



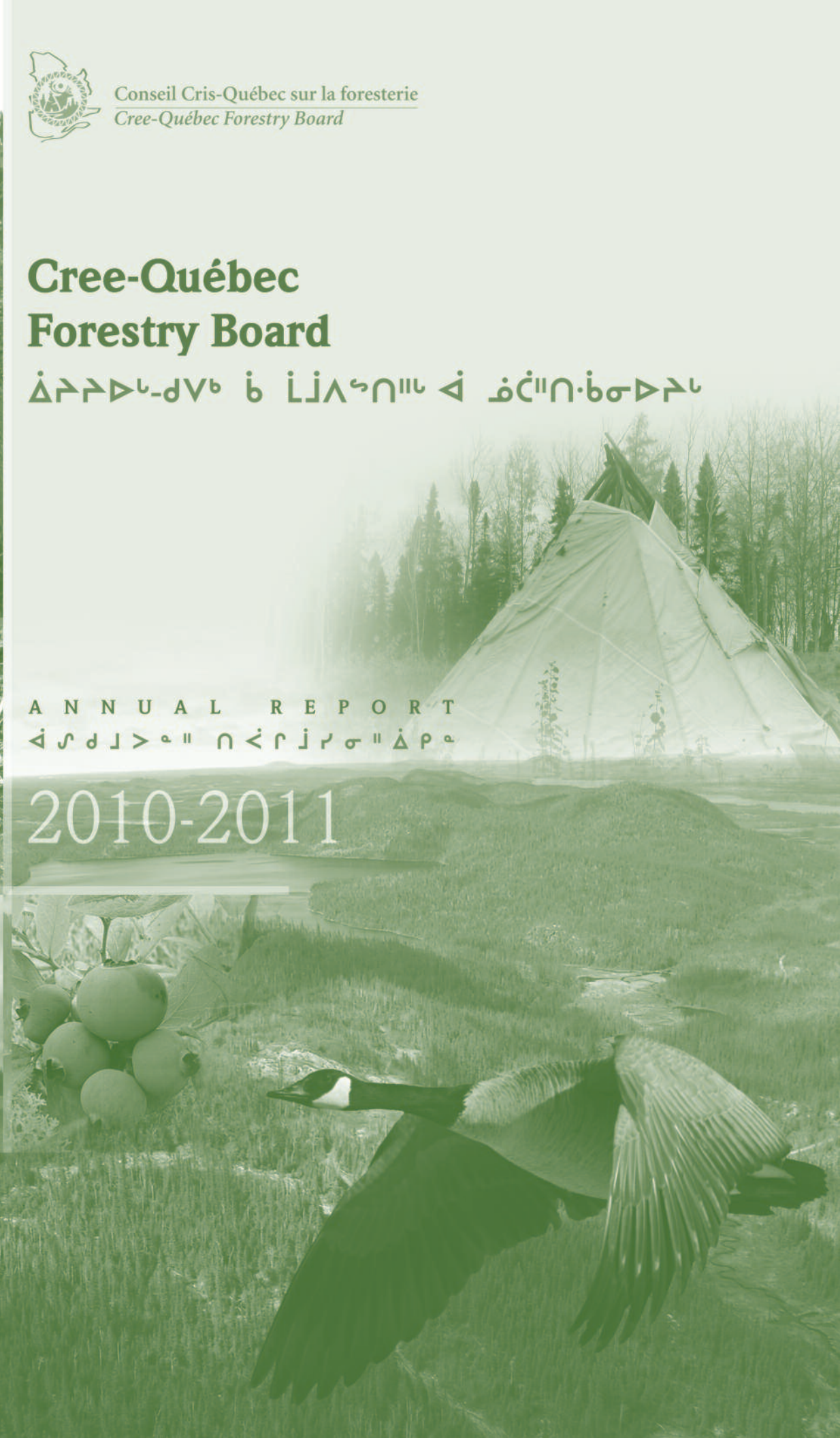
Conseil Cris-Québec sur la foresterie
Cree-Québec Forestry Board

Cree-Québec Forestry Board

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2010-2011



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**Mr. Clément Gignac, Minister,
Ministère des Ressources naturelles et de la Faune**
**Mr. Matthew Coon-Come, Grand Chief,
Grand Council of the Crees (Eeyou Istchee)**



Dear Minister Gignac and Grand Chief Coon Come,

On behalf of the members of the Board and myself, I am pleased to present the eighth annual report of the Cree-Québec Forestry Board. Having been appointed Chairman of the Board in September 2010, I hope it is the first in a long series of annual reports that meets with your approval. Thank you for the confidence you have shown in appointing me to this position.

The year 2010-2011 was very unusual for the Board due to the many changes that occurred or were initiated during this time.

Since my arrival as Chairman, and following discussions with the representatives of the parties to the *Agreement*, a consensus developed to the effect that the Board should start making certain adjustments in order to effectively meet the new challenges facing it while building on its past successes.

In terms of adjustments, among other things, the parties have agreed to review their representation on the Board to permit diversification of expertise and members' fields of interest, thereby enabling us to integrate considerations of a broader scope into our discussions.

These changes in parties' representation were initiated in November 2010 but had still not been completed at the end of 2010-2011. Since it had been agreed to await the new members' arrival before holding further meetings, the result, throughout the entire second half of our operating year, was that our meetings were temporarily suspended.

The Board nevertheless assumed its responsibilities and fulfilled several important aspects of its mandate. Among other things, having approved a simplified advice-adoption procedure that applies in certain very specific cases, the Board was able to analyze modifications to general forest management plans and offer related advice and recommendations. Various initiatives resulting from the first assessment (2002-2008) of the adapted forestry regime's implementation were also put into practice.

This transition period allowed the preparation of files on very important subjects related to implementation of the adapted forestry regime. They will, no doubt, be discussed by the Board in the coming months.

I remain confident that the Board will regain its usual momentum in 2011-2012 and that, with the active contribution of all members, we will be able to effectively fulfil our mandate.

As the new Chairman, my goal is to have the Board provide you with enlightened, constructive advice and recommendations designed to improve the *Agreement's* implementation, thereby optimizing the achievement of its objectives.

Yours sincerely,

The Chairman of the Board

Albin Tremblay

Chairman's Statement

The information contained in this Annual Management Report comes under my responsibility as of March 31, 2011. In particular, my responsibility concerns the accuracy and the integrity of data as well as the reliability of the results that are set out in this report.

To the best of my knowledge, the 2010-2011 Annual Management Report

- Faithfully describes the Cree-Québec Forestry Board's mission, sectors of operations, strategic directions, and priorities
- Indicates the degree of achievement of objectives established in accordance with performance indicators
- Presents accurate, reliable data covering all activities of the Cree-Québec Forestry Board

Throughout the 2010-2011 financial year, and in accordance with its mandate, Management maintained internal accounting and administrative control systems to facilitate the sound management of its operations and to ensure full accountability with respect to the commitments stemming from its strategic directions and objectives for the year just ended.

I declare myself satisfied with the practices and methods used to produce the information in this Annual Management Report.

The Chairman of the Board



Albin Tremblay

1 The *Agreement* and Chapter 3 on Forestry

■ The Objectives of the Adapted Forestry Regime and its Main Adaptations

On February 7, 2002, the Québec government and the Cree of Québec (Eeyou Istchee) signed the *Agreement concerning a new relationship between the Gouvernement du Québec and the Crees of Québec*. This historic 50-year agreement marked a new era in Cree-Québec relations.

Negotiated on a nation-to-nation basis, this agreement, commonly called the *Paix des Braves*, is intended to forge a common desire to harmonize management of Northern Québec's natural resources, thereby promoting greater autonomy among the Cree and fostering ownership of their nation's development. It includes provisions linked to forestry, mining, hydroelectric development, and the Crees' economic and community development based on the respective commitments made by the parties under the *James Bay and Northern Québec Agreement*.

Chapter 3 of the *Agreement* is devoted to forestry, defining the objectives and setting out the specific provisions for managing forest activities in the territory. The Québec Forest Regime applies throughout the territory covered by the *Agreement* but has been adapted to better reflect the Crees' traditional way of life and accord greater attention to sustainable development concerns, paving the way for increased participation by the Cree, via consultation, in forest activity planning and management processes, ranging from planning to the implementation and monitoring of forest management plans.

The main adaptations to the Québec Forest Regime deal, among other things, with defining Forest Management Units (FMU) formed by grouping traplines, identifying and protecting sites of interest for the Cree, allotting a greater percentage to mosaic cutting, introducing maximum intervention thresholds and rates per trapline, including additional terms and conditions for protecting forests adjacent to watercourses, protecting and developing wildlife habitats, developing the road access network and location of residual forest blocks in cooperation with tallymen.

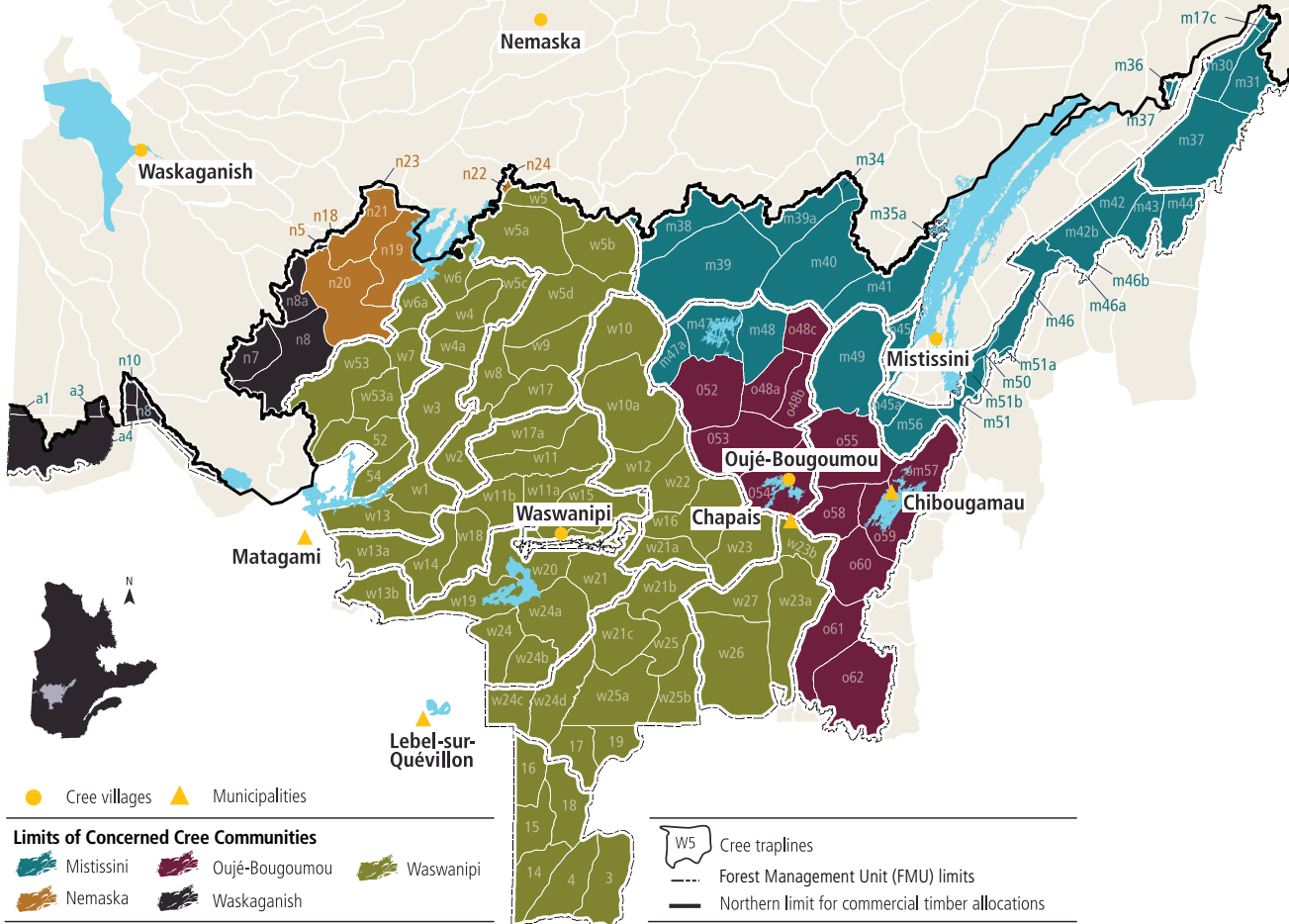
In terms of economic development, certain provisions of the *Agreement* confirm that timber volumes will be available to the Cree and promote their access to prospective forest management activity-related jobs, contracts and partnerships.

To ensure implementation of the *Agreement's* chapter on forestry, two mechanisms were created: the Joint Working Groups (JWGs) and the Cree-Québec Forestry Board (CQFB). As set out in Chapter 3 and Schedule C of the *Agreement*, the JWGs and CQFB have specific responsibilities but must work closely together to implement various provisions of the adapted forestry regime; foster, where relevant, new modes of operations between stakeholders and, in the event of conflict, mediate and manage conflicts that may arise. While the core activities of both the JWGs and the CQFB are to contribute to the development of forest management plans, conduct consultations and perform monitoring, these two implementation mechanisms work on different, but complementary, levels.

■ Territory Covered

The territory covered by the *Agreement's* forestry regime is included in the territory governed by the *James Bay and Northern Québec Agreement*. Bordered by Québec's northern limit for commercial timber allocations to the north, the adapted forestry regime includes the five Cree communities of Mistissini, Némaska, Oujé-Bougoumou, Waskaganish and Waswanipi. The territory defined in Schedule C of the *Agreement* covers a total of 66,036 km². Its productive forests account for almost 10% of Québec's allowable cut.

TERRITORY COVERED BY CHAPTER 3 (FORESTRY) OF THE AGREEMENT



Statistics Pertaining to Chapter 3 Territory of the Agreement

Area of the Territory: 66 036 km²

Population

Cree Communities	Population	Non-Native Communities	Population
Mistissini	2,897	Chapais	1,630
Nemaska*	642	Chibougamau	7,563
Oujé-Bougoumou	606	Lebel-sur-Quévillon*	2,729
Waskaganish*	1,864	Matagami*	1,555
Waswanipi	1,473	Municipalité de Baie-James*	1,394

Statistics Canada, Census of Canada, 2006.
* Outside Chapter 3 Territory

Chapter 3 Agreement Holders

Timber Supply and Forest Management Agreement (TSFMA)	Number
Panel Mills	2
Pulp and Paper Mill	1
Post Mill	1
Sawmills	10
Forest Management Agreement (FMA)	2

MRNF data at March 31, 2010

Forest Resource and Wood Processing

Forest Resources	Chapter 3	Québec	Proportion
Allowable Cut* in cubic meters (m ³)	3,019,900	31,712,100	9.5%
Allocation* in cubic meters (m ³)	2,764,982	27,409,019	10.1%

* Chief Forester and MRNF data (August 31, 2010)

The Board's Composition and Administrative Organization

The Board is an independent body made up of eleven members: five designated by the Cree, five by the Québec government, and a Chairman appointed by the Québec government after consultation with the Cree party. Four Ministère des Ressources naturelles et de la Faune officers and four members of the Cree nation comprise the majority of Board representatives. One regional representative and one non-native representative of the Grand Council of the Cree complete the Board's ranks.

Administratively speaking, each party to the *Agreement* covers the costs of its designated members' participation on the Board and half of the organization's operating budget. The Chairman's wages are paid by the Québec government.

The *Agreement* defines the Board's main operating terms and conditions, stipulates very specific duties concerning implementation of the adapted forestry regime and requires production of an annual report that must be submitted to the parties.

The following list presents the members that sat on the COFB during the 2010-2011 operating year.

CHAIRMEN

From April 1, 2010 to August 27, 2010: **Jean-Pierre Gauthier**

Currently, since August 30, 2010: **Albin Tremblay**

QUÉBEC MEMBERS

Réal Dubé

Regional Representative
Conférence régionale des élus de la Baie-James

Mario Gibeault

Director General
Forest Environment Management and Development
Ministère des Ressources naturelles et de la Faune

Guy Héту

Director General, Nord-du-Québec Region
Ministère des Ressources naturelles et de la Faune

Daniel Richard

Director Regional affairs Development and
Energy-Mines-Territory Operations Support
Ministère des Ressources naturelles et de la Faune

Denis Vandal

Director Expertise Energy, Wildlife, Forest,
Mines and Territory
Ministère des Ressources naturelles et de la Faune

CREE MEMBERS

Steven Blacksmith

Cree Regional Authority
Grand Council of the Cree (Eeyou Istchee)

Geoff Quaile

Cree Regional Authority
Grand Council of the Cree (Eeyou Istchee)

Romeo Saganash

Cree Regional Authority
Grand Council of the Cree (Eeyou Istchee)

Isaac Voyageur

Cree Regional Authority
Grand Council of the Cree (Eeyou Istchee)

Norman A. Wapachee

Cree Regional Authority
Grand Council of the Cree (Eeyou Istchee)



During the year, the parties changed the Chairman for the first time since the Board's creation in 2003. In September 2010, when his predecessor's mandate ended, the parties chose Albin Tremblay to chair the Board, replacing Jean-Pierre Gauthier, who remained in office until the end of August 2010.

In carrying out their mandates, the members of the Cree-Québec Forestry Board and its Chairman can count on the support of a small team, headed by an executive director, who oversees the organization's human, financial, material and informational resources. The Secretariat is in charge of preparing Board meetings, producing minutes, and following up on decisions and measures that have been formally approved by Board members. With the support of consultants and other collaborators, depending on the nature of the file involved, the Secretariat develops and analyzes the problems and issues submitted for the Board's consideration, drafts the CQFB's official documents (advice, commentary, reports), including preparation of the annual report for Board members' review and approval. The Secretariat is also responsible for document management and archiving. In addition, it supports the Board members' communication activities and provides outreach and liaison with various bodies and organizations.

At March 31, 2011, three employees made up the Secretariat team: Marie Gosselin, Executive Director, Martin Pelletier, Analyst/Advisor, and Sylvie Dolbec, Administrative Assistant.

■ Board Operations

Early in the year, the Board adopted an annual action plan and budget that guided the implementation of its primary activities and those of its Secretariat. Throughout the year, the organization's activities and financial operations were managed strictly.

Six action priorities were defined for the 2010-2011 operating year:

1. Support the parties in their discussions addressing the harmonization of the reform of the forest regime and the adapted forestry regime;
2. Produce advice to the parties on the different components of the reform of the Québec Forest Regime and of the modifications to the *Agreement*, if needed;
3. Ensure consideration of, and follow-up on, the issues identified in the 2002-2008 assessment of the adapted forestry regime;
4. Ensure dissemination of the results of the 2002-2008 assessment of the adapted forestry regime;
5. Review the Board's five-year strategic and financial plans, in the context of the assessment and of the reform of the Québec Forest Regime;
6. Ensure implementation of the Board's sustainable development action plan.

Chapter 4 of this report presents the year's achievements.

3 The 2010-2011 CQFB Context

The year 2010-2011 was a very special one for the Board's members and Secretariat. This eighth year in the Board history was marked by transition and evolution in which the various elements of a new Québec Forest Regime were being developed and in which a change in Board Chairman and discussions on new directions for the organization took place.

The adapted forestry regime in effect on the territory covered by the *Agreement* is linked to the forest regime defined by the *Forest Act*. However, in spring 2010, the Québec government adopted a Québec Forest Regime reform that introduced major changes to management of Québec's forests. The government plans for the new *Sustainable Forest Development Act* (SFDA) to have fully taken effect by April 2013, at which time the current *Forest Act* will be abolished.

This new context means that, as stipulated in the SFDA, the parties to the *Agreement* must discuss measures designed to harmonize the adapted forestry regime and the new forest regime. While certain components have little or no impact on the adapted forestry regime's implementation, other key elements of the new regime present very real challenges in terms of harmonization and implementation.

Because the adapted forestry regime applies on the territory in its current form until the parties have agreed on changes, the Board continued its efforts to ensure that the *Agreement's* implementation is respected and monitored. However, in a perspective of follow-up and evolution of the current adapted forestry regime and to support the parties in their discussions on potential harmonization measures, the Board members and Secretariat paid particular attention to certain key components of this new regime.

Given the experience acquired by the adapted forestry regime's main stakeholders in the *Agreement's* implementation, the nature and dynamics of the discussions in which the Board was involved, and the strategic choices and challenges to be tackled, discussions aimed at defining new directions for the Board were initiated with its members and the parties' leaders.

As a result, far-reaching discussions on the Board's role and operations took place. To promote the implementation of new directions for the Board, the parties deemed it desirable to take the new Chairman's suggestion and review members' representation on the Board.

For each party, designating Board members is subject to specific appointment processes. Although these appointment processes were initiated in late 2010, at March 31, 2011, they were still under way. Because those involved had agreed to review the Board's composition before calling the next Board meeting, the Board's activities were very limited in the second half of the 2010-2011 operating year.

Consequently, 2010-2011 was marked by continuity in implementing the adapted forestry regime, review of the Québec Forest Regime, change in chairmanship, review of the Board's strategic directions and waiting for new members to be designated.

4 Review of Board Activities

Photo: S. Robert

The sections that follow set out Board achievements for 2010-2011, presented according to the Board's four strategic directions.

Strategic Direction 1

The Board carries out its mandate as stipulated in the Agreement. Problems and conflicts are managed.

Five-year indicator: The Agreement is complied with, the adapted forestry regime has been implemented and the contribution of the Board is appreciated.

■ Board Meetings

The *Agreement* provides for at least six Board meetings a year, unless members agree otherwise. In 2010-2011, reflecting the context that prevailed throughout the year, the Board held two meetings: one in Chibougamau and the other in Oujé-Bougoumou. Only one can be considered official. Since Board meeting quorum calls for the participation of at least three representatives from each party, the second meeting had to be considered non-official because minimum participation numbers were not met.

■ Advice to the Parties

On April 1, 2008, a new generation of general forest management plans (GFMP) came into effect for the period 2008-2013. Any modifications to these plans between now and April 1, 2013 are subject to the approval process defined in the *Agreement*.

One of the Board's responsibilities is to participate in various phases of managing forest management activities, more particularly those related to reviewing the general plans prior to their approval and when modifications are proposed to them. The Board must forward its comments and recommendations to the Minister of Natural Resources and Wildlife.

Advice on the 2008-2013 GFMP modifications

After receiving a request for advice, the Board Secretariat analyzes the documents received, including the analysis report produced by the Joint Working Group concerned by the forest management plan being studied, based on various principles linked to respecting allowable cut, instructions for drawing up forest management plans, tallymen's participation and incorporation of information provided by the Cree.

During the year, the Minister sent the Board four requests for advice on modifications to general forest management plans.

Since the Board met only sporadically and some of the modifications made to the plans were very technical in nature, the members agreed, during the year, to implement a simplified procedure for adopting advice concerning GFMP modifications. Following the Board Secretariat's analysis, the analysis results and draft advice to be submitted to Board members for adoption are first shared with two representatives designated by the parties. These collaborators liaise with their party's Board members. The purpose of this step is to reach a consensus on the analysis and draft advice proposed.



Photo: Gilbert Fontaine, Le monde en images, CCDMD

The advice was well received and the Minister granted the Board an extended analysis period. The issues affecting the northern portion of FMU 86-65 will be discussed at the Board's next meeting.

Questions raised by the Cree party

A fifth advice was prepared by the Board this year in response to the Minister's request that the Board share its thoughts on the concerns expressed by the Cree with regard to certain aspects of the adapted forestry regime's implementation. These concerns had been brought to the Minister's attention in a previous Board advice. The concerns raised dealt with the impact of roads and forest truck traffic in sectors of wildlife interest for the Cree, broadening protective strips, overlapping biological sanctuaries on sectors of interest for the Cree and the process by which the Cree participate in forest management plan preparation and monitoring.

In keeping with the Board's preferred approach, Secretariat members worked closely with the parties' representatives to define the concerns expressed by the Cree. Discussions showed that the concerns raised were of two types: fundamental, that is, they dealt with subjects requiring far-reaching discussions between the parties, and procedural, that is, concerns that could be dealt with by improving existing processes.

Based on more-detailed information provided on the problems associated with road networks, competing uses of a given territory and the width of riparian buffer strips and given that these concerns involve the interpretation and implementation of provisions of the adapted forestry regime, the Board recommended that these stakes be discussed in the next talks between the parties on the reform of the Québec Forest Regime and the evolution of the *Agreement's* adapted forestry regime.

With regard to the concerns voiced with respect to the tallymen's participation, it was pointed out that real, significant Cree participation in the different forest management activity planning and management processes is the adapted forestry regime's key objective. With a view to ongoing improvement, it was recom-

mended that the far-reaching participation leading to the new generation of 2008-2013 forest management plans and the enhancement of planning and monitoring processes be kept in mind. Through its very mandate, the Board reiterates its desire to offer support in this sense.

Advice (unabridged version) sent to the Minister can be consulted on the Board's website http://www.cqcf-cqfb.ca/eng/0303_advices.php.



Photo : CQFB

■ Dispute Management

During the year, Cree party representatives brought their comments regarding changes in the participation process implemented by agreement holders to the Board's attention. The Board was informed that certain agreement holders had forestry consultants prepare the forest management plan for certain territories and ensure Cree participation in the forest management plan preparation process. While the *Agreement* advocates direct discussions between agreement holders and tallymen, certain agreement holders were absent from these delegations to meetings involving the tallymen.

■ Woodland Caribou Recovery

In March 2005, the Québec government designated the woodland caribou a vulnerable species under the *Act respecting threatened or vulnerable species*. The woodland caribou's forest-dwelling ecotype – commonly called woodland caribou – lives in the Boreal forest. The MRNF has inventoried four woodland caribou herds in the territory covered by the *Agreement*. Some of the lands the species inhabits are located primarily in the northern portion of the territory governed by Chapter 3 of the *Agreement*.

In April 2009, the Québec government published a recovery plan designed to allow the woodland caribou to achieve satisfactory status throughout its range so that it can be taken off the list of threatened or vulnerable species.

In the October 2010 Board meeting, members agreed to analyze the woodland caribou situation in the territory covered by the *Agreement*. Since then, the Secretariat has begun analyzing the file so as to be able to bring it to members' attention at the next Board meeting.

In November, the Board received a request for advice on modifications to the 2008-2013 GFMP for FMU 86-65. In the context of analyzing the modifications, consideration of the woodland caribou's potential presence in the northern portion of the territory targeted by this modification was deemed a factor that needed documenting before the Board could supply its advice on some of the modifications proposed.

Concurrently, since the Cree party had asked the government to take the woodland caribou's recovery into account in its development approach for the territory covered by the *Agreement*, the parties to the *Agreement* agreed to set up a special committee mandated to analyze the file and make recommendations to their party.

While pursuing development of the woodland caribou file for the Board, members of the Secretariat participated, as observers, in three of the special committee's working meetings.

In the Board's next operating year, treatment of the strategic issue of woodland caribou recovery in the territory covered by the *Agreement*, will, no doubt, constitute a priority on Board meeting agendas.

■ Follow-up on the 2002-2008 Assessment

In the context of the monitoring resulting from its first assessment of the adapted forestry regime's implementation, tabled in fall 2009, the Board set up a working committee composed of party representatives and Secretariat members. This committee's priority was to tackle the recommendations related to the Joint Working Groups' need for support in fulfilling their mandate.

In spring 2010, the committee organized and held a one-day workshop with members of the five Joint Working Groups. The workshop gave the Board Chairman an opportunity to dialogue with JWG members about their operational challenges. The Secretariat also presented the assessment's highlights at this time.

The workshop was then used to discuss several problems identified in the assessment with JWG members. Participants updated the conflict resolution process, clarifying their respective responsibilities with regard to forest management plan analysis. They reviewed their experience using the planning-assistance maps developed in the 2008-2013 forest planning period and proposed action needed to update the tool. They discussed their different harmonization measure monitoring approaches in order to contribute to developing a joint tool.



Photo: CQFB

All involved deemed the workshop formula relevant, given its propensity for developing a common understanding of the issues. Joint Working Group members expressed their hope that such workshops would be held from time to time.

Later, the members of the working committee following-up on the assessment presented the results of the workshop to the Board and began studying the next set of issues to be dealt with in a future workshop. They agreed that the focus would be on properly preparing JWG members for the 2013-2018 planning period.

Strategic Direction 2

*The Board monitors implementation of the Agreement and changes in the state of the forest.
Five-year indicator: The Board has shown stringency in monitoring the Agreement and its implementation.*

■ Report Concerning the Verification and Evaluation of Monitoring of the Application of the Standards and Measures Provided in the Agreement

In keeping with section 61 of Schedule C-4 of the *Agreement*, the MRNF must produce a report concerning the verification and evaluation of monitoring of the application of the standards and measures provided in the *Agreement*. Since the adapted forestry regime had been fully implemented when the new generation of forest management plans came into effect, in April 2008, the parties agreed that this first report concerning the verification and monitoring of the application of the standards and measures provided in the *Agreement* should cover the 2002-2008 period.

In spring 2010, the MRNF submitted a preliminary version of the report covering the 2002-2006 period to the Board. The Board's and Cree party's comments were requested. The Board mandated the Secretariat to conduct a thorough analysis of the report's content and to forward the results of the analysis to the MRNF.

Pursuing the objective that this report might constitute a major milestone in the adapted forestry regime's implementation, constructive observations and comments were presented to the MRNF.

The observations shared were well received and the MRNF committed to producing a corrected final version of the 2002-2008 report for spring 2011. The Board will monitor production of this report.

■ Adapted Forestry Regime Monitoring Frame

In fall 2009, the Board released an initial assessment of the *Agreement's* implementation. This exercise allowed it to make certain observations and define priorities, including the need to envisage more ongoing initiatives with regard to monitoring the *Agreement's* measures and objectives.

In the context of this exercise, particular attention was paid, among other things, to monitoring the extent to which adapted forestry regime measures are respected and to which the *Agreement's* overall objectives are met. For forest management plans and measures, it was observed that only the MRNF performs such monitoring, based on its own forestry and environment-related criteria. Where monitoring of the overall achievement of the adapted regime's objectives is concerned, the assessment showed that no one currently measures whether objectives are met or questions whether the provisions of the adapted regime are likely to attain these objectives. In the context of the assessment, the Board therefore made a recommendation to the effect that those concerned should jointly establish the monitoring required to measure to what extent objectives of Chapter 3 of the *Agreement* are met.

To follow-up on this recommendation, in summer 2010, the Board began work on the file by analyzing approaches and mechanisms for monitoring various management and co-management agreements between the government and Aboriginal people. An in-house analysis report was produced. The exercise was pursued by beginning development of a proposed reference framework for monitoring the adapted forestry regime's objectives and provisions. Work on the framework's development will continue with those concerned in the coming year.

■ Joint Access to Basic Information

Implementation of the adapted forestry regime involves a considerable body of technical information and data that are updated regularly and that come from multiple sources. The need for increasing the availability of, and access to, basic information about the adapted forestry regime was identified as one of the assessment's priorities.

Among the activities whose development it wishes to promote, the Board chose permanent access to a joint, updated adapted forestry regime data bank. During the year, various initiatives designed to orient the project were implemented. However, key elements will be developed with the stakeholders concerned next year.

■ Modification of GFMPs in Keeping With the Chief Forester's Conditions

After revised allowable cut figures resulting from re-calculation of the allowable cut were released, agreement holders were to review all 2008-2013 GFMPs that had come into effect on April 1, 2008 to ensure compliance with the Chief Forester's conditions and new calculations. Of the territory's fifteen plans, only one—that of FMU 26-61—has not yet been modified.

The Board invited the MRNF to comment on the file and was assured that between now and the time the plan is modified, the MRNF will ensure that annual plans are authorized in keeping with the Chief Forester's new results. The Board was told that the review deadline was linked primarily to the fact that this FMU's territory was inhabited by woodland caribou and that, because the company concerned was in the process of obtaining FSC certification, it wished to modify the forest management plan by incorporating a woodland caribou-based management approach. However, many of the *Agreement's* provisions are difficult to combine with such a management approach and since the parties had not yet agreed on exemptions promoting woodland caribou recovery in the territory covered by the *Agreement*, the agreement holder was unable to submit modifications to this FMU's GFMP during the 2010-2011 operating year.

Next year, the Board will continue monitoring this file to ensure that the forest management carried out on FMU 26-61 complies with the *Agreement* and the Chief Forester's conditions.

■ Knowledge and Research Needs

Pursuing sustainable development entails new knowledge as much from a social and environmental standpoint as an economic one. The parties to the *Agreement* have agreed that the adapted forestry regime must evolve. The Board is keenly interested in acquiring knowledge and, more specifically, in identifying research activities that will direct and support the evolution of the adapted forestry regime.

Under the sustainable development plan, Board members agreed that one of the organizational objectives of the Board must be to support research, new practices and technologies related to the achievement of the objectives of the *Agreement's* adapted forestry regime.

During the year, the Secretariat conducted a review and produced a survey report on research priorities linked to native forestry. The results of this exercise will fuel Board members' upcoming discussions on research needs and priorities related to acquiring knowledge linked to the adapted forestry regime.

Strategic Direction 3

Basic information and training needs of the Board and the JWGs are met.

Five-year indicator: The basic knowledge is available and JWG members have received the required training.

■ Joint Working Groups' Ongoing Training

When the assessment was conducted, many Cree JWG members asked for training related to the *Agreement* and forestry in general. In response, the Cree party set up a training program for its members. Board Secretariat members helped develop the training program curriculum and shared their experience regarding the adapted forestry regime with the instructors. The Board and Secretariat reiterated their support and collaboration with regard to this initiative.

■ The Reference Centre

Board and Joint Working Group members can access the reference centre section, which is used to facilitate information exchange with the stakeholders involved in implementing the adapted forestry regime.

In order to make this tool user-friendly, certain improvements were made to the site in the course of year. The site is kept up to date and the users appreciate it.

Strategic Direction 4

The Board conducts communication and consultation activities and devotes efforts to building consensus.

Five-year indicator: The Board, as well as its actions and accomplishments, is known. It actively supports consensus building among participants.

■ Communications Activities

Among other things, the first assessment of implementation of the adapted forestry regime, published in November 2009 and covering the 2002-2008 period, showed that the adapted forestry regime and its implementation mechanisms were not well known by the various target groups. Among the Board's action priorities for the current operating year, Board members agreed to disseminate the results published in this initial assessment of the adapted forestry regime's implementation to make the adapted forestry regime better known. The arrival of a new CQFB Chairman, in early fall 2010, offered additional opportunities to increase Board communications.

During the year, several opportunities to present the assessment's results and discuss the observations, stakes and problems encountered by the main stakeholders involved in implementing the *Agreement* were seized. Information and discussion meetings were held with the Joint Working



Groups and industry players involved in implementing the *Agreement* and with target groups simply interested in forestry in native communities. The actions taken by Board representatives helped disseminate the findings of the adapted forestry regime's first assessment, thereby making the regime's different aspects better known.

The Website

The Board has a website through which the general public can access a wide range of information on the *Agreement* and the adapted forestry regime. The site is kept up-to-date and all of the Board's comments and advice to the parties can be consulted on it.

The Board's Annual Report

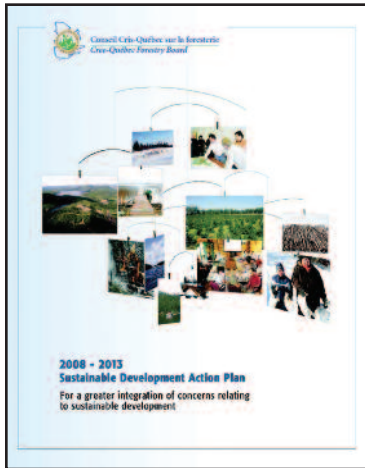
In fall 2009, the Board, in accordance with its obligations, submitted its seventh annual report. This document was also distributed to partners and stakeholders concerned by the application of the *Agreement's* forestry component. It is also available on the Board's website.



Photo: S. Robert

5 Sustainable Development

■ The Cree-Québec Forestry Board's 2008-2013 Sustainable Development Action Plan



In the spring of 2009, the Cree-Québec Forestry Board adopted its first Sustainable Development Action Plan (SDAP). Through its action plan, the Board defined its organizational goals and its actions in accordance with the four following directions:

- Inform, make aware, educate, innovate
- Produce and consume responsibly
- Manage and develop the territory in a sustainable and integrated way
- Save and share our collective heritage

This section aims, in accordance with its obligations, to report on the implementation of the actions and measures set out in the Sustainable Development Action Plan (SDAP) of the Board.

Organizational Objective

Introduce the bases of sustainable development and its implication in the implementation of the adapted forestry regime to members and employees of the Board and to contributors linked to the *Agreement*.

Gestures	Indicator:	Target:	Action 2010-2011
Action 1 Raise awareness and give information about the concept and principles of sustainable development to Board members, secretariat staff and contributors linked to the <i>Agreement</i> .			
<ul style="list-style-type: none"> ■ Develop and offer training and awareness sessions on sustainable development for stakeholders in the adapted forestry regime. ■ Inform members of the Board on the <i>Sustainable Development Act</i> and the obligations stemming from it. ■ Create and maintain a “Sustainable Development” section on the Board’s webpage and reference centre. 	<ul style="list-style-type: none"> ■ Number of members of the Secretariat, the Board and the Joint Working Groups (JWGs) reached by the sustainable development awareness activities. ■ Number of sustainable development activities offered to stakeholders. 	<ul style="list-style-type: none"> ■ 100% of the members of the Board and of its secretariat and 50% of JWG members. ■ At least one specific activity per year. 	<ul style="list-style-type: none"> ■ All Secretariat members participated in sustainable development training and awareness-raising meetings.

(cont.)

Gestures	Indicator:	Target:	Action 2010-2011
Action 2 Implement activities contributing to the realization of the governmental awareness and training plan for the government administration personnel and members.			
<ul style="list-style-type: none"> Participate in training sessions on a sustainable development approach offered by the <i>Bureau de coordination du développement durable</i>. Organize presentations and theme sessions on a sustainable development approach. 	<ul style="list-style-type: none"> Rate of Board members and personnel reached by the sustainable development awareness activities and rate of Board members and personnel who have adequate knowledge of the approach to take it into consideration during regular activities. 	<ul style="list-style-type: none"> 100% of Board members and staff by 2010. 	<ul style="list-style-type: none"> All Secretariat members participated in sustainable development training and awareness-raising meetings.

Organizational Objective

Support research and new practices and technologies to help reach the objectives of the adapted forestry regime of the *Agreement*.

Gestures	Indicator:	Target:	Action 2010-2011
Action 3 Collaborate, at the best level possible, in different research projects and encourage the parties to analyze and consider the application of new practices, if necessary.			
<ul style="list-style-type: none"> Estimate knowledge and research needs to support the evolution of the adapted forestry regime with regard to sustainable development. Participate in and support research projects that are recognized and prioritized by the Board. 	<ul style="list-style-type: none"> Number of projects in which the CQFB participates. 	<ul style="list-style-type: none"> Participate in at least three projects by 2013. 	<ul style="list-style-type: none"> Production of an inventory report on research priorities related to aboriginal forestry

Organizational Objective

Promote the application of environmental management measures and an eco-responsible procurement policy within the Cree-Quebec Forestry Board.

Gestures	Indicator:	Target:	Action 2010-2011
Action 4 Implement practices and activities in accordance with the provisions of the Policy for an Eco-responsible Government.			
<ul style="list-style-type: none"> Develop and implement an environmental management framework for the operations of the Board. Organize eco-responsible events, for example activities/meetings aimed at "zero waste" Choose to travel in fuel-efficient vehicles. Reduce waste production by taking the three Rs into consideration. Choose green products when possible. Choose to hold teleconferences/ videoconferences when possible. 	<ul style="list-style-type: none"> Development of a policy on environmental management measures and eco-responsible procurement practices. Progress in the implementation of an environmental management framework. Percentage of eco-responsible events in relation to all organized events. Percentage of eco-responsible activities and procurement practices. 	<ul style="list-style-type: none"> One document presenting the 2009-2010 policy. Implementation of an environmental management framework by 2010. 80% of zero waste events annually. 80% of eco-responsible activities and procurement practices by 2010. 	<ul style="list-style-type: none"> The Board introduced in its practices an eco-responsible approach towards procurement and events. Whenever possible, promote zero waste events. A 3R management approach guides the Secretariat and the Board's activities. The development of an environmental management framework is initiated.

Organizational Objective

Ensure the application and evolution of the adapted forestry regime to favour increased integration of sustainable development issues.

Gestures	Indicator:	Target:	Action 2010-2011
Action 5 Favour increased integration of sustainable management principles in the implementation and evolution of the forestry regime on the territory of the <i>Agreement</i> .			
<ul style="list-style-type: none"> ■ Draw up a portrait of the adapted forestry regime based on the principles of sustainable development and, eventually, report to the parties. ■ Participate in the reform of the Québec Forest Regime, in the context of the adapted forestry regime in the territory of the <i>Agreement</i>, while taking into account sustainable development concerns. ■ Contribute to the instructions for the elaboration of the future forest plans to favour greater integration of sustainable development concerns. ■ Develop a revision framework of forest plans taking into account sustainable development concerns. 	<ul style="list-style-type: none"> ■ Number of initiatives conducted by the Board. 	<ul style="list-style-type: none"> ■ A minimum of one specific initiative identified annually in the Board's Strategic Plan. 	<ul style="list-style-type: none"> ■ Sustainable development principles are taken in account when producing Board advices.
Action 6 Integrate sustainable development principles in the Board's activities and in the advices given to the parties.			
<ul style="list-style-type: none"> ■ Develop a tool aimed at giving more consideration to the principles of sustainable development in the Board's activities and advices. ■ When responding to advice requests, produce analyses that take sustainable development principles into consideration. ■ When possible, integrate sustainable development-related considerations in the Board's advices. 	<ul style="list-style-type: none"> ■ Number of tools developed. ■ Rate of advices in which the analysis took sustainable development principles into consideration. 	<ul style="list-style-type: none"> ■ Design of a tool. ■ 80% by 2010. ■ 100% by 2013 	<ul style="list-style-type: none"> ■ 100% of the analyses conducted integrated specifically some of the sustainable development principles

Organizational Objective

Strengthen the viability and resilience of local, regional and native communities on the territory of the *Agreement*.

Gestures	Indicator:	Target:	Action 2010-2011
Action 7 Maintain and reinforce, if needed, the General Forest Management Plans (GFMPs) analysis approach, according to the <i>Agreement's</i> underlying sustainable development vision.			
<ul style="list-style-type: none"> ■ Ensure monitoring and revision of the GFMPs according to the four principles adopted by the Board in February 2007. 	<ul style="list-style-type: none"> ■ Rate of monitoring and revision of the GFMPs. 	<ul style="list-style-type: none"> ■ 100% of the plans are monitored and revised. 	<ul style="list-style-type: none"> ■ 100% of the modified plans were analyzed in accordance with the principles adopted by the Board.

Organizational Objective

Strengthen conservation and development of the cultural heritage and local traditional knowledge in the territory of the *Agreement*.

Gestures	Indicator:	Target:	Action 2010-2011
Action 8 Favour shared information and knowledge concerning Cree use of the territory of the <i>Agreement</i> .			
<ul style="list-style-type: none"> ■ Promote availability and use of forest planning tools (planning-support maps and guide) and monitor their use. 	<ul style="list-style-type: none"> ■ Availability of the maps and the guide. 	<ul style="list-style-type: none"> ■ Used for 75% of the traplines. 	<ul style="list-style-type: none"> ■ Planning-support maps were made available under the modifications to the 2008-2013 GFMPs.

Organizational Objective

Ensure the protection and development of heritage and natural resources with respect to the support capacity of the ecosystems in the territory of the *Agreement*.

Gestures	Indicator:	Target:	Action 2010-2011
Action 9 Reinforce the monitoring and implementation objectives of the adapted forestry regime.			
<ul style="list-style-type: none"> ■ Help disseminate the results of the monitoring of the state of the forest in the territory of the <i>Agreement</i>. ■ Help develop monitoring and assessment guidelines for the wildlife objectives of the <i>Agreement</i>. 	<ul style="list-style-type: none"> ■ Availability of the reports on the state of the forest. ■ A monitoring guideline for wildlife habitats by 2011. 	<ul style="list-style-type: none"> ■ 100% of the reports available. ■ The monitoring guideline is available by 2011. 	<ul style="list-style-type: none"> ■ To be assessed at a later date

April 29, 2011

REVIEW ENGAGEMENT REPORT

To the members of
Cree-Québec Forestry Board

The accompanying summary balance sheet and summary statement of operations are derived from the complete financial statements of Cree-Québec Forestry Board as at March 31, 2011 and for the year then ended on which we have issued a review engagement report without reservation dated April 29, 2011. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summary financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summary financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the entity's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

Laberge Lafleur Brown S.E.N.C.R.L.

CHARTERED ACCOUNTANTS

 **Laberge Lafleur Brown**
S.E.N.C.R.L. DE COMPTABLES AGRÉÉS

Financial Statements

CREE-QUÉBEC FORESTRY BOARD

SUMMARY STATEMENT OF OPERATIONS (UNAUDITED) FOR THE YEAR ENDED MARCH 31, 2011

	2011	2010
	\$	(unaudited) \$
REVENUES		
Partners' contributions -		
Québec Government	200,000	200,000
Grand Council of the Crees (Eeyou Istchee)	200,000	200,000
Interests	3,376	1,966
	<u>403,376</u>	<u>401,966</u>
EXPENSES		
Salaries	269,923	254,888
Internal management	80,644	91,841
Board activities	13,304	13,194
Services contracts	25,510	25,450
	<u>389,381</u>	<u>385,373</u>
EXCESS OF REVENUES OVER EXPENSES	13,995	(16,593)

SUMMARY BALANCE SHEET (UNAUDITED) AS AT MARCH 31, 2011

	2011	2010
	\$	(unaudited) \$
ASSETS		
CURRENT ASSETS		
Cash	65,767	51,866
Accounts receivable	6,540	6,350
Prepaid expenses	3,313	3,439
	<u>75,620</u>	<u>61,655</u>
INVESTMENTS	521,168	517,801
CAPITAL ASSETS	12,566	15,450
	<u>609,354</u>	<u>594,906</u>
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable	19,312	18,859
FUND BALANCES		
Invested in capital assets	12,566	15,450
Internally restricted	145,000	145,000
Unrestricted	432,476	415,597
	<u>590,042</u>	<u>576,047</u>
	<u>609,354</u>	<u>594,906</u>

The complete version of the financial statement can be consulted on the Board's website.

www.ccqf-cqfb.ca

APPENDICES

Photo : Richard Dumoulin, Le monde en images, CCDMD



I

CODE OF ETHICS AND PROFESSIONAL CONDUCT OF THE CREE-QUÉBEC FORESTRY BOARD

CHAPTER I

PURPOSE AND FIELD OF APPLICATION

1. The present code of ethics and professional conduct has the purpose of preserving and strengthening the citizens' trust link in the Board's integrity and impartiality, promote transparency within the Board and building up accountability with its members.
2. The present code of ethics and professional conduct applies to the Board members that are named by the Gouvernement du Québec, including the chairperson, in addition to the members named by the Cree Regional Authority.
3. Concerning the Board staff, it must comply with the ethics and professional conduct standards that apply to it.

CHAPTER II

PRINCIPLES OF ETHICS AND BYLAWS OF PROFESSIONAL CONDUCT

4. The contribution of Board members to the realization of its mandate must be made in respect of the law, with honour, loyalty, rigour, caution, diligence, efficiency, assiduity and fairness.
5. The Board member is required, in the performance of his duties, to respect the principles of ethics and professional conduct set out in the present code of ethics and professional conduct. A Board member who is also governed by other standards of ethics and professional conduct is also subject to the present code of ethics and professional conduct. In the event of divergence, the most demanding principles and rules apply.

The Board member must, if in doubt, act according to the spirit of these principles and rules. He must also organize his personal affairs so that they cannot hinder the performance of his duties.
6. The Board member is required to exercise discretion concerning what he knows in or during the performance of his duties and is required to respect the confidential nature of the information received in this manner at all times.
7. The Board chairperson must show reserve in the public expression of his political opinions.
8. The Board member must avoid placing himself in a situation of conflict between his personal interest and his official duties.

He must reveal in writing to the Board chairperson any direct or indirect interest he has in an organization, enterprise or association liable to place him in a situation of conflict of interest, in addition to the rights he can

present against the Board, by indicating, if applicable, their nature and their value. An indirect conflict of interest can occur in cases where a member can receive some sort of benefit in a roundabout way, such as through his children or an enterprise in which he holds shares.

The organizations, enterprises or associations referred to in the preceding paragraph do not include the organizations or associations which represent the Cree Nation (Eeyou Istchee).

In the case of the chairperson, he must reveal this information in writing to the executive director of the Board, who is in charge of gathering and conserving declarations from all the Board members.

In the case of a member named by the Cree Regional Authority, the former must also reveal this information to the Cree Regional Authority.

9. The Board member must inform the Board chairperson in writing of any contracts or research projects he is participating in and declare the subsidies obtained from any organization, enterprise or association.

In the case of the chairperson, he must give this information in writing to the Board executive director, who is in charge of gathering and conserving declarations from all the Board members.

In the case of a member named by the Cree Regional Authority, the former must also reveal this information to the Cree Regional Authority.

10. The Board member must abstain from participating in any deliberation or decision involving any organization, enterprise or association in which he has an interest as set out in Articles 8 and 9. Furthermore, he must withdraw from the meeting during the length of the deliberations and vote on this question.
11. The Board chairperson ensures that the minutes of Board meetings mention any abstention of one of its members from the decisions concerning any organization, enterprise or association in which he has an interest, for the purpose of transparency.
12. The Board member must not mistake Board property for his own and cannot use it to the advantage of himself or a third party.
13. The Board member cannot use any information obtained in or during the performance of his duties to the advantage of himself or a third party.
14. The duties set out in Articles 5, 6 and 13 do not have the effect of preventing a Cree Regional Authority representative to consult nor report to the Cree Regional Authority, nor does it prevent to consult nor report to the members of the Cree Nation (Eeyou Istchee) or the organizations or associations which represent it, unless the information is confidential under the law and that such confidentiality is in accordance with the James Bay and Northern Québec Agreement or the Agreement concerning a New Relationship between the Crees of Québec and the Government of Québec.
15. A Board member is allowed to accept and keep a gift, or accept a token of hospitality or other benefit as long as the present is of modest use and value and is offered during an event attended by the receiving member.
 Any other gift, token of hospitality or benefit received must be returned to the donor or government.
16. The Board member cannot, either directly or indirectly, grant, solicit or accept an undue favour or benefit for himself or a third party.
17. The Board member must not allow himself to be influenced in his decision-making by outside considerations such as the possibility of an appointment or job openings and offers.
18. The Board member who has ceased to hold office must behave in a manner in which he does not gain any undue benefits from his previous Board duties.
19. The Board member who has ceased to hold office must not disclose confidential information he has received nor give anyone advice based on information unavailable to the public concerning the Board or another organization or enterprise with which it had important and direct relations during the year preceding the end of his mandate.
 The Board member who has ceased to hold office but remains with the appointing party, in the context of his dealings with this party or associations which represent it, will have the right to inform it, in order to ensure a good governance.
20. The Board chairperson must ensure the respect of the principles of ethics and rules of professional conduct by the Board members.

CHAPTER III

POLITICAL ACTIVITIES

21. The Board chairperson intending to run for an elected public function must inform the general secretary of the Executive Board of the Gouvernement du Québec.
22. The Board chairperson intending to run for an elected public function must leave office.

CHAPTER IV

REMUNERATION

23. Each party shall assume the remuneration and the travel costs of its own members, in compliance with Article 3.48 of the Agreement concerning a new relationship between the Gouvernement du Québec and the Crees of Québec and, in the case of a member named by the Gouvernement du Québec, in compliance with the order in force, if the case may be.

The Board member can receive other remuneration for the performance of duties other than those lined to the Board.

CHAPTER V

CERTIFICATION

24. The Board member must observe the rules and principles set out in this code. At the time of his appointment, the member must sign the certification document produced in the appendix confirming that he has read

and understood the present code and that he agrees to respect it. The signing of the certification by the member already in office must be done within 60 days following the effective date of the present code.

CHAPTER VI

EFFECTIVE DATE

25. The present code of ethics and professional conduct of the Board members along with the here-attached certification form were adopted during the meeting of June 15th, 2004 and are rendered effective as of August 3rd, 2004.

CERTIFICATION

WHEREAS the Cree-Québec Forestry Board adopted on June 15th, 2004, a Code of Ethics and Professional Conduct for its members;

WHEREAS article 24 of this Code makes provision that the Board members must certify that they acknowledged the document mentioned above and that they commit themselves to follow the rules enacted in it;

I the undersigned,

Member of the Board:

certify to have acknowledged the Code of Ethics and Professional Conduct of the Cree-Québec Forestry Board; and commit myself to follow the rules provided for in this document so as to preserve the integrity of the Board.

Signed at, _____,

the _____ day of _____ 20__.



Photo: Richard Dumoulin, Le monde en images, CCDMD

II

MEMBERS OF THE JOINT WORKING GROUPS

The Joint Working Groups (JWGs) and the Cree-Québec Forestry Board are the two main implementation mechanisms prescribed under the provisions of Chapter 3 of the *Agreement* on forestry. The JWG members are a cornerstone of efforts to implement the *Agreement*.

The JWGs are mandated to

- Integrate and implement the specific rules agreed upon in respect of the adapted forestry regime;
- When required, develop harmonization measures;
- Review conflicting uses in order to find acceptable solutions;
- Ensure the implementation of the processes in relation to the preparation, consultation and monitoring of forest management plans;
- Adopt internal operating rules;
- Ensure that each party places all relevant and available forestry-related information at the disposal of the other party;
- Discuss any technical issues.

At March 31, 2011, the members of the Joint Working Groups were

Communities	Representatives – MRNF	Representatives – Cree
Waskaganish	Francis Chabot <i>Local Coordinator</i>	Wayne Cheezo <i>Local Coordinator</i> Clark Shecapio
Waswanipi	Francis Chabot <i>Local Coordinator</i> Jacynthe Barrette Valérie Guindon	Allan Saganash Jr. <i>Local Coordinator</i> Henry-George Gull Judy Trapper
Oujé-Bougoumou	Chantal Dubuc <i>Local Coordinator</i> Valérie Guindon	Tommy Rabbitskin <i>Local Coordinator</i> Arthur Bosum Philip Wapachee
Mistissini	Chantal Dubuc <i>Local Coordinator</i> Valérie Guindon	Blazo Voyageur <i>Local Coordinator</i> Russell Turner John Henry Shecapio
Nemaska	Francis Chabot <i>Local Coordinator</i>	Matthew Tanoush <i>Local Coordinator</i>
Forestry Coordinators	Simon St-Georges	Isaac Voyageur

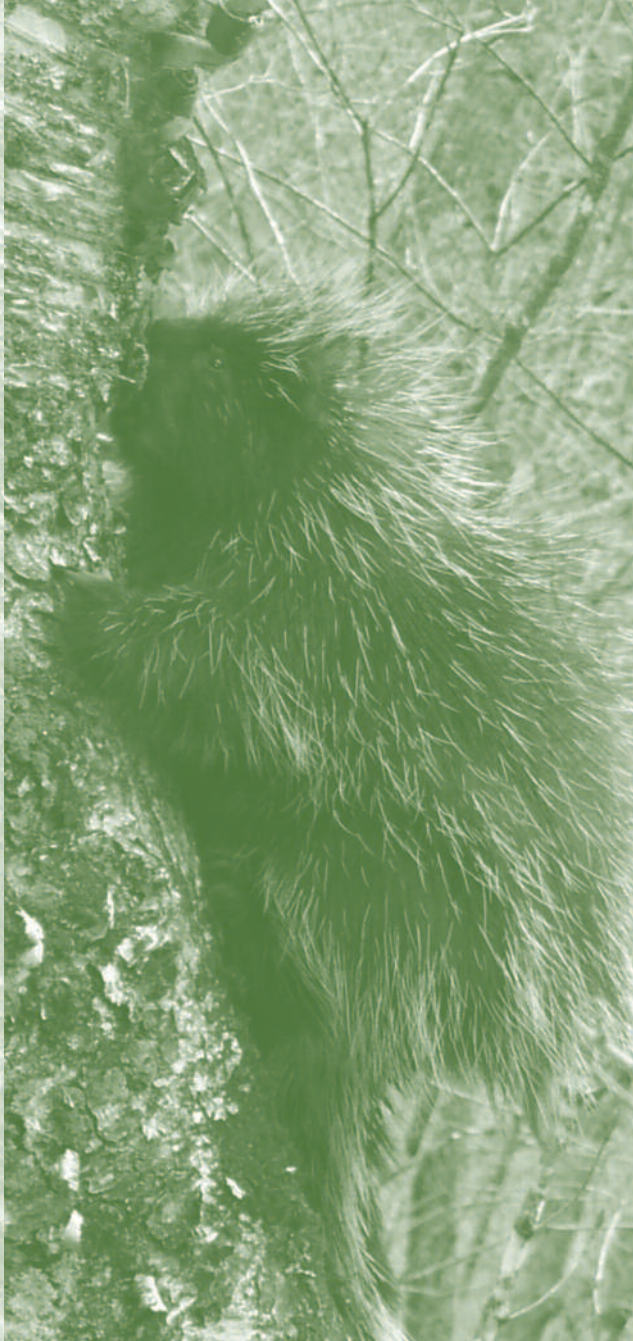


Photo: Saad Tazi, Le monde en images, CCDMD

Cree-Québec Forestry Board

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