



Manitoba Model Forest Inc.



2013-14 Annual Work Plan For The Forest Communities Program

**Approved by the MBMF Board of Directors
February 20, 2013**

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1.0 Introduction

This is the 7th Annual Work Plan of the Manitoba Model Forest (MBMF) under the Forest Communities Program (FCP) of the Canadian Forest Service. The FCP is in its final year and will come to an end on March 31, 2014. This work plan covers the period from April 1, 2013 to March 31, 2014 and will represent a year of significant change and challenge for the MBMF. With reduced funding and eventual termination of the FCP, and a very difficult economic environment (making availability of project funding very limited), the MBMF will be downsizing its complement of staff and contractors, as well as its programming. The MBMF Board of Directors will determine how the organization will evolve and what the organization will look like in future years.

A main focus of our organization in 2013-14 will also be the continuation of our support of the establishment of a new presence of the forest industry in our region, in partnership with Prendiville Industries, Ainsworth Energy and our First Nation partners. This exciting initiative, known as the Winnipeg River Integrated Wood and Biomass Project, also includes the development of a joint venture company between the industry and First Nation partners and the development of a forest stewardship company.

The MBMF is a not-for-profit non-government organization located in the Province of Manitoba, and has been a member of the Canadian Model Forest Network since its inception in 1992. The MBMF is also one of eleven sites in Canada chosen to participate in the FCP. The MBMF area encompasses approximately 1 million hectares of Boreal Shield landscape in eastern Manitoba.

The work plan covers 4 key Theme Areas:

- Theme Area 1: The transition to **long term sustainability**, through taking a leadership role in facilitating the creation of a renewed and diversified forest industry in the region, facilitating the development of a shared forest stewardship company (in which First Nation communities in the region own and take an active role in forest management decisions), and identifying and implementing a strategy to ensure the long-term sustainability of the MBMF
- Theme Area 2: Sustaining existing **partnerships in natural resource management and forest education**, through supporting the Committee for Cooperative Moose Management, facilitating community meetings on Lake Winnipeg Regulation with Manitoba Hydro, and forest education programs (hosting the Regional Envirothon for the Manitoba Forestry Association, MBMF Summer Institute for Teachers, MBMF KEY to the Forest, and development of natural resource management curricula)
- Theme Area 3: Maintaining the **core operations of the MBMF organization**, including rent, office expenses, annual audit, salaries and contracts for administrative personnel, travel, communications and MBMF Board meetings
- Theme Area 4: **Maintaining and developing national-level partnerships** through involvement in the Canadian Model Forest Network

The activities for the projects under the 4 Theme Areas are described in detail in Section 3.

2.0 Linkages Between Tasks and Activities and Outputs/Outcomes

The activities identified under each project of the Theme Area produces **outputs** (e.g., immediate information, products and services). Outputs in turn support the formation of **outcomes** (a result from an output or combination of outputs in which the result is immediate and tangible). Ultimately, a key outcome of the final 2 years of the FCP will be a financially sustainable MBMF organization. Table 2.1 provides a summary of the outputs and outcomes for each Theme Area contained the annual work plan.

Table 2.1 Summary of Outputs and Outcomes for the projects under 4 Theme Areas

Activities	Outputs	Outcomes
Theme Area 1: Long-term Sustainability		
<p>Forest Industry Re-Development and Shared Forest Stewardship</p> <ul style="list-style-type: none"> ▪ Organize/lead/facilitate meetings of industry, provincial government departments and regional communities and stakeholders ▪ Facilitate development of a forestry project proposal to the Government of Manitoba ▪ Facilitate development of a shareholders agreement ▪ Initiate environmental assessments for wood supplies and mills ▪ Organize and host community meetings on 20 year forest stewardship plan ▪ Initiate the development of a 20 year forest stewardship plan ▪ Assist in regional labour market study ▪ Develop a project concept for a Habitat for Humanity house made of cross laminated timber ▪ Conduct a cross laminated timber market and feasibility study ▪ Identify funding sources and develop proposals 	<ul style="list-style-type: none"> ▪ Meetings between key industry representatives, government departments and community leaders ▪ Project proposal to Government of Manitoba ▪ Shareholders agreement for new joint venture company ▪ Completion of various components of environmental assessments for wood supply and mills ▪ Community meetings to discuss 20 year forest stewardship plan and forest values ▪ Completion of components of a 20 year forest stewardship plan ▪ Labour market study report ▪ Cross laminated timber market and feasibility study report ▪ Project concept for Habitat for Humanity cross laminated timber home ▪ Forest Stewardship feasibility plan ▪ Successful funding proposals to continue and augment the above 	<ul style="list-style-type: none"> ▪ Increased knowledge and awareness of communities for forest-based economic and management opportunities ▪ Leadership role of communities in re-defining and facilitating forest-based economic and management opportunities ▪

Activities	Outputs	Outcomes
Theme Area 2: Partnerships in Natural Resource Management and Forest Education		
<p>Natural Resource Management Committees</p> <ul style="list-style-type: none"> ▪ Regular meetings of the Committee for Cooperative Moose Management to continue work on monitoring and development of/input into, management strategies for wildlife in the region ▪ Identify funding sources and develop proposals to support committee operations and continuation of research, monitoring, resource management tool development, and management strategy development 	<ul style="list-style-type: none"> ▪ Meetings and meeting minutes of Committee for Cooperative Moose Management ▪ Stakeholder input into research and monitoring of wildlife populations ▪ Stakeholder input into management strategies for regional wildlife populations ▪ Wildlife management strategies 	<ul style="list-style-type: none"> ▪ Engagement of communities and stakeholders in natural resource management decision-making ▪ Generation of knowledge and tools for natural resource management ▪ Providing a model for collaborative natural resource management for other regions in the province

Activities	Outputs	Outcomes
<p>Education for Sustainable Development</p> <ul style="list-style-type: none"> ▪ Hosting the 2013 Eastern Region Envirothon competition ▪ Educate teachers about boreal forest ecology and management through offering the MBMF Summer Institute for Teachers each summer ▪ Educate urban school students about forest ecology and management by piloting the new MBMF KEY to the Forest Program ▪ Develop a provincially accredited curriculum supplement on aggregates for LaFarge Canada ▪ Host community meetings in the MBMF area with Manitoba Hydro as a mechanism to increase public understanding of the lake level management of Lake Winnipeg ▪ Identify funding sources and develop proposals to support on-going education programs, as well as the MBMF Junior Ranger Program 	<ul style="list-style-type: none"> ▪ Regional Envirothon competition ▪ Summer Institute for Teachers program ▪ Training of up to 12 teachers in boreal forest ecology and management through the Summer Institute for Teachers program ▪ KEY to the Forest Program ▪ Education and training of up to 12 urban high school students in boreal forest ecology and management ▪ Provincially accredited curriculum supplement on aggregates ▪ Community meetings on Lake Winnipeg regulation ▪ Successful funding proposals 	<ul style="list-style-type: none"> ▪ Diversified opportunities for forest education and training for students and teachers ▪ Enhanced opportunities for understanding by educators and students of natural resource management ▪ Enhanced understanding of the public of natural resource management

Activities	Outputs	Outcomes
Theme Area 3: MBMF Core Operations		
<p>MBMF Core Operations</p> <ul style="list-style-type: none"> ▪ Delivery of programs, projects and activities, and maintenance of key organizational activities (accounting, communication, etc) by contractors (i.e., provision of contracts) ▪ Office expenses (phone, internet, rent, photocopying, annual financial audit, etc.) ▪ Travel for meetings, etc. <p>Regular meetings of the MBMF Board of Directors</p>	<ul style="list-style-type: none"> ▪ Properly functioning office ▪ Board and project meeting minutes ▪ Budgets and financial reports ▪ Annual financial audit ▪ Insurance policies 	<ul style="list-style-type: none"> ▪ Effective and transparent program planning, management and accountability ▪ Continued participation of communities in MBMF projects and decision-making ▪ Transfer of knowledge through timely and regular communication
Theme Area 4: National-level Partnerships		
<p>National-Level Partnerships</p> <ul style="list-style-type: none"> ▪ Continue involvement on the CMFN General Manager’s committee and on the Board of Directors ▪ Assist CMFN in deliberations of how to make the network sustainable in the long-term ▪ When necessary, participate in the development funding proposals for multi-site projects 	<ul style="list-style-type: none"> ▪ Participation in CMFN committee meetings ▪ Meetings minutes of CMFN ▪ Funding proposals 	<ul style="list-style-type: none"> ▪ Collaboration with national and international partners

3.0 Project Descriptions

The following section describes in detail each of the Theme Areas. For each project in each Theme Area, the purpose and a description of the proposed project are provided, as well as the activities, budget and outputs. Theme Areas are color-coded (see below) to easily identify them.

Color Codes for Theme Areas

Long-term Sustainability
Partnerships in Natural Resource Management and Forest Education
MBMF Core Operations
National-level Partnerships

Project Title: Forest Industry Re-Development and Shared Forest Stewardship Project Number: 13-3-01 Theme Area: Long-Term Sustainability Project Leader: Brian Kotak, MBMF Project Status: On-going, Year 2 of 2	2013-14
<p>Purpose: To facilitate the re-development of primary, value-added and forest bio-products industries in eastern Manitoba and northwestern Manitoba, as well as the creation of a shared forest stewardship company in eastern Manitoba</p>	
<p>Description: The MBMF is taking a lead role in facilitating the re-development of the forest industry in eastern Manitoba (and northwestern Ontario as well), by creating partnerships between 2 forest products companies (Prendiville Industries and Ainsworth Energy) and First Nation communities in the MBMF area and beyond. Several innovative forest product-manufacturing mills are proposed, as is innovative forest biomass facilities under the Winnipeg River Integrated Wood and Biomass Project. In the last fiscal year, a historic MOU was signed between the 2 industry partners, 3 First Nation communities and the MBMF, which will provides the framework for the parties to work togethet. In addition, the MBMF will help facilitate the development of a new forest tenure model in eastern Manitoba through the creation of a shared forest stewardship company, which will be a joint venture between the forest industry and local First Nation communities. The new forest stewardship company will assume forest management and planning responsibilities in eastern Manitoba. This form of forest tenure would be the first of its kind in Manitoba. It is anticipated that the whole project will take up to 3 years to complete. Key activities include:</p> <ul style="list-style-type: none"> ▪ Facilitate meetings between Prendiville Industries, Ainsworth Energy and key community leaders and government departments in eastern Manitoba and northwestern Ontario ▪ Development and submission of a project proposal to the Government of Manitoba ▪ Development of a legally-binding shareholders agreement for a new joint venture company between First Nations and the industry partners ▪ Initiation of the environmental assessment for the wood supply and mills ▪ Initiation of the development of a 20 year forest stewardship plan for the wood supply ▪ Facilitating community meetings to identify forest values ▪ In conjunction with the Winnipeg River Learning Centre, conducting a labour market study in the region ▪ Conducting a Cross Laminated Timber market and feasibility study ▪ Development of a project concept with Habitat for Humanity to design and build a house in the City of Winnipeg, made out of cross laminated timber ▪ Development of funding proposals to augment the above actions in this fiscal year and for future years 	

Budget:			
Funding Partner	Cash	In-kind	Total
NRCan-CFS (core)	\$23,389	-	\$23,389
MBMF	\$5,298	-	\$5,298
Winnipeg River Community Adjustment Corp	\$33,600	\$5,000	\$38,600
Winnipeg River Learning Centre	-	\$5,000	\$5,000
Prendville Industries	-	\$50,000	\$50,000
Ainsworth Energy	-	\$75,000	\$75,000
Manitoba Conservation	-	\$25,000	\$25,000
Manitoba Government – Priorities and Planning Committee of Cabinet	-	\$5,000	\$5,000
Steering Committee of the Winnipeg River Integrated Wood and Biomass Project (in addition to those identified above)	-	\$25,000	\$25,000
Total	\$62,287	\$190,000	\$252,287
Planned Outputs:			
<ul style="list-style-type: none"> ▪ Meeting minutes from steering committee meetings ▪ Project proposal to Government of Manitoba ▪ Shareholders agreement for new Joint Venture industry/First Nation company ▪ Completion of components of environmental assessments for wood supply and mills ▪ Completion of components of a new 20 year forest stewardship plan ▪ Regional workshops on forest values and input into creation of a shared forest stewardship company ▪ Labour market workforce assessment ▪ Cross Laminated Timber market and feasibility study report ▪ Project concept for a cross laminated timber house for Habitat for Humanity ▪ Funding proposals to augment the current fiscal year's funding and to provide funding for future years to the MBMF 			
Other Project Partners: Habitat for Humanity			

Project Title: Non-Timber Forest Products (NTFPs) Project Number: 13-3-02 Theme Area: Long-Term Sustainability Project Leader: Diane Dube, MBMF Project Status: Project Postponed	2013-14
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Purpose: To increase opportunities for the creation of NTFP businesses in the MBMF area, as well as to develop MBMFs own line of NTFPs, as a source of revenue for the MBMF

Description: Over the past 6 years, the MBMF has developed awareness in communities about the potential for creating NTFP businesses. Public seminars have been given in communities, and training programs (anywhere from one day to 2 weeks in duration) on NTFP harvesting, manufacturing and marketing have been offered by the MBMF. An NTFP business directory, the first in Manitoba, was developed by the MBMF in 2012. Key activities for 2013-14 include:

- Due to a lack of funding, this project has been postponed.

Budget:			
Funding Partner	Cash	In-kind	Total
Total			
Planned Outputs:			
<ul style="list-style-type: none"> ▪ None 			
Other Project Partners: None			

Project Title: Natural Resource Management Committees Project Number: 13-3-03 Theme Area: Partnerships in Natural Resource Management and Forest Education Project Leaders: Brian Kotak, MBMF Project Status: On-going, Year 2 of 2	2013-14
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Purpose: To provide support for the on-going meetings of the MBMF Committee for Cooperative Moose Management

Description: Over the last 20 years, the MBMF has help create several multi-stakeholder and community committees in the MBMF area, which provide an important vehicle for public input into the management of natural resources. These committees have also conducted research on the boreal forest and used that information to develop natural resource management tools and strategies, which have played a significant role in shaping natural resource policies in Manitoba. The MBMF Committee for Cooperative Moose Management (CCMM) has been particularly engaged in monitoring of moose populations in the MBMF area, as well as facilitating the development of moose population recovery strategies in collaboration with the Government of Manitoba. Key activities include:

- Regular meetings of the Committee for Cooperative Moose Management to continue working on monitoring and development of/input into, management strategies for wildlife management in the region
- Monitoring of moose and habitat use via use of GPS collars recently deployed on moose in the MBMF area
- Discussions on the potential merger of the other MBMF wildlife management committees (e.g., caribou) with the CCMM, so that one group would be responsible for interaction with the government on all wildlife matters
- Identifying potential funding sources for research and/or management strategy development, and development of funding proposals

Budget:

Funding Partner	Cash	In-kind	Total
NRCan-CFS (core)	\$600	-	\$600
Manitoba Conservation	-	\$25,000	\$25,000
Hollow Water First Nation	-	\$1,000	\$1,000
Black River First Nation	-	\$1,000	\$1,000
Sagkeeng First Nation	-	\$1,000	\$1,000
Manitoba Wildlife Federation	-	\$1,000	\$1,000
Lac du Bonnet Wildlife Assoc	-	\$1,000	\$1,000
Community of Bissett	-	\$1,000	\$1,000
Community of Manigotagan	-	\$1,000	\$1,000
Winnipeg River Bow Hunters	-	\$1,000	\$1,000
Manitoba Métis Federation	-	\$1,000	\$1,000
Brokenhead River Game & Fish Assoc	-	\$1,000	\$1,000
Pinawa Game & Fish Assoc	-	\$1,000	\$1,000
Manitoba Hydro	-	\$1,000	\$1,000
Manitoba Trapper's Assoc	-	\$1,000	\$1,000
Manitoba Wild Rice Assoc	-	\$1,000	\$1,000
Maskwa Ecological	-	\$1,000	\$1,000
Total	\$600	\$40,000	\$40,600

Planned Outputs:

- Meetings and meeting minutes of the Committee for Cooperative Moose Management
- Stakeholder and community input into research and monitoring of wildlife populations
- Wildlife management strategies

Other Project Partners: None

Project Title: Education for Sustainable Development Project Number: 13-3-04 Theme Area: Partnerships in Natural Resource Management and Forest Education Project Leaders: Bob Austman (Forest Ed Ventures) Project Status: On-going, Year 2 of 2	2013-14
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Purpose: To support the continuation and expansion of MBMF education programs

Description: Over the last decade, the MBMF has developed several successful and innovative forest education programs, created numerous educational products (including provincially-accredited curriculum supplements on natural resource management) and facilitated a greater understanding of our forest environment in thousands of students of all ages, and hundreds of school teachers. All of our educational programming is focused on education for sustainable development. Key activities will include:

- Hosting the Eastern Region Envirothon at the Winnipeg River Learning Centre in April 2013
- Hosting the MBMF Summer Institute for Teachers in Nopiming Provincial Park in July 2013
- Hosting the newly developed MBMF Key to the Forest Program for urban students, in Nopiming Provincial Park in August 2013
- Development of a provincially accredited curriculum supplement on aggregates, for Lafarge Canada Inc.
- Facilitating community meetings in the MBMF area with Manitoba Hydro on the regulation of lake level in Lake Winnipeg
- Developing funding proposals for education programs, including the MBMF Junior Rangers Program, which we hope to run again in 2013

Budget:

Funding Partner	Cash	In-kind	Total
NRCan-CFS (core)	\$17,094	-	\$17,094
Lafarge Canada Inc.	\$16,500	\$2,500	\$19,000
Manitoba Hydro	\$14,800	\$5,000	\$19,800
Manitoba Education	\$7,561	-	\$7,561
Program Registrations	\$2,200	-	\$2,200
Manitoba Forestry Assoc	\$2,000	\$2,500	\$4,500
Manitoba Conservation	-	\$10,000	\$10,000
Total	\$60,155	\$20,000	\$80,155

Planned Outputs:

- Hosting of 2013 Eastern Region Envirothon competition
- Training of up to 12 teachers in boreal forest ecology and management through the Summer Institute for Teachers program
- Education and training of up to 12 urban students in boreal forest ecology and management through the Key to the Forest program
- Provincially-accredited curriculum supplement on aggregates
- Community meetings and better understanding of the public on the management of lake levels in Lake Winnipeg by Manitoba Hydro
- Funding proposals for the Junior Ranger and other MBMF educational programs

Other Project Partners: None

Project Title: MBMF Core Operations Project Number: 13-3-05 Theme Area: MBMF Core Operations Project Leader: Bev Dube, MBMF Project Status: On-going, Year 2 of 2	2012-13
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Purpose: To provide for the core operations and functions of the MBMF organization

Description: The Core Operations provides for the proper functioning of the MBMF organization, including contracts for office management and projects, office costs, accounting/auditing, communication, travel and meetings of the MBMF Board of Directors. Activities include:

- Oversee efficient day to day operations of the office
- Budgeting and financial management of the MBMF
- Coordination of project planning and administration
- Development of funding proposals
- Preparation of reports to the Board of Directors and to NRCan-CFS
- Participation in MBMF committees and project meetings
- Promotion, communications and presentations to partners and interested parties
- Networking with the Canadian Model Forest Network, International Model Forest Network and NRCan-CFS
- Purchase/service of computers, printers, photocopier, computer software
- Phone and internet service
- Mail and courier services
- Office space rent at the Winnipeg River Learning Centre
- Temporary help services
- Fire and theft insurance, Board of Directors Liability and Accident insurance
- Annual incorporation fee, Chamber of Commerce fee
- Audit and auditor fees
- Travel costs (mileage) of Directors to attend Board meetings. Travel rates are set by MBMF policy. Note: some Board members have their travel expenses paid by their sponsoring agencies, and this is considered as an in-kind contribution to the MBMF.
- Costs associated with hosting Board meetings, including meals, room rentals, etc.
- Time spent by Directors at Board meetings is provided as an in-kind contribution to the MBMF.
- Travel (mileage and expenses) for office contractors

Budget:			
Funding Partner	Cash	In-kind	Total
NRCan-CFS (core)	\$28,917	\$2,500	\$31,417
MBMF	\$56,201	-	\$56,201
Board member organizations	-	\$20,000	\$20,000
Total	\$85,118	\$22,500	\$107,618

Planned Outputs:

- Contribution agreements with other partners
- Annual work plan
- Budgets and financial reports
- Funding proposals
- Minutes of Board and Project Committee meetings
- Project planning documents
- Governance Policies and Procedures
- Insurance policies
- Financial audit
- Attendance/presence at MBMF, CMFN, NRCan-CFS and IMFN meetings, workshops and conferences

Other Project Partners: None

Project Title: National-Level Partnerships Project Number: 13-3-06 Theme Area: National-Level Partnerships Project Leader: Brian Kotak, MBMF Project Status: On-going, Year 2 of 2			2013-14
Purpose: To provide for membership and participation of the MBMF in the Canadian Model Forest Network			
Description: The MBMF is a member of the Canadian Model Forest Network (CMFN). The MBMF sits on several committees of the CMFN and actively participates in network activities. In addition, the MBMF has also created partnerships with other international model forests, through the International Model Forest Network. Given the lack of human resources in the 2013-14 fiscal year, it will be difficult for the MBMF to maintain an active presence with the CMFN. However, we will endeavour to continue activities such as: <ul style="list-style-type: none"> ▪ Attending meetings of the CMFN Board of Directors, as well as the General Manager’s committee ▪ Evaluate, and if possible, participate in CMFN initiatives projects ▪ Evaluate, and if possible, participate in IMFN initiatives and projects ▪ Membership in the CMFN through paying the annual membership fee 			
Budget:			
Funding Partner	Cash	In-kind	Total
NRCan-CFS (core)	\$5,000	-	\$5,000
Total	\$5,000	-	\$5,000
Planned Outputs: <ul style="list-style-type: none"> ▪ Participation in CMFN meetings ▪ Minutes of the CMFN ▪ Funding proposals 			
Other Project Partners: International Model Forest Network			

4.0 Finances

Table 4.1 provides a summary of planned program expenditures by Theme Area and projects, based on funding from the Forest Communities Program (NRCan-CFS) and from other MBMF partners. Table 4.2 shows a quarterly cash-flow projection for NRCan-CFS funding for 2013-14.

Table 4.1 Program expenditures and in-kind estimates during the period of April 1, 2013 to March 31, 2014 by Theme Area and projects.

Theme Area and Project	NRCan-CFS (FCP Funds)	Partner/Other		Total
		Cash	In-kind	
Long-Term Sustainability	Cash	Cash	In-kind	Total
Forest Industry Re-Development	\$23,389	\$38,898	\$190,000	\$252,287
Development of NTFP Business Lines	-	-	-	-
Subtotal	\$23,389	\$38,898	\$190,000	\$252,287
Partnerships in Natural Resource Management and Forest Education				
Natural Resource Committees	\$600	-	\$40,000	\$40,600
Education for Sustainable Development	\$17,094	\$43,061	\$20,000	\$80,155
Subtotal	\$17,694	\$43,061	\$60,000	\$120,755
MBMF Core Operations	\$28,917	\$56,201	\$22,500	\$107,618
National-Level Partnerships	\$5,000	-	-	\$5,000
TOTAL	\$75,000	\$138,160	\$272,500	\$485,660

Table 4.2 Quarterly Cash Flow Projection for Forest Community Program funding during Fiscal 2013-14.

Theme Area	Q1	Q2	Q3	Q4	Total
	Apr-Jun	July-Sept	Oct-Dec	Jan-Mar	
Long-Term Sustainability	\$5,000	\$7,500	\$5,000	\$5,889	\$23,389
Partnerships in Natural Resource Management and Forest Education	\$6,000	\$11,694	\$0	\$0	\$17,694
MBMF Core Operations	\$10,000	\$6,000	\$6,917	\$6,000	\$28,917
National-Level Partnerships	\$0	\$5,000	\$0	\$0	\$5,000
Total	\$21,000	\$30,194	\$11,917	\$11,889	\$75,000

5.0 Other

Manitoba Model Forest Office

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List of Project Contacts

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Brian Kotak, MBMF	<ul style="list-style-type: none"> ▪ Forest Industry Re-Development & Shared Forest Stewardship ▪ Natural Resource Management Committees ▪ National-Level Partnerships 	(204) 367-4541 (tel) (204) 345-4835 (cellular) gm@manitobamodelforest.net
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List of Manitoba Model Forest Board of Directors

Assembly of Manitoba Chiefs	Black River First Nation	Brokenhead Ojibway Nation
Community of Bissett	Community of Manigotagan	Community of Seymourville
Hollow Water First Nation	Local Government District of Pinawa	Louisiana Pacific
Manitoba Conservation (Government of Manitoba)	Manitoba Forestry Association	Manitoba Métis Federation
Manitoba Trappers Association	Manitoba Wildlife Federation	Nature Manitoba
Rural Municipality of Alexander	Rural Municipality of Lac du Bonnet	Rural Municipality of Victoria Beach
Sagkeeng First Nation	Town of Lac du Bonnet	Town of Powerview-Pine Falls
University of Manitoba	University of Winnipeg	Wassaabiyaa Shining Waters Heritage Region
Winnipeg River Community Futures Development Corporation	Woodlot Association of Manitoba	