reports	- total number of hectares treated by type of treatment	- annual, quarterly
How many hectares were priority sites i.e., near processing facilities?	6500 ha treated	- monitoring plan reports	- field checks	- number of hectares on priority sites treated by type of treatment	
How many hectares involved:		- review results of sample plots and projected impacts of treatments	- review funding/resourcing levels provided	- treatment types, number of hectares, cost/ha, location, distance to processing facility	
1) conifer release by harvesting the hardwood overstory?		- review federal/provincial environmental requirements and adherence	- review insect and disease surveys	- status of treatments in enhancing growth and quality of established stands	
2) conifer release by removing competing deciduous growth?				- pest type, number of hectares, impact assessment	
3) hardwood release by removing competing deciduous growth?				- forecast accuracy	
4) juvenile spacing and pre-commercial thinning?				- number, type, time period, location of jobs	
5) sanitation cutting to reduce insect and disease damage?				- expenditures per job	
What employment was generated?				- number of work weeks created	

CANADA-SASKATCHEWAN PARTNERSHIP AGREEMENT IN FORESTRY  
EVALUATION FRAMEWORK TABLE

SUB-PROGRAM A.4 - FOREST DATA BASE					
Evaluation Issues/Questions	Linkages		Evaluation Approach: Technique/Methodology	Information Needs/Sources/Measures	Frequency of collection
	Objectives	Goals			
<b>LEVEL 2</b>	a,b				
Did the projects contained in this sub-program contribute to achievement of Agreement objectives?			- interviews with: provincial employees, federal employees, user groups, general public	- opinion surveys - LEVEL 3 summaries - CARS/DEVMIS	- interim and final stages
How did the projects enhance Saskatchewan's data collection, analysis and reporting systems?					
Were the methods of research, demonstration or technology transfer cost-effective/cost-efficient?					
Were there institutional constraints to efficiency and effectiveness of systems development or data base sharing?					
What is the impact of these projects in terms of effective resource management and information to the public on forestry issues?					
<b>LEVEL 3</b>		c,d,e,f			
For each project:			For each project:	For each project:	- annual, quarterly
- were the 7 specific projects/project areas completed?			- review of stated project plans and objectives	- project documentation	
- how did project objectives relate to objectives of sub-program A.4?			- review project results	- survey results from clients	
- what are the planned project outputs?			- review of project status reports	- types of technology transfer	
- when are these expected?			- interviews with scientists and resource managers	- degree of implementation or usage by target group	
- what progress has been made?			- consult with Sask. FRAC and PAIF Sub-committee	- number, type, time period, location of jobs	
- to whom are results directed?				- expenditures per job	
				- number of work weeks created?	
What employment was generated?					



CANADA-SASKATCHEWAN PARTNERSHIP AGREEMENT IN FORESTRY  
EVALUATION FRAMEWORK TABLE  
B. APPLIED RESEARCH, MARKETING AND TECHNOLOGY TRANSFER

SUB-PROGRAM B.1 - TECHNOLOGY TRANSFER					
Evaluation Issues/Questions	Linkages		Evaluation Approach: Technique/Methodology	Information Needs/Sources/Measures	Frequency of collection
	Objectives	Goals			
<b>LEVEL 2</b> How did the various technology transfer initiatives contained in this sub-program contribute to achievement of Agreement objectives?	a,b		<ul style="list-style-type: none"> <li>- interviews with: provincial employees federal employees</li> <li>- TDU</li> <li>- user groups</li> </ul>	<ul style="list-style-type: none"> <li>- opinion surveys</li> </ul>	<ul style="list-style-type: none"> <li>- interim and final stages</li> </ul>
<b>LEVEL 3</b> For each project: <ul style="list-style-type: none"> <li>- How did this project relate to achievement of stated objectives of sub-program B.1               <ul style="list-style-type: none"> <li>a) improve opportunity for researchers and field foresters to interact on this topic?</li> <li>b) develop pilot projects, provide a demonstration of a new technology or technique?</li> </ul> </li> <li>- What technology transfer techniques were planned and when:               <ul style="list-style-type: none"> <li>a) workshops, meetings?</li> <li>b) seminars?</li> <li>c) field trips?</li> <li>d) innovative development of equipment/procedures?</li> <li>e) publications, etc.?</li> <li>f) pilot projects?</li> <li>g) other?</li> </ul> </li> <li>- Did these techniques take place? when? where? cost effective?</li> <li>- Does this level of technology transfer activity represent an increase over what existed previously?</li> <li>- Which operational users were targeted to receive the new technology:               <ul style="list-style-type: none"> <li>a) provincial foresters?</li> <li>b) nursery managers?</li> <li>c) industry foresters?</li> <li>d) private woodlot owners?</li> <li>e) municipalities?</li> <li>f) other?</li> </ul> </li> <li>- How many of these users:               <ul style="list-style-type: none"> <li>a) have applied the new technology/technique?</li> <li>b) expect to continue to apply the new technology/technique?</li> </ul> </li> </ul>	d,e,f	<ul style="list-style-type: none"> <li>- review project plans and status reports</li> <li>- review project results</li> <li>- conduct interviews, surveys with project scientists and research managers</li> <li>- consult with and prioritize by Sask FRAC and PAIF Sub-committee</li> <li>- conduct post-contact surveys of contacted users</li> <li>- review role of Technology Development Unit in each project</li> </ul>	<ul style="list-style-type: none"> <li>- targeted user groups</li> <li>- contacted user groups</li> <li>- means of contact</li> <li>- frequency of contact</li> <li>- user reaction/assessment to technology transfer</li> <li>- cost-effectiveness of technology transfer</li> <li>- user contributions</li> <li>- number, type, time period, location of jobs</li> <li>- expenditures per job</li> <li>- number of work weeks created</li> </ul>	<ul style="list-style-type: none"> <li>- annual, quarterly</li> </ul>	

CANADA-SASKATCHEWAN PARTNERSHIP AGREEMENT IN FORESTRY  
EVALUATION FRAMEWORK TABLE

SUB-PROGRAM B.2 - APPLIED FOREST RESEARCH					
Evaluation Issues/Questions	Linkages		Evaluation Approach: Technique/Methodology	Information Needs/Sources/Measures	Frequency of collection
	Objectives	Goals			
<b>LEVEL 2</b>	a,b				
How did the set of applied research projects contained in this sub-program contribute to achievement of Agreement objectives?			- interviews with: provincial employees, research scientists, research agencies, user groups	- opinion surveys, attitude scales	- interim and final stages
Did educational institutions, research councils, and private industry take part in this sub-program?					
<b>LEVEL 3</b>		d,e,f			
For each project:			For each project:	For each project:	- annual, quarterly
- how did project objectives relate to stated objectives of sub-program?			- review of stated project plans and objectives	- project documentation	
- what are planned project outputs?			- review of project status reports	- survey results from clients	
- when are these expected?			- review of project results	- number, type, time period, location of jobs	
- what progress has been made?			- conduct interviews, surveys with research scientists and research managers	- expenditures per job	
- to whom are results directed?			- consult with and prioritize by Sask FRAC and PAIF Sub-committee	- number of work weeks created	
- is there an integrated approach taken?			- review role of Technology Development Unit wrt. each project		
- was a technology transfer plan prepared?					
What employment was generated?					

**CANADA-SASKATCHEWAN PARTNERSHIP AGREEMENT IN FORESTRY  
EVALUATION FRAMEWORK TABLE**

<b>SUB-PROGRAM B.3 - FOREST PRODUCTS RESEARCH AND MARKETING</b>					
Evaluation Issues/Questions	Linkages		Evaluation Approach: Technique/Methodology	Information Needs/Sources/Measures	Frequency of collection
	Objectives	Goals			
<b>LEVEL 2</b> How did the set of projects contained in this sub-program contribute to achievement of Agreement objectives?	b,c		- interviews with: provincial employees, forest industry, non-traditional forest products groups		- interim and final stages
<b>LEVEL 3</b> For each project: - Did the project activity relate to opportunities wrt. a) hardwood utilization? b) community development? c) non-traditional forest products? d) other? e) was a technology transfer plan prepared? - What employment was generated?		a,b,c, d,e,f,	For each project: - review project plans and objectives - review project status reports - conduct interviews, surveys with project managers, user clients - consult with and prioritize by Sask FRAC and PAIF Sub-committee - review role of Technology Development Unit wrt. each project	For each project, identify: - quantitative nature of each opportunity - role of the Agreement in its identification - survey results from clients - number, type, time period, location of jobs - expenditures per job - number of work weeks created	- annual, quarterly

CANADA-SASKATCHEWAN PARTNERSHIP AGREEMENT IN FORESTRY  
 EVALUATION FRAMEWORK TABLE  
 PROGRAM C - INTERGRATED FOREST MANAGEMENT, PLANNING AND DEVELOPMENT

SUB-PROGRAM - C.1 - PARK VEGETATION MANAGEMENT C.2 - FOREST WILDLIFE HABITAT PLANNING C.3 - FOREST WATERSHED HARVEST PLANNING					
Evaluation Issues/Questions	Linkages		Evaluation Approach: Technique/Methodology	Information Needs/Sources/Measures	Frequency of collection
	Objectives	Goals			
<b>LEVEL 2</b> How did the set of research projects contained in this sub-program contribute to achievement of Agreement objectives?	b,c		- interviews with: provincial employees, forest industry, non-traditional forest products groups	- Opinion surveys, attitude scales	- interim and final stages
<b>LEVEL 3</b> For each project: - how did project objectives relate to the stated 3 sub-programs? ✓ - what are planned project outputs? ✓ - when are these expected? ✓ - what progress has been made? ✓ - to whom are results directed? ✓ - is there an integrated approach taken? ✓  What employment was generated?		a,b,d,f	For each project: - review of stated project plans and objectives - review of project status reports - review project results - conduct interviews, surveys with research and resource managers - consult with Sask FRAC, Sask DNR and PAIF Sub-committee	For each project, identify: - project documentation - survey results from clients - number, type, location of jobs - expenditures per job - number of work weeks created	- annual, quarterly

CANADA-SASKATCHEWAN PARTNERSHIP AGREEMENT IN FORESTRY  
EVALUATION FRAMEWORK TABLE  
PROGRAM D - PUBLIC INFORMATION, EDUCATION, WORKER TRAINING AND AGREEMENT SUPPORT

**SUB-PROGRAM D.1 - PUBLIC INFORMATION, EDUCATION AND WORKER TRAINING**

Evaluation Issues/Questions	Linkages		Evaluation Approach: Technique/Methodology	Information Needs/Sources/Measures	Frequency of collection
	Objectives	Goals			
<b>LEVEL 2</b>	a,b,c,				
Did the projects and activities contained in this sub-program contribute to achievement of Agreement objectives?			- interviews with: provincial and federal employees provincial and federal politicians		- interim and final stages
<b>LEVEL 3</b>		a,b,d, e,f			
- What is the change in public awareness of forestry issues between pre-Agreement and post-Agreement - What types of information materials were produced? - How many publications were distributed? Where were they distributed: 1) the general public in urban areas? 2) the general public in forest belt communities? 3) forest industry? 4) non-government organizations involved in forestry? 5) government? 6) media? - How many "examples" of Agreement activity were developed? Locations? - How many press conferences were held? - How many ministerial visits/speeches were arranged? - What promotional materials/displays were produced? - How many were distributed to: 1) the general public in urban areas? 2) the general public in forest belt communities? 3) forest industry? 4) non-government organizations involved in forestry? 5) government? 6) media? - What signage was produced? 1) Industry FMLs 2) Other? (specify) - What employment was generated?		- Public awareness survey - monitoring and summarization of number and type of information requests, promotional material and publications distributed, events held, displays produced	- survey results and changes in responses relative to pre-agreement situation - lists of events, locations, target information recipients - estimates of audiences/ coverage - number, type, time period, location of jobs - expenditures per job - number of work weeks created	- annual, quarterly	

CANADA-SASKATCHEWAN PARTNERSHIP AGREEMENT IN FORESTRY  
EVALUATION FRAMEWORK TABLE

D.2 ADMINISTRATION, MONITORING, AGREEMENT SUPPORT AND EVALUATION					
Evaluation Issues/Questions	Linkages		Evaluation Approach: Technique/Methodology	Information Needs/Sources/Measures	Frequency of collection
	Objectives	Goals			
<b>LEVEL 2</b> Did the projects and activities contained in this sub-program contribute to the achievement of Agreement objectives and goals?			<ul style="list-style-type: none"> <li>- review Agreement decision-making, monitoring reports</li> <li>- interviews with: provincial employees, federal employees, user groups, general public</li> </ul>	<ul style="list-style-type: none"> <li>- CARS/DEVMS</li> <li>- PIMS</li> <li>- EARP requirements</li> <li>- project activity reports</li> <li>- cash flow summaries</li> <li>- expenditure status by program/sub-program                             <ul style="list-style-type: none"> <li>- delivery stream</li> <li>- planned &amp; actual</li> </ul> </li> <li>- public awareness survey</li> <li>- public opinion, attitudinal scales</li> </ul>	<ul style="list-style-type: none"> <li>- annual, quarterly, monthly</li> <li>- final stage</li> </ul>

## **PROGRAM PROFILE**

### **2.1 Program Rationale**

The fundamental basis for the Partnership Agreement in Forestry was that government intervention in support of the forest industry was essential to ensuring the long-term sustainability of Saskatchewan's traditional rich forest heritage as a significant contributor to the Province's economic growth and development in the current and future generations. It was also recognized that by the two levels of government working co-operatively together, the potential of increasing the industry's contributions to both the provincial and national social and economic performance could be enriched. In addition, this Agreement would add new dimensions to the nature and scope of public initiatives in support of the forest industry to reflect a progression in policy and program priorities from management of timber supply to encompass integrated forest resource management with sustainability as the guiding principle.

However, this potential was constrained by limited private sector capital that was available to the forest industry. Moreover, the limited capital financing available was further restrained by the severity of the economic recession that prevailed during the development of the Agreement. In particular, it seemed that the required capital investment was also limited by the perceived high level of financial risk and uncertainty in the industry compared to those in other sectors of the economy. Furthermore, the longer-term nature of capital investment in the forest industry relegated it to a less advantageous competitive position than other industrial sectors with relatively shorter time frames for securing the returns on their capital investment. These characteristics of the forest industry increased further the risk and uncertainty of making capital investment in the industry

It has long been acknowledged that the development of the forest industry would engender greater economic stability in the Province of Saskatchewan through potential opportunities for industrial diversification. This would also reduce the effects of cyclical fluctuations in the global market demand and prices for goods and services produced in Saskatchewan. Moreover, the two levels of government have recognized the opportunity through the proposed agreement to promote regional economic development and social adjustment, and to stimulate employment creation in Central Saskatchewan, where unemployment, particularly in Aboriginal communities, is unacceptably high.

### **2.2 Program Components**

The Partnership Agreement in Forestry contains four component programs that are as follows:

- Program A - Wood Supply Maintenance and Enhancement.
- Program B - Applied Research, Marketing and Technology Transfer.
- Program C - Integrated Forest Management Planning and Development.
- Program D - Public Information, Education, Worker Training and Agreement Support.

These four programs, each of which incorporates a number of sub-programs, were designed specifically to achieve the objectives and goals of the Agreement. The total budget for the four programs was established at \$30 million, which is cost shared equally between the Federal and Saskatchewan Governments at \$15 million each. A summary of the planned expenditure by program and sub-program is presented in Table 1.

### 2.3 Federal Government Requirements

The Federal Government needs were expressed at two levels: firstly, through departmental mission statements and strategic plans; secondly, through analyses put forward at the end of Forest Resource Development Agreement by program staff at the district level. These are helpful sources for an examination of the federal rationale for pursuing a further federal - provincial forest resource development agreement. A third component of the rationale is found through an examination of the federal principles for negotiation of new federal-provincial forestry development agreements as outlined by Hon. Frank Oberle at a meeting of the Canadian Council of Forestry Ministers in June 1989. These federal principles were articulated as follows:

#### 2.3.1 Long - Term Planning:

This principle deals with desirable program components through a designated long-term plan that would include:

- wood supply under a basic management regime of harvest scheduling, protection and prompt renewal of current harvests to "free-to-grow";
- level of silviculture needed to maintain industry at present level;
- incremental silviculture to allow for a realistic growth of industry;
- policies, programs and investment to ensure prompt renewal of the forest, increasing utilization and forest protection; policies and activities to address non-timber uses of the forest;
- quantifiable targets that tie silviculture targets into wood supply objectives.



**TABLE 1**  
**CANADA-SASKATCHEWAN PARTNERSHIP AGREEMENT IN FORESTRY**  
**PROGRAM BUDGET (\$ MILLIONS)**

	Direct Federal Funding	Direct Provincial Funding	Total Funding	
<b>A. Wood Supply Maintenance and Enhancement</b>				
A.1 Reforestation on Provincial Crown Lands	1.00	7.00	8.00	
A.2 Management of Federal Crown Lands and Private Woodlots	2.00	1.00	3.00	
A.3 Stand Tending	1.50	1.00	2.50	
A.4 Forest Data Base	<u>1.00</u>	<u>2.50</u>	<u>3.50</u>	
	5.50	11.50	17.00	
<b>B. Applied Research, Marketing and Technology Transfer</b>				
B.1 Technology Transfer	2.50	0.20	2.70	
B.2 Applied Forest Research	2.00	0.85	2.85	
B.3 Forest Product Marketing and Research	<u>0.50</u>	<u>0.20</u>	<u>0.70</u>	
	5.00	1.25	6.25	
<b>C. Integrated Forest Management, Planning and Development</b>				
C.1 Park Vegetation Management	0.50	0.50	1.00	
C.2 Forest Wildlife Habitat Planning	0.70	0.80	1.50	
C.3 Forest Watershed Harvest Planning	<u>0.30</u>	<u>0.25</u>	<u>0.55</u>	
	1.50	1.55	3.05	
<b>D. Public Information, Education, Working Training and Agreement Support</b>				
D.1 Public Information, Education and Worker Training	1.00	0.60	1.60	
D.2 Administration, Monitoring, Agreement Support and Evaluation	3.00	<u>2.00</u> 0.70	<u>0.10</u> 3.70	<u>2.10</u>
<b>Agreement Total</b>	<b>15.00</b>	<b>15.00</b>	<b>30.00</b>	

### **2.3.2 Improved Forestry Data:**

This principle encourages compatibility between provincial and national forestry data bases to complete the following:

- development of national statistics program;
- development of new/improved techniques for modelling and analyzing growth and yield, and setting up of GIS capability;
- exclusion of regular baseline operations in inventory, GIS operations;
- enhancement of DEVMIS as an evaluation tool;
- enhanced validity and timeliness of data availability;
- compatibility within national evaluation framework.

### **2.3.3 Responsibilities For Silviculture**

This principle commits the province and industry to basic forest replacement operations to the "free-to-grow stage"; federal priorities concerned with private woodlot establishment/maintenance, and a separate program for Aboriginal lands.

### **2.3.4 Integrated Forest Management:**

This principle incorporates the management of the resource for a variety of objectives, including fibre, wildlife, recreation and wilderness:

- national network of demonstration areas;
- research and development/technology transfer component;
- public information component;
- set up studies/analyses of "how to"; and
- include involvement with wildlife groups nationally and provincially; and joint projects.

### **2.3.5 Research, Development and Technology Transfer:**

This principle focuses on increased federal funding for this set of programs, but a stipulation is added that the federal delivery should be equally matched by others. There should

be a 5-year strategy at the start; applied research, client-based, and would include a technology transfer component as well as an unsolicited portion. Federal priorities should be factored in:

- environmental impacts of forestry;
- market studies;
- product development (expand 'value added');
- improve utilization;
- economics of silviculture/wood supply methodology.

Encourage partnerships with universities, companies, province, interest groups.

### 2.3.6 Incrementality:

This principle is evolving as agreements are pursued. A number of rules are emerging:

- current renewal costs to be expensed outside an agreement;
- only will fund 50% of incremental wood supply activities; (this may not be applicable in 1994);
- woodlot owners/Indian bands are to contribute cash or sweat equity, with a minimum of 10 percent - higher (50%) on roads or infrastructure.

### 2.3.7 Public Awareness/Visibility/Communications:

This principle incorporates a funding level of 10 percent of the 5-year budget: requires a separate communications committee reporting to the management committee; includes quantifiable targets, clear objectives, contracting out, joint projects with outside groups; lastly, message to be keyed to importance of forestry, and federal/provincial co-operation.

### 2.3.8 Human Resource Development:

In 1989, this principle was concerned with the following aspects of human resource development as components of federal/provincial agreements involving the forest industry: demonstrations, seminars, workshops, publications, studies of labour force requirements/availability (e.g. silviculture crews) - all of which would be complementary to existing training plans and activities.

### 2.3.9 Over-all Coordination

This principle addresses the co-ordination role to be assumed by the Federal Government through the Canadian Forest Service in all federal/provincial agreements.

### 2.3.10 Strategic Directions

The nine (9) principles outlined above were enunciated in 1989 by Forestry Canada. This Department has now become the Canadian Forest Service and is an integral Branch of the recently established Natural Resources Canada. In December, 1993 the Branch articulated its strategic direction which includes the following elements:

**(a) Leadership in sustainable forestry:**

- co-ordination of all activities related to matters within the national interest;
- development of scientific knowledge, technology and public information, as well as ensuring their transfer to all interested users.

**(b) Environmental forestry:**

- will monitor, assess, predict, and help Canadians prepare for the effects of natural and human influences on forest species and ecosystems.
- will provide the scientific and technical knowledge for effective and environmentally sound forest management tools, as required by users of the Canadian forest.

**(c) Social and Economic Development:**

- promotion of analysis and dissemination of economic and social data pertaining to principal valued aspects of forests;
- promotion of environmentally suitable transformation of wood supplies and recycling, increased production of value-added, innovation and market diversification;
- promotion and support for private land forestry aimed at improving sustainable development;
- promotion of co-operation with aboriginal sector to assist with establishment of sustainable forest management regime on Indian lands.

### 2.4 Provincial Government Requirements

The Provincial Government's rationale for pursuing a further federal/provincial forestry agreement relates to the fact that the proposed agreement represented a continuation of provincial policy of cost-sharing forest development in Saskatchewan with the Federal Government. These forestry agreements constituted a practical means of securing from the Federal Government its portion of the total expenditure on forest resource development, particularly as it has benefitted from such development through taxation of the industry. The proposed agreement was, in fact, a five-year commitment by the Provincial Government to spend \$15 million on specific forest activities; whereas the Federal Government, in matching this expenditure, would pursue other strategic forest development objectives that are consistent with its own priorities for the industry.

Consequently, the proposed agreement was strongly supported by the provincial forest industry including the small business sector as well as by farm families who would potentially benefit from the provisions regarding farm woodlot development. The proposed agreement provided an opportunity for the Provincial Government to demonstrate its commitment to the improvement of the environment and to sustain the vitality of the forest ecosystem. In fact, the focus of the proposed agreement was an improved forest management through reforestation and stand improvement programs. These programs were to constitute 57% of total program expenditures. Other program areas include expenditures on integrated forest resource management such as wildlife habitat and watershed planning. In addition, the proposed agreement incorporated proposals for the further diversification of the Saskatchewan economy particularly in the rural communities along the fringe of the forest in Central Saskatchewan where unemployment is relatively high. Moreover, it was envisaged that the development of a farm woodlot program would be useful in assisting farm families in supplementing their farm incomes through non-agricultural activities.

#### 2.4.1 Priorities and Policy Objectives

The major priorities of the Provincial Government in pursuing the proposed federal/provincial forestry agreement were three-fold, viz:

- (i) to maintain and enhance direct and indirect employment in Saskatchewan communities;
- (ii) to contribute to Saskatchewan's economic diversification; and
- (iii) to contribute to accelerated economic development in Saskatchewan's existing forest sector.

#### 2.4.2 Socio-Economic Benefits

In view of the focus on economic development and diversification as major provincial priorities for the proposed agreement, the main targets of the agreement would be new and established sectors of the forest industry. It was anticipated that the sectors would benefit from better access to innovative technologies, from improved forest inventories, additional forest renewal, and better stand management. In fact, it was noted that the forest renewal activities would be contracted to the small business sector so as to maintain or enhance the creation of employment opportunities, which would include tree planters, site preparation equipment operators and stand management contractors.

#### 2.4.3 Commitment to Forest Resource Sustainability

From the perspective of the Provincial Government, the proposed agreement would demonstrate its long-term commitment to the management of the forest resource on a sustainable basis. Moreover, it would also assist in re-assuring an apprehensive public of the Provincial Government's resolve to invite public participation in the management of the resource, to provide

timely and reliable information on the status of the resource, and to safeguard the public interest in the management of the resource. Furthermore, the proposed agreement provided an opportunity for the Government of Saskatchewan to demonstrate its commitment to maintaining the integrity of the Province's environment and health and vitality of the forest ecosystem through programs of reforestation, stand improvement, protection of wildlife habitat and watershed harvest planning.

This was in recognition of the fact that there was heightened public contribution to resource management and use in Saskatchewan. In fact, a number of small private sector interest groups such as the Saskatchewan Farm Woodlot Association, the Saskatchewan Forestry Association, the Prince Albert Tribal Council's Forest Industries, and the Saskatchewan Christmas Tree Growers Association were developing a mandate and credibility within the forest industry, where they were also assuming program delivery responsibilities as third party participants.

## 2.5 Program Description, Purpose and Scope of Activities

The purpose and scope of the activities of each program in the Agreement are summarized below:

### 2.5.1 Program A - Wood Supply Maintenance and Enhancement

The main purpose of this Program was to enrich the capacity of both the private industry and governments to manage sustainably the forest resources such that in the longer-run there will always be available an adequate supply of timber in the Province of Saskatchewan. In pursuing this objective, an essential focus would be on the growing stock itself and on its characteristics such as:

- its rate of growth;
- constraints to its growth including over-crowding, weeds and other competition;
- periodic loss of growing stock from fire, disease and insects;
- the proportion of the forest land base not currently occupied by a vigorous and healthy crop; and
- the total area devoted to fibre production.

The scope of the activities of the Program include the following:

- development and completion of a long term integrated forest resource management plan for Saskatchewan;
- maintenance of the existing level of growing stock, - a "baseline" imperative gained through prompt restocking;

- acceleration of the growth within growing stock through silvicultural treatments such as cleaning and thinning, fertilization, provision of genetically improved stock for reforestation, afforestation of marginal land, forest protection from disease, insects and fire, improvement of stocking within NSR backlog areas; as well as utilization of new species;
- incorporate growing stock targets from Indian and private lands with forest cropping potential.

The overriding priority for this Program is one of maintaining the existing level of wood supply. Associated priorities are those related to reducing NSR backlog, improving accuracy within the emerging Saskatchewan forestry data base, and improving private land forest crop management. The sources of funding under this program are distributed as follows:

- Federal	\$ 5.50 mil.
- Provincial	\$11.50 mil.
- Other	nil
- Shared Contributions	nil
	<hr/>
	\$17.0 mil.

#### 2.5.2 Program B - Applied Research, Marketing and Technology Transfer

It was envisaged that the development of an effective provincial forest resource management program must be predicated on the existence of research support and technology transfer capabilities. Given the Canadian Forest Service's traditional strengths in research applied to forest management, the acquisition of research capacity by the Province and capabilities for technology transfer would strengthen the resource management program.

Marketing studies are intended to focus on special forest ( non-timber) products and forest products derived from private woodlots. This Program is of particular value to Saskatchewan because of the place and role of aboriginals within the human environment. Woodland Cree, Chipewan, Dakota, Sioux and Plains Cree peoples inhabit the forest and near-forest regions of this Province. Moreover, there exists large quantities of private land with cropping potential that could contribute to the Province's wood supply. The environmental and economic needs of the Agreement would, therefore, be addressed through this Program.

The scope of this Program can best be represented through a summary of activities that include:

- transfer technology in disciplines relating to forest fire management, silviculture and associated mechanical operations, seminars and information exchanges, insect and

disease management, and economic assessment technology in silviculture and timber management.

- mandate applied forest research for biological, management, and economics aspects of maintaining a sustainable forest capacity within a stable ecosystem; as well as forest products research aimed at creating a stronger forest industry.
- research markets in relation to special forest products and products available from private lands;
- provide opportunities for small business, and groups wishing to participate in research or technology transfer.

Proposed Funding for this Program is as follows:

- Federal	\$ 5.00 mil.
- Provincial	1.25 mil.
- Other	nil
- Shared Contributions	nil
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	\$ 6.25 mil.

### 2.5.3 Program C - Integrated Forest Management, Planning and Development

Provincial Government imperatives for comprehensive forest resource management include watershed and wildlife habitats as required components of an integrated resource management plan. Public administration of forest lands in Saskatchewan includes responsibilities for parks, fisheries, and wildlife - in addition to forestry.

Moreover, the inclusion of sub-program C.1, Park Vegetation Management, is an innovative component in this Agreement. Saskatchewan Parks have been fire-free throughout their existence, for the most part. This suggests that the normal vegetational succession has not been available as a means of maintaining biodiversity and a healthy, vibrant ecosystem.

The purpose of this Program is to incorporate vegetation management, forest habitat wildlife planning and forest watershed planning as part of a long term plan within a stable ecosystem. The scope of the activities of the Program are summarized below:

- studies connected with replacement of degraded forest overstorey using a mix of replacement tree species;



- wildlife habitat inventories for incorporation into the forest data base;
- development of plans designed to incorporate wildlife management objectives within the integrated forest resource management plan;
- studies connected with data collection, analysis and the testing, calibration and application of hydrological models to measure the effects of harvesting in watersheds.

The primary objective of the Program is to promote environmental stability within regional forest ecosystems without jeopardizing the economic benefits attributable to the forest industry. Priority goals will be to generate methodology suitable for application to wildlife inventories, as well as to complete a sufficient number such that the emerging long term integrated forest resource plan can be recognized as being truly "integrated".

The proposed funding:

- Federal	\$ 1.50 mil.
- Provincial	1.55 mil.
- Other	nil
- Shared Contributions	nil
	<hr/>
	\$ 3.05 mil.

**2.5.4 Program D - Public Information, Education, Worker Training and Agreement Support**

Both levels of government and the private sector have recognized that an informed public is an essential component to the Partnership Agreement in Forestry. Therefore, the role of the communications, public education, information and human resource training are essential components of the Agreement. Among other things, the public relations and communications component are intended to ensure that the public becomes informed of the outcomes of studies, plans, and developments that emerge from the implementation of the Agreement.

Recognition of the need to set standards and develop human resource training is important to the success of the proposed silviculture projects as both the Saskatchewan and Federal Governments stress the need for a well-trained workforce as was set out in the principles for the new agreement set out earlier.

The Program represents, therefore, a collection point for all projects not specifically attached to the actual work of maintaining or enhancing the Saskatchewan wood supply. The essential focus of this program is on the derivation and subsequent dissemination of information. In turn, this is to be directed internally through the Management Committee, or externally through a public information or communications unit.

The scope of the work includes the following activities:

- preparation of detailed proposals for programs and projects under this Agreement, the preparation of work plans and program budgets; information will also be collated for the measurement of progress on a required basis, and compilation of data for review and evaluation purpose;
- documentation of the mutual support between Canada, Saskatchewan and the forest industry with respect to the achievement of the objectives revolving around the maintenance and enhancement of the provincial long run wood supply;
- ensuring that the Saskatchewan public is informed and made aware of this Agreement, also of its accomplishments and objectives;
- demonstration to the Saskatchewan public the social and economic benefits flowing from this Agreement in the area of long term planning both for timber and non-timber resources;
- assistance with identification and development of forest worker training needs, developing standards and, in conjunction with other clients, ensuring that the program delivery within Program B particularly is not constrained by a shortage of trained personnel.

The primary focus within this Program would be on program administration and public information dissemination.

**Funding:**

- Federal	\$ 3.00 mil.
- Provincial	0.70 mil.
- Other	nil
- Shared Contributions	nil
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	\$ 3.70 mil.

**2.6 Sub-Program Objectives and Activities**

**2.6.1 Sub-Program A.1 - Reforestation on Provincial Crown Lands**

**(i) Objectives**

The specific objective of this sub-program is to provide support, directly or through industry, for projects to renew productive forest growth on Provincial Crown Lands classified as not sufficiently restocked backlog areas.

**(ii) Activities:**

Major activities under this sub-program include the following:

- Annual reforestation
- Create/improve seed orchards/tree improvement programs
- Grow incremental seed stock
- current reforestation status assessments
- review economics of silviculture/renewal activities

**(iii) Targets:**

Projected targets are to:

- plant up to 18 million seedlings
- plant over 9,500 ha

**(iv) Expected results:**

It is anticipated that this sub-program will:

- contribute to increased future timber supply,
- maintain and create direct and indirect employment opportunities,
- promote improved utilization of the forest resource

**2.6.2 Sub-Program A.2 - Management of Federal Crown Lands and Private Lots**

**(i) Objectives:**

The objective of this sub-program is to enable management and planning to better utilize timber and other forest products from Aboriginal Land Reserves and private lands.

**(ii) Activities:**

Its activities include the following:

[a] Aboriginal reserves:

- collect inventory data,
- prepare forest management plans,
- reforestation of cut-over and burned-over lands, and
- intensive forest management activities: thinning, cleaning, weeding, fertilization.

[b] Private landowners:

- conduct forest inventories,
- management planning and implementation, and related extension services, and
- support sectoral development projects.

(iii) Targets:

Following are the targets established for this sub-program.

[a] Aboriginal reserves:

- plant up to 2.5 million seedlings,
- site preparation of approx. 1000 ha,
- intensive management activities conducted on approx 500 ha, and
- inventories and management plans for 20 reserves located on the fringe of the commercial forest

[b] Private landowners:

- silviculture treatment and forest resource management for 4000 ha

(iv) Expected results

- contribute to increased future timber supply
- contribute to economic stability of native communities by providing employment and maintenance of traditional lifestyles
- increased sectoral development projects from private land owners, including increased marketing of both traditional and non-traditional forest products
- promote integration and involvement of other sectors (agriculture, wildlife, rural development) in development of the resource

### 2.6.3 Sub-Program A.3 - Stand tending

(i) Objective:

The objective of this sub-program is to facilitate the undertaking, directly or through industry, projects to renew productive forest growth on Provincial Crown Lands classified as not sufficiently restocked backlog areas.

(ii) Activities:

The activities of this sub-program include:

- conifer release by harvesting hardwood overstorey,
- conifer release by removing competing deciduous growth,
- hardwood release by removing competing deciduous growth,
- juvenile spacing and precommercial thinning, and
- sanitation cutting to reduce insect and disease damage.

(iii) Targets:

It is projected to treat 6,500 ha in forest stands proximal to existing or anticipated processing facilities.

(iv) Expected results:

The anticipated results of the sub-program will:

- contribute to increased future timber supply,
- maintain and create direct and indirect employment opportunities, and
- promote improved utilization of the forest resource.

### 2.6.4 Sub-Program A.4 - Forest Data Base

(i) Objectives:

- to enhance Saskatchewan's data collection, analysis, and reporting systems
- to provide data to national forestry data base

(ii) Activities:

Major activities include:

- development of a site classification system for Saskatchewan,
- growth enhancement projects,
- creation of a Land Management Atlas for Saskatchewan's resource lands,
- growth and yield analyses,
- monitoring and assessment of insect, disease, and fire activities,
- forest inventory sampling and scanned GIS data input, and
- development of long-term management plans for Saskatchewan forests.

(iii) Impacts:

The impacts of this sub-program will:

- facilitate data sharing and technology transfer,
- ensure that depletion and renewal programs are based on adequate data,
- assist planning for development of potentially commercial forest areas and future employment, and
- provide information for decisions on future plant locations or expansions.

(iv) Expected results:

It is anticipated that this sub-program will:

- contribute to increased future timber supply,
- promote improved utilization of the forest resource, and
- contribute to improved forest management.

#### 2.6.5 Sub-Program B.1 - Technology Transfer

(i) Objective:

The objective of this sub-program is to conduct research and technology transfer in support of improved forest management.

(ii) Activities:

This sub-program will facilitate

- information exchange through workshops, seminars, and conferences etc.,
- technology and equipment development and demonstration, and
- support for information exchange infrastructure.

**(iii) Impacts:**

It is anticipated that this sub-program will

- facilitate prompt transmission of research results from Forestry Canada to practising field foresters, and
- establish and operate a Technology Development Unit within Forestry Canada's Northwest Region.

**(iv) Expected results:**

These will include

- increased speed of adoption of new technology,
- promotion of improved utilization of the forest resource, and
- enhanced competitiveness of the forest industry.

**2.6.6 Sub-Program B.2 - Applied Forest Research**

**(i) Objective:**

The objective of this sub-program is to conduct research in support of improved forest management.

**(ii) Activities:**

Its activities include the provision of

- directed funding of studies related to silviculture, forest inventory including growth and yield, nursery and tree improvement, forest protection, including fire management and insect and disease issues, and economics, and
- funding to other agencies such as educational institutions, research institutions, and private industry.

**(iii) Impacts:**

These will include

- improved input to planning models, and
- technology transfer plans prepared, which may include preparation of reports, manuals, journal articles, videos, seminars, and workshops.

(iv) Expected results :

These are projected to include:

- increased speed of adoption of new technology,
- promote improved utilization of the forest resource,
- enhanced competitiveness of the forest industry, and
- enhanced estimation of future inventory volumes.

**2.6.7 Sub-Program B.3 - Forest Products Research and Marketing**

(i) Objective:

The main objective is to facilitate the development of new products and markets for higher value-added forest based commodities.

(ii) Activities:

These will include

- market studies and related analyses for diversification, and
- studies of forest product capabilities, the industry's social and economic impact, and related opportunity identification.

(iii) Impacts:

These activities are anticipated to result in the identification of

- new products and new markets for existing products,
- new opportunities for higher value-added to traditional products and processes, and
- quantification of the industry's social and economic impact.

(iv) Expected results:

It is anticipated that this sub-program will

- contribute to province's employment, investment and income generating capacity, and
- contribute to stability and diversity of the province's economic base.

**2.6.8 Sub-Program C.1 - Park Vegetation Management**



**(i) Objective:**

The focus of this sub-program is on providing support for improved forest management in provincial parks.

**(ii) Activities:**

Its activities would include vegetative manipulation and management activities in provincial parks, including enhancement of wildlife habitat, slope stabilization or other soil erosion prevention, and site rehabilitation.

**(iii) Impacts:**

These will include

- increased potential for wildlife diversity and numbers,
- reduced risk of soil erosion, and
- enhanced visual and environmental appeal in provincial parks.

**(iv) Expected results:**

It is projected that this sub-program will contribute to a vegetative management component of integrated resource management plans.

**2.6.9 Sub-Program C.2 - Forest Wildlife Habitat Planning**

**(i) Objective:**

It is intended that this sub-program will contribute towards recognition by all forest users of non-timber forest values and benefits, viz: wildlife and its habitat etc.

**(ii) Activities:** Its activities will include the development of

- wildlife habitat inventory, and
- plans to consider and/or enhance wildlife habitat areas during subsequent forestry activities.

**(iii) Impacts:**

It is anticipated that the impact of this sub-program will be increased potential for wildlife diversity and numbers.

(iv) Expected results:

It is projected that this sub-program will contribute towards development of a wildlife habitat component of an integrated resource management plan.

**2.6.10 Sub-Program C.3 - Forest Watershed Harvest Planning**

(i) Objective:

The focus of this sub-program will be on providing support for improved forest management planning.

(ii) Activities:

These will include

- data collection and analysis, and
- testing, calibration and application of hydrological models.

(iii) Impacts:

This sub-program will facilitate the collection of data to assess the effects of harvesting patterns on watersheds.

(iv) Expected results:

It is projected that this sub-program will contribute towards development of a watershed management component of an integrated resource management plan

**2.7 Program Management, Administration and Delivery**

A Federal-Provincial Management Committee has been established to administer and implement the Agreement. This Committee consists of three (3) federal and three (3) provincial representatives, including a federal and a provincial co-chairman. The responsibilities of this Committee are to:

- establish all procedures regarding its meetings, rules for the conduct of meetings, appointment of alternates, and decision-making, where members are not physically in one place;
- ensure the intent and terms and conditions of the Agreement are carried out;

- approve all systems, procedures and criteria regarding all activities undertaken under this Agreement;
- co-ordinate and review Federal Direct Delivery Projects and Provincial Direct Delivery Projects;
- authorize the transfer of funds between and within programs of the Agreements;
- establish a Public Information Sub-Committee;
- establish advisory and co-ordinating groups, as required;
- ensure a full and free flow of information;
- conduct Management Committee meetings no fewer than two (2) times per fiscal year; review prior to March 31st of each year Work Plans for proposed Federal Direct Delivery Projects and proposed Provincial Direct Delivery Projects for the following fiscal year; and provide Ministers, no later than September 30th of each year with an Annual Report containing a review of the strategy, programming and budget, a description of progress and accomplishments, and recommendations on any necessary amendments to be made by Ministers;
- prepare financial and management information reports on a semi-annual basis which reflect Program expenditures of previous fiscal years, up-to-date cash flows during the current fiscal years and anticipated cash flows during each remaining fiscal year of the Agreement;
- prepare procedures for environmental assessment of projects under this Agreement; and
- carry out any other studies, powers or functions to accomplish the objectives of the Agreement.

The Management Committee has developed an Evaluation Framework for the Programs and Projects under the Agreement as required under the Agreement, and will submit to Ministers six months prior to the termination date of the Agreement a comprehensive evaluation report.

## **2.8 Public Information Sub-Committee**

The Agreement provides for the establishment of a Public Information Sub-Committee, with equal representation from Canada and the Province, that would develop a strategic communications plan for the term of the Agreement such that it would enhance opportunities for appropriate, continuous and consistent recognition of federal-provincial partnership activities.

This Committee is to ensure that:

- the communications plan is managed and evaluated;
- all media monitoring is maintained; and
- an annual report of public information activities is provided to the Management Committee.

## 2.9 Evaluation Steering Sub-Committee

The evaluation study is being conducted under the direction of the Evaluation Steering Sub-Committee constituted for this purpose. Members of this Sub-Committee were appointed from both the Federal and Provincial Governments.

## 2.10 Evaluation Issues

The Framework for the Evaluation of the Canada-Saskatchewan Partnership Agreement in Forestry of September 30, 1992 has identified a number of project and sub-program-specific issues (Appendix 1). These issues will be addressed in the analysis and in interpretation of the data and other information relating to the particular projects and sub-programs under review. In addition, there are a number of other program or agreement specific issues that will also be addressed in the assessment of the performance of the aggregate program or agreement. These specific issues will be addressed in this evaluation study, and in its report under the following general headings:

### (i) Agreement / Program Rationale

- Is the Agreement and its programs still needed, and are their original objectives still relevant and appropriate in the light of the current conditions in the forest industry?

### (ii) Agreement / Program Delivery / Implementation

- What aspects of Agreement / Program delivery have contributed to the achievement of the primary objectives and specific goals of the Agreement.
- Were there deficiencies in the Agreement and / or its programs that limited management's ability to expend program funds in the most cost-effective manner? If so, how best could this be improved?
- What features of Program / Agreement implementation either facilitated or hindered the achievement of the primary objectives and specific goals of the Agreement?

- Was a strategic planning process developed for the implementation of the Agreement?

(iii) Program /Agreement Management

- Were criteria established to guide the selection of projects for funding support under the Agreement? If so, what were they? How were they applied in practice?
- Was clear responsibility assigned for program audit, monitoring and review in the implementation of the Agreement? How often were these functions undertaken? Did the reports on these functions assist in the implementation of the management of the Agreement?
- Was an effective information feed-back mechanism put in place to provide management with reliable and timely information on program relevance, progress and resourcing in order to:
  - a) provide a practical basis for decision-making, and
  - b) determine whether value-for-money was being achieved?

(iv) Program /Agreement Alternatives

Are there more cost effective ways of achieving the primary objectives and specific goals of the Agreement?

(v) Achievement of Program Objectives and Goals

To what extent have the strategic objectives and goals of the Agreement and its programs and sub-programs been achieved?

(vi) Impacts and Effects

- What were the impacts and effects of the Agreement (independent of its stated objectives and goals,) both intended and otherwise?
- What incremental impacts have this Agreement had on the provincial forest industry?

Appendix 4

**CANADA-SASKATCHEWAN PARTNERSHIP AGREEMENT IN FORESTRY  
WORKING OBJECTIVES AND PERFORMANCE INDICATORS**

	Stated Objectives	Working Objectives	Performance Indicators
1	<p><u>Primary Objectives</u></p> <p>(a) To ensure the availability of long-term economically accessible timber supplies in Saskatchewan through planning, forest management, applied research and technology transfer</p>	<p>(i) To develop and maintain a comprehensive and current inventory of timber resources so as to improve the quality and scope of the existing forest data base, and to ensure efficient forest management.</p>	<ul style="list-style-type: none"> <li>• Number and types of forest inventories updated.</li> <li>• Number of forest inventories loaded into the Canadian Forest Service National Data Base.</li> <li>• Number of alternate technology for forest inventory data undertaken and reviewed.</li> <li>• Number and types of ground surveys of productive forest lands undertaken.</li> <li>• Development of a provincial site classification system.</li> <li>• Atlas of provincial resource lands produced.</li> </ul>
		<p>(ii) To apply new techniques in forest resource management inventory such as developing GIS capacity and/or other computer supply models and analysis of timber growth and yield.</p>	<ul style="list-style-type: none"> <li>• GIS capability implemented and/or timber supply/growth /yield models developed and analysis undertaken.</li> <li>• Contributions to the development of national, provincial and regional statistical program/data base.</li> <li>• Number and type of computer systems development.</li> <li>• Number and types of silvicultural Decision Support Systems implemented.</li> </ul>

Stated Objectives	Working Objectives	Performance Indicators
	<p>(iii) To develop a long-range plan and strategies that would lead to a long-term economically accessible supply of timber in the Province of Saskatchewan.</p>	<ul style="list-style-type: none"> <li>• Number, types and scope of long-term plans and strategies developed and/or implemented.</li> <li>• Number of silvicultural assessments for site rehabilitation, scarification, planting and seeding operations.</li> <li>• Number and type of seed orchard developments undertaken.</li> <li>• Number of areas/sites restocked.</li> <li>• Targets established for relating wood supply objectives to the levels of silviculture.</li> <li>• Amount of marginal lands afforested.</li> <li>• Number of plantations rehabilitated.</li> </ul>
	<p>(iv) To improve forest management systems and practices.</p>	<ul style="list-style-type: none"> <li>• Number of seed orchards and tree improvement areas established.</li> <li>• Number of nursery facilities expanded to meet supply needs of backlog projects.</li> <li>• Number and types of regeneration surveys undertaken on backlog sites.</li> <li>• Number of assessments done on older plantations for stocking levels and treatment determination.</li> <li>• Number and types of management plans developed and implemented.</li> <li>• Number of silvicultural assessments for site rehabilitations, scarification, planting and seeding operations.</li> </ul>
	<p>(v) To work cooperatively with private NGOs etc. to develop their commitment to long-term basic forest management.</p>	<ul style="list-style-type: none"> <li>• Number and types of initiatives promoting cooperation with Aboriginal communities to assist with upgrading the level of forest management practices on Aboriginal lands.</li> <li>• Number, type and scope of joint initiatives undertaken.</li> <li>• Number and types of jointly funded projects undertaken.</li> <li>• Incremental funding levered from aboriginal and private landowner NGOs.</li> </ul>

Stated Objectives	Working Objectives	Performance Indicators
	(vi) To facilitate and strengthen capabilities for undertaking applied research and enhancing technology transfer of research results to operational use in the field so as to improve forest management systems and practices.	<ul style="list-style-type: none"> <li>• Nature, type and scope of long-term strategy for applied research and technology developed as per Schedule A, Part 5.5.</li> <li>• Number of requests for technology transfer materials produced.</li> <li>• Number and type of research developed to improve capability to analyze and transfer research findings.</li> </ul>
(b) To optimize management and utilization of Saskatchewan's forest resources including improved knowledge and understanding of non-timber values through planning, applied research, market development, technology transfer and public information.	(i) To facilitate the transfer of new concepts, credible technology, and tested research results to operational use in the field.	<ul style="list-style-type: none"> <li>• Number and types of innovative concepts and technologies evaluated and adopted.</li> <li>• Diversity of networking developed within Canada and abroad.</li> <li>• Type and number of symposia, conferences, workshops etc on innovative approaches and technologies attended / or organized.</li> <li>• Number of permanent sample plots in managed stands established and demonstrated.</li> </ul>
	(ii) To improve insect, and disease management technology and fire preparedness systems to decrease losses in wood supply.	<ul style="list-style-type: none"> <li>• Number of reductions in fire starts and / or containment.</li> <li>• Nature of fire control training programs attended.</li> <li>• Number of fire and insect control and disease management specialists retained.</li> <li>• Number of seminars, field trips and conferences on disease and fire control programs attended.</li> <li>• Number of fire management and disease control management systems tested, evaluated and adopted.</li> </ul>



Stated Objectives	Working Objectives	Performance Indicators
	(iii) To improve public understanding and appreciation of the forest ecosystem.	<ul style="list-style-type: none"> <li>• Number of media releases on forest ecology.</li> <li>• Number of requests for more information.</li> <li>• Number of positive resource management headlines.</li> <li>• Number of negative resource management headlines.</li> <li>• Number and types of public information provided.</li> <li>• Number and types public participatory activities organized.</li> </ul>
	(iv) To promote knowledge, understanding and appreciation of non-timber forest resource values and benefits.	<ul style="list-style-type: none"> <li>• Number and types of studies undertaken and research findings published on non-timber values and benefits.</li> <li>• Number of studies undertaken to evaluate the values of the non-timber resources and their contributions to the provincial and regional economies.</li> <li>• Number of opportunities identified for industrial diversification, higher value-added processing of non-timber products.</li> <li>• Number of non-market valuation studies undertaken.</li> <li>• Number of socio-economic assessments undertaken of the effects of conservation practices on wildlife, fish stocks, and non-timber uses of the forest resource, including tourism.</li> <li>• Number of socio-economic studies on impacts of upgraded resource management on local rural communities.</li> </ul>
	(v) To upgrade capabilities in applied forestry research so as to optimize management and utilization of the forest resources.	<ul style="list-style-type: none"> <li>• Number and type of technology transfer plans evaluated.</li> <li>• Level of support provided to public and private agencies such as educational and research institutions and private sector research.</li> <li>• Number of research investigations supported utilizing an integrated cross-sectional discipline approach involving government, private industry and university researchers.</li> </ul>

Stated Objectives	Working Objectives	Performance Indicators
<p>(c) To contribute to the economic diversification of the provincial forest sector, including improvement of employment and human resource development through applied research, market development, technology transfer and public information.</p>	<p>(i) To identify economic opportunities for higher value-added processing of forest-based non-timber products.</p>	<ul style="list-style-type: none"> <li>• Nature of diversification plans and strategies evaluated.</li> <li>• Number and types of specific opportunities identified, assessed for economic viability.</li> <li>• Number and types of processed products identified, developed and promoted.</li> <li>• Assessment of effectiveness of marketing plans and strategies.</li> <li>• Number and types of incremental direct and indirect employment opportunities generated.</li> <li>• Number and types of entrepreneurship developed.</li> <li>• Value of incremental higher value-added processing generated.</li> <li>• Extent of participation of Aboriginal communities in the development diversification and higher value-added opportunities.</li> </ul>
	<p>(ii) To stimulate human resource development to meet the strategic needs of the forest industry.</p>	<ul style="list-style-type: none"> <li>• Types of educational skills and training needs identified and nature of programs developed to address these needs.</li> <li>• Level of participation rates in programs and training activities.</li> <li>• Number of placements following completion of training programs.</li> <li>• Level of success and failures from programs.</li> </ul>

	Stated Objectives	Working Objectives	Performance Indicators
2	<p><u>Specific Goals</u></p> <p>(a) To contribute to accelerated economic development in the forest sector through the implementation of improved forest management practices, technological innovation, and industrial expansion within the context of federal and provincial policies.</p>	<p>(i) To enhance resource management capabilities in both the public and private sectors in integrating the economic, social and ecological values and benefits in the resource management planning process.</p>	<ul style="list-style-type: none"> <li>• Integration process developed.</li> <li>• Public and private investment in research and development.</li> <li>• Level of support allocated for research, technological innovation and industrial expansion, and for improving participation of local communities in resource management, development and conservation.</li> <li>• Socio-economic assessment undertaken on the effects of improved management practices, systems and resource use efficiency including wildlife, fish stocks and other non-timber resource use.</li> <li>• Number and types of opportunities for economic development, growth and industrial expansion developed.</li> </ul>
		<p>(ii) To review, test and assess the impacts of improved forest management practices and systems on site productivity.</p>	<ul style="list-style-type: none"> <li>• Type, number and scope of long-term strategies and plans, adoptive harvesting systems and silvicultural practices developed, evaluated and adopted.</li> <li>• Number and types of improvements in forest management systems and practices designed, tested and implemented.</li> <li>• Type and number of ecological impact evaluations of visiting forest management practices and improvements thereof to be undertaken.</li> </ul>
		<p>(iii) To stimulate economic expansion of forest industry sub-sectors, and to upgrade the contributions of the industry to the regional and provincial economies.</p>	<ul style="list-style-type: none"> <li>• Number of sub-sectors where economic development, growth, diversification and expansion occurred.</li> <li>• Number of new markets penetrated and existing markets expanded.</li> <li>• Growth in sector investment, output and employment recorded.</li> <li>• Investment contributions to regional and provincial economies.</li> </ul>

Stated Objectives	Working Objectives	Performance Indicators
	(iv) To improve the economic and social welfare of rural communities that depend on the forest resource for their livelihood.	<ul style="list-style-type: none"> <li>• Incremental direct and indirect employment and income generated.</li> <li>• Number of new business ventures and entrepreneurs developed.</li> <li>• Types and scope of expansion in existing businesses.</li> <li>• Incremental investment generated.</li> </ul>
(b) To maintain and create direct and indirect employment opportunities in the Province by enhancing the long-term viability of the forest industry.	(i) To promote the long-term competitiveness and economic viability of the forest industry.	<ul style="list-style-type: none"> <li>• Number of market niches developed.</li> <li>• Unit production and processing costs.</li> <li>• Efficiency in use of forest resources.</li> <li>• Range and scope of import wood products substitution replacement by locally produced products commodities.</li> <li>• Continuity of supply of high quality timber and non-timber forest resources.</li> <li>• Incremental shipments of higher value-added products into export markets.</li> <li>• Comparative rate of return of investment in forest industry.</li> <li>• Growth in global market share in forest-based products.</li> </ul>
(c) To contribute to an increased timber supply.	(i) To contribute to increased timber supplies.	<ul style="list-style-type: none"> <li>• Strategic plan developed and implemented for increasing the supply of timber resources, including the long-term supplies from private woodlots and Indian lands.</li> <li>• Number of seed orchards established.</li> <li>• Number of tree improvement areas / sites established.</li> <li>• Number of nursery facilities expanded to supply the needs of the programs of NSR backlog projects.</li> <li>• Number of assessments of older plantations for stocking levels and treatment determinations.</li> </ul>

Stated Objectives	Working Objectives	Performance Indicators
(d) To improve utilization of the forest resource.	(i) To improve the efficiency of converting timber into processed wood products.	<ul style="list-style-type: none"> <li>• Volume of wood products processed per cubic meter of wood harvested.</li> <li>• Conversion of waste materials into higher value-added products.</li> <li>• Number and types of innovative manufacturing processes developed, tested and adopted.</li> <li>• Number and scope of niche markets developed.</li> </ul>
	(ii) To support the development of innovative uses of the forest resource.	<ul style="list-style-type: none"> <li>• Number of projects submitted and supported.</li> </ul>
(e) To strengthen research and technology transfer capability in support of forest management activities, and to shorten the time between conclusion and implementation of research.	(i) To develop and implement a strategic plan that would strengthen the capability for research and technology transfer in support of forest management activities and to shorten the time between research conclusion and implementation.	<ul style="list-style-type: none"> <li>• Strategic planning for research and technology transfer developed, evaluated and implemented.</li> <li>• Number and types of research and technology transfer projects supported.</li> <li>• Cost-effectiveness of research methodology demonstration and technology transfer.</li> <li>• Number of projects developed to demonstrate new technology.</li> <li>• Type of technology transfer techniques evaluated and implemented.</li> <li>• Number and types of new technology evaluated and implemented.</li> <li>• Number and types of target groups applying new technology.</li> <li>• User reaction to innovative technology.</li> </ul>

	<b>Stated Objectives</b>	<b>Working Objectives</b>	<b>Performance Indicators</b>
	(f) To support improved forest management on federal and provincial Crown Lands, private woodlots and industrial forest management license areas.	(i) To upgrade the level of management and utilization of the forest resources on Aboriginal Reserves in Saskatchewan.	<ul style="list-style-type: none"> <li>• Number of Aboriginal reserves targeted for improved forest resource management.</li> <li>• Supply of timber and other values and benefits derived from Aboriginal Reserve Lands.</li> <li>• Management plans prepared and utilized.</li> <li>• Nature and type of harvesting and silviculture applied.</li> <li>• Nature of inventory data collected for loading in a GIS.</li> <li>• Type and nature of potential economic opportunities identified and acted upon.</li> <li>• Type of inventories conducted on private forest lands.</li> <li>• Nature and type of extension services provided.</li> <li>• Supply of timber and non-timber products from private forested lands.</li> <li>• Number of hectares replanted.</li> <li>• Number of access roads and bridges constructed.</li> </ul>

Appendix 5

# **PAIF AGREEMENT**

**Total Population Size = 296**

**Total Funds Committed = \$ 21,354,814.94**

## Projects Under \$ 1,000.00

<u>Project Number</u>	<u>Amount Committed</u>	<u>Project Name</u>
<b><u>A.2</u></b> 1041	\$ 400.00	Montreal Lake Band Planting
6016	\$ 965.00	1991 Natural Christmas Tree Promotion
6056	\$ 410.00	1992 Natural Christmas Tree Promotion
8069	\$ 947.00	National Christmas Tree Growers Assoc. Meeting
1037	\$ 1,000.00	Native American Fish & Wildlife Conference
1038	\$ 1,000.00	Peter Ballantyne Councillor Support
<u>6043</u>	<u>\$ 1,000.00</u>	Annual Meeting Christmas Tree Association
SUB 7	\$ 5,722.00	
<b><u>B.1</u></b> 8068	\$ 770.00	Demo 1992 DNR
<u>8037</u>	<u>\$ 0.00</u>	Tree Improvement Program-Support
SUB 2	\$ 770.00	
<b><u>B.3</u></b> 4005	\$ 500.00	Wood Energy Show
<b><u>D.1</u></b> 6014	\$ 1,000.00	School Education Kit
6070	\$ 1,000.00	Support for Dev. of I SAVE SASKATCHEWAN
<u>7013</u>	<u>\$ 758.93.</u>	Childcare Arrangements
SUB 3	\$ 2,758.93	

**TOTAL POPULATION = 13**

**TOTAL DOLLAR CONTRIBUTIONS = \$ 9,750.93**



## Projects Between \$ 1,000.00 and \$ 100,000.00

<u>Project Number</u>	<u>Amount Committed</u>	<u>Project Name</u>
<b><u>A.1</u></b>		
030R404X5R	\$ 23,200.00	Nisbet Fire Break Site Prep. and Planting
92-0044M5M	\$ 4,500.00	Collection of Control Pollinated Jack Pine
92-0054X5R	\$ 31,500.00	Aerial Infra-red Plantation Survey
92-0154x5R	\$ 4,900.00	Rome Disc Trial
92-0234X5R	\$ 67,000.00	Papikwan-Connell Creek Site Preparation
92-0244X5R	\$ 36,500.00	Site Preparation Nisbet-Fort a la Corne
92-0294X5R	\$ 61,000.00	Ground Survey Productive Forest Land
93-0064X5R	\$ 94,429.55	Forest Renewal-Sipanok Trail
93-0087X5R	\$ 14,054.45	Rome Tandem Disc
93-0134E6J	\$ 2,282.29	Nesbit Scarification
93-0174X5R	\$ 33,700.00	Piling Blade
3002	\$ 60,200.00	Backlog Renewal-Site Preparation
3004	\$ 50,000.00	Backlog Renewal-Hail Damaged Aspen
3007	\$ 22,000.00	Mann River Site Preparation and Planting
4006	\$ 87,055.43	Mistik Mgmt.-Site Preparation and Planting
4007	\$ 28,522.00	Backlog Forest Renewal
6021	\$ 1,148.00	Aerial Photography
6053	\$ 5,215.00	Bertwell Site Preparation
6077	\$ 16,000.00	Armit Site Preparation
7014	<u>\$ 5,250.00</u>	Nisbet Firebreak Scarification
SUB 20	<u>\$ 648,456.72</u>	
<b><u>A.2</u></b>		
1002	\$ 11,250.00	Planting-Big River Band
1003	\$ 20,000.00	Site Preparation-Big River Reserve #118
1004	\$ 8,552.00	Planting-Big River
1005	\$ 8,000.00	Site Preparation-Red Earth
1006	\$ 9,000.00	Thinning on Sturgeon Wier Reserve
1007	\$ 10,000.00	Planting-Big River
1008	\$ 10,000.00	Planting-Waterhen I.R. #130
1009	\$ 19,950.00	Thinning Mistwasis
1010	\$ 7,500.00	Site Preparation-Pelican Lake
1011	\$ 3,410.00	Plantation Regeneration Survey
1012	\$ 10,000.00	Thinning 1982 White Spruce Plantation
1014	\$ 15,000.00	Forest Management Plan-Mistik Lake Reserve
1015	\$ 20,000.00	Forestry Initiatives on SK. Indian Lands
1016	\$ 9,000.00	Inventory Update and Management Plan
1017	\$ 35,000.00	IRM on First Nations Land
1018	\$ 35,000.00	Dual Site Prep.-Red Earth Indian Reserve #29
1020	\$ 30,000.00	Dual Site Preparation-Red Earth
1021	\$ 30,648.75	Planting Big River
1022	\$ 8,478.75	Pelican Lake Band Planting
1023	\$ 2,225.60	Aerial Photo's
1024	\$ 6,000.00	Tree Planting-Waterhen Band
1026	\$ 10,000.00	Site Preparation-Montreal Lake

<b>Project Number</b>	<b>Amount Committed</b>	<b>Project Name</b>
<b>A.2 continued</b>		
1027	\$ 12,453.80	Site Preparation-Mistwasis
1028	\$ 15,000.00	Inventory-Mirond Lake
1029	\$ 20,000.00	Inventory Management Plan-Mistwasis
1030	\$ 2,000.00	Integrated Resource Management
1031	\$ 2,500.00	Demo 92 PATC
1032	\$ 10,000.00	Site Preparation-Montreal Lake
1033	\$ 10,000.00	Shear Blade-Montreal Lake
1034	\$ 7,500.00	17th Annual Timber Symposium
1035	\$ 8,340.00	Pelican Lake Band Planting
1036	\$ 8,193.60	Montreal Lake Band Planting
1039	\$ 25,000.00	Site Preparation
1040	\$ 8,700.00	Inventory-Mirond Lake
1042	\$ 20,000.00	Forestry Co-ordinator for PATC
1044	\$ 2,000.00	3rd American Indigenous Congress
1045	\$ 6,000.00	Little Red White Spruce Release
5013	\$ 34,500.00	SK Economic Studies on Private Land & Silvi.
6002	\$ 1,297.00	FWAS Board of Director's Strat. Policy Sess.
6008	\$ 35,235.98	FWAS 1991 Field Day Support
6011	\$ 1,945.00	Western Canada Woodlot Exhibition-Publicity
6015	\$ 8,500.00	Maritime Woodlot Conference-Fredricton N.B.
6024	\$ 14,000.00	Prod Binders Agro Forest
6026	\$ 25,500.00	FWAS Review Policy Legislation
6027	\$ 26,494.00	Woodlot Incentive Master
6033	\$ 4,500.00	Land Owner Inventory
6037	\$ 6,376.86	Christmas Tree School K
6059	\$ 2,200.00	Maple syrup Production Trial
6060	\$ 5,500.00	Forest Belt Planting, Estab., Demo & Evalu.
6061	\$ 2,000.00	Woodlot Program Communications
6062	\$ 1,850.00	Cultivation of Mushrooms Workshop
6065	\$ 10,000.00	Field Days & Public Meetings-Woodlot Owners
6067	\$ 1,575.00	Natnl Christmas Tree Growers' Assoc. Meet.
8003	\$ 45,146.00	Support Costs-Indian Land
8004	\$ 15,000.00	Support Costs-Jim Johnston
8039	\$ 26,525.00	Container Seddlings-Federal Lands
8057	\$ 10,500.00	Seedlings Acquisition and Transport
<b>SUB 57</b>	<b>\$ 755,347.34</b>	
<b>A.3</b>		
90-0034X5R	\$ 23,386.18	Mechanical Stand Tend.
90-0094X5R	\$ 63,648.45	Manual Stand Tend in WS
91-0064X5R	\$ 38,398.82	Stand Tending-Mechanical Vegetation Control
91-0084X5R	\$ 52,409.10	Stand Tending-Papikwan/Allen Lake
92-0064X5R	\$ 88,000.00	Mechanical and Manual Stand Tending

<u>Project Number</u>	<u>Amount Committed</u>	<u>Project Name</u>
<b>A.3 continued</b>		
93-0074X5N	\$ 15,681.16	Sipanok Herbicide Trial
3001	\$ 18,000.00	Stand Tending 1991
4010	\$ 38,500.00	Jack Pine Juvenile Spacing
SUB 8	\$ 338,023.71	
<b>A.4</b>		
90-0044XJ2	\$ 28,672.50	Conversion of Software Programs
90-0074X5R	\$ 56,245.15	Regeneration Surveys
90-0084X5K	\$ 15,000.00	Plantation Assessment Review
91-0094X6H	\$ 31,362.01	GIS Implementation
91-0104X6E	\$ 16,095.83	National Forest Data Base Program
91-0114X6G	\$ 62,946.43	Permanent Sample Plot Inspection
92-0014X6G	\$ 25,000.00	3-P Plot Conversion Data
92-0024X6G	\$ 68,000.00	Growth and Yield
92-0144X6E	\$ 90,000.00	Forest Inventory Review of Systems & Method
92-0164X6E	\$ 10,000.00	Test Alt. Tech. For Dig. Forest Inv. Data
92-0174X5R	\$ 16,680.00	Convert and Enhance Silviculture Data
93-0027X5R	\$ 29,189.34	Plantation Status Surveys
93-0044X5N	\$ 47,754.84	Forest Regeneration Survey Contract
93-0057X5R	\$ 20,430.40	Forest Renewal Assessment
93-0094X5R	\$ 5,225.37	Ground/Aerial Regeneration Survey
93-0107X5R	\$ 10,711.31	Nesbit Scarification (Shellbrook, Round Lake)
93-0124X5N	\$ 4,290.00	Enhancement of DBase Regen Survey Prog
3019	\$ 20,000.00	Natural Stand Perm. Sample Plot Remeasure.
3020	\$ 2,395.00	Site Classification Workshop
4014	\$ 28,270.00	SK. Perm. Sample Plot Remeasurement
6081	\$ 5,000.00	Prdn. of Ecological Land Classification
8080	\$ 10,425.00	Computer Systems and GIS Assistant
8090	\$ 20,000.00	Natural Stand Yield Estimation
SUB 23	\$ 623,693.18	
<b>B.1</b>		
91-0124X5R	\$ 27,524.57	Aspen Stocking on M&B Lease
91-0134M5M	\$ 6,678.40	Extension and Growers Service Contract
91-0144X7C	\$ 79,319.95	Spruce Budworm Contract
91-0164X5K	\$ 29,248.53	Jack Pine Controlled Pollination
92-0204M5M	\$ 66,000.00	Purch. & Install. of High Press. Sodium Light.
92-0264M5M	\$ 54,000.00	Extension Grow. for Priv. & Pub. Nurseries
1013	\$ 2,553.00	The Silviculture Conference
1019	\$ 8,000.00	16th Annual Timber Symposium
3008	\$ 61,703.00	Forest Demonstration Area
4009	\$ 24,000.00	Divide Demonstration Area
4011	\$ 39,000.00	Dev. and Field Testing Transplant Nurs. Stock
5003	\$ 8,297.00	Veg. Management Within Prairie Parks Conf.
6004	\$ 21,000.00	Poplar Council of Canada
6005	\$ 5,000.00	Aspen Mgmt. for the 21st C. Symposium Proc.

<b>Project Number</b>	<b>Amount Committed</b>	<b>Project Name</b>
<b><u>B.1 continued</u></b>		
6009	\$ 22,082.00	Woodlot Equip. Demo.-Technology Transfer
6044	\$ 21,800.00	Directory-Secondary-Wood Using Industries
6052	\$ 45,000.00	Survey of Primary Wood Using Ind. in SK.
6058	\$ 2,000.00	CIF SK. Section 2nd Annual Tech. Transfer
6063	\$ 10,000.00	SFA Envirofor Conference
6074	\$ 32,100.00	Northern Digital Land Cover Pilot Study
6082	\$ 5,000.00	Special Forest Products Symposium
6088	\$ 2,000.00	Sustainable Forests Workshop-Support
8006	\$ 74,000.00	Support Costs-Development
8008	\$ 60,000.00	Mech. Silvi.: A2 Forester Upgrade & Field Trial
8010	\$ 67,467.00	Grizzly Dev. Field
8012	\$ 10,000.00	Silviculture: Decision Support System Contract
8014	\$ 7,361.00	Nursery Tech. Transfer: Accel. Transplants
8021	\$ 39,000.00	FERIC Rototiller
8024	\$ 22,500.00	Silv App Res & Tech Trans: Forest Tend. Dev.
8025	\$ 25,600.00	Publication of E. Peterson Poplar Monograph
8029	\$ 52,334.00	Poly. Height Growth-Site Index Curve Dev
8034	\$ 9,618.00	Pres. Fire Research TT
8036	\$ 10,000.00	Woodlot Equipment Demo-Operation Support
8042	\$ 81,000.00	Vegetation Management
8064	\$ 3,701.00	Support-A. Nanka
8065	\$ 8,018.00	Dev. of "Forest Nursery Info. Systems"
8066	\$ 42,533.00	Silviculture Development
8067	\$ 3,828.00	Forest Nursery Association
8071	\$ 5,723.00	Site Classification Workshop
8073	\$ 87,800.00	Forest Tech. Transfer, Dev. and Demo
8077	\$ 26,216.00	Forestry Profile
8081	\$ 25,000.00	Alcott Creek Forest Mgmt. Demo Area
8087	\$ 3,028.00	Survey-Wildlife Importance
8088	\$ 9,000.00	Silviculture Trials and Demonstrations
8093	\$ 84,200.00	Salary for App. For. Res. & Tech. Trans. Prog.
8098	\$ 10,500.00	Dev. 2 Books on Fed. Contrib. to For. in Can.
<b>SUB 46</b>	<b>\$ 1,340,733.45</b>	
<b><u>B.2</u></b>		
2002	\$ 2,000.00	Saskatchewan GIS Conference
3009	\$ 12,500.00	Growth Assessment Plot Remeasurement
3010	\$ 19,875.00	Wesbogy Mixedwood Experimental Plots
3011	\$ 7,500.00	Estab. of Perm. Sample Plots in Man. Stands
3012	\$ 22,600.00	Aspen Growth and Yield Project-H.B. Region
3013	\$ 5,044.00	Estab. of Perm. Sample Plots in Man. Stands
3014	\$ 46,683.00	Jack Pine Propagation
3015	\$ 56,550.00	Cultural Heritage-Predictive Modelling Project
4012	\$ 8,400.00	Nelder Plot Estab, Remeas. and Maint.

<u>Project Number</u>	<u>Amount Committed</u>	<u>Project Name</u>
<b>B.2 continued</b>		
4013	\$ 25,000.00	Develop a Forest Pest Impact Plot Network
5004	\$ 74,750.00	Determ. Molecular Genetic Markers for WGR
5008	\$ 23,800.00	BT Imp. on Non-Target Lep in Bor For Gaps
5009	\$ 22,000.00	Impacts of BTK for Control. Spruce Budworm
5011	\$ 29,500.00	Impact of Silvi. Pract. on Maint. Gen. Diversity
5012	\$ 76,125.00	Forest Sociology
5014	\$ 5,000.00	Silviculture Methods and Biodiversity
6022	\$ 8,028.00	Veg. Monitor.-Fort a la Com Prescribed Burn
6073	\$ 10,000.00	Silviculture Field Work
8005	\$ 12,983.00	Support costs for Research
8007	\$ 5,000.00	Support Costs-Applied Forest Research
8011	\$ 8,489.00	Silviculture Studies and Surveys-Planning
8020	\$ 79,086.00	SK. White Spruce Plantations Survey
8022	\$ 40,000.00	Review Old CFS SK. Br.
8026	\$ 71,280.00	Aspen Sen. Rating
8030	\$ 38,882.00	Taper/Volume Equation
8032	\$ 48,188.00	Fire Management Systems-Decision Support
8033	\$ 36,384.00	Enhance. of Lge. Fire Suppression Effect.
8035	\$ 5,000.00	Aspen Regeneration Module-D.S.S.
8040	\$ 81,917.00	Computerized Pest Management
8041	\$ 33,539.00	Spruce Budworm Control-Efficacy Eval.
8043	\$ 1,852.00	Measured Black Spruce
8044	\$ 30,977.00	Assessment WGR
8051	\$ 1,685.00	Measure Central Breeding
8055	\$ 9,988.00	Support GIS Computer Applications
8056	\$ 64,897.00	Baseline Ecology Study
8061	\$ 6,887.00	Diurnal Variation in FFMC
8062	\$ 17,801.00	Fire Occurrence Prediction
8063	\$ 24,533.00	Wildland Urban Forest Fire Intervention
8074	\$ 54,224.00	BTK Impact on Lepidoptera
8075	\$ 25,000.00	Impact of Forest Pests on Stand Productivity
8084	\$ 18,903.00	Snow Mould Fungi to Control Clamagr. Can.
8085	\$ 15,000.00	BOREAS Field Office Support at NoFC
8086	\$ 10,000.00	Growth and Regeneration of Planted Conifers
8097	\$ 40,000.00	Comm. Dev. of Microbial Inoculants for For.
8099	\$ 5,000.00	Field guide To Major Pests of the Prairie Prov.
8100	\$ 4,300.00	Co-Mgmt and Controversy in NW SK's For's
8101	\$ 25,000.00	Timb. Harv. Imp. on Wildlife Val in SK Bor For
<b>SUB 47</b>	<b>\$ 1,272,150.00</b>	
<b>B.3</b>		
2001	\$ 7,207.00	Wild Fruit Puree/Concentrate Mkt Study
3017	\$ 29,000.00	Inv. & Mkt Analysis of SK Non-Timber Prod.
3018	\$ 3,750.00	Heated Floor in Solar Dry Kiln

<b>Project Number</b>	<b>Amount Committed</b>	<b>Project Name</b>	
<b>B.3 continued</b>			
5010	\$ 35,772.00	Non-Mkt Valuat. Bias Due To Aboriginal Cult.	
6010	\$ 17,500.00	Wood Gasification Demonstration	
8095	\$ 8,030.00	Publication of Primary Wood Users Survey	
8096	\$ 3,855.00	Publication of Secondary Wood Users Survey	
SUB 7	\$ 105,114.00		
<b>C.2</b>			
5006	\$ 50,000.00	Forest Bird Ecology Project	
6020	\$ 5,700.00	"Birds in Boreal Forest" Workshop	
7003	\$ 85,000.00	Black Bear/Logging Study	
7004	\$ 14,000.00	Forest/Wildlife Info. Management Systems	
7008	\$ 60,000.00	Elk Habitat Anal, Enhance. & Restock. Proj.	
7009	\$ 3,000.00	Beaver Reproductive Control	
7011	\$ 20,000.00	Moose Productivity Model	
SUB 7	\$ 237,700.00		
<b>C.3</b>	91-019FISH	\$ 27,731.00	Forest Watershed Harvesting
<b>D.1</b>	90-005COMM	\$ 34,063.26	Communication 1990-91
	91-0224X7A	\$ 56,284.03	Communications
	91-0224X7B	\$ 5,000.00	Education
	92-0034X7B	\$ 26,000.00	Public Opinion Survey
	6006	\$ 5,000.00	Print. and Prdtn of "Exploring the Bor. Forest"
	6007	\$ 21,200.00	Forest Interest Group-Support
	6012	\$ 3,950.00	Display Project-Agribition
	6023	\$ 1,382.00	Tree Trek and Homestead Trail
	6031	\$ 3,699.35	PAIF Display-Saskatoon
	6045	\$ 9,578.00	Improvements To Mouse Meadows
	6072	\$ 3,700.00	World of the Forest Poster
	6079	\$ 5,000.00	Supp. Costs for Comm. Forest Conference
	6085	\$ 1,500.00	Visions of the Forest Tour
	8002	\$ 23,597.00	Public Information Support
	8018	\$ 46,000.00	Public Information Printing
	8045	\$ 1,234.00	Homestead Trail Reopening
	8046	\$ 9,330.00	PAIF Newsletter "Partners"
	8048	\$ 6,858.00	Misc. Communication Materials
	8050	\$ 3,000.00	Photo and Slide Collection
	8052	\$ 16,000.00	PAIF Brochure/Poster
	8053	\$ 22,577.00	Fact Sheets
	8054	\$ 5,470.00	Display Support
	8058	\$ 1,723.00	Seedlings for Display
	8059	\$ 50,102.00	Adaptation of Focus on Forests
	8060	\$ 12,881.00	Birds in the Bor. For. Workshop Proceed.
	8070	\$ 7,475.00	C-S PAIF Display
	8078	\$ 12,000.00	Student-Information officer Assistant

<b>Project Number</b>	<b>Amount Committed</b>	<b>Project Name</b>
<b>D.1 continued</b>		
8079	\$ 3,500.00	Media Relations
8083	\$ 1,600.00	Tree Trek Poster and Ads
<u>8094</u>	<u>\$ 49,400.00</u>	Salary for Public Information Program
SUB 30	\$ 449,103.64	
<b>D.2</b>		
91-0234X4Z	\$ 46,112.14	PAIF Administration
<u>8076</u>	<u>\$ 22,300.00</u>	GIS and Computing Services
SUB 2	\$ 68,412.14	

**TOTAL POPULATION SIZE = 248**

**TOTAL DOLLAR CONTRIBUTIONS = \$ 5,866,465.18**

## Projects Over \$ 100,000.00

Project Number	Amount Committed	Project Name
<b><u>A.1</u></b>		
90-0014X5R	\$ 942,319.81	Renewal on Provincial Lands
90-0024X5R	\$ 783,570.94	Site Preparation For Fall 1990/Spring 1991
90-0064M5M	\$ 1,616,000.00	Seedling Supply For Reforestation
91-0014X5R	\$ 171,716.70	Forest Regeneration Survey Contract
91-0024X5R	\$ 662,941.06	Forest Renewal-Planting-Provincial Forest
91-0034M5M	\$ 1,939,300.00	NSR Renewal-Seedling Cost
91-0044X5R	\$ 110,999.73	Site Preparation-Hart Creek
92-0194X5R	\$ 2,071,500.00	Supply of Trees For Reforest. And Veg. Mgmt.
92-0254X5R	\$ 183,000.00	Hart Creek Planting Project
93-0034X5R	\$ 312,017.38	Forest Renewal (Planting)
93-1164X5R	\$ 164,026.67	Forest Renewal
<u>3006</u>	<u>\$ 193,320</u>	Hart Creek Planting
SUB 12	\$ 9,150,712.29	
<b><u>A.2</u></b>		
1025	\$ 188,265.00	Int. For Management 1st Nation
6003	\$ 170,536.00	Woodlot Extention Services
6078	\$ 108,600.00	Silviculture Field Work
<u>8091</u>	<u>\$ 131,400.00</u>	Salaries-Federal Crown & Private Woodlot
SUB 4	\$ 598,801.00	
<b><u>A.4</u></b>		
90-0104X5R	\$ 286,164.44	Regeneration Surveys
92-0214X6H	\$ 105,000.00	Computer Systems Analysis/Development
92-0224X5R	\$ 101,325.00	Aerial Survey
93-0014X5N	\$ 155,333.98	Aerial Survey
7010	\$ 450,736.00	SK Long Term Int. For. Resource Mgmt Plan
8072	\$ 141,846.00	Dev. of A Forest Site Class. System For SK
<u>8092</u>	<u>\$ 109,000.00</u>	Salaries-Forest Database
SUB 7	\$ 1,349,405.42	
<b><u>B.1</u></b>		
6013	\$ 158,916.00	Grizzly Development Field Trial
<b><u>B.2</u></b>		
5001	\$ 162,300.00	Cost/Benefit of Enviro. Improvement on Forest
5002	\$ 305,000.00	Sub-soil Eval. of Silviculture Dev. Field Trials
5005	\$ 150,000.00	Genetic Eval. of Jack Pine & White Spruce
<u>8009</u>	<u>\$ 240,100.00</u>	Art. Renewal Studies
SUB 4	\$ 857,400.00	
<b><u>C.1</u></b>		
7002	\$ 398,000.00	Parks Vegetation Management Planning
<b><u>C.2</u></b>		
91-019WILD	\$ 410,032.12	Wildlife Habitat
7005	\$ 262,000.00	Woodland Caribou Habitat Management
<u>7006</u>	<u>\$ 122,000.00</u>	Saskatchewan Forest Habitat Project
SUB 3	\$ 794,032.12	



<b><u>C.3</u></b>	7001	\$ 207,297.00	Forest Watershed Harvesting Planning Project
<b><u>D.1</u></b>	92-0184X7A	\$ 187,200.00	Communications 1992-93
<b><u>D.2</u></b>	8001	\$1,776,835.00	Agreement Administration Support Costs

**TOTAL POPULATION = 35**

**TOTAL DOLLAR CONTRIBUTIONS = \$ 15,478,598.83**

# TOTAL POPULATION/SAMPLE

<b>Sub-Program</b>	<b>Population Size</b>	<b>Sample Size</b>	<b>Sample As A Percentage Of Population</b>
A-1	32	18	56%
A-2	68	22	32%
A-3	8	3	38%
A-4	30	14	47%
B-1	49	16	33%
B-2	51	19	37%
B-3	8	3	38%
C-1	1	1	100%
C-2	10	6	60%
C-3	2	2	100%
D-1	34	11	32%
D-2	3	2	67%
<b>TOTAL</b>	<b>296</b>	<b>117</b>	<b>40%</b>

## OVER \$ 1,000.00; UNDER \$ 100,000.00

<b>Sub-Program</b>	<b>Population Size</b>	<b>Sample Size</b>	<b>Sample As A Percentage Of Population</b>
A.1	20	6	30%
A.2	57	18	32%
A.3	8	3	43%
A.4	23	7	30%
B.1	46	15	33%
B.2	47	15	32%
B.3	7	3	43%
C.1	0	0	N/A
C.2	7	3	43%
C.3	1	1	100%
D.1	30	10	33%
D.2	2	1	50%
<b>TOTAL</b>	<b>248</b>	<b>82</b>	<b>33%</b>

## Selected Projects - >\$1,000 <\$100,000

<u>Subproject</u>	<u>Project Number</u>	<u>Sample Number</u>	<u>Population</u>	<u>Sample Size</u>
A-1	92-0154X5R	2004	20	6
	93-0064X5R	20242		
	4006	20011		
	6021	20013		
	6053	20014		
	6077	20015		
A-2	1003	20018	57	18
	1005	20020		
	1008	20023		
	1009	20024		
	1016	20030		
	1017	20031		
	1022	20035		
	1028	20040		
	1031	20043		
	1033	20045		
	1040	20051		
	1045	20054		
	6008	20057		
	6011	20058		
	6027	20062		
	6060	20066		
	6061	20067		
	8003	20071		
A-3	90-0034X5R	20075	8	3
	91-0064X5R	20077		
	4010	20081		
A-4	91-0094X6H	20085	23	7
	91-0104X6E	20086		
	92-0144X6E	20090		
	92-0164X6E	20091		
	3019	20093		
	3020	20094		
	6081	20096		

<u>Subproject</u>	<u>Project Number</u>	<u>Sample Number</u>	<u>Population</u>	<u>Sample Size</u>
B-1	91-0134M5N	20100	46	15
	91-0144X7C	20101		
	92-0204M5M	20103		
	3008	20107		
	6004	20111		
	6063	20117		
	8012	20124		
	8029	20129		
	8064	20135		
	8065	20136		
	8067	20138		
	8073	20140		
	8081	20142		
	8093	20145		
	8098	20146		
B-2	2002	20147	47	15
	3009	20148		
	3010	20149		
	3011	20150		
	3013	20152		
	5011	20160		
	6073	20164		
	8033	20174		
	8044	20179		
	8051	20180		
	8062	20184		
	8075	20187		
	8085	20189		
	8099	20192		
	8100	20193		
B-3	3017	20196	7	3
	5010	20198		
	6010	20199		
C-2	5006	20202	7	3
	6020	20203		
	7011	20208		
C-3	91-019FISH	20209	1	1

D-1	91-0224X7A	20211	30	10
	91-0224X7B	20212		
	92-0034X7B	20213		
	6006	20214		
	6012	20216		
	6079	20221		
	8002	20223		
	8054	20231		
	8060	20234		
	8083	20237		
D-2	92-0234X4Z	20240	<u>2</u>	<u>1</u>
<b>TOTAL</b>			<b>248</b>	<b>82</b>

## Total Number of Projects

<u>Subprogram</u>	<u>No. of Projects</u>	<u>&lt; \$1,000</u>	<u>\$1,000 - \$100,000</u>	<u>&gt;\$100,000</u>
A-1	32	0	20	12
A-2	69	8	57	4
A-3	8	0	8	0
A-4	30	0	23	<b>7</b>
B-1	48	1	46	1
B-2	51	0	47	4
B-3	8	1	7	0
C-1	1	0	0	1
C-2	10	0	7	3
C-3	2	0	1	1
D-1	34	3	30	1
D-2	<u>3</u>	<u>0</u>	<u>2</u>	<u>1</u>
<b>TOTAL</b>	<b>296</b>	<b>13</b>	<del>248</del> 217	<b>35</b>

# SAMPLE PROJECTS - CONTRACTORS

<u>Project Number</u>	<u>Contractor</u>	<u>Contact Person</u>
<b>A.1</b> 90-0014X5R	Sk. Parks & Renewable Resources	K. Gorham
90-0024X5R	Sk. Parks & Renewable Resources	John Thompson
90-0064M5M	Sk. Parks & Renewable Resources	John Thompson
91-0014X5R	Sk. Environment & Resource Mgmt.	John Thompson
91-0024X5R	Sk. Environment & Resource Mgmt.	John Thompson
91-0034M5M	Sk. Parks & Renewable Resources	John Thompson
91-0044X5R	Sk. Environment & Resource Mgmt.	John Thompson
92-0154X5R	Sk. Parks & Renewable Resources	Dave Hanline
92-0194X5R	Sk. Parks & Renewable Resources	John Thompson
92-0254X5R	Sk. Parks & Renewable Resources	L. Swenson
93-0034X5R	SERM Forestry Branch	Lorne Swenson
93-0064X5R	SERM Forestry Branch	Dave Hanline
93-1164X5R	SERM Forestry Branch	Dave Hanline
3006	Sk. Forest Products Corp.	Dale Vizina
4006	Mistik Management Ltd.	Mark Adamson
6021	Hudson Bay Rural Dev. Corp.	Wade Cable
6053	Hudson Bay Rural Dev. Corp.	Wade Cable
6077	Hudson Bay Rural Dev. Corp.	Wade Cable
<b>A.2</b> 1003	Big River Band	Frank Morin
1005	Red Earth Band Wood Oper.	Charlie McKay
1008	National Indian Forestry Inst.	Peter Mazuren
1009	Mistawasis Indian Band	Leslie Pechawis
1016	Montreal Lake Band Enterprises	Gene Kimbley
1017	Meadow Lake Tribal Council	Ty Rutzki
1022	Pelican Lake Band	Harry Bill
1025	Meadow Lake Tribal Council	Ty Rutzki/V. Bachiu
1028	Peter Ballantyne Band	Ron Ray
1031	Montreal Lake Band Ent.	Gene Kimbley
1033	Montreal Lake Band Ent.	Gene Kimbley
1040	Peter Ballantyne Band	Ron Ray
1045	Montreal Lake Band Ent.	Gene Kimbley
6003	Farm Woodlot Assoc. of Sk.	Nancy Lyle
6008	Farm woodlot Assoc. of Sk.	Hector Shiell
6011	Farm woodlot Assoc. of Sk.	Hector Shiell
6027	Farm woodlot Assoc. of Sk.	Nancy Lyle
6060	Farm woodlot Assoc. of Sk.	Nancy Lyle
6061	Farm woodlot Assoc. of Sk.	Nancy Lyle
6078	Sk. Forestry Assoc.	Marie Grono
8003	Canadian Forest Service	Michael Newman
8091	Canadian Forest Service	Victor Begrand



<u>Project Number</u>	<u>Contractor</u>	<u>Contact Person</u>
<b>A.3</b> 90-0034X5R 91-0064X5R 4010	Sk. Parks & Renewable Resources Sk. Environment & Resource Mgmt. Mistik Management Ltd.	John Thompson John Thompson Mark Adamson
<b>A.4</b> 90-0104X5R 91-0094X6H 91-0104X6E 92-0144X6E 92-0164X6E 92-0214X6H 92-0224X5R 93-0014X5N 3019 3020 6081 7010 8072 8092	Sk. Parks & Renewable Resources Sk. Environment & Resource Mgmt. Sk. Environment & Resource Mgmt. Sk. Parks & Renewable Resources Sk. Parks & Renewable Resources Sk. Parks & Renewable Resources Sk. Parks & Renewable Resources Sk. Parks & Renewable Resources SERM Forestry Branch Weyerhaeuser Canada Ltd. Weyerhaeuser Canada Ltd. Sk. Research Council Sk. Parks & Renewable Resources Canadian forest Service Canadian Forest Service	John Thompson James Benson James Benson James Benson James Benson Fern Gruszka John Thompson Steve Hyde Paul LeBlanc Paul LeBlanc Jeffery Thorpe Larry Stanley Phil Loseth Victor Begrand
<b>B.1</b> 91-0134M5M 91-0144X7C 92-0204M5M 3008 6004 6013 6063 8012 8029 8064 8065 8067 8073 8081 8093 8098	Sk. Parks & Renewable Resources Sk. Parks & Renewable Resources Sk. Parks & Renewable Resources Weyerhaeuser Canada Ltd. Poplar Council of Canada Prairie Agriculture Machinery Inst. Sk. Forestry Association Canadian Forest Service Canadian Forest Service Canadian Forest Service Canadian Forest Service Canadian Forest Service Canadian Forest Service Canadian Forest Service Canadian Forest Service Canadian Forest Service Canadian Forest Service	John Thompson Larry Stanley J. Chernysh Janet Lane Lil Siltanin Philip Leduc Dwayne Dye Derek Sidders Phil Loseth Al Nanka Al Nanka Victor Begrand Ron Bronstein Derek Sidders Victor Begrand John Doornbos
<b>B.2</b> 2002 3009 3010 3011 3013 5001	Sk. GIS Weyerhaeuser Canada Ltd. Weyerhaeuser Canada Ltd. Weyerhaeuser Canada Ltd. Mistik Management Ltd. Dept. of Rural Economy	Brian Heinz Paul LeBlanc Paul LeBlanc Paul LeBlanc Mark Adamson V. Adamowicz

Appendix 6

**CANADA - SASKATCHEWAN  
PARTNERSHIP AGREEMENT IN FORESTRY**

**EVALUATION STUDY METHODOLOGY**

**Presented at the Meeting of the Steering Committee**

**June 15, 1994**

**Edmonton, Alberta**

**HUGH WALKER CONSULTING ENTERPRISES LTD.  
115 BIRO PLACE, SASKATOON, SASKATCHEWAN, CANADA. S7K 7V5  
Telephone: (306) 242-1045 Fax: (305) 931-4006**

## **5.0 CANADA - SASKATCHEWAN PARTNERSHIP AGREEMENT IN FORESTRY**

### **EVALUATION STUDY METHODOLOGY**

The effectiveness of an evaluation study on a federal / provincial agreement such as the Canada - Saskatchewan Partnership Agreement in Forestry is grounded on several factors. One that is of critical importance is the particular methodology developed to undertake the study. Substantial time and resources were therefore devoted to this phase of the study. With a solid methodology in place, the tasks of collecting, editing, analyzing and interpreting the information and results of the analysis would proceed more efficiently and effectively. The following steps in the development of the methodology provides an explanation of how the study was conducted.

#### **5.1 Background and Structure of the Agreement**

The first step in this evaluation study was to obtain a clear understanding of the Partnership Agreement in Forestry, its programs, component sub-programs, goals and objectives. In this connection, research activities undertaken were as follows:

- (i) The Evaluation Framework of September 30, 1992 was reviewed.
- (ii) The strategic goals, objectives and background to the Agreement, the logic framework model, the profile of the Agreement, the working objectives and associated performance indicators developed by the Project Team were reviewed with the Steering Committee and revisions made, where necessary.
- (iii) The organizational structure, the program components and associated sub-programs were reviewed so as to identify the linkages between the Agreement, its programs and associated sub-programs.
- (iv) Program Managers, administrators and advisors on the Agreement were interviewed so as to obtain their understanding and perspectives on the Agreement.
- (v) Documentation on the administration, management and other related materials were examined in order to enhance clarity and appreciation of the background to the Agreement.

## **5.2 Identification of Evaluation Issues**

Following an understanding of the Agreement, its component programs and associated sub-programs, the issues identified in the Evaluation Framework and the section in the profile of the Agreement were reviewed with the Evaluation Steering Committee so as to ensure that there was consensus on what was needed for a successful completion of the study. Based on a common understanding of these evaluation issues by the Project Team and the Steering Committee, criteria were then identified for measuring the performance of the Agreement, its program, sub-programs and projects in each area represented by these issues. Issues and questions have been identified in the Evaluation Framework and in the Profile of the Agreement.

## **5.3 Methodology**

The Evaluation Framework provided that the Agreement would appropriately be evaluated at the following two organizational levels, viz:

- Level 3 - evaluation of performance towards achievement of operational targets at the project and activity level, and
- Level 2 - evaluation of the contribution of sub-program projects and activities towards achievement of major Agreement objectives; cost-effectiveness and efficiencies in project and sub-program conduct.

Level 1 evaluation is not considered appropriate for this Federal-Provincial Agreement as it involves an evaluation of the over-all performance of the Agreement at the national level. As such, it is not considered appropriate for the evaluation of this Federal-Provincial Agreement. However, in specific regard to the Canada-Saskatchewan Partnership Agreement in Forestry, it was agreed that a number of general issues regarding this particular Agreement may be addressed. These involved such issues as: the appropriateness of the Agreement, its goals, objectives, targets, cost effectiveness, and incremental gains to the industry and society.

The Evaluation Framework and the Agreement Profile have identified the issues or questions at the project, activity and sub-program levels that would be addressed in the evaluation study. These relate also to issues of program rationale, delivery and implementation, management and administration, program alternatives, and goals and objective achievements, and incrementality. The issues identified at the project and sub program levels as well as those that have been identified at the program level constitute the core of the evaluation study.

With the evaluation issues and performance criteria reviewed and cleared with the Evaluation Steering Committee, potential data sources were identified, and data collection instruments developed for capturing consistent and reliable data that would enable the Project Team to address each issue. Data sources were then investigated to determine their accessibility and reliability, and to identify areas, where data or other information may either be missing or unavailable and where and how missing data could be accessed.

#### 5.4 Data Collection Instruments

A number of data collection instruments were identified and developed to collect consistent, quantitative and sufficient data for the analytical and descriptive phases of the study. These instruments include:

- Review of federal and provincial project files and computer records.
- Questionnaires to
  - Funded applicants;
  - Applicants whose project proposals were rejected;
  - Applicants whose project proposals were approved for funding but did not follow through; and
  - Non-applicants for PAIF funding support.
- Interviews with project contractors, federal and provincial officials, informed people associated with the industry, user groups, industry officials, the general public, scientists, resource managers, associations, and private corporations, etc.
- Review of industry work plans; monitoring plan reports; status and completion reports; audit, monitoring and review reports.
- Field surveys, reports, and checks.
- Utilization of Geographic Information System.
- Review of research and published material.
- Review economics of project activities.
- Interviews with project scientists and research managers.
- Public opinion surveys.

These data collection instruments were supplemented with additional information collected from the following sources:

- Program evaluation studies on previous Canada-Saskatchewan Forestry Agreements, such as the precedent Canada-Saskatchewan Forest Resource Development Agreement, were examined in order to obtain information on such matters as program administration, evaluation issues, and changes that have occurred during the final years of that program.
- Field site visits are planned so as to obtain first-hand knowledge of PAIF projects and activities.

Structured interviews were held with program managers, members of the PAIF Management Committee, program managers, senior federal and provincial government officials, senior forest private sector officials, informed persons, such as industry experts, economic development commissioners, forestry sector associations and others, and officials associated with other forest management initiatives.

•Federal and Provincial Government office project files and computer records relating to the original and / or revised funding of project proposals were examined.

Following a review of the suitability of the data sources and data collection instruments with the

Evaluation Steering Committee, the instruments were tested using a small pilot sample from each sub-program. Based on this pilot study, the data collection instruments were fine-tuned in preparation for the data collection phase of the evaluation study.

### 5.5 The Role of Interviews in the Evaluation Study

Early in the development of the methodology, it appeared that it would be difficult to derive a full complement of sufficient, representative and consistent data through personal interviews alone with project operators, managers and administrators. It was also clear that extensive time would be required for travel throughout the Province of Saskatchewan as well as in Edmonton, Alberta to derive the required data. Moreover, judging from pilot interviews, it seemed likely that in view of the particular time of the year that interviews could be scheduled, forest managers, administrators and project participants would either be unable or unwilling to set aside sufficient time for interviews or keep interview commitments because of other demands on their working hours. It also appeared, however, that by using a questionnaire approach, in addition to personal interviews, objective, detailed and consistent data could be obtained on a uniform and consistent basis across those regions where projects funded under the Agreement have been implemented. This approach would eliminate inconsistencies that may arise in interviews because of the complexities of the subject matter, and the varied interests, perceptions and capabilities of the interviewers and respondents. This combination of approaches was considered to be suited to this study as it diversifies the database for the analytical and descriptive phases of the study.

It was also recognized that personal interviews would naturally provide an opportunity to improve public relations with respect to the Agreement and its programs, and would demonstrate the interests of both the Federal and Provincial Governments in the performance and benefits of the Agreement. It is also proposed to follow up the questionnaire responses with telephone discussions to obtain additional information or missing data, and to clarify information directly provided. In this way, significant interaction would occur between the consultants and survey respondents over the course of the study.

### 5.6 Funded Applicants Questionnaire

Some 298 projects were supported under the Agreement with a financial commitment of about \$21.5 million. Of these, 35 projects involved expenditures of over \$100,000; 250 with expenditures between \$1,000 and \$100,000; and the remainder of 13 projects with expenditures of less than \$1,000. A questionnaire was designed to deal with funded applicants (Appendix 1). The topics covered were as follows:

- the level of funding received under the Agreement;
- the level of funding originally applied for;
- the number of projects undertaken with support from the Agreement;
- the impacts / effects funding support had on the firm's decision to proceed with the project;
- whether or not the firm would have gone ahead with the project without funding support;
- the consequences of a reduction in the funding sought under the Agreement;

- the potential effects of a higher level of funding for the project;
- sources of non-PAIF funding sought for the project;
- contributions made by applicant to the project;
- projects developed as a consequence of PAIF funding of the supported project;
- the usefulness of the study recommendations in business decision-making; and
- employment generated by the project.

This questionnaire was mailed to 40 funded applicants who have received funding support under the Agreement.

### 5.7 Non-Funded Applicants Questionnaire

A number of PAIF applicants received no funding assistance because their project proposals were not approved, others withdrew their applications before PAIF made an offer, and a third group was offered PAIF funding assistance but did not follow up on. A questionnaire was designed to deal with non-funded applicants (Appendix 2). It covered the following topics:

- The extent to which PAIF influenced investment behaviour.
- Why, if PAIF offered funding assistance, it was refused.
- Whether or not the project proceeded without PAIF funding assistance.
- Why the project did not proceed.
- What other financing sources were used.
- Operating employment (full-time equivalents).
- Receipts, with and without, the new project.
- Indications of financial viability in the absence of PAIF funding support.

This questionnaire was mailed out to some 26 non-funded applicants.

### 5.8 Non-Applicants Questionnaire

Non-applicants for PAIF funding assistance were also surveyed to determine the extent to which firms in the industry undertook projects, that were supportable under PAIF, but did not seek PAIF funding. It was considered useful to determine the reason that funding assistance under the Agreement was not sought.

The questionnaire would cover the following topics (Appendix 3):

- Whether or not they knew about PAIF.
- Whether or not they undertook forestry projects in 1991-94.
- Why they did not apply for PAIF funds.
- Additional comments with regard to Agreement.

### 5.9 Sample Design

The distribution of the total number of projects by sub-programs and funding is presented in

Table 1. From this total population, it was decided that an over-all thirty-nine percent (39%) sample would be appropriate for the analytical phase of the study (Table 2). The total population was stratified by sub-program and the following three levels of funding:

- (i) projects with funding of less than \$1000.
- (ii) projects with funding of greater than \$1,000 but less than \$100,000, and
- (iii) projects with funding of over \$100,000.

**TABLE 1**  
**CANADA-SASKATCHEWAN PARTNERSHIP AGREEMENT IN FORESTRY**  
**TOTAL NUMBER OF PROJECTS, 1991-1995**

Sub-Program	Value of Projects			TOTAL Number of Projects
	< \$1,000	≥\$1000 - ≤\$100,000	>100,000	
A.1	0	20	12	32
A.2	8	57	4	69
A.3	0	8	0	8
A.4	0	23	7	30
B.1	1	47	1	49
B.2	0	48	4	52
B.3	1	7	0	8
C.1	0	0	1	1
C.2	0	7	3	10
C.3	0	1	1	2
D.1	3	30	1	34
D.2	0	2	1	3
<b>TOTAL</b>	<b>13</b>	<b>250</b>	<b>35</b>	<b>298</b>



**TABLE 2****RELATIONSHIP OF SURVEY SAMPLE TO TOTAL POPULATION  
OF PARTNERSHIP AGREEMENT IN FORESTRY PROJECTS, 1991-1995**

<b>Sub-Program</b>	<b>Population Size</b>	<b>Sample Size</b>	<b>Sample as a Percentage of Population (%)</b>
A.1	32	18	56
A.2	69	22	32
A.3	8	3	38
A.4	30	14	47
B.1	49	16	33
B.2	52	19	37
B.3	8	3	38
C.1	1	1	100
C.2	10	6	60
C.3	2	2	100
D.1	34	11	32
D.2	3	2	67
<b>TOTAL</b>	<b>298</b>	<b>117</b>	<b>39</b>

## 5.10 Sample Size

Projects with funding of less than \$1,000, of which there were thirteen (Appendix 4), were excluded from the sample. In the aggregate, these projects accounted for a total commitment of \$9,751,000 of the \$30 million committed to the Agreement. As such, it was considered that the exclusion of these 13 projects from the sample would not affect the results of the study. Projects, within the category of funding over \$100,000 (Appendix 5) were clustered on the basis of functions within the various sub-programs and within the same geographical location and / or administered by the same contractor in order to identify similarities in functional characteristics. Where two or more projects in the same geographical location are functionally the same and are administered by the same contractor, they are classified as one functional project. The particular project to be representative of such a functional cluster was randomly selected using a random sampling technique. The sample of projects over \$100,000 resulting from this process involves thirty-five (35) projects (Table 1), drawn from the various sub programs.

The remaining 250 projects with funding of more than \$1,000 but less than \$100,000 (Appendix 6) were then stratified on the basis of sub-programs, and a thirty-three percent (33%) random sample was selected from each sub-program. This resulted in a sample size of 82 projects (Appendix 7) from the 250 within this category or a thirty-three percent sample. In the aggregate a sample of 117 projects appears appropriate for use as a basis for drawing conclusions about the aggregate population of 298 projects supported under the Partnership Agreement in Forestry.

## 5.11 Exogenous Factors

In conducting an evaluation study on a federal-provincial agreement that is as complex and diversified as the Partnership Agreement in Forestry, an important consideration is the extent to which concurrent exogenous factors, such as general economic conditions and government fiscal measures, have affected the outcome, achievements and impacts of the Agreements. In retrospect, the Partnership Agreement in Forestry was initiated in 1991 when the provincial economy was already in a significant, steady downturn that had begun in 1989-90. In fact, the economic growth rate of the provincial economy as the percentage increase in Real Gross Domestic Product, had declined from 6% in 1989 to 0% in 1991 and to -4.6% (i.e. minus 4.6%) in 1992. It then rose to 3.4% in 1993 and to a projected 2.1% in 1994.

The economic downturn, in the province and nationally was reflected in rising national and provincial deficits, rising provincial debt, greater proportions of revenues devoted to repayment of government debts, lower housing starts particularly in urban centres, lower value of sales of Saskatchewan forest products and high unemployment have had profound effects on the performance of the Saskatchewan economy.

The cumulative effects and aftermath of the continuing economic downturn may probably have had some combination of the following consequences:

- A diminished over-all impact of the Agreement arising from downsizing and other program cut-backs undertaken by the Provincial Government in order to reduce and manage more effectively the deficit and debt. To illustrate: the cut-backs implemented by the Provincial

Government in 1991 virtually reduced by 50% the manpower and other resources available to undertake major aspects of the Agreement. This made it difficult to achieve previously established targets and milestones, thereby constraining effectiveness in undertaking routine follow-up work such as project monitoring, maintenance of records, etc.

- A larger than normal number of applications for financial support under the Agreement inasmuch as alternative sources of private sector investment funding declined as a result of the economic recession. This has probably limited the incrementality that would have normally been generated the Agreement if it were implemented in times of economic prosperity.
- Attempts by recipients of funding support to cover their deficiencies in working capital.

Clearly, the greater portion of the funding commitment of \$30 million under the Agreement, some \$21 million or seventy percent (70%) had, for the most part been committed during the trough of the economic cycle. In view of this, the immediate economic impacts of the Agreement, will consequently be reduced due to the over-all effects of the economic recession on the forest industry in the short-term. In the longer-term, it is anticipated that the impacts will be greater than the short-term impacts, and would, therefore, be more beneficial to the industry and the economy.

Moreover, in conducting the evaluation study, it was quite evident that the expectations and vision of the future prospects of the forest industry by both the public and private sectors were exceedingly high. Similarly, it was evident also that other users of the forest resource, who do not derive any direct monetary benefits from the resource, wish to have their interests recognized and the management of the resource strengthened.

## 5.12 Synthesis

The Logical Framework Model (Appendix ), supplemented with working objectives and performance indicators identified in the Appendix of this Report, was used in this study.

### 5.12.1 Data Collection and Analysis

The data collection instruments used in this study have been specified in Section 5.4 of this Report. The instrument or combination of instruments used in a particular case depended on the nature of the project / sub-program and on the evaluation issues or questions addressed. The choice of data collection instrument was, therefore, issue driven.

The collection of data from project files and in interviews with federal and provincial officers was project-specific. These data focused primarily on addressing the questions and issues raised in relation to the evaluation of performance towards achievement of operational targets at the project and activity levels. The technical details relating to a particular project or activity were derived from these data. They involved such information as the number of hectares brought back into production, the number of hectares that were priority sites, the number of hectares planted or seeded, survival rates, employment generated, cost-effectiveness, etc.

Aggregation of the details of a technical attribute of similar projects in a particular sub-program provided the basis for determining whether the sub-program attained its pre-established target and / or its objectives. For example, Sub-program A.1 - Reforestation on Provincial Crown Lands was assigned targets of 18 million seedlings and 9,500 hectares to be reforested over the five year period. Determination of whether this Sub-program met its targets would be based on the aggregation of the number of seedlings planted and hectares reforested on individual reforestation projects.

In this particular example, the hypothesis to be tested is that the Sub-program was successful in attaining its targets. The analytical method for verification of this hypothesis would be the statistical development of the sample mean, standard error and confidence limits as a basis for determining whether the Sub-program had achieved its targets. This type of statistical analyses will be carried out for the technical attributes of each sub-program where prior targets have been established.

There are also questions or issues relative to the evaluation of the contributions of sub-program projects and activities towards the achievement of the goals and objectives of the Agreement, cost-effectiveness in project and sub-program management (Level 2 evaluation). These types of questions or issues would best be addressed through information derived from interviews with federal and provincial officials, project contractors, opinion surveys, industry officials, user groups and informed people in the industry. In addressing these types of issues and questions: review project completion reports, and the economics of project activities, and assessment of project impacts would also be used in addressing these issues and questions based on a qualitative description of project or sub-program achievement and effectiveness.

Issues or questions that would be addressed through information and data derived from interviews with federal and provincial forestry officials and senior private sector forestry officials include the following:

- magnitude of change in economically accessible timber supply;
- tangible measure of change in resource management;
- change in public awareness of forest issues;
- research contributions to the development of the industry;
- degree of coordination, awareness and openness in the implementation of the Agreement.

The information derived from these interviews would provide important inputs to the qualitative analysis and description of the responses and resolution of these issues.

More broadly-based considerations concerning the over-all Agreement include such issues and questions as:

- appropriateness of the Agreement, its rationale, goals, objectives, targets and cost effectiveness;

- incremental gains to the industry and society;
- fiscal efficiency in the delivery of its programs and sub-programs;
- implementation and management of the Agreement;
- achievement of goals, objectives and targets;
- effects and impacts;
- alternative programming, etc.

These particular kinds of issues would be addressed on the basis of information derived from interviews with senior federal and provincial officials, private sector senior management officials, reputable researchers, agencies receiving funding support under the Agreement, industry and trade associations, and through questionnaires to target groups.

In addition, there are issues relating to the impact of the Agreement on the economic stability in forest-dependent communities. They include such considerations as: incremental employment generated by the Agreement; economic stability in forest-dependent communities; and changes in traditional lifestyles in Aboriginal communities. Information for analyzing and addressing these special issues would be obtained through interviews with leaders in Aboriginal and other local forest-dependent communities, and through project reports that identify the number and nature of jobs created by a particular sub-program and its projects.

Hence, the nature of the data analysis or qualitative description of the results of a particular sub-program and its constituent projects would be related to the particular issue or question being addressed or to the hypothesis that is being verified. Issues requiring quantitative measurements and statistical analysis will be addressed in this manner where objective and reliable data exist. In cases where issues and questions do not necessarily require quantitative measures, and where such data are unavailable, qualitative descriptions will be made of the outcome of the sub-program and its projects based on information derived from the particular combination of data collection instruments used. In view of budgetary and time constraints, sophisticated modelling techniques such as benefit-cost analysis or fiscal efficacy analysis have not been used in this study to assess the impacts of this Agreement.

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Appendix 7

**QUESTIONNAIRES**

**AND**

**EVALUATION FORMS**

## FUNDED APPLICANTS' QUESTIONNAIRE

<u>Question</u>	<u>Response</u>
1. What level of funding has your organization / firm received under the Partnership Agreement in Forestry?	
2. What was the original level of funding for which your firm / organization applied from the Partnership Agreement in Forestry Program?	
3. What were the consequences of a reduction in funding sought under the Partnership Agreement in Forestry Program?	
4. What would you consider to be the potential effects on your firm's / organization's project(s) of a higher level of funding from the Partnership Agreement in Forestry?	
5. How many projects were undertaken by your firm / organization with support from the Partnership Agreement in Forestry Program?	
6. What were the effects / impacts of Partnership Agreement in Forestry Program funding on the decision of your organization to proceed with the project(s)? Would your organization have gone ahead with the project(s) without financial and / or other support from the Partnership Agreement in Forestry Program?	



## FUNDED APPLICANTS' QUESTIONNAIRE

<p>7. What were the other sources of funding sought for your organization's project(s) other than the Partnership Agreement in Forestry?</p>	
<p>8. What were the contributions that your organization made to the project(s)?</p>	
<p>9. Were other projects developed as a consequence of the Partnership Agreement in Forestry Program funding to the project?</p>	
<p>10. Did your organization undertake any planning, market or technology transfer studies under the Partnership Agreement in Forestry Program?</p> <p>(a) What were they?</p> <p>(b) Were the recommendations implemented?</p> <p>(c) How useful were these recommendations in business decision making?</p>	
<p>11. How many person years of employment were generated by this project?</p>	
<p>12. Additional comments with regard to the Partnership Agreement in Forestry Program:</p>	

**QUESTIONNAIRE TO APPLICANTS WHOSE PROJECTS WERE NOT APPROVED  
FOR FUNDING SUPPORT UNDER THE PARTNERSHIP AGREEMENT IN FORESTRY**

1. Did your organization proceed with the project(s) without funding from the Partnership Agreement in Forestry Program?	
2. Did you receive funding from an alternative source or program other than the Partnership Agreement in Forestry Program?	
3. Are there comments which you may care to offer about the Partnership Agreement in Forestry Program?	

**QUESTIONNAIRE TO ORGANIZATIONS WHOSE PROJECTS WERE APPROVED FOR THE PARTNERSHIP AGREEMENT IN FORESTRY FUNDING BUT DID NOT FOLLOW THROUGH**

1. Why was the offer for assistance under the Partnership Agreement in Forestry not followed up?	
2. Did your firm / organization proceed without PAIF financial support?	
3. If not, why did the project not proceed?	
4. If the project did proceed, which other financing sources were used?	
5. How many person years of employment were created by the project?	
6. How did your firm / organization learn of the Partnership Agreement in Forestry?	
7. What is the level of your organization's receipts with and without the new project?	
8. Are there indications of the financial viability of your firm / organization's project in the absence of support from the Partnership Agreement in Forestry Program?	
9. Are there any additional comments that you wish to make?	

**QUESTIONNAIRE TO ORGANIZATIONS THAT DID NOT APPLY FOR FUNDING SUPPORT  
UNDER THE PARTNERSHIP AGREEMENT IN FORESTRY**

1. How did your organization learn about The Partnership Agreement in Forestry?	
2. Did your organization undertake any forestry projects in the years 1991-1994?	
3. If yes, why did your organization not apply for support under the Partnership Agreement in Forestry Program?	
4. How was your organization affected by a nearby project funded by the Partnership Agreement in Forestry Program?	
5. Are there additional comments that you may care to offer about the Partnership Agreement in Forestry Program?	

Table 1: Correspondence between Long-term Policy Objectives and Goals of PAIF94, and Sub-Programs

POLICY OBJECTIVES GOALS	Long Run Accessibility of Timber Supply	Management and Use of Forest Resources and Non-timber Valuation	Economic Diversification of Forests and Human Resource Development
Economic Development			Major
Employment Creation			Major
Increased Timber Supply	Major		
Improved Utilization of Forest Resource		Major	
Research and Technology Transfer	Major	Major	Major
Improved Forest Management on all lands		Major	

Table 2: Correspondence between PAIF94 Goals and Sub-Program's Objectives

**PROGRAM A -- WOOD SUPPLY MAINTENANCE AND ENHANCEMENT**

<b>PAIF Goals</b>	<b>Sub-Program A.1 -- Reforestation on Provincial Crown Lands</b>	<b>Sub-Program A.2 -- Management of Federal Crown Lands and Private Woodlands</b>	<b>Sub-Program A.3 -- Stand Tending</b>	<b>Sub-Program A.4 -- Forest Data Base</b>
Economic Development				
Employment Creation				
Increased Timber Supply	Renew productive forest growth on Provincial Crown lands	<b>Federal Crown Lands:</b> - Reforestation of cutover and burned-over lands	Tending operations in forest stands - conifer release - hardwood release - juvenile spacing - sanitation cutting	
Improved Utilization of Forest Resource				
Research and Technology Transfer				

<p>Improved Forest Management on all lands</p>		<p><b>Federal Crown Lands:</b></p> <ul style="list-style-type: none"> <li>- Inventory data on timber supply</li> <li>- Prepare forest management plans</li> <li>- Intensive forest management activities</li> </ul> <p><b>Private Woodlots:</b></p> <ul style="list-style-type: none"> <li>- Conduct forest inventories</li> <li>- Management planning and implementation</li> <li>- Related extension services</li> </ul>	<p>Forest data bases development, including collection, analysis and reporting system</p> <ul style="list-style-type: none"> <li>-Site classification system</li> <li>-Growth enhancement projects</li> <li>-Land management atlas</li> <li>-Growth and yield analysis</li> <li>-Monitoring and assessment systems for fire, insect, and disease activities</li> <li>-Forest inventory sampling and scanned GIS</li> <li>-Long-term management plans</li> </ul>
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**PROGRAM B -- APPLIED RESEARCH, MARKETING, AND  
TECHNOLOGY TRANSFER**

<b>PAIF Goals</b>	<b>Sub-Program B.1 -- Technology Transfer</b>	<b>Sub-Program B.2 -- Applied Forest Research</b>	<b>Sub-Program B.3 -- Forest Products Research and Marketing</b>
Economic Development			-Promotion, development and studies of higher value-added products and processes -Diversification of forest-related industries
Employment Creation			
Increased Timber Supply			
Improved Utilization of Forest Resource			-Market development for forest products
Research and Technology Transfer	-Facilitation of prompt transmission and utilization of research results	- Support research in areas germane to improvement of forestry activity in Saskatchewan	
Improved Forest Management on all lands			



**PROGRAM C -- INTEGRATED FOREST MANAGEMENT, PLANNING  
AND DEVELOPMENT**

<b>PAIF Goals</b>	<b>Sub-Program C.1 -- Park Vegetation Management</b>	<b>Sub-Program C.2 -- Forest Wildlife Habitat Planning</b>	<b>Sub-Program C.3 -- Forest Watershed Harvest Planning</b>
<b>Economic Development</b>			
<b>Employment Creation</b>			
<b>Increased Timber Supply</b>			
<b>Improved Utilization of Forest Resource</b>			
<b>Research and Technology Transfer</b>			<b>-Research (hydrological models) on effects of harvesting on watersheds</b>
<b>Improved Forest Management on all lands</b>	<b>-Develop a vegetation management component of IRM plan</b>	<b>-Recognize value of wildlife and its habitat in IRM plan</b>	<b>-Contribution to watershed management component of the IRM plan</b>

**PROGRAM D -- PUBLIC INFORMATION, EDUCATION, WORKER  
TRAINING AND AGREEMENT SUPPORT**

<b>PAIF Goals</b>	<b>Sub-Program D.1 -- Public Information and Worker Training</b>	<b>Sub-Program D.2 -- Administration, Monitoring, Agreement Support and Evaluation</b>
Economic Development	-Demonstrate social and economic benefits of management	
Employment Creation	-Identification of forest workers training needs	
Increased Timber Supply		
Improved Utilization of Forest Resource		
Research and Technology Transfer		
Improved Forest Management on all lands		
Public Information	-Demonstrate full cooperation between two levels of governments -Improve public awareness -Educate residents on forests and forestry matters	
Fiscal Efficacy, Program effectiveness		-Administrative and co-ordination of all programs -Review and evaluation of the program

**LOGICAL FRAMEWORK ANALYSIS  
OF ACTIVITIES UNDER THE PAIF94**

Table 3: LOGFRAME Analysis of the PAIF94 Program

## Level One: Overall PAIF

NARRATIVE SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS OR INCONTR-OLLABLE FACTORS
<p><b>GOALS</b></p> <p>(1) Economic Development</p> <p>(2) Employment Creation</p> <p>(3) Enhance Timber Supply</p> <p>(4) Improved Utilization of Forest Resource</p> <p>(5) Research and Technology Transfer</p> <p>(6) Improved Forest Management on all lands</p>	<p>(1) Appropriateness of the Agreement</p> <p>(2) Appropriateness of goals</p> <p>(3) Appropriateness of targets set</p> <p>(4) Cost Effectiveness of the Program</p> <p>(5) Incremental Gains to Society</p> <p>(6) Fiscal Efficiency in the Delivery of the Program</p>	<p>(1) Interviews with Federal and Provincial Senior Officials</p> <p>(2) Interviews with Federal and Provincial Minister and Deputy Ministers</p> <p>(3) Interviews with Industry senior management officers, and with the Provincial Institute of Forestry</p> <p>(4) Interviews with researchers and other agencies receiving grants under the program</p> <p>(5) Detailed analysis of each sub-program</p>	
<b>PURPOSE</b>			
<b>OUTPUT</b>			
<b>ACTIVITIES</b>			

Table 3 (Section 2)

NARRATIVE SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<b>GOALS</b>			
<p><b>PURPOSE</b></p> <ul style="list-style-type: none"> <li>(1) Increased value-added in the province and in the forest-region</li> <li>(2) Develop long-term employment in the forest industries</li> <li>(3) Increased timber supply in the province</li> <li>(4) Apply integrated resource management practices</li> <li>(5) Higher use of forest resource over the pre-agreement period</li> <li>(6) Improve quality of research in areas affecting timber supply, non-timber values, marketing, and other areas related to forests</li> <li>(7) Increase the awareness of forest resources in the province</li> <li>(8) Improve the efficiency of workforce in forest industry</li> </ul>	<ul style="list-style-type: none"> <li>-Change in Directly attributable value-added in the province, and in the forest region of Saskatchewan</li> <li>-Change in Employment</li> <li>-Change in the long-term timber supply in forest region</li> <li>-Change in the use of timber and timber products over the pre-agreement period</li> <li>-Contribution of research supported</li> <li>-Change in the public awareness levels</li> <li>-Change in the productivity of workers directly attributable to the program</li> </ul>	<ul style="list-style-type: none"> <li>-Project files and progress reports</li> <li>-Personal interviews with program coordinators</li> <li>-Collection of data on value-added and employment from project managers</li> <li>-Survey of public re awareness, and participation in activities organized by PAIF</li> <li>-Interview forest researchers/ policy makers in neighbouring provinces or at Chalk River</li> <li>-Interview forestry workers</li> </ul>	
<b>OUTPUT</b>			
<b>ACTIVITIES</b>			

Table 3 (Section 3)

NARRATIVE SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<b>GOALS</b>			
<b>PURPOSE</b>			
<b>OUTPUT</b> (1) Contribution to Provincial and Regional Gross Domestic Product (Direct and Indirect) (2) Additional Jobs Created (3) Number of workers trained (4) Additional Forest lands (Provincial Crown, Federal Crown, and Private) prepared for long-term timber supply (5) Identification of non-timber values for regional forest resource (6) Development of a long-term forest management plan for the province (7) Document timber use (8) Develop timber inventory for the province	-Degree of Target Achievement such as value added, employment created, workers trained -Quality assessment re. nature of work preparedness, timber inventory, timber use, long-term management plan -Contribution made by identification of non-timber values, such as number of businesses helped, new business activity, -Adoption of new ideas created by projects funded, such as IRM, timber inventory, timber use documentation, by government agencies, and private agencies -Current employment of workers after training (did they change jobs in a different province) -Economic viability of agencies receiving projects as well as those in general forest industries	Same as above	
<b>ACTIVITIES</b>			

Table 3 (Section 4)

NARRATIVE SUMMARY	MEASUR- ABLE INDICATORS	MEANS OF VERIFICA- TION	ASSUMP -TIONS
<b>GOALS</b>			
<b>PURPOSE</b>			
<b>OUTPUT</b>			
<p><b>ACTIVITIES</b></p> <p>Each of the sub-programs will be included here, with major activities identified</p> <ul style="list-style-type: none"> <li>- Reforestation</li> <li>- Collection of data for developing forest inventory</li> <li>- Forest management plans</li> <li>- Silviculture</li> <li>- Stand tending</li> <li>- Training of workers for fire prevention, silviculture, economic assessment methodology</li> <li>- Research in timber products</li> <li>- Research in Non-timber products</li> <li>- Park vegetation management</li> <li>- Wildlife habitat planning</li> <li>- Watershed harvest planning</li> <li>- Public information</li> <li>- Public education</li> <li>- Identification of forest workers training needs</li> <li>- Program delivery and planning</li> </ul>	<p>Indicators would differ from activity to activity but would be of the following general nature:</p> <ul style="list-style-type: none"> <li>(1) Appropriateness of the nature of activity</li> <li>(2) Quality assessment of the product or output</li> <li>(3) Practical significance of the product or output of an activity</li> <li>(4) For research projects, contribution to basic knowledge, and that leading to practical applications</li> </ul>	<ul style="list-style-type: none"> <li>- Field checks</li> <li>- Internal documents from the Federal and Provincial Departments</li> <li>- Examination of the Product (Inventory)</li> <li>- Interviews with forest plan users as to its effectiveness</li> </ul> <p>Other sources of data as noted above</p>	

**Level Two: Sub-Program Level**

Table 4.1: LOGFRAME Analysis of Sub-Programs of the PAIF94

**Sub-program A.1: Reforestation on Provincial Crown Lands**

<b>NARRATIVE SUMMARY</b>	<b>MEASUR- ABLE INDICATORS</b>	<b>MEANS OF VERIFICA- TION</b>	<b>ASSUMP- TIONS</b>
<b>GOALS</b> Long term economically accessible timber supply	Magnitude of change in economically accessible timber supply ✓	Interviews with - Provincial and federal officials in Forestry	
<b>PURPOSE</b> To renew productive forest growth on Provincial Crown lands	Productive forest growth on Provincial Crown lands to increase in the future ✓	- Project activity records and final reports - Field check as to whether land treated was provincial Crown land	
<b>OUTPUT</b> Reforestation	Seedlings to be planted: 18 million  Area to be reforested: 9 500 ha ✓	- Annual report or records of Nursery - Annual records of provincial department of Environment and Resource Management	
<b>ACTIVITIES</b> Planting, Seeding and Scarification	Seedlings to be planted: 18 million ✓  Area to be reforested: 9 500 ha ✓	- Annual report or records of Nursery - Annual records of provincial depart of Environment and Resource Management - Contractor reports/records - Interviews	



Table 4.2: LOGFRAME Analysis of Sub-Programs of the PAIF94

## Sub-program A.2: Management of Federal Crown Lands and Private Woodlots

NARRATIVE SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><b>GOALS</b></p> <ul style="list-style-type: none"> <li>-To stabilize native communities in terms of providing employment opportunities and opportunities to maintain traditional lifestyle</li> <li>-To foster utilization of timber from private lands</li> </ul>	<ul style="list-style-type: none"> <li>-Perception of stability in native communities that were supported, compared to those not</li> <li>-Additional employment generated (short-run and long-run)</li> <li>-Change in the traditional lifestyles</li> </ul>	<ul style="list-style-type: none"> <li>-Interviews with native community leaders</li> <li>-Interviews with workers</li> <li>-Project reports and files</li> </ul>	
<p><b>PURPOSE</b></p> <ul style="list-style-type: none"> <li>-To utilize forest resources on Indian Reserves and private woodlots in an orderly and efficient manner using modern methods in inventory, technology, management planning, harvesting and silviculture</li> </ul>	Same as above	Same as above	

<p><b>OUTPUT</b></p> <p><b>FEDERAL CROWN LANDS:</b></p> <ul style="list-style-type: none"> <li>-Data on forest inventory</li> <li>-Forest management plans</li> <li>-Reforestation of cutover and burnedover lands</li> <li>-Adoption of intensive forest management</li> </ul> <p><b>PRIVATE WOODLOTS:</b></p> <ul style="list-style-type: none"> <li>-Forest inventories</li> <li>-Management plans</li> <li>-Development of Non-Traditional forest products</li> <li>-Sectoral development projects</li> </ul>	<ul style="list-style-type: none"> <li>-Quality of forest inventory (accuracy, usability, GIS-friendliness)</li> <li>-Reforestation targets met</li> <li>-Degree of adoption of intensive forest management for future</li> </ul> <p>Same as above plus:</p> <ul style="list-style-type: none"> <li>-Nature of non-traditional forest products developed and their economic significance</li> <li>-Degree of success with sectoral development</li> </ul>	<ul style="list-style-type: none"> <li>-Field checks</li> <li>-Project reports</li> </ul> <ul style="list-style-type: none"> <li>-Field checks</li> <li>-Project reports</li> <li>-Interview with woodlot operators</li> </ul>	
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<p><b>ACTIVITIES FEDERAL CROWN LANDS:</b></p> <ul style="list-style-type: none"> <li>-To facilitate the collection of inventory data suitable for leading in a GIS</li> <li>-Preparation of forest management plan</li> <li>-Reforestation of cutover and burned over lands</li> <li>-Intensive forest management activities</li> </ul> <p><b>PRIVATE WOODLOTS:</b></p> <ul style="list-style-type: none"> <li>-To conduct forest inventories, management and planning and implementation, and related extension activities</li> <li>-Development of non-traditional forest products</li> </ul>	<p>Same as above</p>	<ul style="list-style-type: none"> <li>-Examination of the product produced (Data) through interview with GIS modellers and users</li> <li>-Examination of management plans</li> <li>-Interviews with the Private Woodlots Association officials</li> </ul> <p>As above, plus Interviews with producers of non-traditional products, their economic viability, and extent of commercial scale</p>	
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Table 4.3: LOGFRAME Analysis of Sub-Program A.3 of PAIF94

## Sub-program A.3: Stand Tending

NARRATIVE SUMMARY	MEASUR- ABLE INDICATORS	MEANS OF VERIFICA- TION	ASSUMP- TIONS
<b>GOALS</b> Improve Saskatchewan future timber supply	Expected Change in the future timber supply on treated stands	Scientific evidence on the effect of stand tending under Saskatchewan conditions	
<b>PURPOSE</b> To enhance the growth and quality of existing stands	Measure of productivity on treated stands compared to non-treated stands		
<b>OUTPUT</b> Tending operations in forest stands proximal to existing or anticipated processing facilities	Target hectares treated 6 500	Project reports	
<b>ACTIVITIES</b> -Conifer release by harvesting the hardwood overstorey -Conifer release by removing competing deciduous growth -Hardwood release by removing competing deciduous growth -Juvenile spacing and precommercial thinning -Sanitation cutting to reduce insect and disease damage	-Location of treated areas (Proximity to processing facilities) -Nature and quality of Stand Tending undertaken	Project reports	

Table 4.4: LOGFRAME Analysis of Sub-Program A.4 of PAIF94

## Sub-program A.4: Forest Data Bases

NARRATIVE SUMMARY	MEASUR- ABLE INDICATORS	MEANS OF VERIFICA- TION	ASSUMP- TIONS
<p><b>GOALS</b> To improve effective resource management and to inform the public on forestry issues</p>	<ul style="list-style-type: none"> <li>-Tangible measure of change in effective resource management</li> <li>-Change in the public awareness of Saskatchewan forestry issues ✓</li> </ul>	<ul style="list-style-type: none"> <li>-Interview with senior federal and provincial officials</li> <li>-Interview senior private industry officials</li> </ul>	
<p><b>PURPOSE</b> To enhance Saskatchewan's data collection, analysis and reporting systems</p>	<p>Appropriateness of the nature of data collection activities</p>	<p>Project reports</p>	
<p><b>OUTPUT</b> -Creation of Saskatchewan portion of the national forestry data base -Long-term Integrated forest management plan for the province -Generation of data conducive to the development of growth relationships, and yield factors</p>	<ul style="list-style-type: none"> <li>-Was the target met</li> <li>-Was the product produced appropriate</li> <li>-Did the product meet public approval</li> <li>-Was the product technically sound</li> </ul>	<ul style="list-style-type: none"> <li>-Project reports</li> <li>-Expert evaluation of models and data bases</li> <li>-Interviews with public</li> <li>-Interviews with private industry</li> <li>-Meetings with forestry officials</li> </ul>	

<p><b>ACTIVITIES</b></p> <ul style="list-style-type: none"> <li>-Creation of a site classification system</li> <li>-Growth enhancement projects</li> <li>-Creation of a Land management atlas</li> <li>-Growth and yield analysis</li> <li>-Develop a comprehensive system of monitoring and assessment of the insect, disease, and fire activities</li> <li>-Forest inventory sampling and scanned GIS data input</li> <li>-Develop a long-term management plans for Saskatchewan forests</li> </ul>	<ul style="list-style-type: none"> <li>(1) Appropriateness of activities undertaken</li> <li>(2) Quality of output produced</li> <li>(3) Effectiveness of monitoring and assessment system</li> <li>(4) Adoption of management plans by government and industry</li> </ul>	<ul style="list-style-type: none"> <li>-Discussion with forestry experts</li> <li>-Technical evaluation of products produced</li> <li>-Interviews with industry</li> <li>-Interviews with major forestry and environmental groups</li> </ul>	
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Table 4.5: LOGFRAME Analysis of Sub-Program B.1 of PAIF94

## Sub-program B.1: Technology Transfer

NARRATIVE SUMMARY	MEASUR- ABLE INDICATORS	MEANS OF VERIFICA- TION	ASSUMP- TIONS
<p><b>GOALS</b> To derive full benefits of investments in forest research and development</p> <p>To improve forest management</p>	<p>Improvement in the rate of return to research investment</p> <p>Perception of the change in forest management style as a result of the Agreement</p>	<p>Interviews with project leaders</p> <p>Interviews with forest industry officials</p> <p>Interviews with NGO associated with forestry</p>	
<p><b>PURPOSE</b> To facilitate prompt transmission and utilization of research results from Forestry Canada's scientific staff to the practising field foresters</p>	<p>Same as above</p>	<p>Same as above</p>	

<p><b>OUTPUT</b></p> <p>Frequent interaction and exchange of ideas and views on forestry problems through holding workshops, conferences, or other gatherings</p> <p>Pilot projects to demonstrate newly improved technology and techniques</p> <p>Innovative development of equipment and procedures to improve forest management</p>	<p>Number of workshops, conferences, and other gatherings</p> <p>Attendance by Saskatchewan forestry personnel</p> <p>Relevance of the topic of discussion for Saskatchewan forest management</p>	<p>Mail questionnaire response from workshop (conference) attendees</p> <p>Project reports</p> <p>Discussions with forestry officials</p>	
<p><b>ACTIVITIES</b></p> <p>Operation of Technology Development Unit within the Northwest region of Forestry Canada</p> <p>Prescribed fire, fire management and fire preparedness</p> <p>Silviculture and other equipment trials</p> <p>Seminars and information exchanges</p> <p>Insect and disease management technology</p> <p>Economic assessment technology in silviculture and timber management</p>	<p>Nature of activity undertaken (Types of programs)</p> <p>Attendance at the workshops, particularly those from Saskatchewan Forest sector</p> <p>Evaluation of Participants of the Activities</p>	<p>Mail questionnaire response of workshop participants</p> <p>Interviews with senior members of the unit where these workers are employed</p> <p>Project reports</p> <p>Internal evaluations</p>	



Table 4.6: LOGFRAME Analysis of Sub-Program B.2 of PAIF94

## Sub-program B.2: Applied Forest Research

NARRATIVE SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<b>GOALS</b> To improve the forestry activities in Saskatchewan through research	Contribution of research to development of forest industry in the province	Project reports  Discussion with program leaders in Federal and Provincial governments ✓  Discussions with Professional bodies	
<b>PURPOSE</b> Fund research in priority areas	same as above	Same as above	
<b>OUTPUT</b> Scientific reports, journal articles, manuals  Preparation of videos  Organization of seminars and workshops	Quality of research  Effectiveness of publications  Relevance of publications to Saskatchewan forest industry	Professional evaluation  Internal reviews  Type of publications (National vs, International)	

<p><b>ACTIVITIES</b></p> <p>Funding of research in silviculture</p> <p>Research in forest inventory including growth and yield</p> <p>Research in nursery and tree improvement</p> <p>Research in forest protection, including fire management and insect and disease issues</p> <p>Research in economics of forests</p>	<p>Nature of research undertaken</p> <p>Nature of contribution made by each type of research activities (Major problems addressed)</p> <p>Economic significance of the solutions suggested</p> <p>Contribution made by the research to the knowledge</p>	<p>Same as above</p>	
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Table 4.7: LOGFRAME Analysis of Sub-Program B.3 of PAIF94

## Sub-program B.3: Forest Products Research and Marketing

NARRATIVE SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><b>GOALS</b> Improve province's economic base and providing stability and diversity to its economic base</p>	Change in province's gross domestic product associated with sub-program activities	Project reports  Meetings with senior federal and provincial officials ✓	
<p><b>PURPOSE</b> Increase value-added component of various Saskatchewan forest products through promotion, development and studies of market potential</p>	Same as above	Same as above	
<p><b>OUTPUT</b> Market feasibility studies  Opportunity identification studies for Saskatchewan forest products  Value-added opportunity studies</p>	<p>Appropriateness of products studied</p> <p>Were markets identified</p> <p>Were any economic opportunities captured</p> <p>Were the information gathered of practical use to people in the industry</p>	<p>Project reports</p> <p>Interviews with business people handling non-timber products</p> <p>Interviews with private forest industry</p> <p>Examination of final product of the project document</p>	

<p><b>ACTIVITIES</b></p> <p>Support forest-related industries in diversifying to meet expanding market needs</p> <p>Development of non-timber products as income alternatives and augmentation</p> <p>Comprehensive study of Saskatchewan's forest product capabilities, the industry's social and economic impact, and related opportunity identification</p>	<p>Extent of diversification achieved</p> <p>Products for which markets were captured through commercial activities</p> <p>Increase in the social and economic impact of the industry</p>	<p>Project reports</p> <p>Examination of documents</p>	
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Table 4.8: LOGFRAME Analysis of Sub-Program C.1 of PAIF94

## Sub-program C.1: Park Vegetation Management

<b>NARRATIVE SUMMARY</b>	<b>MEASUR- ABLE INDICATORS</b>	<b>MEANS OF VERIFICA- TION</b>	<b>ASSUMP- TIONS</b>
<b>GOALS</b> Improve management of provincial parks	Change in the quality of park management as perceived by: park users, and park administrators	Change in the Perception of quality improvement in management of provincial parks through a comparison of with and without such projects	
<b>PURPOSE</b> To enhance non-timber benefits from Saskatchewan provincial parks	Change in the benefits fro the target non-timber benefits	Interview with Provincial parks officials  Project reports	
<b>OUTPUT</b> Vegetable management component of the integrated forest resource management plan of the province	Nature (Quality and appropriateness) of the developed component	Discussions with park users along with data on their perception of the quality and appropriateness of the component	

<p><b>ACTIVITIES</b></p> <p>Wildlife enhancement</p> <p>Slope stabilization including soil erosion prevention in sensitive areas</p> <p>Site rehabilitation for visual and environmental appeal</p>	<p>Magnitude of wildlife enhancement in treated parks</p> <p>Magnitude of slope stabilization</p> <p>Criteria used for selection of treatment areas</p> <p>Change in the visual appeal of the park after treatment</p> <p>Change in the environmental appeal after treatment</p>	<p>Comparison of with and without situation derived from project reports</p> <p>Interviews with Provincial park managers, and senior officials in SERM</p>	
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Table 4.9: LOGFRAME Analysis of Sub-Program C.2 of PAIF94

## Sub-program C.2: Forest Wildlife Habitat Planning

NARRATIVE SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><b>GOALS</b> To improve the forest management through inclusion of non-timber values ✓</p>	<p>Success of acceptance of the goal by industry, government, and NGO's in the province</p> <p>Magnitude of success in Achievement of the goal</p>	<p>Discussions with decision makers re. forest management</p> <p>Interviews with NGO's and public-at-large including hunters and non-consumptive users of wildlife</p>	
<p><b>PURPOSE</b> To contribute towards the recognition of wildlife as a non-timber benefits in deriving total benefits of the forests</p>	<p>Improvement in the Quality of forest management decisions ✓</p>	<p>Same as above</p>	
<p><b>OUTPUT</b> Forest wildlife component of the Integrated forest management plan</p>	<p>Quality of the Wildlife component ✓</p>	<p>Technical Examination of the component (soundness)</p>	
<p><b>ACTIVITIES</b> Wildlife habitat inventory projects</p> <p>Developing plans for considering wildlife benefits in forestry activities</p>	<p>Accuracy of inventory developed ✓</p> <p>Nature in which wildlife enters into the overall plan ✓</p> <p>Nature of change in management decisions (Evaluation) ✓</p>	<p>Project reports</p> <p>Examination of project documents</p>	

Table 4.10: LOGFRAME Analysis of Sub-Program C.3 of PAIF94

## Sub-program C.3: Forest Watershed Harvest Planning

NARRATIVE SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<b>GOALS</b> To improve forest management by incorporating watershed harvesting ✓	Development of new knowledge ✓ Appropriateness of concern for incorporating watershed harvesting ✓	Interview professional hydrologists in the program and those not directly associated with it	
<b>PURPOSE</b> To measure the effects of forest harvesting on watersheds ✓	Same as above	Same as above	
<b>OUTPUT</b> Development of hydrological models showing interrelationship between forest harvest and watershed harvesting ✓ Development of a watershed management component of an integrated resource management plan ✓	Quality of hydrological models developed ✓ Quality of watershed management component of the integrated resource management plan	Professional evaluation of models Professional evaluation of watershed management component	
<b>ACTIVITIES</b> ✓ Data collection and analysis and the testing, calibration and application of hydrological models	Quality of data collection ✓ Quality of model calibration ✓	Same as above Project reports	



Table 4.11: LOGFRAME Analysis of Sub-Program D.1 of PAIF94

## Sub-program D.1: Public Information, Education and Worker Training

NARRATIVE SUMMARY	MEASUR- ABLE INDICATORS	MEANS OF VERIFICA- TION	ASSUMP- TIONS
<p><b>GOALS</b></p> <p>Increase public awareness regarding PAIF ✓</p> <p>Training of workers for enhancing employment and economic development ✓</p>	<p>Perceptible improvement in the public awareness of PAIF</p>	<p>Public opinion survey and comparison with base results</p>	
<p><b>PURPOSE</b></p> <p>To demonstrate a full degree of cooperations between the governments of Canada and Saskatchewan toward achievement of enhanced forest management, with concurrent co-operation from forest industry and other sectoral participants</p> <p>To ensure that Saskatchewan residents are informed and aware of this Agreement and its accomplishment ✓</p> <p>To demonstrate to Saskatchewan residents the social and economic benefits of responsible management of all of the forest resources both fibre and non-fibre</p> <p>To educate Saskatchewan residents on forest and forestry matters through involvement in youth education programming and by responding to issues raised by urban residents</p> <p>To assist with the identification of forest worker training needs and in conjunction with industry and other clients, develop standards for silviculture training programs</p>	<p>Degree of cooperation between the two levels of government and the forest industry ✓</p> <p>Change in the Degree of awareness of Saskatchewan residents of: (1) the Agreement and accomplishments; and (2) Social and economic benefits of forest resources ✓</p> <p>Effectiveness of youth education programs ✓</p> <p>Effectiveness of forest worker training need identification ✓</p>	<p>Meetings with government officials</p> <p>Meetings with forest industry and other sectoral participants</p> <p>Interviews with workers trained and their supervisors</p> <p>Meetings with teachers where youth education programs were delivered</p> <p>Interviews with students undergone training</p>	

<p><b>OUTPUT</b>  A package of public awareness regarding the Agreement and its achievement</p> <p>A package of youth education programming</p> <p>A package of training needs of workers in silviculture</p>	<p>Technical quality of program</p>	<p>Expert assessment of various packages</p>	
<p><b>ACTIVITIES</b>  To be determined based on the projects funded</p>			

Table 4.12: LOGFRAME Analysis of Sub-Program D.2 of PAIF94

**Sub-program D.2: Administration, Monitoring, Agreement Support and Evaluation**

<b>NARRATIVE SUMMARY</b>	<b>MEASURABLE INDICATORS</b>	<b>MEANS OF VERIFICATION</b>	<b>ASSUMPTIONS</b>
<p><b>GOALS</b> To improve coordination in the implementation of the Agreement</p> <p>To ensure the involvement of all agencies and government departments with related responsibilities</p>	<p>Degree of coordination</p> <p>Degree of openness and awareness in the execution of the Agreement activities</p>	<p>Interviews with senior forestry officials in federal and provincial governments</p>	
<p><b>PURPOSE</b> Administration and coordination of all programs under this Agreement</p>	<p>Same as above</p>	<p>Same as above</p>	

<p><b>OUTPUT</b></p> <p>Detailed proposals</p> <p>Annual workplans</p> <p>Progress reports</p> <p>Plans for monitoring of projects and sub-programs</p>	<p>Quality of proposals</p> <p>Criteria for selecting the awards</p> <p>Dissemination of information for opportunities under the Agreement</p> <p>Were the annual reports and working reports prepared, and their quality (comprehensiveness, details)</p> <p>Quality of monitoring mechanism</p> <p>Quality of data collection for monitoring</p> <p><i>Fiscal effectiveness ratio</i> (Amount expended to amount budgeted)</p>	<p>Project reports</p> <p>Examination of prepared documents such as annual workplans, progress reports</p> <p>Examination of monitoring data</p>	
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<p><b>ACTIVITIES</b></p> <p>Preparation of detailed proposals for Programs and Projects under the Agreement</p> <p>Preparation of annual Work Plans and program budgets and for the monitoring of the project progress and output</p> <p>Collection of data regarding the progress of implementation of all programs and projects (on a required basis)</p> <p>Review and evaluation of Sub-program and projects</p>	Same as above	All of the above	
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**Level Three: Project Level**

**Table 5: LOGFRAME Analysis of a Project funded under the PAIF94 Agreement  
Project: # 3017 B 3 - Inventory and Market Analysis of Saskatchewan Non-Timber  
Products**

**Contractor: Weyerhaeuser Canada Ltd**

**Budget: \$ 29 000**

NARRATIVE SUMMARY	MEASUR- ABLE INDICATORS	MEANS OF VERIFICA- TION	ASSUMP- TIONS OR INCONTR- OLLABLE FACTORS
<p><b>GOALS</b> To enhance economic development of the province through production and processing of special forest products</p>	<p>Appropriateness of the goal  Significance of the finding towards meeting the goal</p>	<p>Discussions with Weyerhaeuser Canada Ltd, Saskatchewan Timberland</p>	
<p><b>PURPOSE</b> To undertake an analysis of market opportunities for non-wood (special) forest products which could be developed from the lands in Weyerhaeuser Canada Ltd., Saskatchewan Timberland FMLA area  To develop a business plan for a specific product or group of products as identified in the analysis  To assist in revising conventional inventory procedures to field collect data on special forest products</p>	<p>Usefulness of the market opportunities analysis for Weyerhaeuser and to Province of Saskatchewan  Quality of business plan  Nature and usefulness of the inventory procedures to field collect data</p>	<p>Same as above</p>	

<p><b>OUTPUT</b></p> <p>Collection of data</p> <p>Analysis of data</p> <p>Final report</p>	<p>Accuracy of data collected</p> <p>Appropriateness of data collected</p> <p>Quality of findings (practical significance)</p> <p>Fiscal effectiveness ratio</p>	<p>Expert evaluation of the final report</p> <p>Interviews with industry people</p>	
<p><b>ACTIVITIES</b></p> <p>Interviews with industry people</p> <p>Documentation of market potential</p> <p>Documentation of opportunities for Saskatchewan special forest products industry</p> <p>Others to be added based on actual activities undertaken</p>	<p>Relevance of the activities for the achievement of the purpose/goals</p> <p>Allocation of total budget to various activities</p>	<p>Expert evaluation of the final report</p>	

SELECTED EVALUATION METHODOLOGICAL ISSUES



## MAJOR TYPES OF EVALUATION

### 1. Conceptual logical framework analysis

- Analysis of relationship between goals and purpose, purpose and output, and output and activities
- Identification of assumptions necessary to be made in order to secure the goals of each project, sub-program, and the Agreement

### 2. Distribution of Projects with a direct and a major relationship to a stated goal of the Agreement

### 3. Empirical logical framework analysis

Same analysis as above, but based on what was carried out, and achieved by the project or the sub-program.

In other words, a correspondence analysis between the stated goals and expectations of the Agreement and those actually achieved is carried out.

If there is a variation in the expected and achieved goals, identification of the assumptions or conditions uncontrolled by the project manager would be identified.

### 4. Evaluation of the project reports and models built

This requires an evaluation of the developed outputs of various projects in one of two ways:

- (1) Practical significance of the results
- (ii) Technical quality by experts in the field

### 5. How sophisticated should the verification of actual target achievement be?

- Use of project reports
- Field checks and verification

**5. Benefit-Cost analysis of the Agreement**

- 6. Use of other economic models:**  
such as cost-effectiveness analysis, or regional impact estimation,

## Three Levels of data analysis

<b>ANALYSIS AND MODELLING FOR EVALUATION</b> ----- <b>DATA COLLECTION</b>	<b>QUALITATIVE DESCRIPTION</b>	<b>QUALITATIVE DESCRIPTION AND DATA ANALYSIS</b>	<b>QUALITATIVE DESCRIPTION, DATA ANALYSIS AND SOPHISTICATED MODELLING</b>
<b>OPINIONS AND INTERVIEWS</b>	All evaluations based on hear-say evidence;  Simple tabulation of results	Analysis of public opinion data	Not possible
<b>PERFORMANCE INDICATORS</b>	Same as above	Objective data collection and analysis  User of cross-tabular analysis	Not possible
<b>TECHNICAL EVALUATION</b>	Same as above	Same as above	Expert's evaluation of output; Empirical testing of models, Benefit-cost Analysis, Fiscal efficacy, Cost-effectiveness analysis

Appendix 8

**Sub-Program A.1**

**Level 2:**

How did the projects contained in this sub-program contribute to achievement of Agreement objectives?

Were the projects cost-effective?

Were the expenditures incurred and contracts awarded at lowest cost?

What was the impact of these projects on productive forest land losses in Saskatchewan?

**Level 3:**

How many hectares were brought back into production?

How many hectares were priority sites? (i.e. N.S.R.)

How many required site preparation?

How many hectares were

1) planted?

2) seeded?

How many hectares were intensively treated to reduce mortality from rodents, insects, disease, drought, etc., to minimize vegetative competition, as well as established to the free to grow stage?

How many seed orchards were developed or improved?

How many regeneration plots were carried out to monitor survival?

How many hectares did these plots encompass?

What was the survival rate?

What employment was generated?

## **Sub-Program A.2**

### **Level 2:**

How did projects contained in this sub-program contribute in a measurable way to achievement of Agreement objectives?

Were the projects cost-effective?

Were the expenditures incurred and projects awarded at lowest cost?

Did these projects contribute to the economic stability of native communities through employment opportunities to maintain traditional lifestyles?

Did these projects contribute to private land forestry development by owners?

What institutional constraints impacted on the effectiveness and cost efficiency of this program?

### **Level 3:**

How many hectares were brought back into production?

How many hectares were priority sites? (i.e. N.S.R.)

How many hectares involved:

- 1) Indian Reserve Lands?
- 2) Other Federal Lands?
- 3) Private land tenure wood lots?

How many of these hectares required:

- 1) Inventory?
- 2) Management Planning?

How many hectares were:

- 1) Planted?
- 2) Seeded?

How many hectares were intensively treated to reduce mortality from rodents, insects, disease, drought, etc., to minimize vegetative competition as well as established to the free to grow stage?

How many regeneration plots were carried out to monitor survival?

How many hectares did these plots encompass?

What was the survival rate?

What employment was generated?

What extension and technology transfer services were performed?

What specialty or non-traditional, customary forest products were developed/encouraged?

## **Sub-Program A.3**

### **Level 2:**

How did projects contained in this sub-program contribute to achievement of Agreement objectives?

Were the projects cost-effective?

Were the expenditures incurred and contracts awarded at lowest cost?

### **Level 3:**

How many hectares were treated to improve/enhance productivity?

How many hectares were priority sites? (i.e., near processing facilities)

How many hectares involved:

- 1) conifer release by harvesting the hardwood overstory?
- 2) conifer release by removing competing deciduous growth?
- 3) hardwood release by removing competing deciduous growth?
- 4) juvenile spacing and pre-commercial thinning?
- 5) sanitation cutting to reduce insect and disease damage?

What employment was generated?

## **Sub-Program A.4**

### **Level 2:**

Did the projects contained in this sub-program contribute to achievement of Agreement objectives?

How did the projects enhance Saskatchewan's data collection, analysis and reporting systems?

Were the methods of research, demonstration or technology transfer cost-effective/cost-efficient?

Were there institutional constraints to efficiency and effectiveness of systems development or data base sharing?

What is the impact of these projects in terms of effective resource management and information to the public on forestry issues?

### **Level 3:**

For each project:

- Were the 7 specific projects/project areas completed?
- How did the project objectives relate to the objectives of sub-program A.4?
- What are the planned project outputs?
- When are these expected?
- What progress has been made?
- To whom are results directed?

What employment was generated?

## Sub-Program B.1

### **Level 2:**

How did the various technology transfer initiatives contained in this sub-program contribute to achievement of Agreement objectives?

### **Level 3:**

For each project:

- How did this project relate to achievement of stated objectives of sub-program B.1
  - a) improve opportunity for researchers and field foresters to interact on this topic?
  - b) develop pilot projects, provide a demonstration of a new technology or technique?
  
- What technology transfer techniques were planned and when:
  - a) workshops, meetings?
  - b) seminars?
  - c) field trips?
  - d) innovative development of equipment/procedures?
  - e) publications, etc.?
  - f) pilot projects?
  - g) other?
  
- Did these techniques take place? When? Where? Cost-effective?
  
- Does this level of technology transfer activity represent an increase over what existed previously?
  
- Which operational users were targeted to receive this new technology:
  - a) provincial foresters?
  - b) nursery managers?
  - c) industry foresters?
  - d) private woodlot owners?
  - e) municipalities?
  - f) other?
  
- How many of these users:
  - a) have applied the new technology/technique?
  - b) expect to continue to apply the new technology/technique?
  - c) contributed toward the financing of sub-program initiatives?

What employment was generated?



## **Sub-Program B.2**

### **Level 2:**

How did the set of applied research projects contained in this sub-program contribute to achievement of Agreement objectives?

Did educational institutions, research councils, and private industry take part in this sub-program?

### **Level 3:**

For each project:

- How did project objectives relate to stated objectives of sub-program?
- What are the planned project outputs?
- When are these expected?
- What progress has been made?
- To whom are results directed?
- Is there an integrated approach taken?
- Was a technology transfer plan prepared?

What employment was generated?

## **Sub-Program B.3**

### **Level 2:**

How did the set of projects contained in this sub-program contribute to the achievement of Agreement objectives?

### **Level 3:**

For each project:

- Did the project activity relate to opportunities with respect to
  - a) hardwood utilization?
  - b) community development?
  - c) non-traditional forest products?
  - d) other?
  - e) was a technology transfer plan prepared?

What employment was generated?

## **Sub-Program C.1, C.2, C.3**

### **Level 2:**

How did the set of research projects contained in this sub-program contribute to achievement of Agreement objectives?

### **Level 3:**

For each project:

- How did the project objectives relate to the stated sub-programs?
- What are the planned project outputs?
- When are these expected?
- What progress has been made?
- To whom are results directed?
- Is there an integrated approach taken?

What employment was generated?

## Sub-Program D.1

### Level 2:

Did the projects and activities contained in this sub-program contribute to achievement of Agreement objectives?

### Level 3:

- What is the change in public awareness of forestry issues between pre-Agreement and post-Agreement?
- What types of information materials were produced?
- How many publications were distributed? Where were they distributed:
  - 1) the general public in urban areas?
  - 2) the general public in forest belt communities?
  - 3) forest industry?
  - 4) non-government organizations involved in forestry?
  - 5) government?
  - 6) media?
- How many "examples" of Agreement activity were developed? Locations?
- How many press conference were held?
- How many ministerial visits/speeches were arranged?
- What promotional materials/displays were produced?
- How many were distributed to:
  - 1) the general public in urban areas?
  - 2) the general public in forest belt communities?
  - 3) forest industry?
  - 4) non-government organizations involved in forestry?
  - 5) government?
  - 6) media?
- What signage was produced?
  - 1) Industry FMLs?
  - 2) Other? (specify)
- What employment was generated?

## Appendix 9

### 1. Level 1 Questions / Issues

- (i) Appropriateness of PAIF Agreement
- (ii) Appropriateness of Goals and Objectives
- (iii) Appropriateness of Targets
- (iv) Cost-Effectiveness of Program
- (v) Alternative Programming
- (vi) Incremental Gains To Industry and To Society
- (vii) Fiscal Efficiency in Program Delivery
- (viii) Management and Coordination; Suggestions For Improvement
- (ix) Program Focus In Future Agreements
- (x) Change in Directly Attributable Value-Added in Forest Region and in Saskatchewan
- (xi) Change in Employment
- (xii) Change in Long-Term Timber Supply in Forest Region
- (xiii) Change In Use Of Timber And Timber Products Over Life Of Agreement
- (xiv) Contributions Of Research Supported
- (xv) Change In Level Of Public Awareness
- (xvi) Improvement In Workforce Productivity

Interview ListPrince Albert

John Thompson

Sk. Parks &amp; Renewable Resources

Forestry Branch

Box 3003

Prince Albert, Sk.; S6V-6G1

(306) 953 2344

Sample ProjectsA.1 **90-0024X5R** Site Preparation For  
Fall 1990/Spring 1991

\$783,570.94

**90-0064M5M** Seedling Supply  
For Reforestation \$1,616,000.00**91-0014X5R** Forest  
Regeneration Survey Contract  
\$171,716.70**91-0024X5R** Forest Renewal -  
Planting-Provincial Forest  
\$662,941.06**91-0034M5M** NSR Renewal-  
Seedling Cost \$1,939,300.00**91-0044X5R** Site Preparation-  
Hart Creek \$110,999.73**92-0194X5R** Supply of Trees For  
Reforest. And Veg. Mgmt.  
\$2,071,500.00A.3 **90-0034X5R** Mechanical Stand  
Tending \$23,386.18**91-0064X5R** Stand Tending-  
Mechanical Vegetation Control  
\$38,398.82A.4 **90-0104X5R** Regeneration  
Surveys \$286,164.44**92-0224X5R** Aerial Survey  
\$101,325.00B.1 **91-0134M5M** Extension And  
Growers Services Contract  
\$6,678.40Projects Not Included In SampleA.1 **92-0044M5M** Collection Of  
Control Pollinated Jack Pine  
\$4,500.00A.3 **90-0094X5R** Manual Stand  
Tending in WS \$63,648.45**91-0084X5R** Stand Tending-  
Papikwan/Allen Lake \$52,409.10A.4 **90-0044XJ2** Conversion of  
Software Programs \$28,672.50**90-0074X5R** Regen. Surveys On  
Non-Forested Prod. \$56,245.15**92-0174X5R** Conversion and  
Enhancement of Silviculture Data  
\$16,680.00**93-0027X5R** Plantation Status  
Surveys \$29,189.34B.1 **91-0124X5R** Aspen Stocking on  
M & B Lease \$27,524.57**91-0164X5K** Jack Pine  
Controlled Pollination \$29,248.53**92-0264M5M** Extension Grow.  
for Priv. & Public Nurseries  
\$54,000.00**Total Funds Received: \$8,174,098.91**

Keith Gorham

Sk. Parks &amp; Renewable Resources

Forestry Branch

Box 3003

Prince Albert, Sk.; S6V-6G1

(306) 953 2357

Sample ProjectsA.1 **90-0014X5R** Renewal on  
Provincial Lands \$942,319.81Projects Not Included In SampleA.1 **92-0054X5R** Aerial Infra-Red  
Plantation Survey \$31,500.00A.3 **93-0074X5N** Sipanok Herbicide  
Trial \$15,681.16A.4 **900084X5K** Plantation  
Assessment Review \$15,000.00**Total Funds Recieved: \$1,004,500.97**

Dave Hanline  
Sk. Parks & Renewable Resources  
Forestry Branch  
Box 3003  
Prince Albert , Sk.; S6V-6G1  
(306) 953 2346

**Sample Projects**

- A.1 **92-0154X5R** Rome Disc Trial  
\$4,900.00
- 93-0064X5R** Forest Renewal-  
Sipanok Trail \$94,429.55
- 93-1164X5R** Forest Renewal  
\$164,026.67

**Projects Not Included In Sample**

- A.1 **92-0234X5R** Papikwan/Connell  
Creek Site Prep \$67,000.00
- 92-0244X5R** Site Prep Nisbet-  
Fort a la Corne \$36,500.00
- 93-0087X5R** Rome Tandem Disc  
\$14,054.45
- 93-0134E6J** Nesbit Scarification  
\$2,282.29
- 93-0174X5R** Piling Blade  
\$33,700.00
- A.4 **93-0107X5R** Nesbit  
Scarification (Shellbrook, Round  
Lake) \$10,711.31

**Total Funds Received: \$427,604.27**

Michael Newman  
Canadian Forest Service  
1288 Central Ave.  
Prince Albert; S6V-4V8  
(306) 953 8546

**Sample Projects**

- A.2 **8003** Support Costs-Indian Land  
\$45,146

**Projects Not Included In Sample**

- A.2 **8039** Container Seedlings  
Federal Lands \$26,525.00
- 8057** Seedlings Acquisition and  
Transportation \$10,500.00

**Total Funds Received: \$82,171.00**

Lorne Swenson  
SERM Forestry Branch  
Box 3003  
Prince Albert , Sk.; S6V-6G1  
(306) 953 2389

**Sample Projects**

- A.1 **92-0254X5R** Hart Creek Planting  
Project \$183,000.00
- 93-0034X5R** Forest Renewal  
(Planting) \$312,017.38

**Projects Not Included In Sample**

- A.3 **92-0064X5R** Mechanical and  
Manual Stand Tending  
\$88,000.00
- A.4 **93-0057X5R** Forest Renewal  
Assessment \$20,430.40

**Total Funds Received: \$603,447.78**

Marie Grono  
Sk. Forestry Assoc.  
P.O. Box 400  
Prince Albert; S6V-5R7  
(306) 763 2189

**Sample Projects**

- A.2 **6078** Silviculture Field Work  
\$108,600.00
- B.2 **6073** Silviculture Field Work  
\$10,000
- D.1 **6012** Display Project-Agribition  
\$3,950.00

**Projects Not Included In Sample**

- D.1 **6007** Forest Interest Group  
Support \$21,200.00
- 6014** School Educ Kit \$1,000.00
- 6023** Tree Trek and Homestead  
Trail \$1,382.00
- 6031** PAIF Display - Saskatoon  
\$3,699.35
- 6045** Improvement to Mouse  
Meadows \$9,578.00
- 6072** World of the Forest Poster  
\$3,700.00

**Total Funds Received: \$163,109.35**

Victor Begrand  
Canadian Forest Service  
1288 Central Ave.  
Prince Albert; S6V-4V8  
(306) 953 8545

**Sample Projects**

- A.2 **8091** Salaries-Federal Crown and Private Woodlot \$131,400.00
- A.4 **8092** Salaries-Forest Database \$109,000.00
- B.1 **8067** Forest Nursery Assoc. \$3,828.00
- 8093** Salary for App. For. Res. & Tech. Trans. Prog. \$84,200.00
- D.2 **8001** Agreement Administration Support Costs \$1,776,835.00

**Projects Not Included In Sample**

- B.1 **8025** Publication of E. Peterson Poplar Monograph \$25,600.00
- 8037** Tree Improvement Program \$0.00
- 8068** Demo. 1992 DNR \$770.00
- D.1 **8094** Salary for Public Information Program \$49,400.00

**Total Funds Received: \$2,181,033.00**

Dave Lindenau  
Sk. Parks & Renewable Resources  
Forestry Branch  
Box 3003  
Prince Albert, Sk.; S6V-6G1  
(306) 953 2279

**Projects Not Included In Sample**

- A.4 **92-0014X6G** 3-P Plot Conversion Data \$25,000.00
- 92-0024X6G** Growth and Yield \$68,000.00

- B.1 **6058** CIF Sk. Second Annual Tech. Transfer \$2,000.00

**Total Funds Received: \$95,000.00**

James Benson  
SERM Forestry Branch  
Box 3003  
Prince Albert , Sk.; S6V-6G1  
(306) 953 2442

**Sample Projects**

- A.4 **91-0094X6H** GIS Implementation \$31,362.01
- 91-0104X6E** National Forest Data Base Program \$16,095.83
- 92-0144X6E** Forest Inventory Review Of Systems and Method \$90,000.00
- 92-0164X6E** Test Alt. Tech. For. Dig. Forest Inv. Data \$10,000.00

**Projects Not Included In Sample**

- A.4 **91-0114X6G** Permanent Sample Plot Inspection \$62,946.43

**Total Funds Received: \$210,404.27**

Roman Orynik  
Weyerhaeuser Canada Ltd.  
Saskatchewan Timberlands  
Box 1720  
Prince Albert, Sk.; S6V-5R3  
(306) 953 1780

**Projects Not Included In Sample**

- A.3 **3001** Stand Tending 1991 \$18,000.00

**Total Funds Received: \$18,000.00**

Fern Gruszka  
Sk. Parks & Renewable Resources  
Box 3003  
Prince Albert , Sk.; S6V-6G1  
(306) 953 2249

**Sample Projects**

- A.4 **92-0214X6H** Computer Systems Analysis/Development \$105,000.00

**Total Funds Received: \$105,000.00**



Steve Hyde  
SERM Forestry Branch  
Box 3003  
Prince Albert , Sk.; S6V-6G1  
(306) 953 2365

**Sample Projects**

A.4 **93-0014X5N** Aerial Survey  
\$155,333.98

**Projects Not Included In Sample**

A.1 **92-0294X5R** Ground Survey  
Productive Forest Land  
\$61,000.00

A.4 **93-0044X5N** Forest  
Regeneration Survey  
Contract \$47,754.84  
**93-0124X5N** Enhancement of  
DBase Regen Survey Prog  
\$4,290.00

**Total Funds Received: \$268,378.82**

Paul LeBlanc  
Weyerhaeuser Canada Ltd.  
Sk. Timberlands  
Box 1720  
Prince Albert, Sk.; S6V-5R3  
(306) 953 1780

**Sample Projects**

A.4 **3019** Natural Stand Perm.  
Sample Plot Remeasure.  
\$20,000.00

**3020** Site Classification  
Workshop \$2,395.00

B.2 **3009** Growth Assessment Plot  
Remeasurement \$12,500.00

**3010** Wesbogy Mixedwood  
Experimental Plots \$19,875.00

**3011** Establishment Of Perm.  
Sample Plots In Managed  
Stands \$7,500.00

**Total Funds Received: \$62,270.00**

Larry Stanley  
Sk. Parks & Renewable Resources  
Box 3003  
Prince Albert , Sk.; S6V-6G1  
(306) 953 2247

**Sample Projects**

A.4 **7010** Sk. Long Term Int. Forest  
Resource Mgmt. Plan  
\$450,736.00

B.1 **91-0144X7C** Spruce Budworm  
Contract \$79,319.95

D.1 **91-0224X7A** Communications  
\$56,284.03  
**91-0224X7B** Education  
\$5,000.00

**Total Funds Received: \$591,339.98**

Phil Loseth  
Canadian Forest Service  
1288 Central Ave.  
Prince Albert; S6V-4V8  
(306) 953 8694

**Sample Projects**

A.4 **8072** Development of a Forest  
Site Classification System For  
Sk. \$141,846.00

B.1 **8029** Poly. Height Growth-Site  
Index Curve Development  
\$52,334.00

**Projects Not Included In Sample**

A.4 **8090** Natural Stand Yield  
Estimation \$20,000.00

B.1 **8071** Site Classification  
Workshop \$5,723.00

B.2 **8005** Support Costs for  
Research \$12,983.00  
**8030** Taper/Volume Equations  
\$38,882.00

**Total Funds Received:\$271,768.00**

J. Chernysh  
Sk. Parks & Renewable Resources  
Box 3003  
Prince Albert, Sk.; S6V-6G1  
(306) 953 3425

**Sample Projects**

B.1 **92-0204M5M** Purchase and  
Installation of High Pressure  
Sodium Light \$66,000.00

**Total Funds Received: \$66,000.00**

Janet Lane  
Weyerhaeuser Canada Ltd.  
Sk. Timberlands  
Box 1720  
Prince Albert, Sk.; S6V-5R3  
(306) 953 1780

**Sample Projects**

B.1 **3008** Forest Demonstration Area  
\$61,703.00

**Total Funds Received: \$61,703.00**

Dwayne Dye  
Sk. Forestry Assoc.  
Box 400  
Prince Albert, Sk; S6V-5R7  
(306) 764 2189

**Sample Projects**

B.1 **6063** SFA Envirofor Conference  
\$10,000.00

**Total Funds Received: \$10,000.00**

Cliff Jessup  
Weyerhaeuser Canada Ltd.  
Saskatchewan Timberlands  
Box 1720  
Prince Albert, Sk.; S6V-5R3  
(306) 953 1780

**Sample Projects**

B.3 **3017** Inventory and Market  
Analysis Of Sk. Non-Timber  
Products \$29,000

**Total Funds Received: \$29,000.00**

John Doornbos  
Canadian Forest Service  
1288 Central Ave.  
Prince Albert, Sk.; S6V-4V8  
(306) 953 8697

**Sample Projects**

B.1 **8098** Development Of Two  
Books on Federal Contribution  
To Forestry in Canada  
\$10,500.00

**Projects Not Included In Sample**

B.1 **8006** Support Costs-Dev.  
\$74,000.00  
**8088** Silviculture Trials &  
Demonstration \$9,000.00  
B.2 **8097** Commercial Development  
of Microbial Inoculants For  
Forestry \$40,000.00

**Total Funds Received: \$133,500.00**

John Vandall  
Sk. Environment & Resource Mgmt.  
Parks Branch  
Box 3003  
Prince Albert, Sk.; S6V-6G1  
(306) 787 2862

**Sample Projects**

C.1 **7002** Parks Vegetation Mgmt.  
Planning \$398,000.00

**Total Funds Received: \$398,000.00**

Allan Merkowski  
Sk. Parks & Renewable Resources  
FWDF, Fisheries Component  
Box 3003  
Prince Albert, Sk.; S6V-6G1  
(306) 953 2891

**Sample Projects**

C.3 **7001** Forest Watershed  
Harvesting Planning Project  
\$207,297.00

**Total Funds Received: \$207,297.00**

Andrea Atkinson  
Sk. Parks & Renewable Resources  
Forestry Branch  
Box 3003  
Prince Albert, Sk.; S6V-6G1  
(306) 953 2448

**Sample Projects**

D.1 **92-0034X7B** Public Opinion  
Survey \$26,000.00

**Total Funds Received: \$26,000.00**

Val Nicholson  
Sk. Parks & Renewable Resources  
Forestry Branch  
Box 3003  
Prince Albert, Sk.; S6V-6G1  
(306) 953 2459

**Sample Projects**

D.1 **92-0184X7A** Communications  
1992-1993 \$187,200.00

**Projects Not Included In Sample**

D.1 **90-005COMM** Communications  
90/91 \$34,063.26

**Total Funds Received: \$221,263.26**

Murray Little  
Sk. Environment & Resource Mgmt.  
Forestry Branch  
Box 3003  
Prince Albert, Sk.; S6V-6G1  
(306) 953 2334

**Sample Projects**

D.2 **91-0234X4Z** PAIF Administration  
\$46,112.14

**Total Funds Received: \$46,112.14**

Louise Worster  
Canadian Forest Service  
1288 Central Ave.  
Prince Albert, Sk.; S6V-4V8  
(306) 953 8693

**Sample Projects**

D.1 **8002** Public Information Support  
\$23,597.00

**8054** Display Support \$5,470.00

**8060** Birds In the Boreal Forest  
Workshop Proceedings  
\$12,881.00

**8083** Tree Trek Poster And Ads  
\$1,600

**Projects Not Included In Sample**

B.3 **8095** Publication of Primary  
Wood Users Survey \$8,030.00

**8096** Publication of Secondary  
Wood Users Survey \$3,855.00

D.1 **8018** Public Info. Printing  
\$46,000.00

**8045** Homestead Trail  
Reopening \$1,234.00

**8046** PAIF Newsletter "Partners"  
\$9,330.00

**8048** Misc. Communication  
Materials \$6,858.00

**8050** Photo and Slide Collection  
\$3,000.00

**8052** PAIF Brochure Poster  
\$16,000.00

**8053** Fact Sheets \$22,577.00

**8058** Seedlings For Display  
\$1,723.00

**8059** Adaptation of Focus on  
Forests \$50,102.00

**8070** C-S PAIF Display  
\$7,475.00

**8078** Student Information Officer  
Assistant \$12,000.00

**8079** Media Relations \$3,500.00

**Total Funds Received: \$235,232.00**

**Terry Rock**

Sk. Environment & Resource Mgmt.  
Fish & Wildlife  
Box 3003  
Prince Albert, Sk.; S6V-6G1  
(306) 953 2695

**Sample Projects**

- C.2 **7005** Woodland Caribou Habitat Mgmt. \$262,000.00
- 7006** Sk. Forest Habitat Project \$122,000.00
- 7011** Moose Productivity Model \$20,000.00

**Projects Not Included In Sample**

- C.2 **7004** Forest/Wildlife Info. Mgmt. Systems \$14,000.00
- 7008** Elk Habitat Analysis, Enhancement & Restocking Project \$60,000.00

**Total Funds Received: \$478,000.00**

**Rod Froc**

Canadian Forest Service  
1288 Central Ave.  
Prince Albert, Sk.; S6V-4V8  
(306) 953 8695

**Sample Projects**

- B.2 **8009** Art. Renewal Studies \$240,100.00

**Projects Not Included In Sample**

- B.2 **8026** Aspen Stand Rating \$71,280.00

**Total Funds Received: \$311,380.00**

**Jim Johnston**

Canadian Forest Service  
1288 Central Ave.  
Prince Albert, Sk.; S6V-4V8  
Relocated

**Projects Not Included In Sample**

- A.2 **8004** Support Costs \$15,000.00

**Total Funds Received: \$15,000.00**

**Gord Frey**

Sk. Parks & Renewable Resources  
Forestry Branch  
Box 3003  
Prince Albert, Sk.; S6V-6G1  
(306) 953 2894

**Projects Not Included In Sample**

- A.1 **030R404X5R** Nisbet Fire Break Site Prep. & Planting \$23,200.00

**Total Funds Received: \$23,200.00**

**Ross Duncan**

SERM P.A. Region-Programs Branch  
Box 3003  
Prince Albert, Sk.; S6V-6G1  
(306) 953 2899

**Projects Not Included In Sample**

- A.1 **7014** Nisbet Fire Break Scarification \$5,250.00

**Total Funds Received: \$5,250.00**

**Phil Parr**

PADC Mgmt. Company  
Box 2350  
Prince Albert, Sk.; S6V-6Z1  
(306) 763 7709

**Projects Not Included In Sample**

- A.2 **1015** Forestry Initiatives on Sk. Indian Lands \$20,000.00

**Total Funds Received: \$20,000.00**

**Alphonse Bird**

Prince Albert Grand Council  
Box 478  
Prince Albert, Sk.; S6V-5R8  
(306) 953 7200

**Projects Not Included In Sample**

- A.2 **1042** Forestry Co-ordinator for PATC \$20,000.00

**Total Funds Received: \$20,000.00**

Ken Yurach  
Canadian Forest Service  
1288 Central Ave.  
Prince Albert, Sk.; S6V-4V8  
(306) 953 8549

**Projects Not Included In Sample**

- A.4 8080 Computer Systems and GIS Assistant \$10,425.00
- B.1 6074 Northern Digital Land Cover Pilot Study \$32,100.00
- B.2 8055 Support GIS Computer Application \$9,988.00
- D.2 8076 GIS and Computing Services \$22,300.00

**Total Funds Received: \$74,813.00**

Nancy Kent  
P.A. Regional Econ. Dev. Authority  
3700 2nd Ave West  
Prince Albert, Sk.; S6V-1A2  
(306) 764 3400

**Projects Not Included In Sample**

- B.1 6082 Special Forest Products Symposium \$5,000.00

**Total Funds Received: \$5,000.00**

Mike Martel  
Canadian Institute of Forestry  
Box 2316  
Prince Albert, Sk.; S6V-6Z1  
Relocated

**Projects Not Included In Sample**

- B.1 6088 Sustainable Forests Workshop \$2,000.00

**Total Funds Received: \$2,000.00**

Jack Spencer  
Weyerhaeuser Canada Ltd.  
Sk. Timberlands  
Box 1720  
Prince Albert, Sk.; S6V-5R3  
(306) 953 1780

**Projects Not Included In Sample**

- B.2 3014 Jack Pine Propagation \$46,683.00

**Total Funds Received: \$46,683.00**

Don Pawson  
Weyerhaeuser Canada Ltd.  
Sk. Timberlands  
Box 1720  
Prince Albert, Sk.; S6V-5R3  
(306) 953 1780

**Projects Not Included In Sample**

- B.2 3015 Cultural Heritage-Predictive Modelling Project \$56,550.00

**Total Funds Received: \$56,550.00**

Randy Seguin  
SERM  
Fish & Wildlife  
Box 3003  
Prince Albert, Sk.; S6V-6G1  
(306) 787 7009

**Projects Not Included In Sample**

- C.2 7003 Black Bear/Logging Study \$85,000.00

**Total Funds Received: \$85,000.00**

## Hinterlands

Mark Adamson/ Mike Martel  
Mistik Management Ltd.  
Box 3007  
Meadow Lake, Sk.; S0M-1V0  
(306) 236 4431

### Sample Projects

- A.1 **4006** Site Preparation and Planting \$87,055.43
- A.3 **4010** Jack Pine Juvenile Spacing \$38,500.00
- B.2 **3013** Establishment of Perm. Sample Plots in Managed Stands \$5,044.00

### Projects Not Included In Sample

- A.1 **4007** Backlog Forest Renewal \$28,522.00
- A.4 **4014** Sk. Permanent Sample Plot Remeasurement \$28,270.00
- B.1 **4009** Divide Demonstration Forest \$24,000.00
- 4011** Development and Field Testing Transplant Nursery Stock \$39,000.00
- B.2 **4012** Nelder Plot Establishment, Remeasurement and Maintenance \$8,400.00
- 4013** Develop a Forest Pest Impact Plot Network \$25,000.00

**Total Funds Received: \$283,791.43**

## Dale Vizina

Sk. Forest Products Corp.  
P.O. Box 40  
Hudson Bay , Sk.; S0E-0Y0  
(306) 865 2201

### Sample Projects

- A.1 **3006** Hart Creek Planting \$193,320.00

### Projects Not Included In Sample

- A.1 **3002** Backlog Renewal-Site Prep \$60,200.00
- 3007** Mann River Site Prep \$22,000.00

**Total Funds Received: \$275,520.00**

## Bob Brooks

MacMillan Bloedel  
Box 460  
Hudson Bay, Sk.; S0E-0Y0  
(306) 865 2212

### Projects Not Included In Sample

- A.1 **3004** Backlog Renewal-Hail Damaged Aspen Reclamation \$50,000.00

**Total Funds Received: \$50,000.00**

Fern Kolbaba( Wade Cable )  
Hudson Bay Rural Development Corp.  
Box 730  
Hudson Bay, Sk.; S0E-0Y0  
(306) 865 3665

### Sample Projects

- A.1 **6021** Aerial Photography \$1,148.00
- 6053** Bertwell Site Prep \$5,215.00
- 6077** Armit Site Prep \$16,000.00

**Total Funds Received: \$22,363.00**

Frank Morin  
Big River Band  
Box 519  
Debden, Sk.; SOJ-0S0  
(306) 724 4555

**Sample Projects**

A.2 1003 Site Prep Big River  
Reserve #118 \$20,000.00

**Projects Not Included In Sample**

A.2 1002 Planting \$11,250.00

1004 Planting \$8,552.00

1021 Planting \$30,648.75

**Total Funds Received: \$70,450.75**

Charlie McKay  
Red Earth Band Wood Operations  
Box 109  
Red Earth, Sk.; SOE-1K0  
(306) 768 3640

**Sample Projects**

A.2 1005 Site Prep \$8,000.00

**Projects Not Included In Sample**

A.2 1018 Dual Site Prep. \$35,000.00

1020 Dual Site Prep. \$30,000.00

**Total Funds Received: \$73,000.00**

Nancy Lyle  
Farm Woodlot Assoc. of Sk.  
Box 760  
Meadow Lake, Sk.; SOM-1P0  
(306) 236 3319

**Sample Projects**

A.2 6003 Woodlot Extension  
Services \$170,536.00

6008 FWAS 1991 Field Day  
Support \$35,235.98

6011 Western Canada Woodlot  
Exhibition-Publicity \$1,945.00

6027 Woodlot Incentive Master  
\$26,494.00

6060 Forest Belt Planting,  
Estab., Demo. & Eval. \$5,500.00

6061 Woodlot Program  
Communications \$2,000.00

B.3 6010 Wood Gasification Demo.  
\$17,500.00

**Projects Not Included In Sample**

A.2 6002 FWAS Board of Directors  
Strategic Policy Session  
\$1,297.00

6015 Maritime Woodlot  
Conference \$8,500.00

6024 Prod Binders Agro Forest  
\$14,000.00

6026 FWAS Review Policy  
Legislation \$25,500.00

6033 Land Owners Inventory  
\$4,500.00

6059 Maple Syrup Production  
Trial \$2,200.00

6062 Cultivation of Mushrooms  
Workshop \$1,850.00

6065 Field Days and Public  
Meetings For Woodlot Owners  
\$10,000.00

**Total Funds Received: \$327,057.98**

Peter Mazuren  
National Indian Forestry Inst.  
Box 2138  
Meadow Lake, Sk.;S0M-1V0  
(306) 236 5654

**Sample Projects**

A.2 1008 Planting - Waterhen  
IR#130 \$10,000.00

**Projects Not Included In Sample**

A.2 1012 Thinning 1982 White  
Spruce Plantation \$10,000.00  
1030 Integrated Resource Mgmt.  
\$2,000.00

**Total Funds Received: \$22,000.00**

Leslie Pechawis  
Mistawasis Indian Band  
Box 250  
Leask, Sk.; S0J-1M0  
(306) 466 4420

**Sample Projects**

A.2 1009 Thinning \$19,950.00

**Projects Not Included In Sample**

A.2 1027 Site Prep \$12,453.80  
1029 Inventory Mgmt. Plan  
\$20,000.00  
1039 Site Prep \$25,000.00  
1044 3rd American Indigenous  
Congress \$2,000.00

**Total Funds Received: \$79,403.80**

Gene Kimbley  
Montreal Lake Band Enterprises  
General Delivery  
Montreal Lake, Sk.; S0J-1Y0  
(306) 663 5306

**Sample Projects**

A.2 1016 Inventory Update & Mgmt.  
Plan \$9,000.00  
1031 Demo. 92 PATC \$2,500.00  
1033 Shear Blade \$10,000.00  
1045 Little Red White Spruce  
Release \$6,000.00

**Projects Not Included In Sample**

A.2 1011 Plantation Regen. Survey  
\$3,410.00  
1023 Aerial Photos \$2,225.60  
1026 Site Prep \$10,000.00  
1032 Site Prep \$10,000.00  
1034 17th Annual Timber  
Symposium \$7,500.00  
1036 Planting \$8,193.60  
1041 Planting \$400.00  
B.1 1013 The Silviculture Conference  
\$2,553.00  
1019 16th Annual Timber  
Symposium \$8,000.00

**Total Funds Received: \$79,782.20**

Ty Rutzki/Vern Bachiu  
Meadow Lake Tribal Council  
Box 1360  
Meadow Lake, Sk.; S0M-1V0  
(306) 236 5654

**Sample Projects**

A.2 1017 IRM on First Nations Lands  
\$35,000.00  
1025 Int. Forest Mgmt.  
\$188,265.00

**Total Funds Received: \$223,265.00**



**Harry Bill**

Pelican Lake Band  
Box 399  
Leoville, Sk.; S0J-1N0  
(306) 984 2313

**Sample Projects**

A.2 1022 Planting \$8,478.75

**Projects Not Included In Sample**

A.2 1010 Site Prep \$7,500.00  
1035 Planting \$8,340.00

**Total Funds Received: \$24,318.75**

**Ron Ray**

Peter Ballantyne Band  
General Delivery  
Pelican Narrows, Sk.; S0P-0E0  
(306) 632 2125

**Sample Projects**

A.2 1028 Inventory-Mirond Lake  
\$15,000.00

1040 Inventory Mirond Lake  
\$8,700.00

**Projects Not Included In Sample**

A.2 1006 Thinning on Sturgeon Wier  
Reserve \$9,000.00

1007 Planting \$10,000.00

1014 Forest Mgmt. Plan-Mistik  
Lake Reserve \$15,000.00

1038 Councillor Support  
\$1,000.00

**Total Funds Received: \$58,700.00**

**Robert Fiddler**

Waterhen Band  
General Delivery  
Waterhen, Sk.; S0M-3B0  
(306) 236 6717

**Projects Not Included In Sample**

A.2 1024 Planting \$6,000.00

**Total Funds Received: \$6,000.00**

**John Daisley**

MacMillan Bloedel  
Box 460  
Hudson Bay, Sk.; S0E-0Y0  
(306) 865 2212

**Projects Not Included In Sample**

B.2 3012 Aspen Growth and Yield  
Project \$22,600.00

**Total Funds Received: \$22,600.00**

**Roger Lacoursiere**

Hudson Bay Rural Dev. Corp.  
Box 7030  
Hudson Bay, Sk.; S0E-0Y0  
(306) 865 2263

**Projects Not Included In Sample**

B.3 2001 Wild Fruit Pure/Concentrate  
Market Study \$7,207.00

**Total Funds Received: \$7,207.00**

**Dave Halland**

D & A Halland Co.  
Box 66  
Love, Sk.; S0J-1P0  
(306) 276 2308

**Projects Not Included In Sample**

B.3 3018 Heated Floor and Solar Dry  
Kiln \$3,750.00

**Total Funds Received: \$3,750.00**

**Frank Sudol**

Box 89  
Paddockwood, Sk.; S6V-4V8  
(306) 989 4621

**Projects Not Included In Sample**

B.3 4005 Wood Energy Show  
\$500.00

**Total Funds Received: \$500.00**

## Saskatoon

Jeffery Thorpe

Sk. Research Council  
15 Innovation Boulevard  
Saskatoon, Sk; S7N-2X8  
(306) 933 7446

### Sample Projects

A.4 6081 Production of Ecological  
Land Classification \$5,000.00

### Projects Not Included In Sample

B.2 6022 Vegetation Monitoring-Fort  
a la Corne Prescribed Burn  
\$8,028.00

**Total Funds Received: \$13,028.00**

Brian Heinz

Sk. GIS  
City of Saskatoon Engineering  
Dept., 222 2nd Ave. North  
Saskatoon, Sk.; S7K-0J5  
(306) 975 2454

### Sample Projects

B.2 2002 Sk. GIS Conference  
\$2,000.00

**Total Funds Received: \$2,000.00**

Ken VanRees

Dept. of Soil Science  
University of Saskatchewan  
Saskatoon, Sk.; S7N-0W0  
(306) 244 4343

### Sample Projects

B.2 5002 Sub-Soil Evaluation of  
Silviculture Development Field  
Trials \$305,000.00

**Total Funds Received: \$305,000.00**

Tony Diamond

University of Saskatchewan  
Extension Division  
Saskatoon, Sk.; S7N-0W0  
(306) 244 4343

### Sample Projects

C.2 5006 Forest Bird Ecology Project  
\$50,000.00

**Total Funds Received: \$50,000.00**

Kay Wilson

Sk. Environmental Society  
Box 1372  
Saskatoon, Sk.; S7K-3N9  
(306) 665 1915

### Sample Projects

D.1 6006 Printing and Production of  
"Exploring The Boreal Forest"  
\$5,000.00

**Total Funds Received: \$5,000.00**

K. Taylor-Browne

Save Our Saskatchewan Elms  
1343 Elliot Street  
Saskatoon, Sk.; S7N-0V7  
(306) 652 2766

### Sample Projects

D.1 6079 Support costs for  
Commercial Forest Conference  
\$5,000.00

**Total Funds Received: \$5,000.00**

Peter Jonker

University of Saskatchewan  
Extension Division  
Saskatoon, Sk.; S7N-0W0  
(306) 966 5552

### Projects Not Included In Sample

B.1 5003 Vegetation Within Prairie  
Parks Conf. \$8,297.00

**Total Funds Received: \$8,297.00**

Pauline Patenaude  
Sk. Research Council  
15 Innovation Blvd.  
Saskatoon Sk.,; S7N-2X8  
(306) 933 5400

**Projects Not Included In Sample**

B.1 6044 Directory-Secondary-Wood  
Using Industries \$21,800.00

**Total Funds Received: \$21,800.00**

Dr. Keith Hobson  
U of S- Canadian Wildlife Service  
115 Perimeter Road  
Saskatoon, Sk; S7N-0X4  
(306) 975 4102

**Projects Not Included In Sample**

B.2 5009 Impacts Of BTK for  
Controlling Spruce Budworm on  
Songbirds \$22,000.00

**Total Funds Received: \$22,000.00**

Barbera Clanchy  
Sk. Forest Conservation Network  
Box 7736  
Saskatoon, Sk.; S7K-4R5  
(306) 664 4056

**Projects Not Included In Sample**

D.1 6085 Visions of the Forest Tour  
\$1,500.00

**Total Funds Received: \$1,500.00**

## Edmonton

### Lil Siltanin

Poplar Council of Canada  
c/o Forestry Canada  
5320 122nd Street  
Edmonton, Ab.; T6H-3S5  
(403) 435 7312

#### Sample Projects

B.1 **6004** Poplar Council Of Canada  
\$21,000.00

**Total Funds Received: \$21,000.00**

### Al Nanka

Canadian Forest Service  
Northern Forestry Centre  
5320 122nd Street  
Edmonton, Ab.; T6H-3S5  
(403) 435 7261

#### Sample Projects

B.1 **8064** Support-A. Nanka  
\$3,701.00  
**8065** Development of "Forest  
Nursery Information Systems"  
\$8,018.00

**Total Funds Received: \$11,719.00**

### Ron Bronstein

Canadian Forest Service  
Northern Forestry Centre  
5320 122nd Street  
Edmonton, Ab.; T6H-3S5  
(403) 435 7210

#### Sample Projects

B.1 **8073** Forest Tech. Tran., Dev. &  
Demo \$87,800.00

**Total Funds Received: \$87,800.00**

### Derek Sidders

Canadian Forest Service  
Northern Forestry Centre  
5320 122nd Street  
Edmonton, Ab.; T6H-3S5  
(403) 435 7355

#### Sample Projects

B.1 **8012** Silviculture :Decision  
Support System Contract  
\$10,000.00  
**8081** Alcott Creek Forest  
Management Demo Area  
\$25,000.00

#### Projects Not Included In Sample

B.1 **8008** Mechanized Silviculture:  
A2 Forester Upgrade and Field  
Trial \$60,000.00  
**8010** Grizzly Dev. Field  
\$67,467.00  
**8014** Nursery Tech Transfer:  
Acc. Transplants \$7,361.00  
**8021** FERIC Rototiller  
\$39,000.00  
**8024** Silv. App. Research and  
Tech. Transfer: Forest Tending  
Dev. \$22,500.00  
**8036** Woodlot Equip. Demo.  
\$10,000.00  
**8042** Vegetation Mgmt.  
\$81,000.00  
**8066** Silv. Dev. \$42,533.00

B.2 **8007** Support Costs(Applied  
Forest Research) \$5,000.00  
**8011** Silviculture Studies and  
Surveys- Planning \$8,489.00  
**8020** Sk. White Spruce  
Plantation Survey \$79,086.00  
**8035** Aspen Regeneration  
Module- D.S.S. \$5,000.00

**Total Funds Received: \$462,436.00**

V. Adamowicz/W. Phillips  
Dept. of Rural Economy  
University of Alberta  
515 General Services Building  
Edmonton, Ab.; T6G-2H1  
(403) 492 4603

**Sample Projects**

B.2 **5001** Cost/Benefit of  
Environmental Improvement on  
Forest \$162,300.00

**Total Funds Received: \$162,300.00**

Dr. Francis Yeh  
Dept. of Forest Science  
University of Alberta  
855 General Services Building  
Edmonton, Ab.; T6G-2H1  
(403) 492 4413

**Sample Projects**

B.2 **5005** Genetic Evaluation of Jack  
Pine and White Spruce  
\$150,000.00

**Total Funds Received: \$150,000.00**

Dr. Om Rajora  
Dept. of Forest Science  
University of Alberta  
855 General Services Building  
Edmonton, Ab.; T6G-2H1  
(403) 492 4413

**Sample Projects**

B.2 **5011** Impact of Silviculture  
Practices on Maintaining Genetic  
Diversity \$29,500.00

**Total Funds Received: \$29,500.00**

Yasu Hiratsuka  
Canadian Forest Service  
Northern Forestry Centre  
5320 122nd Street  
Edmonton, Ab.; T6H-3S5  
(403) 435 7325

**Sample Projects**

B.2 **8044** Assessment WGR  
\$30,977.00  
**8099** Field Guide to Major Pests  
of the Prairie Provinces  
\$5,000.00

**Total Funds Received: \$35,977.00**

Bryan Lee  
Canadian Forest Service  
Northern Forestry Centre  
5320 122nd Street  
Edmonton, Ab.; T6H-3S5  
(403) 435 7303

**Sample Projects**

B.2 **8062** Fire Occurrence Prediction  
\$17,801.00

**Projects Not Included In Sample**

B.2 **8032** Fire Mgmt. Systems-  
Decisions support \$48,188.00  
**8061** Diurnal Variation in FFMC  
\$6,887.00

**Total Funds Received: \$72,876.00**

Jan Volney  
Canadian Forest Service  
Northern Forestry Centre  
5320 122nd Street  
Edmonton, Ab.; T6H-3S5  
(403) 435 7329

**Sample Projects**

B.2 **8075** Impact of Forest Pests on  
Stand Productivity \$25,000.00

**Projects Not Included In Sample**

B.2 **5008** BT Impacts on Non-Target  
Lepidoptera in Boreal Forest  
Gaps \$23,800.00  
**8040** Computerized Pest Mgmt.  
\$81,917.00  
**8041** Spruce Budworm Control-  
Efficacy Evaluation \$33,539.00  
**8074** BTK Impact On  
Lepidoptera \$54,224.00

**Total Funds Received: \$218,480.00**

Mike Apps  
Canadian Forest Service  
Northern Forestry Centre  
5320 122nd Street  
Edmonton, Ab.; T6H-3S5  
(403) 435 7305

**Sample Projects**

B.2 **8085** BOREAS Field Office  
Support at NoFC \$15,000.00

**Total Funds Received: \$15,000.00**

Steve Price  
Program Director - Regional Dev.  
Canadian Forest Service  
5320 122nd Street  
Edmonton, Ab.; T6H 3S5  
(403) 435 7206

Tom Beckley  
Canadian Forest Service  
Northern Forestry Centre  
5320 122nd Street  
Edmonton, Ab; T6H-3S5  
(403) 435 7372

**Sample Projects**

B.2 **8100** Co-Management and  
Controversy in NW Sk. Forests  
\$4,300.00

**Total Funds Received: \$4,300.00**

Martin Luckert  
Dept. of Rural Economy  
University of Alberta  
515 General Services Building  
Edmonton, Ab.; T6G-2H1  
(403) 492 5002

**Sample Projects**

B.3 **5010** Non-Market Valuation Bias  
Due to Aboriginal Culture  
\$35,772.00

**Total Funds Received: \$35,722.00**

Dave Kiil  
Regional Director General  
Northwest Region  
Canadian Forest Service  
5320 122nd Street  
Edmonton, Ab.; T6H 3S5  
(403) 435 7207

Kelvin Hirsch  
Canadian Forest Service  
5320 122nd Street  
Edmonton, Ab.; T6H 3S5  
(403) 435 7206

**Sample Projects**

B.2 8033 Enhancement Of Large  
Fire Suppression Effectiveness  
\$36,384.00

**Projects Not Included In Sample**

B.2 8063 Wildland Urban Forest Fire  
Int. \$24,533.00

**Total Funds Received: \$60,917**

Bill Phillips  
Dept. of Forest Science  
University of Alberta  
855 General Service Building  
Edmonton, Ab.; T6G-2H1  
(403) 432 4228

**Projects Not Included In Sample**

A.2 5013 Sk. Economic Studies On  
Private Land & Silviculture  
\$34,500.00

**Total Funds Received: \$34,500.00**

Stan Navratil  
Poplar Council of Canada  
C/O Forestry Canada  
5320 122nd Street  
Edmonton, Ab.; T6H-3S5  
(403) 435 7336

**Projects Not Included In Sample**

B.1 6005 Aspen Management For  
the 21st Century Symposium  
Proceedings \$5,000.00

B.2 8022 Rev. Old CFS Sk. Br.  
\$40,000.00

**Total Funds Received: \$45,000.00**

Russel Bohning  
Canadian Forest Service  
Northern Forestry Centre  
5320-122nd Street  
Edmonton, Ab.; T6H-3S5  
(403) 435 7280

**Projects Not Included In Sample**

B.1 8077 Forestry Profile \$26,216.00

**Total Funds Received: \$26,216.00**

Peter Boxall  
Canadian Forest Service  
Northern Forestry Centre  
5320- 122nd Street  
Edmonton, Ab.; T6H-3S5  
(403) 435 7272

**Projects Not Included In Sample**

B.1 8087 Survey- Wildlife Importance  
\$3,028.00

**Total Funds Received: \$3,028.00**

Dr. Bruce Dancik  
Dept. of Forest Science  
University of Alberta  
855 General Services Building  
Edmonton, Ab.; T6G-2H1  
(403) 492 4413

**Projects Not Included In Sample**

B.2 5004 Determining Molecular  
Genetic Markers for WGR  
\$74,750.00

**Total Funds Received: \$74,750.00**

Dr. Michelle Veeman  
Dept. of Rural Economy  
University of Alberta  
515 General Services Building  
Edmonton, Ab.; T6G-2H1  
(403) 435 4225

**Projects Not Included In Sample**

B.2 5012 Forest Sociology  
\$76,125.00

**Total Funds Received: \$76,125.00**

Doug Maynard  
Canadian Forest Service  
Northern Forestry Branch  
5320- 122nd Street  
Edmonton, Ab.;T6H-3S5  
(403) 435 7210

**Projects Not Included In Sample**

B.2 8056 Baseline Ecological Study  
\$64,897.00

**Total Funds Received: \$64,897.00**

Ken Mallett  
Canadian Forest Service  
Northern Forestry Centre  
5320- 122nd Street  
Edmonton, Ab.; T6H-3S5  
(403) 435 7314

**Projects Not Included In Sample**

B.2 8084 Use of Snow Mold Fungi to  
Control Clamagrostis Canadensis  
\$18,903.00

**Total Funds Received: \$18,903.00**

Ted Hogg  
Canadian Forest Service  
Northern Forestry Centre  
5320- 122nd Street  
Edmonton, Ab.; T6H-3S5  
(403) 435 7225

**Projects Not Included In Sample**

B.2 8086 Growth & Regeneration of  
Planted Conifers \$10,000.00

**Total Funds Received: \$10,000.00**

Bill White  
Canadian Forest Service  
Northern Forestry Centre  
5320- 122nd Street  
Edmonton, Ab.; T6H-3S5  
(403) 435 7315

**Projects Not Included In Sample**

B.2 8101 Impact of Timber  
Harvesting on Wildlife Values in  
Sk. Boreal Forest \$25,000.00

**Total Funds Received: \$25,000.00**

Bill De Groot  
Canadian Forest Service  
Northern Forestry Centre  
5320- 122nd Street  
Edmonton, Ab.; T6H-3S5  
(403) 435 7289

**Projects Not Included In Sample**

B.1 8034 Prescribed Fire Research  
Tech. Transfer \$9,618.00

**Total Funds Received: \$9,618.00**



## Regina

### Dennis Mevel

Sk. Parks & Renewable Resources  
Wildlife Branch, FWDF  
3211 Albert Street  
Regina, Sk.; S4S-5W6  
(306) 787 9033

#### Sample Projects

C.2 **91-019WILD** Wildlife Habitat  
\$410,032.12

**Total Funds Received: \$410,032.12**

### Gordon Burrows

Sk. Parks & Renewable Resources  
Wildlife Branch, FWDF  
3211 Albert Street  
Regina, Sk.; S4S-5W6  
Please call Bill Sawchyn of Saskatoon  
(306) 933 5776

#### Sample Projects

C.3 **91-019FISH** Forest Watershed  
Harvesting \$27,731.00

**Total Funds Received: \$27,731.00**

### Bruce Smith

Policy and Partnerships  
Sk. Environment & Resource Mgmt.  
3211 Albert Street  
Regina, Sk.; S4S 5W6  
(306) 787 5760

### Norm Stevenson

Federation of Sk. Indian Nat.  
109 Hodsman Rd.  
Regina, Sk.;S4N-5W3  
(306) 721 2822

#### Projects Not Included In Sample

A.2 **1037** Native American Fish &  
Wildlife Society 1993  
International Conference  
\$1,000.00

**Total Funds Received: \$1,000.00**

### Scott Wilson

University of Regina  
Dept. of Biology  
Regina, Sk.;S4S-0A2  
(306) 585 4287

#### Projects Not Included In Sample

B.2 **5014** Silviculture Methods and  
Biodiversity \$5,000.00

**Total Funds Received: \$5,000.00**

### Syd Barber

Sk. Parks & Renewable Resources  
Wildlife Branch, FWDF  
3211 Albert Street  
Regina, Sk.; S4S-5W6  
(306) 787 7009

#### Projects Not Included In Sample

C.2 **7009** Beaver Reproductive  
Control \$3,000.00

**Total Funds Received: \$3,000.00**

### Elizabeth Nicholls

Sk. Parks & Renewable Resources  
Wildlife Branch-FWDF  
3211 Albert Street  
Regina, Sk.; S4S-5W6  
(3066) 787 7842

#### Projects Not Included In Sample

D.1 **7013** Child Care Arrangements  
\$758.93

**Total Funds Received: \$758.93**

## Other

Philip Leduc

Prairie Agriculture and Machinery Inst.

Box 1150

Humboldt, Sk.; S0K-2A0

(306) 682 5033

### Sample Projects

B.1 **6013** Grizzly Development Field  
Trial \$158,916.00

**Total Funds Received: \$158,916.00**

Jerry Klein

Canadian Forest Service

Manitoba District Office

200-180 Main Street

Winnipeg, Mb; R3C-1A6

(204) 983 7024

### Sample Projects

B.2 **8051** Measure Central Breeding  
\$1,685.00

### Projects Not Included In Sample

B.2 **8043** Measured Black Spruce  
\$1,852.00

**Total Funds Received: \$3,537.00**

C. Caza

Wildlife Habitat Canada

Suite 301

1704 Carling Avenue

Ottawa, On.; K2A-1C7

(613) 722 2090

### Sample Projects

C.2 **6020** "Birds in Boreal Forest"  
Workshop \$5,700.00

**Total Funds Received: \$5,700.00**

Geordie McKay/Alex Gray

Christmas Tree Growers Assoc.

Box 1448

North Battleford, Sk.; S9A-3W1

(306) 445 7339

### Projects Not Included In Sample

A.2 **6016** 1991 Natural Christmas  
Tree Promotion \$965.00

**6037** Christmas Tree School Kit  
\$6,376.86

**6043** Annual Meeting National  
Christmas Tree Growers Assoc.  
\$1,000.00

**6056** 1992 National Christmas  
Tree Promotion \$410.00

**6067** National Christmas Tree  
Growers Assoc. Meeting  
\$1,575.00

**8069** National Christmas Tree  
Growers Assoc. \$947.00

**Total Funds Received: \$11,273.86**

Mike Folkema

Forest Eng. and Research Institute

143 Place Frontenac

Pointe Claire, PQ.; H9R-4Z7

(514) 694 1140

### Projects Not Included In Sample

B.1 **6009** Woodlot Equipment Demo.  
\$22,082.00

**Total Funds Received: \$22,082.00**

Don Giles

Forintek Canada Corp.

2665 East Mall

University of B.C.

Vancouver, B.C.; V6T 1W5

(604) 222-5661

### Projects Not Included In Sample

B.1 **6052** Survey of the Primary  
Wood Using Industry in Sk.  
\$45,000.00

**Total Funds Received: \$45,000.00**

Thelma Cey  
I Saved Saskatchewan  
Box 971  
Wilke, Sk.; S0K-4W0  
(306) 843 3132

**Projects Not Included In Sample**

D.1 6070 Support for Dev. of I Saved  
Saskatchewan \$1,000.00

**Total Funds Received: \$1,000.00**

**Total \$21,354,814.94**

## CONFIRMATION ASSESSMENT

1. Please indicate the area of your involvement within the forestry sector.

<input type="checkbox"/> Forest Manager	<input type="checkbox"/> Project Officer/Supervisor
<input type="checkbox"/> Federal Government	<input type="checkbox"/> Provincial Government
<input type="checkbox"/> Non-Government Organization	<input type="checkbox"/> Aboriginal Organization
<input type="checkbox"/> Other (please specify) _____	

2. Please indicate the level of approximate funding your organization has received from the PAIF Agreement.

Project Funding To Date (1991-1994) \$ \_\_\_\_\_

Anticipated Future Project Funding (1994-1995) \$ \_\_\_\_\_

3. To the best of your knowledge, which of the following program areas do your PAIF funded projects originate from?

<input type="checkbox"/> Program A	<input type="checkbox"/> Program C
<input type="checkbox"/> Program B	<input type="checkbox"/> Program D
<input type="checkbox"/> Uncertain	

NOTE: If your projects relate to more than one program area, please assign a proportional percentage to each applicable program area according to funding received.

4. To the best of your knowledge, which of the following sub-program areas do your projects originate from?

<input type="checkbox"/> A.1	<input type="checkbox"/> A.2	<input type="checkbox"/> A.3	<input type="checkbox"/> A.4
<input type="checkbox"/> B.1	<input type="checkbox"/> B.2	<input type="checkbox"/> B.3	
<input type="checkbox"/> C.1	<input type="checkbox"/> C.2	<input type="checkbox"/> C.3	
<input type="checkbox"/> D.1	<input type="checkbox"/> D.2		

NOTE: If your projects relate to more than one sub-program, please assign a proportional percentage to each applicable sub-program according to funding received.



10. The PAIF, due to expire after five years in March 1995, is the third in a string of such federal/provincial agreements since 1979. All of these agreements have been aimed at:

- \* planning for the development of long term timber supply
- \* identification of industrial opportunities within Saskatchewan
- \* upgrading forest management and silviculture infrastructure
- \* improve the competitiveness of this industry
- \* promoting total utilization of resources

A) Should we continue to rely on these agreements to assist with the completion of: (please check all that you agree with)

- short term objectives (3-5 years)
- long term objectives (6 years or more)
- we should no longer rely on these agreements

B) If you feel the governments of Canada and Saskatchewan should enter into a replacement agreement (upon the expiration of PAIF), in what area(s) would you like to see increased focus: (please check all those that you agree with)

- timber supply modelling
- increasing the total supply of wood fibre
- public education/information
- research into environmental impacts from existing forest management (silvicultural) practices
- integrated resource management planning and integration of research and socio-economic studies
- aboriginal lands forestry development and co-management planning
- private woodlot industry

*(continued on next page)*

- technology transfer
- site tending
- forest database
- market development through industrial diversification
- others (please specify) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

11. Please indicate whether you feel the current level of 15% of the total agreement budget allocated to administration is ...

- too little
- too much
- about enough

Additional Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*Thank You For Your Time And Co-operation*

**Appendix 12**

**LINKAGES OR CORRESPONDENCE ANALYSIS OF THE PAIF94 PROGRAM**



Appendix 12

SUB-PROGRAM A.1 - REFORESTATION ON PROVINCIAL CROWN LANDS. LOGIC FRAME APPROACH

Agreement Objectives / Goals <sup>1</sup>	Indicators of Success	External Factors	Proposed Outputs / Targets	Indicators of Success	External Factors																				
<p><b>Primary Objectives</b> a. b. c.</p> <p><b>Goals</b> a. b. c. d.</p>	<p>Magnitude of change in economically accessible timber supply.</p> <p>Productive forest growth on Provincial Crown Lands to increase in the future. Additional employment generated.</p> <p>Approximately 45 person years of employment were generated.</p>	<p>Availability, quantity and quality of seedlings from private growers.</p>	<p><b>Major Outputs Expected</b> 18,000,000 and 9,500 ha planted.</p> <p>Other silviculture activities, including: site preparation, improving nursery stock, developing seed orchards, and equipment trials.</p> <p>Creation and improvement to seed orchards:</p> <p>Maintenance of a diversified gene pool;</p> <p>Growing incremental seedling stock for backlog reforestation; and</p> <p>Assessments of economics of alternative silvicultural research activities</p>	<p>14,638,743 trees and 8,466 ha planted on 29 sites.</p> <p>Site preparation on 9,960 ha on 32 sites.</p> <p>No seed orchards developed, but jack pine seeds collected for future planting.</p> <p>Operational trials were developed with advice from Forestry Canada, including Cerkon shelters, pre-conditioned white spruce seed and Savanna disc used for site preparation.</p> <p>Trial with container planting proved effective in improving survival rate of seedlings.</p> <p>43.1 million seedlings produced for planting by governments and industry.</p>	<p>Private industry picked up some of the slack created by cutbacks in government programs. At Hart Creek, Sask Forest Products planted 1,100,500 white spruce seedlings.</p> <p>Technological advances available from outside agencies.</p> <p>Market conditions.</p> <p>Lack of Planting stock.</p> <p>Demand by government and private industry for seedlings.</p>																				
<p><b>Subprogram Objectives / Goals</b></p>	<p><b>Performance Indicators</b></p>	<p><b>External Factors</b></p>	<p><b>Activities</b></p>	<p><b>Inputs</b></p>	<p><b>External Factors</b></p>																				
<p><b>Primary Objectives</b> •To provide, directly or through industry, projects to renew productive forest growth on provincial Crown Lands classified as not sufficiently regenerated (NSR) backlog areas.</p>	<p>Number of ha brought back into production: 18,426.</p> <p>Number of ha that are priority sites: 18,419.</p> <p>Number of ha requiring site preparation: 9,960.</p> <p>Number of ha planted: 8,466. seeded: 0.</p> <p>Number of seed orchards developed / improved: 0.</p> <p>Number of regeneration plots carried out to monitor survival: 2.</p>	<p>Survival rate factors: not provided.</p> <p>Future demand for wood products.</p> <p>Increasing production costs</p> <p>Improved work quality by contractors.</p> <p>Committed / competent staff.</p>	<p>•Annual reforestation by planting, seeding and / or scarification.</p> <p>•Creating and improving seed orchards, tree improvement programs, and maintenance of a diversified gene pool.</p> <p>•Growing of additional seedling stocks required for backlog reforestation beyond current planting efforts.</p> <p>•Carrying out assessments necessary to complete evaluation of the current reforestation status of provincial Crown Lands, including plantations and backlog areas.</p> <p>•Carrying out other assessments designed to review the economics of various silviculture and renewal activities as well as their impact on productive forest land losses in Saskatchewan.</p>	<p><b>Provincial Government Planting &amp; Site Preparation:</b></p> <table border="1"> <tr><td>1990-91</td><td>\$3,104,444</td></tr> <tr><td>1991-92</td><td>2,908,157</td></tr> <tr><td>1992-93</td><td>2,459,900</td></tr> <tr><td>1993-94</td><td>620,510</td></tr> <tr><td><b>Total</b></td><td><b>\$9,093,011</b></td></tr> </table> <p><b>Total Provincial expenditures on this sub-program \$9,330,458.58</b></p> <p><b>Federal Government</b></p> <table border="1"> <tr><td>1991-92</td><td>\$226,000</td></tr> <tr><td>1992-93</td><td>306,000</td></tr> <tr><td>1993-94</td><td>18,000</td></tr> <tr><td>1994-95</td><td>29,000</td></tr> <tr><td><b>Total</b></td><td><b>\$579,000</b></td></tr> </table> <p><b>Private Sector Contributions</b> \$155,701.12</p> <p>For an aggregate expenditure of \$9,819,702.</p>	1990-91	\$3,104,444	1991-92	2,908,157	1992-93	2,459,900	1993-94	620,510	<b>Total</b>	<b>\$9,093,011</b>	1991-92	\$226,000	1992-93	306,000	1993-94	18,000	1994-95	29,000	<b>Total</b>	<b>\$579,000</b>	<p>Economic down - turn 1990 - 1994.</p> <p>Provincial Government downsizing and cut - backs resulting in a 50% reduction on human and financial resources for the program; elimination of monitoring, maintenance of renewal and other services.</p> <p>The Federal Government had originally planned to spend \$1.0 million on this sub-program. However, its gross expenditure was only \$570,000. The reduction of \$430,000 resulted from budgetary reductions associated with the deficit reduction measures.</p>
1990-91	\$3,104,444																								
1991-92	2,908,157																								
1992-93	2,459,900																								
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1. The actual goals and objectives of the Agreement and its sub-programs are stated in Part One, Chapter 2, pp. 12-13.

2. Provincial figures for 1994-95 and 1995-96 are not available.

**SUB-PROGRAM A.2 - MANAGEMENT OF FEDERAL CROWN LANDS AND PRIVATE WOODLOTS: LOGIC FRAME APPROACH**

Agreement Objectives / Goals <sup>1</sup>	Performance Indicators	External Factors	Proposed Outputs / Targets	Actual Outputs	External Factors																								
<p><b>Primary Objectives</b></p> <p>a, b, c</p> <p><b>Goals</b></p> <p>a, b, c, d,</p>	<ul style="list-style-type: none"> <li>• Reforestation of cutover and burned over lands.</li> <li>• Inventory data on timber supply.</li> <li>• Preparation of forest management plans.</li> <li>• Intensive forest management activities.</li> <li>• Forest inventories conducted.</li> <li>• Management planning and implementation.</li> <li>• Related extension services.</li> <li>• Additional employment generated.</li> </ul>	<ul style="list-style-type: none"> <li>• Quantity and quality of seedlings available from private growers.</li> <li>• Changing land use priorities on Indian reserves.</li> <li>• Survival rates factors.</li> <li>• Monitoring and follow-up extension services provided.</li> <li>• Market demand for non-timber forest products.</li> </ul>	<ul style="list-style-type: none"> <li>• Inventory and management plans to be completed for up to 20 Indian reserves.</li> <li>• Reforestation activities to include approximately 1,000 ha site preparations.</li> <li>• 2.5 million seedlings to be planted.</li> <li>• 500 ha intensive management activities.</li> <li>• 200 land owners.</li> <li>• 4,000 ha of private lands to be silviculturally treated and managed for its forest use.</li> <li>• Increased awareness of and interest in forest management.</li> </ul>	<p>Inventory and management plans were developed on 20 Indian reserves and 23,042 ha. are being implemented.</p> <p>Site preparation was undertaken on 671 ha.</p> <p>Some 1,083,725 seedlings were planted.</p> <p>204 ha were intensively managed.</p> <p>60 private land owners were supported.</p> <p>464 regeneration plots were carried out to monitor survival.</p>	<p>Availability of seedlings.</p> <p>Federal Government cut-backs to contributory programs reduced funding by some \$263,000 for this component of the sub-program.</p>																								
Sub-program Goals / Objectives	Performance Indicators	External Factors	Activities	Inputs	External Factors																								
<p><b>Primary Objective</b></p> <p>To facilitate: the collection of inventory data suitable for loading in a Geographic Information System (G.I.S.); preparation of forest management plans; reforestation of cutover and burned over lands; and intensive forest management activities such as thinning, cleaning, weeding and fertilization.</p>	<ul style="list-style-type: none"> <li>• Contributions to increased timber supply.</li> <li>• Number of hectares brought back into production.</li> <li>• Number of hectares on:               <ol style="list-style-type: none"> <li>(1) Indian reserves</li> <li>(2) Other federal lands</li> <li>(3) Private woodlots                   <ul style="list-style-type: none"> <li>• Number of inventories taken.</li> <li>• Number of Management Plans prepared.</li> <li>• Number of hectares:                       <ol style="list-style-type: none"> <li>1) Planted</li> <li>2) Seeded.</li> </ol> </li> <li>• Number of hectares intensively treated.</li> <li>• Specialty products developed / encouraged.</li> <li>• Extension services provided.</li> </ul> </li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Availability of trained GIS technicians.</li> <li>• Commitment of Indian First Nations in province to improved forest management.</li> <li>• Capability of consulting industry to undertake GIS work and development of appropriate land-use and forest management plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of assistance to:               <ul style="list-style-type: none"> <li>- conduct forest inventories, undertake management planning and implementation, provide related extension services.</li> <li>- Focus on: non-traditional forest products such as Christmas trees, maple syrup, etc. support for woodlot organizations in their sectoral development projects.</li> </ul> </li> </ul>	<p><b>Aboriginal Reserves</b></p> <p>\$'000</p> <table border="1"> <tr><td>1991-92</td><td>252</td></tr> <tr><td>1992-93</td><td>278</td></tr> <tr><td>1993-94</td><td>405</td></tr> <tr><td>1994-95</td><td>446*</td></tr> <tr><td>1995-96</td><td>212*</td></tr> <tr><td><b>Total</b></td><td><b>\$1,600</b></td></tr> </table> <p><b>Private Woodlots</b></p> <p>\$'000</p> <table border="1"> <tr><td>1991-92</td><td>80</td></tr> <tr><td>1992-93</td><td>143</td></tr> <tr><td>1993-94</td><td>129</td></tr> <tr><td>1994-95</td><td>110*</td></tr> <tr><td>1995-96</td><td>75*</td></tr> <tr><td><b>Total</b></td><td><b>\$ 537</b></td></tr> </table> <p>Total Federal Expenditure = \$2,137,000</p> <p>Private sector contributions = \$208,244.00</p> <p>* Budgeted</p>	1991-92	252	1992-93	278	1993-94	405	1994-95	446*	1995-96	212*	<b>Total</b>	<b>\$1,600</b>	1991-92	80	1992-93	143	1993-94	129	1994-95	110*	1995-96	75*	<b>Total</b>	<b>\$ 537</b>	<p>The Federal Government had originally planned an expenditure of \$1.2 million on Indian reserve lands. However, the actual expenditure was \$1.6 million. This increase in expenditure reflects the changing priorities in response to the emerging forest management problems on Indian reserves. In response to the Government's deficit reduction measures and budgetary reductions, the proposed expenditures in private woodlots was reduced from \$800,000 to an actual expenditure of \$537,000 resulting in a shortfall of \$263,000. The net input in this sub-program was \$2,137,000 compared to \$2,000,000 as originally planned.</p>
1991-92	252																												
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<b>Total</b>	<b>\$ 537</b>																												

1. The actual goals and objectives of the Agreement and its sub-programs are stated in Part One, Chapter 2, pp. 12-13.

SUB-PROGRAM A.3 - STAND TENDING: LOGIC FRAME APPROACH

Agreement Objectives / Goals <sup>1</sup>	Performance Indicators	External Factors	Proposed Outputs / Targets	Actual Outputs	External Factors
<p><b>Primary Objectives</b> a, b, c</p> <p><b>Goals</b> a, b, c, d, f</p>	<ul style="list-style-type: none"> <li>Number of hectares treated.</li> <li>Level of commitment to and priority given to stand tending.</li> <li>Productivity on treated stands compared to that on non-treated stands.</li> <li>Expected change in future timber supply on treated stands.</li> <li>Number of direct and indirect jobs generated.</li> <li>Contributions to increased timber supply.</li> <li>Number of project proposals submitted.</li> </ul>	<ul style="list-style-type: none"> <li>Silvicultural treatments undertaken without funding support from the Agreement.</li> <li>Growth in public demand for the use of the forest resources.</li> <li>Response of the private sector to increased supplies of timber and wood products.</li> <li>Private sector expectations to global demand for wood products.</li> </ul>	<p>6,500 hectares in forest stands proximal to existing or anticipated processing facilities, are targeted to be treated under this sub-program.</p>	<ul style="list-style-type: none"> <li>1,711 ha were actually treated. This represents a 77% shortfall of the target.</li> <li>Trial of Soppi Forest Mower proved to be more cost effective than manual methods. Costs were reduced by approximately 75% over costs involved in using the manual methods.</li> <li>Successful trial of the "Grizz" (Federally).</li> </ul>	<ul style="list-style-type: none"> <li>Number of proposals submitted by agencies involved.</li> <li>Level of technology currently available.</li> <li>In 1992, all funds budgeted for stand tending were eliminated from the provincial forest budget.</li> <li>Federal contributions to this sub-program were limited to \$56,000 incurred in 1991-92. This</li> </ul>
					<p>amounted to a reduction of \$1,444,000 from the original planned expenditure of \$1.5 million.</p>
Sub-program Objectives / Goals	Performance Indicators	External Factors	Activities	Inputs	External Factors
<p><b>Primary Goal</b></p> <p>To provide funding support for tending operations in forest stands proximal to existing or anticipated processing facilities</p>	<ul style="list-style-type: none"> <li>Nature and quality of stand tending undertaken.</li> <li>Location and number of treated areas to enhance productivity.</li> <li>Number of hectares that were priority sites i.e. near processing facilities.</li> </ul>	<p>External factors that influence achievement of the sub-program goals and objectives include:</p> <ul style="list-style-type: none"> <li>commitment of land owners and FMLA holders to stand tending as a priority activity.</li> </ul>	<ul style="list-style-type: none"> <li>Incremental activities to existing programs of cooperative forest management agencies including:                             <ul style="list-style-type: none"> <li>(a) conifer release by harvesting the hardwood overstorey.</li> <li>(b) conifer release by removing competing deciduous growth.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>At the signing of the Agreement, the total funding for this sub-program was \$2.5 million. Of this, the Federal contribution was set at \$1.5 million and the Provincial contribution was \$1.0 million. The actual federal contribution was \$56,500.</li> </ul>	<ul style="list-style-type: none"> <li>Mistletoe infestation in northern provincial boreal forest.</li> <li>Provincial Government down-sizing, and reductions in budgetary allocations by both the Federal and Provincial Governments in response to the deficit reduction</li> </ul>
<p><b>Sub-Objectives</b></p> <p>To enhance growth and quality of established stands on industrial forest management license areas.</p> <p>To enhance growth and quality of existing stands.</p>	<p>Number of hectares involved:</p> <ol style="list-style-type: none"> <li>Conifer release by harvesting the hardwood overstorey, 379 ha.</li> <li>Conifer release by removing competing deciduous growth, 527 ha.</li> <li>Hardwood release by removing competing deciduous growth, 0.</li> <li>Juvenile spacing and pre-commercial thinning, 100 ha.</li> <li>Sanitation cutting to reduce insects and disease damage. Mistletoe control, 705 ha.</li> </ol>	<ul style="list-style-type: none"> <li>survival rate factors.</li> <li>anticipated supply-demand conditions facing the industry.</li> </ul>	<ol style="list-style-type: none"> <li>hardwood release by removing competing deciduous growth.</li> <li>juvenile spacing and pre-commercial thinning.</li> <li>sanitation cutting to reduce insect and disease damage.</li> </ol>	<ul style="list-style-type: none"> <li>The province contributed \$281,523.71 to 1993-94.</li> <li>Private sector contributions were \$34,194. Also, funding cutbacks to the Provincial budget reduced the financial and human resources available for this sub-program. Hence available funding was used where it was most effective, i.e. where survival rates were highest.</li> </ul>	<ul style="list-style-type: none"> <li>measures resulted in cutbacks in funding of projects under this sub-program.</li> <li>Willingness and ability of private sector to participate in sub-program.</li> <li>Anticipated demand for wood and wood products.</li> </ul>

<sup>1</sup> The general goals and objectives of the Agreement and its sub-programs are stated in Part One, Chapter 2, pp. 12-13.

**SUB-PROGRAM A.4- FOREST DATA BASE: LOGIC FRAME APPROACH**

Agreement Objectives / Goals <sup>1</sup>	Performance Indicators	External Factors	Proposed Outputs / Targets	Actual Outputs	External Factors													
<p><b>Primary Objectives</b></p> <p>a, b</p> <p><b>Goals</b></p> <p>c, d, e, f</p>	<ul style="list-style-type: none"> <li>Tangible measure of change in effective resource management.</li> <li>Development of long-term strategic integrated forest resource management plan.</li> <li>Quality and scope of data base and planning strategies developed.</li> <li>Public acceptance of strategic plan.</li> <li>Appropriateness of data base and planning strategy.</li> <li>Technical soundness and flexibility of plan.</li> </ul>	<ul style="list-style-type: none"> <li>Commitment to the development and analysis of baseline forest resource data.</li> <li>Availability of experienced GIS technicians.</li> <li>Capability of potential user groups in industry to make effective use of GIS information.</li> <li>Commitment of public and private sector senior management to the development and implementation of DSS and GIS systems.</li> </ul>	<ul style="list-style-type: none"> <li>GIS capability implemented and / or timber supply / growth / yield models developed and analysis undertaken.</li> <li>Development of a national, provincial and regional statistic program / data base.</li> <li>Development of computer systems.</li> <li>Implementation of Silvicultural Decision Support systems.</li> </ul>	<ul style="list-style-type: none"> <li>Development of a long-term Integrated Forest Resource Management Plan for Saskatchewan.</li> <li>Trial of reverse infra-red photography to determine status of existing stands.</li> <li>46,665 sq. km added to GIS system. 23,245 sq. km of Commercial Forest Zone inventoried.</li> <li>Plantation surveys: procedures and manual were developed under tender in 1993, as well as user manual for computer work developed.</li> </ul>	<p>Priority and resources devoted to the development and analysis of baseline forest resource data which provide information that would enhance the development of growth relationships, yield factors, public information, and the design and development of a solid strategic long-term management plan that would set out a vision for the future use and management of the forest resource.</p>													
Sub-Program Objectives / Goals	Performance Indicators	External Factors	Activities	Inputs	External Factors													
<p><b>Primary Objective</b></p> <ul style="list-style-type: none"> <li>To enhance Saskatchewan's data collection, analysis and reporting systems.</li> <li>To improve effective resource management and to inform the public on forestry issues.</li> </ul>	<ul style="list-style-type: none"> <li>Tangible measure of change in effective resource management.</li> <li>Appropriateness of the nature of data collection activities.</li> </ul>	<ul style="list-style-type: none"> <li>Public concern about the adeptness of resource management to sustain the values and benefits that society derives from the forest</li> </ul>	<ul style="list-style-type: none"> <li>Creation of a site classification system.</li> <li>Growth enhancement projects.</li> <li>Creation of a land management atlas for Saskatchewan's resource lands.</li> </ul>	<ul style="list-style-type: none"> <li>The proposed level of expenditure on this sub-program was \$3.5 million of which the federal share was \$1 million and the provincial share was \$2.5 million.</li> </ul>	<ul style="list-style-type: none"> <li>Public and private sector priority given to the need to generate and analyze baseline forest resource data as fundamental to future resource use management.</li> </ul>													
<ul style="list-style-type: none"> <li>To provide data to national forestry data base.</li> </ul>	<ul style="list-style-type: none"> <li>Completion of the stipulated seven (7) project areas.</li> <li>Derivation of planned outputs.</li> <li>Progress made in achievement of outputs.</li> <li>Contributions to development of national, provincial and regional statistical data base.</li> <li>Number and type of silvicultural DSS implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Commitment to the maintenance of health and vitality of the forest ecosystem.</li> </ul>	<ul style="list-style-type: none"> <li>Growth and yield analysis.</li> <li>Development of a comprehensive system for monitoring and assessment of insect, disease and fire activities.</li> <li>Forest inventory sampling and scanned GID data input.</li> <li>Development of a long-term management plan for Saskatchewan forests.</li> </ul>	<p>The actual federal expenditure was \$1,278,000 distributed as follows:</p> <table border="0"> <tr><td>\$'000</td></tr> <tr><td>1991-92 141</td></tr> <tr><td>1992-93 133</td></tr> <tr><td>1993-94 488</td></tr> <tr><td>1994-95 366(budgeted)</td></tr> <tr><td>1995-96 150 (budgeted)</td></tr> <tr><td><b>Total \$1,278</b></td></tr> </table> <p>Total provincial expenditure was distributed as follows:</p> <table border="0"> <tr><td>\$'000</td></tr> <tr><td>1990-91 386</td></tr> <tr><td>1991-92 110</td></tr> <tr><td>1992-93 416</td></tr> <tr><td>1993-94 272</td></tr> <tr><td><b>Total \$1,185<sup>2</sup></b></td></tr> </table> <p>The Private sector contribution \$75,000.</p>	\$'000	1991-92 141	1992-93 133	1993-94 488	1994-95 366(budgeted)	1995-96 150 (budgeted)	<b>Total \$1,278</b>	\$'000	1990-91 386	1991-92 110	1992-93 416	1993-94 272	<b>Total \$1,185<sup>2</sup></b>	<ul style="list-style-type: none"> <li>Commitment to the preservation of forest biodiversity.</li> <li>Society's vision of the future role of the forest resource, and of how it will, in future, be used and managed for the benefit of society.</li> </ul>
\$'000																		
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1. The actual goals and objectives of the Agreement and its sub-programs are stated in Part One, Chapter 2, pp. 12-13.

2. Provincial figures for 1994-95 and 1995-96 are not available.

SUB-PROGRAM B.1 - TECHNOLOGY TRANSFER LOGIC FRAME APPROACH

Agreement Objectives / Goals <sup>1</sup>	Performance Indicators	External Factors	Proposed Outputs / Targets	Actual Outputs	External Factors																			
<p><b>Dynamic Objectives</b></p> <p>a. b.</p> <p><b>Goals</b></p> <p>4. d. e. f.</p>	<p>• Perception of change in forest management practices as a result of the Agreement.</p> <p>• Number of workshops, seminars, conferences etc attended.</p> <p>• Evaluation by Provincial personnel of conference usefulness and relevance.</p> <p>• Number of potential users targeted to receive new technology.</p> <p>• Number of new technologies demonstrated and adopted.</p>	<p>• Continued use of forest industry to technology transfer initiatives in support of improved forest management.</p> <p>• Level of risk and uncertainty in utilizing new technology.</p> <p>• Investment cost associated with adoption of new technology.</p> <p>• Personnel training required for adoption of new technology.</p>	<p>• Establishment and operation of a Technology Development Unit within the Northwest Region of the Canadian Forest Service.</p> <p>• Development of Pilot Projects to demonstrate innovation, security improvement, safety technology and techniques.</p> <p>• Laborative development of equipment and procedures to improve forest management.</p>	<p>• Development, establishment and operation of a Technology Development Unit (TDU) that coordinates technology transfer development and demonstration activities in the Province.</p> <p>• Support provided for and participation by Saskatchewan based forestry personnel in 9 major technology transfer related workshops, symposia, seminars and conferences.</p> <p>• Determination of the maturity and scope of the Spruce Budworm infestation problem, and its eradication and role in directing spraying operations in the following year.</p> <p>• Establishment of 7 forest technology transfer demonstration areas in the Province.</p> <p>• Development field trial of Grizzly Tera Headed Boreal Kiaw.</p>	<p>• Collaboration with the forest industry in hosting of and participating in activities relating to technology transfer.</p> <p>• Public and private sector commitment to technology transfer as a priority in enhancing long-term timber supplies in optimizing the management and utilization of the Province's forest resources.</p> <p>• Commitment to innovation within the forest industry.</p>																			
<p><b>Sub-program Objectives / Goals</b></p> <p><b>Dynamic Goals</b></p> <p>• To facilitate the transmission and utilization of research from Forestry Canada's scientific staff to provincial field foresters.</p>	<p>• Nature, number and quality of research transmitted and utilized.</p> <p>• Number of workshops, seminars, symposia and conferences.</p> <p>• Attendance by provincial and federal forestry personnel from the Province.</p>	<p>• Ability and willingness of landowners and income holders to adopt new technology and methods.</p> <p>• Risk, uncertainty, investment cost, associated with the adoption of new technology.</p> <p>• Innovative processes and methods.</p>	<p>• Operation of a Technology Development Unit (TDU) within Forestry Canada's southwest region.</p> <p>• Prescription of fire, fire management and fire propagation.</p> <p>• Silviculture and other equipment trials.</p>	<p>• A total commitment of \$2.7 million was made for this sub-program. The Provincial Government was to provide \$200,000 and the major portion of \$2.3 million or 93% from the Federal Government. In fact, the federal contribution has actually been decreased to \$1,595,000 or to 64% of the originally committed level of funding.</p>	<p>• The reductions in committed funding for this sub-program resulted mainly from the lapse of salary funds of some \$421,000 in 1991-92 and Federal Government budgetary reduction in response to its downsizing programs and deficit reduction initiatives over the</p>																			
<p><b>Sub-Objectives</b></p> <p>• To enable scientific staff and field foresters to frequently interact and exchange ideas and views on forestry problems and their solutions through such vehicles as workshops, conferences and other gatherings.</p> <p>• To support innovative development of equipment and procedures which will improve forest management and pilot projects to demonstrate newly developed technologies and techniques.</p>	<p>• Relevance of agenda items for forest management in Saskatchewan.</p>	<p>• Seminars and information exchanges.</p> <p>• Incent and Discern management technology.</p> <p>• Economic Assessment technology in silviculture and timber management.</p>	<p>Federal expenditures were made as follows:</p> <table border="1" data-bbox="315 1031 735 1185"> <tr><td>1991-92</td><td>379</td></tr> <tr><td>1992-93</td><td>411</td></tr> <tr><td>1993-94</td><td>440</td></tr> <tr><td>1994-95</td><td>263*</td></tr> <tr><td>1995-96</td><td>200*</td></tr> <tr><td>Total</td><td>\$1,595</td></tr> </table> <p>The actual reduction in contribution was approximately \$905,000 or about 34%.</p> <p>Provincial expenditures were as follows:</p> <table border="1" data-bbox="315 1124 735 1185"> <tr><td>1991-92</td><td>143</td></tr> <tr><td>1993-93</td><td>120</td></tr> <tr><td>1993-94</td><td>0</td></tr> <tr><td>Total</td><td>\$263*</td></tr> </table> <p>Private sector expenditures were \$195,443.</p> <p>* Budgeted</p>	1991-92	379	1992-93	411	1993-94	440	1994-95	263*	1995-96	200*	Total	\$1,595	1991-92	143	1993-93	120	1993-94	0	Total	\$263*	<p>• Commitment to technology transfer in support of improved forest resources in management.</p> <p>• Reimbursements to call for proposals.</p> <p>• Unforeseen problems included a spending freeze by the Provincial Government in the middle of the planting cycle which affected the ability to meet with clients.</p>
1991-92	379																							
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Total	\$263*																							

1. The actual goals and objectives of the Agreement and its sub-programs are stated in Part One, Chapter 2, pp. 12-13.

2. Provincial figures for 1994-95 and 1995-96 are not available.

**SUB-PROGRAM B.2 - APPLIED FOREST RESEARCH: LOGIC FRAME APPROACH**

Agreement Objectives / Goals <sup>1</sup>	Performance Indicators	External Factors	Proposed Outputs / Targets	Actual Outputs	External Factors														
<p><b>Primary Objectives</b></p> <p>a, b,</p> <p><b>Goals</b></p> <p>d, e, f</p>	<p>Contributions of research studies to augmenting the future supplies of timber.</p> <p>Contribution of research to improved forest management and utilization of the forest resource.</p> <p>Time lag between conclusion and implementation of research in field situation.</p> <p>Level of commitment to applied forest research.</p>	<ul style="list-style-type: none"> <li>• Limitations to the adoption of the results and conclusions of research particularly among small operators, including:                             <ul style="list-style-type: none"> <li>• costs of implementation and overhead;</li> <li>• risks and uncertainty;</li> <li>• personnel training;</li> <li>• high investment costs.</li> </ul> </li> <li>• Commitment and priority given to forestry research and development.</li> </ul>	<ul style="list-style-type: none"> <li>• Development and preparation of scientific reports, journal articles and manuals.</li> <li>• Preparation of videos.</li> <li>• Organization of seminars, workshops, conferences, symposia, etc.</li> <li>• Development of technology transfer plans and strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• Scientific reports on the following research investigations</li> <li>• Costs / Benefits of Environmental Improvements on Forest Lands.</li> <li>• Assessment of the effects of various silvicultural Treatments by investigating changes in soil characteristics and seeding performance at several sites in Saskatchewan.</li> <li>• Early Genetic Evaluation of Jack Pine and White Spruce..</li> <li>• Artificial Renewal Field Studies Establishment.</li> <li>• Impact of Forest Pests on Stand productivity.</li> <li>• Impact of Silvicultural Practices on Maintaining Genetic Diversity</li> <li>• Prediction models and Decision Support Hardware.</li> </ul>	<ul style="list-style-type: none"> <li>• Dedication and commitment of the forestry community to research excellence and in maintaining its international research reputation.</li> </ul>														
<p>Agreement Objectives / Goals</p>	<p>Performance Indicators</p>	<p>External Factors</p>	<p>Activities</p>	<p>Inputs</p>	<p>External Factors</p>														
<p><b>Primary Goal</b></p> <ul style="list-style-type: none"> <li>• To improve forestry activities in Saskatchewan through applied forest research.</li> </ul> <p><b>Sub-Objectives</b></p> <ul style="list-style-type: none"> <li>• To fund research into priority areas identified through various research advisory processes as germane to the improvement of forest activity in the Province.</li> <li>• To provide funding support to other agencies such as educational institutions, research institutions, and private industry wishing to conduct research studies which address the objectives of the Agreement.</li> </ul>	<ul style="list-style-type: none"> <li>• Integration of research approach.</li> <li>• Contributions of research to the development of the forest industry.</li> <li>• Quality of research.</li> <li>• Level of participation of educational institutions, research councils and institutions and private industry in the sub-program.</li> <li>• Development and preparation of technology transfer plans.</li> <li>• Progress made in achievement of stated goals and objectives.</li> <li>• Contributions to knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability and willingness to implement the results of the research.</li> </ul>	<ul style="list-style-type: none"> <li>• Funding of research in silviculture.</li> <li>• Research in forest inventory including growth and yield.</li> <li>• Research in nursery and tree improvement.</li> <li>• Research in forest protection, including fire management, and insect disease issues.</li> <li>• Research in forestry economics etc.</li> </ul>	<p>The total expenditure originally allocated to this sub-program was \$2.85 million, of which the federal share was \$2 million or 70%, and the provincial share was \$0.85 million or 30%. Actual federal expenditures as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>\$'000</th> </tr> </thead> <tbody> <tr> <td>1991-92</td> <td>379</td> </tr> <tr> <td>1992-93</td> <td>903</td> </tr> <tr> <td>1993-94</td> <td>877</td> </tr> <tr> <td>1994-95</td> <td>853*</td> </tr> <tr> <td>1995-96</td> <td>—</td> </tr> <tr> <td><b>Total</b></td> <td><b>\$3,012</b></td> </tr> </tbody> </table> <p>•Actual federal expenditures under this sub-program increased by \$1,012,000 or 50.6% over the originally committed figure of \$210 million.</p> <p>•Federal expenditures amounted to 23.1% of its total contributions under the Agreement.</p>		\$'000	1991-92	379	1992-93	903	1993-94	877	1994-95	853*	1995-96	—	<b>Total</b>	<b>\$3,012</b>	<ul style="list-style-type: none"> <li>• Nature of response to call for proposals.</li> <li>• Extent of circulation of calls for proposals.</li> <li>• Interest of the forestry community in developing and submitting quality applied forestry research proposals.</li> </ul>
	\$'000																		
1991-92	379																		
1992-93	903																		
1993-94	877																		
1994-95	853*																		
1995-96	—																		
<b>Total</b>	<b>\$3,012</b>																		
				<ul style="list-style-type: none"> <li>•The province did not contribute to this sub-program.</li> <li>•Private sector contributions were \$319,015.</li> </ul>															
				<ul style="list-style-type: none"> <li>• Budgeted</li> </ul>															

1. The actual goals and objectives of the Agreement and its sub-programs are stated in Part One, Chapter 2, pp. 12-13.

**SUB-PROGRAM B.3 - FOREST PRODUCT RESEARCH AND MARKETING: LOGIC FRAME APPROACH**

Agreement Objectives / Goals <sup>1</sup>	Performance Indicators	External Factors	Proposed Outputs / Targets	Actual Outputs	External Factors										
<p><b>Primary Objectives</b></p> <p>a, b,</p> <p><b>Goals</b></p> <p>d, e, f</p>	<p>Number of new product market opportunities identified and developed.</p> <p>Number of projects demonstrating new product utilization opportunities.</p> <p>Scope of market intelligence, information and analysis identifying prospects for new product development.</p> <p>Number of success stories.</p> <p>Analysis of supply conditions of raw materials.</p>	<p>Institutional, financial and market barriers to market production of new products.</p>	<ul style="list-style-type: none"> <li>Market feasibility studies.</li> <li>Opportunity identification studies for Provincial forest products.</li> <li>Value added opportunity studies.</li> <li>Identification of non-forest traditional products with market potential and diversification potential.</li> </ul>	<ul style="list-style-type: none"> <li>Report on Special Forest Products Market Analysis.</li> <li>Report on Wild Fruit Pures / Concentrate Market Study.</li> <li>Publication on Secondary Wood Users Survey.</li> <li>Publication on Primary Wood Users Survey.</li> <li>Report on Non-Market Valuation Bias due to Aboriginal Culture.</li> <li>Wood Gasification Demonstration.</li> </ul>	<ul style="list-style-type: none"> <li>Supplementary funding from the private sector forest community.</li> <li>Feasibility studies on processors of product development, processing and commercialization.</li> <li>Capital investment in new product development, processing, commercialization and marketing.</li> <li>Risks and uncertainty associated with market production.</li> </ul>										
Agreement Objectives / Goals	Performance Indicators	External Factors	Activities	Inputs	External Factors										
<p><b>Primary Goal</b></p> <ul style="list-style-type: none"> <li>To improve the Province's economic base and provide stability and diversity to its economic base.</li> </ul> <p><b>Sub-Objectives</b></p> <ul style="list-style-type: none"> <li>To increase the value-added components of Saskatchewan's forest products through promotion, development and studies of market potential.</li> </ul>	<ul style="list-style-type: none"> <li>Change in the Province's Gross Domestic Product Associated with higher value-added non-timber products.</li> <li>Contributions of higher value-added non timber products to the Province's Gross Domestic Product.</li> <li>Nature, type and scope of diversification opportunities created.</li> </ul>	<p>Constraints to new product development, processing and commercialization.</p>	<ul style="list-style-type: none"> <li>Support for forest related industries in diversification initiatives to meet market needs.</li> <li>Development of non-timber forest products as income alternatives and augmentation.</li> <li>Comprehensive study of Saskatchewan's forest product capabilities, the industry's social and economic impacts and related opportunity identification.</li> </ul>	<ul style="list-style-type: none"> <li>Total funding of \$700,000 was originally committed for this sub-program. The proposed federal contribution was set at \$500,000 and the provincial contribution was \$200,000.</li> <li>Actual federal expenditures were \$205,000, i.e. some \$295,000 less than proposed. These expenditures were as follows:</li> </ul> <table border="1"> <thead> <tr> <th></th> <th>\$'000</th> </tr> </thead> <tbody> <tr> <td>1991-92</td> <td>25</td> </tr> <tr> <td>1993-94</td> <td>70</td> </tr> <tr> <td>1994-95</td> <td>110*</td> </tr> <tr> <td><b>Total</b></td> <td><b>\$205</b></td> </tr> </tbody> </table>		\$'000	1991-92	25	1993-94	70	1994-95	110*	<b>Total</b>	<b>\$205</b>	<ul style="list-style-type: none"> <li>The budgetary reductions are the result of lapsed salary funds in 1991-92 in respect of the Canadian Forest Service and federal and provincial budgetary reduction associated with their fiscal initiatives to reduce their deficits.</li> <li>Constraints associated with capital investment, risks and uncertainty related to new product development and marketing.</li> </ul>
	\$'000														
1991-92	25														
1993-94	70														
1994-95	110*														
<b>Total</b>	<b>\$205</b>														
<ul style="list-style-type: none"> <li>To support forest related industries interested in diversifying to meet expanding market needs.</li> </ul>	<ul style="list-style-type: none"> <li>Non-traditional forest products developed and encouraged.</li> <li>Identification of markets.</li> <li>Market opportunities pursued.</li> <li>Nature and scope of market information.</li> </ul>		<ul style="list-style-type: none"> <li>Promotion, development and studies of higher value-added products and processes and potential markets for these products.</li> </ul>	<ul style="list-style-type: none"> <li>No provincial contributions were made to this sub-program.</li> <li>Private sector contributions amounted to \$17,710.</li> <li>Budgeted</li> </ul>	<ul style="list-style-type: none"> <li>Competition from well-established substitute products in the market place.</li> </ul>										

1. The actual goals and objectives of the Agreement and its sub-programs are stated in Part One, Chapter 2, pp. 12-13.

SUB PROGRAM C I - PARK VEGETATION MANAGEMENT LOGIC FRAME APPROACH

Agreement Objectives / Goals	Performance Indicators	External Factors	Proposed Outputs / Topics	Actual Outputs / Accomplishments	External Factors																																	
<p><b>Director Objectives</b></p> <ul style="list-style-type: none"> <li>a. Level of funding committed to park vegetation management.</li> <li>b. Number of provincial parks for which management plans have been developed and implemented.</li> <li>c. Monitoring and assessment to date on vegetation management plans.</li> <li>d. Level of public awareness of the merits of vegetation management.</li> <li>e. Uncertainty in future of PAIF.</li> <li>f. Uncertainty in future of PAIF.</li> </ul>	<p><b>Performance Indicators</b></p> <ul style="list-style-type: none"> <li>• Number of vegetation management plans developed and / or implemented.</li> <li>• Resource Data Base developed as an aid to GIS capability (future decision management).</li> <li>• Change in priority given to vegetation management.</li> <li>• Change in the quality of park management as perceived by park users and stakeholders.</li> <li>• Change in the benefits derived from non-timber benefits.</li> <li>• Change in perception of vegetation management issues and techniques.</li> <li>• None i.e. quality and appropriate use of the vegetation management as a component of BLM.</li> <li>• Change in visual appeal of park after treatment.</li> <li>• Change in the environmental integrity after treatment.</li> </ul>	<p><b>External Factors</b></p> <ul style="list-style-type: none"> <li>• Demand for commercial forest harvesting (Greenway, Cypress and Moose Mountain).</li> <li>• Support from third parties Wildlife Branch, Nature Saskatchewan, PRA, CFS, University to annual budget levels.</li> </ul>	<p><b>Proposed Outputs / Topics</b></p> <ul style="list-style-type: none"> <li>• Development and implementation of new vegetation management plans.</li> <li>• Evaluation of progress of vegetation management plans.</li> <li>• Public education and presentations on the need for and importance of vegetation management.</li> <li>• Develop out within the provincial park program of knowledge capability and competence in the preparation and implementation and vegetation management plans.</li> </ul>	<p><b>Actual Outputs / Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Budgetary, 10 expenditures relating to Vegetation Management Plans and which have been prepared and distributed for Public consumption.</li> <li>• Vegetation management plan / strategy have been developed and / or implemented in the following eight provincial parks:             <ol style="list-style-type: none"> <li>1) Moose Mountain</li> <li>2) Duck Mountain</li> <li>3) Cypress Hills</li> <li>4) Grass Water</li> <li>5) Narrow Hills</li> <li>6) Douglas Provincial Park</li> <li>7) Kananis Rivier</li> <li>8) Canola Lake</li> <li>9) Saskatchewan Landing</li> <li>10) Meadow Lake</li> <li>11) Badillo Pond</li> </ol> </li> <li>• Resource list for Interpretation of Vegetation Management and of the Fair Agreement for Public Information.</li> <li>• Field Stations on benefits and identification of forest harvesting.</li> <li>• 11 Person Years of employment.</li> <li>• Vegetation Management Conference (1991-92)</li> <li>• 125 participants.</li> <li>• 7 Training Study Reports.</li> <li>• Development of a Vegetation Data Base (GIS).</li> <li>• Technical support for federal and provincial agencies in forest management.</li> <li>• Reports on new and emerging plant surveys.</li> <li>• Vegetation Management monitoring reports (7).</li> <li>• Breeding Birds Survey Reports in (3) Parks.</li> <li>• GIS Work Station and products established for Saskatchewan Parks.</li> </ul>	<p><b>External Factors</b></p> <ul style="list-style-type: none"> <li>• Economic downturn 1990-94 that resulted in the Provincial Government's downsizing and reducing responsibilities outside that were wanted to reduce the provincial debt and deficit.</li> <li>• Additional program responsibilities assigned to existing project implementation staff.</li> <li>• Changing project priorities due to demand for commercial harvesting.</li> <li>• Changing priorities.</li> <li>• Environmental conditions ( weather, hailstorms, dam age hills trees)</li> </ul>																																	
	<p><b>Sub-Program Objectives / Goals</b></p> <ul style="list-style-type: none"> <li>• To improve vegetation management and management in provincial parks that can be considered to contribute to a vegetation management component of integrated resource management plans.</li> <li>• To enhance non-timber benefits from Saskatchewan provincial parks.</li> </ul>	<p><b>Performance Indicators</b></p> <ul style="list-style-type: none"> <li>• Number of vegetation management plans developed and / or implemented.</li> <li>• Resource Data Base developed as an aid to GIS capability (future decision management).</li> <li>• Change in priority given to vegetation management.</li> <li>• Change in the quality of park management as perceived by park users and stakeholders.</li> <li>• Change in the benefits derived from non-timber benefits.</li> <li>• Change in perception of vegetation management issues and techniques.</li> <li>• None i.e. quality and appropriate use of the vegetation management as a component of BLM.</li> <li>• Change in visual appeal of park after treatment.</li> <li>• Change in the environmental integrity after treatment.</li> </ul>	<p><b>External Factors</b></p> <ul style="list-style-type: none"> <li>• Demand for commercial forest harvesting (Greenway, Cypress and Moose Mountain).</li> <li>• Support from third parties Wildlife Branch, Nature Saskatchewan, PRA, CFS, University to annual budget levels.</li> </ul>	<p><b>Proposed Outputs / Topics</b></p> <ul style="list-style-type: none"> <li>• Wildlife enhancement.</li> <li>• Slope stabilization including soil erosion prevention in sensitive areas.</li> <li>• Site rehabilitation for visual and environmental appeal.</li> <li>• Public education on a series of vegetation management brochures, handouts, seminars, slides, videos etc.</li> <li>• Run and ecological plant surveys on Saskatchewan parks.</li> <li>• Review and update of existing vegetation management plans.</li> </ul>	<p><b>Actual Outputs / Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Total funding committed for this sub-program was \$1 million equally shared (50%) by both the federal and provincial governments.</li> <li>• The actual federal contributions of \$481,000 was distributed as follows:             <table border="1" data-bbox="483 987 840 1113"> <tr><td>1991-92</td><td>\$700</td></tr> <tr><td>1992-93</td><td>35</td></tr> <tr><td>1993-94</td><td>172</td></tr> <tr><td>1994-95</td><td>164</td></tr> <tr><td>1995-96</td><td>106</td></tr> <tr><td>1996-97</td><td>113</td></tr> <tr><td>1997-98</td><td>124</td></tr> <tr><td>1998-99</td><td>124</td></tr> <tr><td>Total</td><td>\$338</td></tr> </table> </li> <li>• Provincial Government contributed one \$339,000* as follows:             <table border="1" data-bbox="378 987 483 1113"> <tr><td>1990-91</td><td>\$700</td></tr> <tr><td>1991-92</td><td>104</td></tr> <tr><td>1992-93</td><td>104</td></tr> <tr><td>1993-94</td><td>113</td></tr> <tr><td>1994-95</td><td>124</td></tr> <tr><td>1995-96</td><td>124</td></tr> <tr><td>Total</td><td>\$338</td></tr> </table> </li> <li>• Private sector firms contributed \$481,000 to this sub-program.</li> </ul>	1991-92	\$700	1992-93	35	1993-94	172	1994-95	164	1995-96	106	1996-97	113	1997-98	124	1998-99	124	Total	\$338	1990-91	\$700	1991-92	104	1992-93	104	1993-94	113	1994-95	124	1995-96	124	Total	\$338	<p><b>External Factors</b></p> <ul style="list-style-type: none"> <li>• Government fiscal restraint program and changes in priorities.</li> <li>• Down-sizing and budgetary cut-backs resulted in the elimination of human and financial resources available at the contributions of the Provincial Government for the implementation of the sub-program.</li> <li>• The reorganizing of Provincial Government contributions on Forest Water Shed Harvest Planning and Forest Wildlife Habitat sub-program.</li> </ul>
1991-92	\$700																																					
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SUB-PROGRAM C-2 FOREST WILDLIFE HABITAT PLANNING LOGIC FRAME APPROACH

Agreement Objectives / Goals <sup>1</sup>	Performance Indicators	External Factors	Proposed Outputs / Topics	Actual Outputs	External Factors										
<p><b>Overall Objectives</b></p> <ul style="list-style-type: none"> <li>a. </li> <li>b. </li> <li>c. </li> </ul> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>1. </li> <li>2. </li> <li>3. </li> <li>4. </li> <li>5. </li> <li>6. </li> <li>7. </li> </ul>	<ul style="list-style-type: none"> <li>• Integration of wildlife into the values and benefits derived from the forest.</li> <li>• Priority given to the development of a wildlife habitat component of an integrated forest resource.</li> <li>• Magnitude of success in contributing goals and objectives of the Agreement.</li> <li>• Level of participation of the sub-program</li> </ul>	<ul style="list-style-type: none"> <li>• Constraints to the development of a comprehensive integrated forest resource management strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of a long-term Forest Wildlife Habitat Plan.</li> <li>• Incorporation and integration of wildlife as a component of an integrated forest management plan.</li> <li>• Development of a Modified Habitat Suitability Index (HSI) Model to predict site and resource habitat suitability over years for stakeholders.</li> <li>• Development of Analytical Tools and Testing of Procedures in Pilot Project Area.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstration pilot - 40 ha<sup>2</sup> trial entry harvesting technique, theoretical alternative methods of harvesting wood. A media and public tour of the site is held for this matter.</li> <li>1) Global Positioning System (GPS) Reference Manual Application to Elk/Moose Habitat Aerial Survey.</li> <li>2) Demonstration of the Forest Decision Support Database Construction in Arifolia.</li> <li>3) Guidelines for Special Database Construction Employing the Arifolia GIS Software.</li> </ul>	<ul style="list-style-type: none"> <li>• Contributions of the various participating parties to the project.</li> <li>• Impact of government policies on habitat for the sub-program.</li> <li>• Environmental factors: early start and conditions, funding, etc.</li> </ul>										
<p><b>Agreement Objectives / Goals</b></p> <p><b>Detailed Goals</b></p> <ul style="list-style-type: none"> <li>• To contribute towards the recognition of wildlife as a sustainable benefit in deriving the total values and benefits of the forest.</li> <li>• To improve forest management through inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Quality of wildlife component of strategic integrated resource management plan.</li> <li>• Change in quality of forest management decisions.</li> <li>• Accuracy and scope of inventory developed.</li> </ul>	<ul style="list-style-type: none"> <li>• Constraints to change in the quality and scope of forest resource management decision-making.</li> <li>• Competitiveness of forest resource inventory developed.</li> </ul>	<ul style="list-style-type: none"> <li>• Wildlife habitat inventory program.</li> <li>• Development of plans for consolidating and/or enhancing wildlife habitats of forest activities.</li> <li>• Development of wildlife habitat component of an</li> </ul>	<ul style="list-style-type: none"> <li>• The originality proposed level of funding for the sub-program by the federal share of the contribution was \$190,000 and the remaining \$600,000 was the provincial share.</li> <li>• The actual portion of the federal</li> </ul>	<ul style="list-style-type: none"> <li>• Level of funding actually committed to this sub-program by both the federal and provincial governments.</li> <li>• Priority assigned to the development of a component of an integrated forest management strategy with sustainability as the guiding principle.</li> </ul>										
<p><b>Agreement Objectives / Goals</b></p> <p>of non-carbon forest values and benefits.</p>	<ul style="list-style-type: none"> <li>• Level of recognition of non-carbon values of the forest.</li> <li>• Measure of success in achieving the goals of the sub-program.</li> <li>• Integration of wildlife as a component of an integrated forest resource management plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Market conditions for non-carbon forest resources.</li> <li>• Investment in the development and commercialization of non-carbon forest products.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated resource management plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Contribution to the sub-program was \$719,000 distributed as follows:                             <table border="1" style="margin-left: 20px;"> <tr> <td>1991-92</td> <td>143</td> </tr> <tr> <td>1992-93</td> <td>243</td> </tr> <tr> <td>1993-94</td> <td>176</td> </tr> <tr> <td>1994-95</td> <td>112</td> </tr> <tr> <td>Total</td> <td>\$774</td> </tr> </table> </li> <li>• Actual provincial contribution was \$400,101.</li> <li>• Actual federal share was \$18,900 less than originally planned.</li> <li>• Private sector contribution amounted to \$414,900.</li> </ul>	1991-92	143	1992-93	243	1993-94	176	1994-95	112	Total	\$774	<ul style="list-style-type: none"> <li>• Quality of response or submission to call for proposals.</li> <li>• Availability of trained experts.</li> </ul>
1991-92	143														
1992-93	243														
1993-94	176														
1994-95	112														
Total	\$774														

1) The actual goals and objectives of the Agreement and to sub-program are stated in Part One, Chapter 2, pp. 12-13.  
 2) Provincial figures for 1994-95 and 1995-96 are not available.

**SUB-PROGRAM C.3 - FOREST WATERSHED HARVEST PLANNING: LOGIC FRAME APPROACH**

Agreement Objectives / Goals <sup>1</sup>	Performance Indicators	External Factors	Proposed Outputs / Targets	Actual Outputs	External Factors												
<p><b>Primary Objectives</b></p> <p>b, c</p> <p><b>Goals</b></p> <p>a, b, d, f</p>	<ul style="list-style-type: none"> <li>Integration of watershed harvesting into the values and benefits derived from the forests.</li> <li>Priority given to the development of watershed harvest planning as a component of an integrated forest resource management plan.</li> <li>Degree of success in contributing to the achievement of the goals and objectives of the Agreement.</li> </ul>	<ul style="list-style-type: none"> <li>Commitment to the development of a comprehensive integrated Forest Resource Management Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Development of hydrological models showing interrelationships between forest harvest and watershed harvesting.</li> <li>Development of a watershed management component of an integrated forest resource management plan.</li> <li>Development of models for predicting a stream's ability to support fish populations.</li> </ul>	<ul style="list-style-type: none"> <li>Interim Report on Forest Watershed Harvesting Project.</li> <li>Interim Report #2 on Forest Watershed Harvesting Project.</li> </ul>	<ul style="list-style-type: none"> <li>Contribution of the various participating partners to the project.</li> <li>Impacts of government deficit reduction measures on funding for this sub-program.</li> </ul>												
Sub-Program Goals /Objectives	Performance Indicators	External Factors	Activities	Inputs	External Factors												
<ul style="list-style-type: none"> <li>To improve forest resource management by incorporating watershed harvesting in an integrated resource management strategy.</li> <li>To measure the effects of forest harvesting on watersheds.</li> <li>To develop a watershed management component of an integrated forest resource management plan.</li> </ul>	<p>Appropriateness of concern for incorporating watershed harvesting into an integrated forest resource management plan.</p> <p>Quality of model calibration.</p> <p>Quality of hydrological models developed.</p> <p>Quality of watershed management component of the integrated resource management plan.</p>	<ul style="list-style-type: none"> <li>Comprehensiveness of forest resource inventory developed.</li> <li>Market conditions for non-timber forest resource products.</li> <li>Investment decisions in the development and commercialization of non-timber forest products.</li> </ul>	<ul style="list-style-type: none"> <li>Data collection and analysis, and the testing, calibration and application of hydrological models to measure the effects of harvesting on watersheds.</li> </ul>	<p>The actual federal contribution of \$291,000 was distributed as follows:</p> <table border="0"> <tr> <td></td> <td align="right">\$'000</td> </tr> <tr> <td>1991-92</td> <td align="right">23</td> </tr> <tr> <td>1992-93</td> <td align="right">97</td> </tr> <tr> <td>1993-94</td> <td align="right">87</td> </tr> <tr> <td>1994-95</td> <td align="right"><u>84</u></td> </tr> <tr> <td><b>Total</b></td> <td align="right"><b><u>\$291</u></b></td> </tr> </table> <ul style="list-style-type: none"> <li>Actual provincial funding of this sub-program is \$250,000.</li> <li>Actual total contribution is \$541,000.</li> <li>There were no private sector contributions to this sub-program.</li> </ul>		\$'000	1991-92	23	1992-93	97	1993-94	87	1994-95	<u>84</u>	<b>Total</b>	<b><u>\$291</u></b>	<ul style="list-style-type: none"> <li>Priority assigned to the development of a comprehensive integrated forest resource management strategy with sustainability as the guiding principle.</li> <li>Quality of response or submissions to call for proposals.</li> <li>Availability of trained experts.</li> </ul>
	\$'000																
1991-92	23																
1992-93	97																
1993-94	87																
1994-95	<u>84</u>																
<b>Total</b>	<b><u>\$291</u></b>																

1. The actual goals and objectives of the Agreement and its sub-programs are stated in Part One, Chapter 2, pp. 12-13.

2. Provincial figures for 1994-95 and 1995-96 are not available.

SUB-PROGRAM D.1: PUBLIC INFORMATION, EDUCATION AND WORKER TRAINING  
LOGIC FRAME APPROACH

Agreement Objectives / Goals	Performance Indicators	External Factors	Proposed Outputs / Types	Actual Outputs	External Factors												
<p><b>Program Objectives</b></p> <ul style="list-style-type: none"> <li>a, b, c</li> </ul> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>a, b, c, d, e, f</li> </ul>	<ul style="list-style-type: none"> <li>Degree of cooperation between the two levels of government and the forest industry.</li> <li>Continued and priority given to public information, education and worker training component of an integrated resource management plan.</li> <li>Increased availability of alternative contracts.</li> <li>Contribution of sub-program to the achievement of the objectives and goals of the Agreement.</li> </ul>	<ul style="list-style-type: none"> <li>Media coverage of forest resource management practices.</li> <li>Public awareness of the Agreement and its sub-program.</li> <li>Level of public confidence in existing management of the forest resource.</li> <li>Canada / Saskatchewan inter-national cooperation set to sustainability of the values and benefits of the forest resource.</li> </ul>	<ul style="list-style-type: none"> <li>Package on public awareness of the Agreement and its achievements.</li> <li>Package on youth education programming.</li> <li>Package on training needs of forest workers.</li> </ul>	<ul style="list-style-type: none"> <li>Public employ at several major events.</li> <li>Brochure on a wide variety of forestry topics.</li> <li>Fact sheets</li> <li>Posters</li> <li>Technology Transfer Materials</li> <li>Several statistical visits</li> <li>Newsletters</li> <li>Press conferences</li> <li>Newspapers</li> <li>Teaching Unit</li> <li>Survey reports</li> </ul>	<ul style="list-style-type: none"> <li>Level of public education and awareness of forest management problems and issues.</li> <li>Public confidence in the dependance of existing managers to manage society's renewable resources.</li> <li>Level of funding actually available for this sub-program.</li> <li>Impact of government fiscal restraint programs.</li> </ul>												
<p><b>Self-program Objectives / Goals</b></p> <ul style="list-style-type: none"> <li>• To increase public awareness of the Agreement.</li> <li>• To upgrade worker training and increase opportunities for employment and economic development.</li> </ul> <p><b>Sub-Objectives</b></p> <ul style="list-style-type: none"> <li>• To demonstrate that there is full cooperation between the governments of Canada and Saskatchewan toward achievement of enhanced forest land management in Saskatchewan with cooperation from forest industry and other sectoral participants.</li> </ul>	<ul style="list-style-type: none"> <li>Level of public participation in forest resource management and use initiatives.</li> <li>Change in public awareness of forestry issues before and after implementation of the Agreement.</li> <li>Type and number of public information material produced and distributed.</li> <li>Number of promotional material, displays and videos produced.</li> <li>Examples of Agronomy activities developed.</li> </ul>	<ul style="list-style-type: none"> <li>Package on youth education programming.</li> <li>Package on training needs of forest workers.</li> <li>Media coverage of forest management practices.</li> <li>Public participation in forest management decision making process.</li> <li>Public awareness of forest management issues and the achievements of this sub-program in addressing them.</li> </ul>	<ul style="list-style-type: none"> <li>Package on education and information on forestry issues and initiatives in support of the forestry industry.</li> <li>Public information about the Agreement and its achievements.</li> <li>Youth education programming.</li> <li>Forest worker training needs.</li> </ul>	<ul style="list-style-type: none"> <li>Total funding of \$1.6 million was committed to this sub-program. Of this, the federal contribution was \$1.0 million and the provincial contribution was \$600,000.</li> <li>The Actual federal contribution was as follows:</li> <table border="1"> <tr> <td>1991-91</td> <td>53</td> </tr> <tr> <td>1992-92</td> <td>105</td> </tr> <tr> <td>1993-94</td> <td>140</td> </tr> <tr> <td>1994-95</td> <td>150</td> </tr> <tr> <td>1995-96</td> <td>100</td> </tr> <tr> <td><b>Total</b></td> <td><b>\$548</b></td> </tr> </table> <li>This total represents \$452,000 less than the original funding commitment.</li> </ul>	1991-91	53	1992-92	105	1993-94	140	1994-95	150	1995-96	100	<b>Total</b>	<b>\$548</b>	<ul style="list-style-type: none"> <li>Scope and quality of project proposals.</li> <li>Response to call for project proposals.</li> <li>Availability of trained and dedicated staff.</li> </ul>
1991-91	53																
1992-92	105																
1993-94	140																
1994-95	150																
1995-96	100																
<b>Total</b>	<b>\$548</b>																
<ul style="list-style-type: none"> <li>To ensure that Saskatchewan residents are informed and aware of this agreement and its objectives and accomplishments.</li> <li>To demonstrate to Saskatchewan residents the social and economic benefits of responsible management of all the forest resources both fibre and non-fibre alike.</li> <li>To educate Saskatchewan residents on forest and forestry matters through involvement in youth education programming and by responding to issues raised by urban residents.</li> <li>To assist with the identification of forest worker training needs in consultation with industry and other clients and develop standards for alternative training programs.</li> </ul>	<ul style="list-style-type: none"> <li>Number of press conferences held.</li> <li>Number of ministerial visits, speeches arranged.</li> <li>Quality of training programs.</li> <li>Effectiveness of identification of forest worker training needs.</li> <li>Public awareness of the Agreement.</li> <li>1) accomplishments of socio-economic benefits of forest resource programs.</li> <li>Technical quality of program.</li> <li>Effectiveness of education and training programs.</li> </ul>	<ul style="list-style-type: none"> <li>Demarcation of socio-economic value and benefits of responsible forest management.</li> </ul>	<ul style="list-style-type: none"> <li>The actual total provincial contribution was \$308,547*, that is \$291,452 less than we committed.</li> </ul>														

1. The actual goals and objectives of the Agreement and its sub-programs are stated in Part One, Chapter 2, pp. 12-13.

2. Provincial figures for 1994-95 and 1995-96 are not available.

# HUGH WALKER CONSULTING ENTERPRISES LTD.

NATURAL RESOURCE INDUSTRY CONSULTANTS

115 Biro Place  
Tel (306) 242-1045

Saskatoon, SK. CANADA  
Fax (306) 931-4006

S7K 7V5  
Mobile (306) 241-1260

May 27, 1994

Saskatchewan Forest Products Corp.  
P.O. Box 40  
Hudson Bay, SK S0E 0Y0

Dear Sir/Madam:

Re: Evaluation of the Canada-Saskatchewan Partnership Agreement in Forestry

With reference to the above noted subject, I wish to inform you that the firm of Hugh Walker Consulting Enterprises Ltd. of Saskatoon, Saskatchewan has been retained to conduct the comprehensive evaluation of the Canada-Saskatchewan Partnership Agreement in Forestry (PAIF).

An important aspect of our data collection instrument involves the use of the questionnaire technique. As your firm/company is the recipient of financial and/or other support under this agreement, I wish to request that you be good enough to complete the attached questionnaire and return it to this office at your earliest convenience, please.

In this connection, I wish to thank you in anticipation of your kind attention and assistance in this matter.

Yours Sincerely,

Hugh Walker,  
President

Dale Vizina  
Saskatchewan Forest Products Corp.  
P.O. Box 40  
Hudson Bay, SK S0E 0Y0

Bob Brooks  
MacMillan Bloedel  
Box 460  
Hudson Bay, SK S0E 0Y0

Barry Peel  
Mistik Management Ltd.  
Box 3007  
Meadow Lake, SK S0M 1V0

Roger Lacoursiere  
Hudson Bay Rural Dev. Corp.  
Box 730  
Hudson Bay, SK S0E 0Y0

Frank Morin  
Big River Band  
Box 519  
Debden, SK S0J 0S0

Charlie McKay  
Red Earth Band Wood Operations  
Box 109  
Red Earth, SK S0E 1K0

Ron Ray  
Nikotawsik Development Corp.  
General Delivery  
Pelican Narrows, SK S0P 030

Peter Mazuren  
National Indian Forestry Inst.  
Box 2138  
Meadow Lake, SK S0M 1V0

Leslie Pechawis  
Mistawasis Indian Band  
Box 250  
Leask, SK S0J 1M0

Harry Bill  
Pelican Lake Band  
Box 399  
Leoville, SK S0J 1N0

Gene Kimbley  
Montreal Lake Band Enterprises  
General Delivery  
Montreal Lake, SK S0J 1Y0

Chief Percy Derocher  
Meadow Lake Tribal Council  
Box 1360  
Meadow Lake, SK S0M 1V0

Robert Fiddler  
Waterhen Band  
General Delivery  
Waterhen, SK S0M 3B0

Chief Roland Crowe  
Federation of Saskatchewan  
Indian Nations  
109 Hodsman Road  
Regina, SK S4N 5W3

Grand Chief Alphonse Bird  
Prince Albert Grand Council  
Box 478  
Prince Albert, SK S6V 5R8

Nancy Lyle  
Farm Woodlot Association of Saskatchewan  
Box 760  
Meadow Lake, SK S0M 1V0

Geordie McKay  
Sask. Christmas Tree Growers' Assoc.  
P.O. Box 1448  
North Battleford, SK S9A 3W1

Marie Grono  
Saskatchewan Forestry Association  
P.O. Box 400  
Prince Albert, SK S6V 5R7

Jack Spencer  
Weyerhaeuser Canada Ltd.  
Saskatchewan Timberlands  
P.O. Box 1720  
Prince Albert, SK S6V 5R3

Jim Hutch  
Saskatchewan Research Council  
15 Innovation Blvd.  
Saskatoon, SK S7N 2X8

Peter Jonker  
University of Saskatchewan  
Extension Division  
Saskatoon, SK S7N 0W0

Mike Folkema  
Forest Eng. & Research Institute  
143 Place Frontenac  
Pointe Claire, PQ H9R 4Z7

Philip Leduc  
Prairie Agri. Machinery Institute  
P.O. Box 1150  
Humboldt, SK S0K 2A0

Don Giles  
Forintek Canada Corp.  
2665 East Mall, University of B.C.  
Vancouver, BC V6T 1W5

Nancy Kent  
P.A. Regional Economic Dev. Authority  
3700 - 2nd Avenue West  
Prince Albert, SK S6W 1A2

Brian Heinz, Sask. GIS  
City of Saskatoon Engineering  
Dept. 222 - 2nd Avenue North  
Saskatoon, SK S6K 0J5

V. Adamowicz  
Dept. of Rural Economy  
University of Alberta  
515 General Services Bldg.  
Edmonton, AB T6G 2H1

Ken Van Rees  
Dept. of Soil Science  
University of Saskatchewan  
Saskatoon, SK S7N 0W0

Dr. Bruce Dancik  
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University of Alberta  
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John Spence  
Dept. of Entomology  
University of Alberta  
227 Earth Science Bldg.  
Edmonton, AB T6G 2E3

Dr. Keith Hobson  
Canadian Wildlife Service  
115 Perimeter Road  
Saskatoon, SK S7N 0X4

Scott Wilson  
Dept. of Biology - University of Regina  
Regina, SK S4S 0A2

Michael Newman  
Canadian Institute of Forestry  
Box 2316  
Prince Albert, SK S6V 6Z1

Dave Halland  
D & A Halland Co.  
Box 66  
Love, SK S0J 1P0

Frank Sudol  
Box 89  
Paddockwood, SK S6V 4V8

C. Caza  
Wildlife Habitat Canada  
Suite 301, 1704 Carling Avenue  
Ottawa, ON K2A 1C7

Kay Wilson  
Sask. Environmental Society  
P.O. Box 1372  
Saskatoon, SK S7K 3N9

Thelma Cey  
I Save Saskatchewan  
Box 971  
Wilkie, SK S0K 4W0

Karen Taylor-Browne  
Save Our Saskatchewan Elms  
1343 Elliot Street  
Saskatoon, SK S7N 0V7

Barbara Clanchy  
Sask. Forest Conservation Network  
Box 7736  
Saskatoon, SK S7K 4R5

# HUGH WALKER CONSULTING ENTERPRISES LTD.

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115 Biro Place  
Tel (306) 242-1045

Saskatoon, SK. CANADA  
Fax (306) 931-4006

S7K 7V5  
Mobile (306) 241-1260

May 26, 1994.

Dear Sir / Madam:

Re: Evaluation of the Canada-Saskatchewan Partnership Agreement in Forestry

With reference to the above noted subject, I wish to inform you that the firm of Hugh Walker Consulting Enterprises Ltd. of Saskatoon, Saskatchewan has been retained to conduct the comprehensive evaluation of the Canada - Saskatchewan Partnership Agreement in Forestry (PAIF).

An important aspect of our data collection instrument involves the use of the questionnaire technique. As your firm / company had applied for but did not receive financial and / or other support under this Agreement, I wish to request that you be good enough to complete the attached questionnaire and return it to this office at your earliest convenience, please.

In this connection, I wish to thank you in anticipation of your kind attention and assistance in this matter.

Yours Sincerely,

Hugh Walker,  
President



Applicants whose projects were not approved for funding support under  
the Partnership Agreement in Forestry

Dr. D. Anderson,  
Department of Soil Science,  
University of Saskatchewan,  
Saskatoon, SK.  
S7N 0W0

I. A. Campbell,  
Canadian Forest Service,  
5320 - 122 Street,  
Edmonton, AB.  
T6H 3S5

Bruce Crouter  
SERM - Natural Resources,  
3211 Albert Street,  
Regina, SK.  
S7S 5W6

Dr. C. Davidson,  
Agriculture Canada - Research Centre,  
Unit 100 - 101 Route 100,  
Morden, MB.  
T6M 1Y5

Geographic Dynamics Corp.,  
Box 9583,  
Edmonton, AB.  
T6E 5X3

Mark Gimby,  
Sask. Research Council,  
15 Innovation Blvd.,  
Saskatoon, SK.  
S7N 2X8

Bob Godwin,  
Sask. Research Council,  
15 Innovation Blvd.,  
Saskatoon, SK.  
S7N 2X8

Dr. P. Gong,  
Dept. of Geomatics Engineering,  
University of Calgary,  
2500 University Drive N.W.,  
Calgary, AB.  
T2N 1N4

Craig A. Hanson,  
PAMI,  
Box 1150,  
Humboldt, SK.  
SOK 2A0

John Hoddinott,  
Dept. of Botany  
B414 Biological Sciences Centre,  
University of Alberta,  
Edmonton, AB.  
T6G 2H1

E. H. Hogg,  
Canadian Forest Service,  
5320 - 122 Street,  
Edmonton, AB.  
T6H 3S5

Dr. Paul C. James,  
Museum of Natural History,  
2340 Albert Street,  
Regina, SK.  
S4P 3V7

G. Khachatourians,  
Dept. of Microbiology,  
University of Saskatchewan,  
Saskatoon, SK.  
S7N 0W0

J. Burke Korol,  
Dept of Crop Science,  
University of Saskatchewan  
Saskatoon, SK.  
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Linda Langford,  
SERM - Policy and Partnerships,  
3211 Albert Street,  
Regina, SK.  
S4S 5W6

Dr. D. M. Lehkuhl,  
Dept. of Biology,  
University of Saskatchewan,  
Saskatoon, SK.  
S7N 0W0

D. J. Puth,  
Dept. of Soil Science,  
University of Saskatchewan,  
Saskatoon, SK.  
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Keith Roney,  
Sask. Museum of Natural History,  
2340 Albert Street,  
Regina, SK.  
S4P 3V7

Sask. Council of Independent  
Forest Industries,  
Box 228,  
La Ronge, SK.  
S0J 1L0

Sentar Consultants Ltd.,  
155, 2635 - 37th Avenue N.E.,  
Calgary, AB.  
T1Y 5Z6

Terrestrial and Aquatic  
Environmental Managers Ltd.,  
Box 2647,  
Melville, SK.  
S0A 2P0

Jeff Thorpe,  
Sask. Research Council,  
15 Innovation Blvd.,  
Saskatoon, SK.  
S7N 2X8

Cheralyn Walters,  
Vice President Marketing,  
Prairie Plant Systems Inc.,  
108 - 106 Research Drive,  
Saskatoon, SK.  
S7N 3R3

Dr. Bill White,  
Canadian Forest Service,  
5320 - 122 Street,  
Edmonton, AB.  
T6H 3S5

Richard Yang,  
Canadian Forest Service,  
5320 - 122 Street,  
Edmonton, AB.  
T6H 3S5

Steve Zoltai,  
Canadian Forest Service,  
5320 - 122 Street,  
Edmonton, AB.  
T6H 3S5





Appendix 15

ANALYSIS OF FUNDED APPLICANTS RESPONSES TO QUESTIONNAIRE  
 QUESTIONS 1 TO 7  
 Response Rate = 21/40 = 53%

Questionnaire Number / Question	<\$100,000	>\$100,000	No Response	<\$100,000 %	>\$100,000 %	No Response %
1. Level of funding received	14	6	1	67	28	5
2. Level of funding sought	15	5	1	71	24	5
3. Consequences of a reduction in funding	No Change	Project Down-sized/ Discontinued	No Response	No Change %	Project Down-sized/ Discontinued %	No Response %
	5	11	5	24	52	24
4. Consequences of a higher level of funding	No Change	Project would be enlarged /expanded	No Change %	Project would be enlarged /expanded %		
	7	14	33	67		
5. Number of Projects Undertaken	Total		Mean Number of Projects Undertaken		Range of Number of Projects Undertaken	
	89		4.2		1-16	
6. Likelihood of Proceeding without PAIF	Certainly Gone Ahead	Probably Gone Ahead	Possibly Gone Ahead	Possibly Not Gone Ahead %	Probably Not Gone Ahead %	Certainly Not Gone Ahead %
Number	2	2	2	0	0	15
Percent	10	10	10	0	0	70

## ANALYSIS OF FUNDED APPLICANTS RESPONSES TO QUESTIONNAIRE

Questionnaire Number / Question						
7. Other sources of funding sought	<ul style="list-style-type: none"> <li>• Alberta PAIF; Federal Science and Technology Fund, and others</li> <li>• Prince Albert Model Forest</li> <li>• Mountain Equipment Co-op; Saskatchewan Outdoor and Environmental Education Association, and Saskatchewan Natural History Society</li> <li>• Saskatchewan Forestry Association and fund raising events</li> <li>• Forestry Canada and Simpson Timber Trust Fund</li> <li>• SERM, Parks Branch, and Manitoba and Alberta Government Parks Departments</li> <li>• Green Plan (Model Forest); Saskatchewan Forest Habitat Project; CRIMP; Saskatchewan Heritage Foundation and Managed Stand Plots - Mistik</li> <li>• PARD; OAEDS and Co-Management, etc.</li> <li>• Forestry Canada; NSERC, and Provincial Governments (Forest Service and Research Trusts).</li> <li>• Provincial government; Weyerhaeuser; MacMillan Bloedel; L. &amp; M. Wood Products; Mistik Management; SERM; SFPC; PAGC; Meadow Lake Tribal Council; Norsask; Millar Western; Silviba Services</li> <li>• Forestry Canada, all other provinces in Eastern and central Canada</li> <li>• Agriculture Development Fund; Community Animation Project and Canada-Saskatchewan Green Plan, farm based</li> </ul>					
8. Contractors' contributions	Funding Equipment / Materials and Time	Equipment / Materials and Time	Time	Funding Equipment / Materials and Time %	Equipment / Materials and Time %	Time %
	5	7	9	24	33	43
9. New projects developed as a consequence of PAIF			New Project(s) Developed	No New Project(s) Developed	New Project(s) Developed %	No New Project(s) Developed %
			10	11	48	52
10. Planning, Market or Technology Transfer Studies Undertaken			Studies Under-taken	No Studies Under-taken	Studies Under-taken %	No Studies Under-taken %
			5	16	24	76
11. Number of Person Years of Employment Generated	Total		Mean		Range	
	67.4		3.2		0.1 - 18.5	

**UNFUNDED APPLICANTS' RESPONSES TO QUESTIONNAIRE**

Response Rate = 15/26 = 58%

1. Applicants who proceeded without PAIF funding	Project Proceeded as Planned	Project Proceeded on a Smaller Scale	Project did not Proceed	Project Proceeded as Planned %	Project Proceeded on a Smaller Scale %	Project did not Proceed %
	3	3	9	20	20	60
2. Applicants who received alternative funding			Received Alternative Funding	Did Not Receive Alternative Funding	Received Alternative Funding %	Did Not Receive Alternative Funding %
			5	10	33	67





Appendix 16

CONFIRMATION ASSESSMENT RECAP

1. Area of involvement within the forestry sector:

	Forest Manager	Federal Government	Non Government Organization	Project Officer	Provincial Government	Aboriginal Organization	Other	Total
Response	2	6	3	1	5	1	6	24
Percent	8	25	12	5	20	5	25	100

2 (A) Level of funding received from PAIF:

	Not Applicable	> \$1,000 < \$100,000	> \$100,000	Total
Response	8	6	10	24
Percent	33	25	42	100

2 ( B) Anticipated level of future project funding:

	Not Applicable	> \$1,000 < \$100,000	> \$100,000	Total
Response	12	9	3	24
Percent	50	37	13	100

3. Program areas of PAIF funded projects:

	A	B	C	D	Uncertain / No Response	Total
Response	9	5	2	2	6	24
Percent	37	20	9	9	25	100

4. Project origins:

Sub-program	A.1	A.2	A.3	A.4	B.1	B.2	B.3	C.1	C.2	C.3	D.1	D.2
Totals	108	312	37	325	154	270	15	10	105	100	165	99
Percent (%)	6	18	2	19	9	15	0	0	6	5	9	5

5. Extent to which PAIF has affected the delivery of your organization's program.

	No Response / Not Applicable	Not At All	Slightly	Largely	Very Extensively	Total
Response	1	0	9	5	9	24
Percent	4	0	38	20	38	100

6. Technical competence brought to your project(s) through PAIF:

	No Response	Not Adequate	Barely Adequate	Not Relevant to my Involvement with PAIF	More than Adequate	Excellent	Total
Response	2	1	0	5	10	6	24
Percent	8	5	0	20	42	25	100

7. Respondents' views of the administration of the PAIF process:

	No Response	Not Adequate	Barely Adequate	More than Adequate	Excellent	Total
Response	1	2	5	12	4	24
Percent	5	9	20	50	16	100

8. Extent to which PAIF funded projects contributed to stakeholder's need:

	< 20%	21% - 50%	51% - 75%	>75%	Total
Response	8	4	4	8	24
Percent	33	17	17	33	100

9. Degree of satisfaction with the PAIF program:

	No Response	< 20%	21% - 50%	51% - 75%	> 75%	Total
Response	1	3	1	7	12	24
Percent	4	12	4	30	50	100

10 (A) We should continue to rely on federal / provincial agreements to assist with completion of:

	Short Term Objectives	Long Term Objectives	Short Term and Long Term Objectives	Total
Response	5	9	10	24
Percent	20	38	42	100

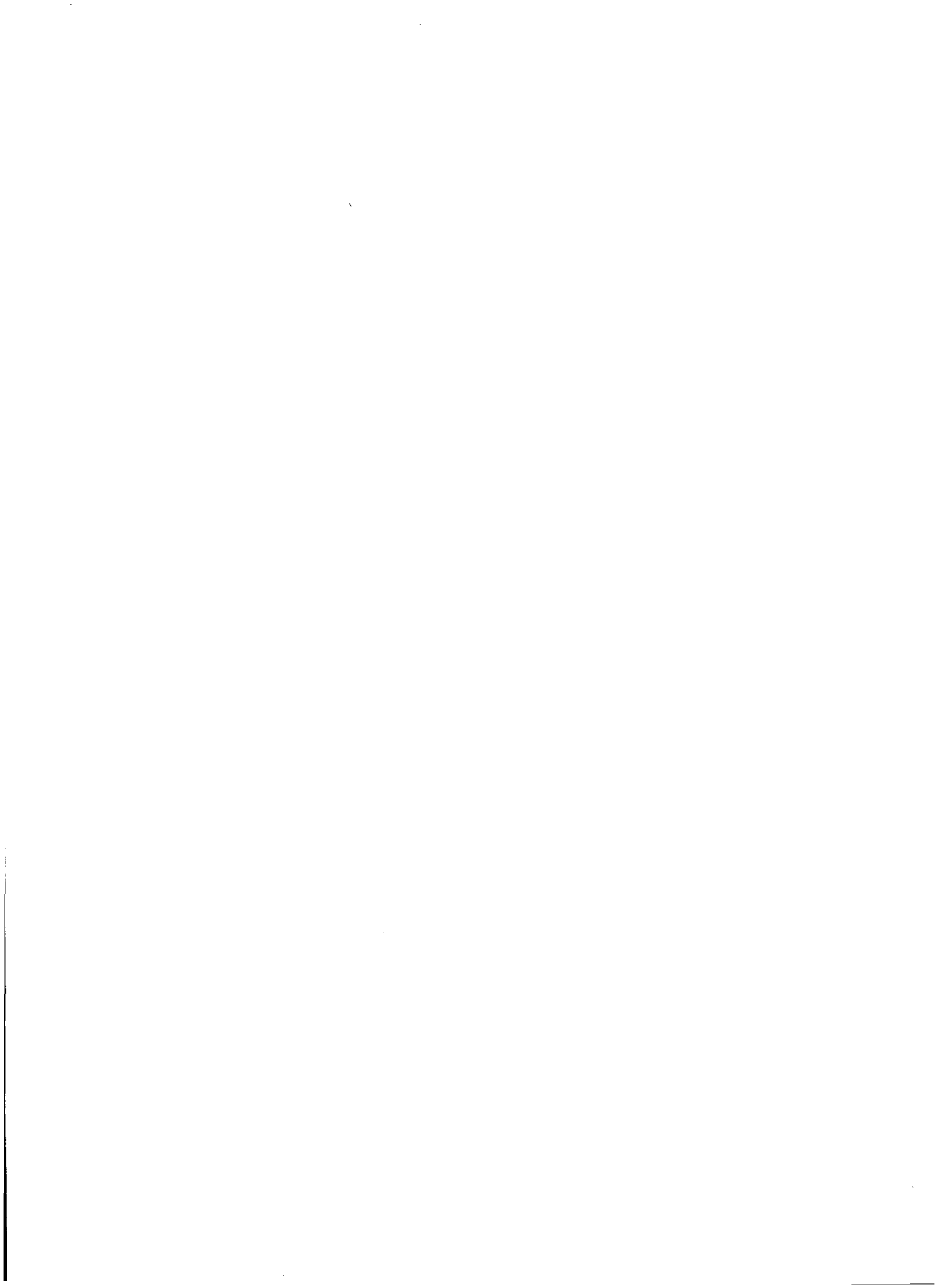
10 (B) A successor agreement to PAIF should be based on the following areas:

Timber Supply Modelling	Increase Supply of Wood Fibre	Public Information / Education	Research Silviculture Impacts	IRM <sup>1</sup> Plans	Aboriginal Forestry Development	Private Woodlot Industry	Technology Transfer	Site Tending	Forest Database	Market Development
6	4	11	14	15	11	8	14	4	11	8
25	16	45	58	62	45	33	58	16	45	33

11. The current portion of PAIF funding allocated to administration is:

	No Opinion / No Response	Too Little	About Enough	Too Much	Total
Response	3	32	158	3	24
Percent	12.5	12.5	62.5	12.5	100





## Appendix 17

## Analysis of Telephone Opinion Poll Survey

WALKER- OMNIBUS

1) THINKING BACK OVER THE PAST FIVE YEARS WOULD YOU SAY FOREST MANAGEMENT IN SASK HAS BECOME. (Responses 1-3 read, 3 & 4 not read)

#	FREQ	CUM%	NORM%	REV%	RESPONSE CATEGORY
1	93	31.0	31.0	31.6	BETTER
2	51	48.0	17.0	17.3	WORSE
3	66	70.0	22.0	22.4	REMAINED THE SAME
4	33	81.0	11.0	11.2	NEITHER BETTER NOR WORSE
5	51	98.0	17.0	17.3	NOT ENOUGH INFORMATION TO JUDGE
19	6	100.0	2.0	0.0	No response/Does not know

2.65 300 100.0 100.0 100.0 TOTALS

2) OVER PAST FIVE YEARS WOULD YOU SAY YOUR PERSONAL KNOWLEDGE AND APPRECIATION OF FORESTRY ISSUES FACING SASK HAS BECOME. (Responses 1-3 read, 3-4 not)

#	FREQ	CUM%	NORM%	REV%	RESPONSE CATEGORY
1	105	35.0	35.0	35.4	BETTER
2	57	54.0	19.0	19.2	WORSE
3	75	79.0	25.0	25.3	REMAINED THE SAME
4	24	87.0	8.0	8.1	NEITHER BETTER NOR WORSE
5	36	99.0	12.0	12.1	NOT ENOUGH INFORMATION TO JUDGE
19	3	100.0	1.0	0.0	No response/Does not know

2.42 300 100.0 100.0 100.0 TOTALS

3) WHICH STATEMENT IS CLOSEST TO YOUR OWN KNOWLEDGE OF SASK FORESTRY ISSUES.

#	FREQ	CUM%	NORM%	REV%	RESPONSE CATEGORY
1	75	25.0	25.0	26.6	I KNOW NOTHING
2	123	66.0	41.0	43.6	SOME CONCERNS BUT NOT ANY FACTS
3	48	82.0	16.0	17.0	NOT ALL ISSUES BUT CAN TALK
4	36	94.0	12.0	12.8	I FEEL I KNOW QUITE A BIT
19	18	100.0	6.0	0.0	No response/Does not know

2.16 300 100.0 100.0 100.0 TOTALS



FREQUENCY DISTRIBUTION

-----  
 ONLY THOSE RESPONDENTS ANSWERING Q # 2 EQ 1 ARE PRINTED

WHICH STATEMENT IS CLOSEST TO YOUR OWN KNOWLEDGE OF SASK FORESTRY ISSUES.

#	FREQ	CUM%	NORM%	REV%	RESPONSE CATEGORY
1	12	11.4	11.4	11.4	I KNOW NOTHING
2	51	60.0	48.6	48.6	SOME CONCERNS BUT NOT <del>ALL</del> <sup>ANY</sup> FACTS
3	24	82.8	22.9	22.9	NOT ALL ISSUES BUT CAN TALK
4	18	100.0	17.1	17.1	I FEEL I KNOW QUITE A BIT
2.48	105	100.0	100.0	100.0	TOTALS



1. THINKING BACK OVER THE PAST FIVE YEARS, WOULD YOU SAY FOREST MANAGEMENT IN SASKATCHEWAN HAS BECOME....

1. BETTER
2. WORSE
3. OR, REMAINED THE SAME?
4. Neither better or worse
5. Not enough information to judge
- I. No response

2. AND ALSO CONSIDERING THE PAST FIVE YEARS WOULD YOU SAY YOUR PERSONAL KNOWLEDGE AND APPRECIATION OF FORESTRY ISSUES FACING SASKATCHEWAN HAS BECOME....

1. BETTER
2. WORSE
3. OR, REMAINED THE SAME?
4. Neither better or worse
5. Not enough information to judge
- I. No response

3. WHICH OF THE FOLLOWING STATEMENTS IS CLOSEST TO YOUR OWN KNOWLEDGE OF SASKATCHEWAN FORESTRY ISSUES....

1. I KNOW NOTHING
2. I HEAR SOME CONCERNS BUT DO NOT KNOW ANY FACTS
3. I DO NOT KNOW ALL THE ISSUES BUT I FEEL I CAN TALK ABOUT FORESTRY ISSUES IN A REASONABLY INTELLIGENT MANNER, OR
4. I FEEL I KNOW QUITE A BIT ABOUT THESE ISSUES?
5. No Response



## EXECUTIVE SUMMARY

Client: HUGH WALKER CONSULTING  
ENTERPRISES LTD.

300 interviews were completed on behalf of Hugh Walker Consulting Enterprises Ltd. as part of the August, 1994 omnibus survey of 1000 respondents.

The interviews were completed by telephone from a stratified random sample of valid household phone numbers. 5% of the calls were verified by the interview supervisor.

The 300 interviews for Hugh Walker were conducted in the northern area of the province only.

The distribution of completed interviews among the genders and age groupings were consistent for the geographic area as determined by reference to the most recent statistics available from Statistics Canada.

Standard frequency tables for each of the three questions placed on the omnibus survey have been provided by facsimile transmission previously.

31% of respondents felt that forest management in Saskatchewan has improved over the past 5 years, while 17% felt it has become worse. Fully one-third said the situation either remained the same or was neither better nor worse and 17% felt they had not enough information to judge. 2% had no response at all. Only the first three response items (better, worse or remained the same were read to the respondents).

The results were almost identical when asked whether their personal knowledge and appreciation of the forestry issues facing Saskatchewan has changed over the past five years. 35% said it was better, 19% worse, 33% felt it has remained the same or neither better nor worse and 12% did not have enough information to judge. 1% had no response at all.

25% stated that they felt they knew nothing about forestry issues. 41% knew of some of the concerns but did not have any facts. 16% felt they could talk about at least some of the issues in an intelligent manner and only 12% would say they knew quite a bit about these issues. 6% had no response at all.

Of particular interest is the fact that of those who felt their personal knowledge of these issues has increased over the past five years, fully 60% still said they knew nothing or knew of some of the concerns but did not know any facts.

This survey suggests that a good deal more communication on

the issues of the forestry industry and forest management in Saskatchewan to the general public is required. Communication projects undertaken to this point should be tested individually to determine their effectiveness in the overall communication strategy and to aid in future strategic planning.

Respectfully submitted

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