



Cree-Québec Forestry Board

ᐃᐱᐱᐱᐱᐱᐱᐱᐱᐱ ᐱ ᐱᐱᐱᐱᐱᐱᐱᐱ ᐱᐱ ᐱᐱᐱᐱᐱᐱᐱᐱᐱᐱ

ANNUAL REPORT
ᐱᐱᐱᐱᐱᐱᐱᐱᐱᐱᐱ ᐱᐱᐱᐱᐱᐱᐱᐱᐱᐱᐱᐱ

2011-2012



Beesum Communications

Cree translation

Christine Gilliet

French writing

Deschamps Design

Graphic design and computer graphics

Imprimerie Leroy-Audy

Printing

Photos

Tepee: CCQF

People: MRNF

Landscape: MRNF

Caribou: Serge Larivière

Truck: Jacques Robert

Diana Cline

Proofreading

Cabinet de traduction Dialangue

Translation

ISSN 1712-3100

Legal deposit – Bibliothèque et Archives nationales du Québec, 2012

Legal deposit – Library and Archives Canada, 2012

Table of Contents

Letter from the Chairman.....	5	Strategic Direction 2.....	24
Chairman’s Statement.....	9	Report Concerning the Verification and Monitoring of the Application of the Standards and Measures Provided in the <i>Agreement</i>	24
Chapter 1 - The <i>Agreement</i> and Chapter 3 on Forestry....	10	Modification of GFMPs in Keeping With the Chief Forester’s Conditions	24
The Objectives of the Adapted Forestry Regime and its Main Adaptations	10	Strategic Direction 3.....	25
Territory Covered.....	10	Joint Access to Basic Information.....	25
Chapter 2 - The Cree-Québec Forestry Board	12	The Reference Centre	25
Mission	12	Strategic Direction 4.....	25
The Board’s Mandate.....	12	Communications Activities	25
The Board’s Strategic Directions.....	13	The Board’s Website.....	25
The Board’s Composition and Administrative Organization.....	14	CQFB Annual Report	25
Board Operations	15	Chapter 4 - Sustainable Development.....	26
Chapter 3 - Review of Board Activities	16	The Cree-Québec Forestry Board’s 2008-2013 Sustainable Development Action Plan	26
The 2011-2012 CQFB Context	16	Financial Statements	31
Strategic Direction 1.....	17	Conclusion	32
Board Meetings.....	17	Appendix I.....	33
Advice to the Parties	17	Code of Ethics and Professional Conduct of the Cree-Québec Forestry Board.....	34
The New Québec Forest Regime and the Adapted Forestry Regime	20	Appendix II.....	37
Preparation of 2013-2018 Forest Management Plans	21	Members of the Joint Working Groups	37
Local Forests	22		
Woodland Caribou Recovery	22		
Cree Community Protected Area Projects.....	23		
The Board’s New Strategic Directions.....	23		

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 Board members and myself, I am pleased to present the Cree-Québec Forestry Board's ninth annual report.

While reading it, you will see that, following significant changes in Board membership, 2011-2012 marked a

return to normal Board operations — a hope I had expressed in last year's report.

As of October 2011, when the new members were confirmed by the two parties to the *Agreement*, the Board went back to holding regular meetings. Thanks to the diversity and quality of the new members' expertise combined with that of the existing Board members, the Board is now better equipped to fully play its role and carry out its mandate.

The Board was able to develop and approve new strategic directions and action priorities, which should help us to better meet the expectation of the parties to the *Agreement Concerning a New Relationship Between le Gouvernement du Québec and the Crees of Québec*. Very clear priority has been given to ensuring that the Board is able to "monitor and assess implementation of measures concerning forestry that were agreed upon in the *Agreement* and to recommend to the parties any adaptation or change to the forestry regime in compliance with the *Agreement*".

As Board Chairman, I believe that, by focussing on this responsibility, the Board will be able to play a useful role that will be recognized by the parties to the *Agreement*.

As you will see from this report, while adopting the measures needed to implement this priority, the Board also continued to fulfil its other regular responsibilities, submitting letters of advice and recommendations on various aspects of the implementation of the *Agreement's* adapted forestry regime.

With the upcoming implementation of the new Québec Forest Regime and the challenge of harmonizing it with the adapted forestry regime governing *Agreement* territory, the effective functioning of the Board as a key instrument for consultation of the Crees, dialogue and cooperation clearly constitutes a valuable asset for the parties. It is the commitment to ensuring this effective functioning that must motivate all Board members, and it is with this perspective that I intend to fulfil my responsibilities as Chairman of this Board.

Yours sincerely,

Chairman of the Board

A handwritten signature in black ink, appearing to read "Albin Tremblay". The signature is fluid and cursive, with a long horizontal stroke at the end.

Albin Tremblay

ገንዘብና የጋራ ስራዎችን በጥንቃቄ
 በጥንቃቄ ለመገምገምና ለማረጋገጥ ለሚችሉ
 ሌሎች ደጋፊዎች ምስጋናዎቻችንን ያቀርባለን።
 ገንዘብና ለገንዘብ ስራዎች ለሚሰጡት
 ጥሩ ጥሩ ልማት ለማድረግ ለሚችሉ



ገንዘብና በጥንቃቄ ስራዎችን ይገኙ
 ለሚሰጡት ስራዎች ለሚሰጡት

ገንዘብና ለገንዘብ ስራዎች ለሚሰጡት
 ጥሩ ጥሩ ልማት ለማድረግ ለሚችሉ

ገንዘብና ለገንዘብ ስራዎች ለሚሰጡት
 ጥሩ ጥሩ ልማት ለማድረግ ለሚችሉ

ገንዘብና ለገንዘብ ስራዎች ለሚሰጡት
 ጥሩ ጥሩ ልማት ለማድረግ ለሚችሉ

ገንዘብና ለገንዘብ ስራዎች ለሚሰጡት
 ጥሩ ጥሩ ልማት ለማድረግ ለሚችሉ

ገንዘብና ለገንዘብ ስራዎች ለሚሰጡት
 ጥሩ ጥሩ ልማት ለማድረግ ለሚችሉ

ገንዘብና ለገንዘብ ስራዎች ለሚሰጡት
 ጥሩ ጥሩ ልማት ለማድረግ ለሚችሉ

ገንዘብና ለገንዘብ ስራዎች ለሚሰጡት
 ጥሩ ጥሩ ልማት ለማድረግ ለሚችሉ

ገንዘብና ለገንዘብ ስራዎች ለሚሰጡት

Handwritten signature

ገንዘብና ለገንዘብ ስራዎች ለሚሰጡት

Chairman's Statement

The information contained in this Annual Management Report comes under my responsibility as of March 31, 2012. 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 2011-2012 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 2011-2012 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

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.

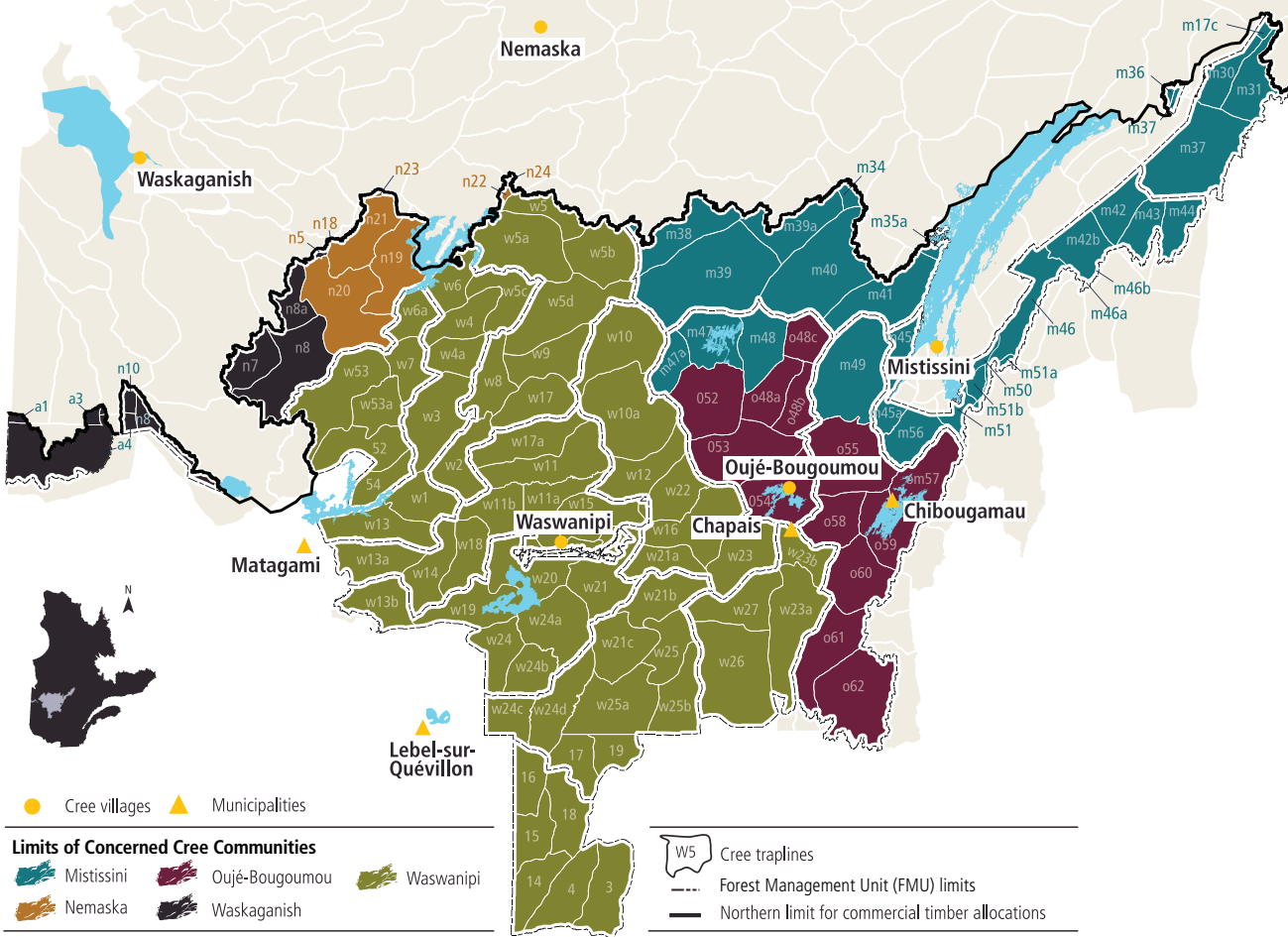
In terms of economic development, certain provisions of the *Agreement* confirm that timber volumes will be available to the Cree and promote their access to prospective forest management activity-related jobs, contracts and partnerships.

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 Board 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	Non-Native Communities
Mistissini	Chapais
3,427	1,610
Nemaska*	Chibougamau
712	7,541
Oujé-Bougoumou	Lebel-sur-Quévillon*
725	2,159
Waskaganish*	Matagami*
2,206	1,526
Waswanipi	Municipalité de Baie-James*
1,777	1,303

Statistics Canada, Census of Canada, 2011.

* Outside Chapter 3 Territory

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	27,431,469	10.1 %

MRNF data, March 31, 2012

Chapter 3 Agreement Holders

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

* Chief Forester and MRNF data (2012)

The Board's Composition and Administrative Organization

The Board is an independent body made up of eleven members: five designated by the Grand Council of the Crees (Eeyou Istchee), five by the Québec government, and a Chairman appointed by the Québec government after consultation with the Cree party.

In fall 2010, a process designed to diversify Board composition was initiated by the Board Chairman, working with the leaders of the parties to the Agreement. After agreeing to review the Board's composition, the parties contributed to support the achievement of the Board's vision by promoting a wide range of fields of interest and skills among its members.

In October 2011, the new Board composition was confirmed. The representatives designated by the Québec government now comprise two Ministère des Ressources naturelles et de la Faune (MRNF) officers and three other members representing regional communities, research and education and the forest industry respectively.

For the Cree party, four Cree members from communities in Agreement territory and one non-Native representative from the Grand Council of the Crees complete the Board's ranks.

The following list presents the members that sat on the CQFB during the 2011-2012 operating year (from April 1, 2011 to March 31, 2012).



Photo: CQFB



Photo: CQFB

CHAIRMAN Albin Tremblay

QUÉBEC PARTY MEMBERS

Réal Dubé

*Regional Representative
Conférence régionale des élus de la Baie-James*

Réjean Gagnon

*Research and Education Representative
Replacing Daniel Richard (MRNF)*

Mario Gibeault

*Director General, Bureau de mise en marché des bois
(Timber Marketing Board)
Ministère des Ressources naturelles et de la Faune*

Guy Héту

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

Jacques Robitaille

*Forestry Industry Representative
Replacing Denis Vandal (MRNF)*

CREE PARTY MEMBERS

Steven Blacksmith

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

Bert Moar

*Cree Regional Authority
Grand Council of the Crees (Eeyou Istchee)
Replacing Roméo Saganash (CRA)*

Geoff Quaile

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

Isaac Voyageur (Vice-Chairman)

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

Norman A. Wapachie

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

Administratively speaking, each party to the *Agreement* covers the costs of its designated members' participation on the Board and half 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.

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 (letters of advice, comments, 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, 2012, three employees made up the Secretariat team: Marie Gosselin, Executive Director, Martin Pelletier, Analyst/Advisor, and Sylvie Dolbec, Administrative Assistant.

Board Operations

The 2011-2012 operating year began in a context in which official Board meetings were suspended while awaiting new appointments to the Board. Nevertheless, Management ensured that operations continued in keeping with the Board's mandate and responsibilities, while giving precedence to continuity and to monitoring 2010-2011 operating year activities and files.

When its regular activities started again in October 2011, development of new strategic directions and files presenting specific issues were central to Board activities. Throughout the year, the organization's activities and financial operations were managed strictly.

The action priorities for the operating year were as follows:

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

3

The 2011-2012
CQFB Context

Review of Board Activities

During the 2011-2012 operating year, the ninth since the Board's creation, the activities of the Board and its Secretariat were marked by evolution and change within the Board itself and with respect to harmonizing the current adapted forestry regime and the new Québec Forest Regime scheduled to take effect in April 2013.

The transition context that prevailed late in the previous operating year continued in the first half of 2011-2012. Board meetings were suspended to give one party time to renew some of its members in order to optimize the Board's work and consider the new directions and approaches proposed by the Chairman appointed in September 2010.

Based on an approach targeting ongoing improvement, the vision proposed is designed to pursue implementation and evolution of the adapted forestry regime while recommending changes making it possible to adapt to the developments and issues linked to implementation of both the current adapted forestry regime and the new Québec Forest Regime.

While official Board meetings were suspended, the Board pursued its activities and fulfilled its obligations related to reviewing modifications to 2008-2013 general forest management plans (GFMP). Using the simplified procedure for adopting Board advice on GFMP modifications implemented as of October 2010, the Secretariat worked with party representatives to analyze some modification requests submitted and prepare draft letters of advice. These letters and resolutions were proposed to members for approval and then forwarded to the Minister by the Chairman.

The Board was able to meet again as of October 2011 and held three meetings in the second part of the operating year. When Board activities started up again, harmonization of the new Québec Forest Regime and the adapted forestry regime and consideration of the new strategic issues that had emerged in the past year became part and parcel of the Board's work. Precedence was given to providing information to new members so that Board discussions would be effective.

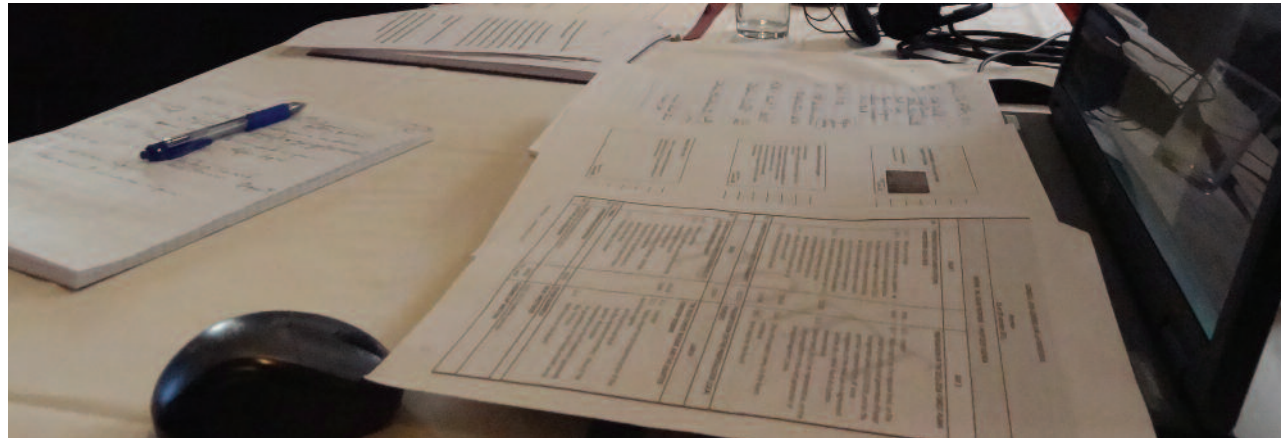


Photo: CQFB

Board activities and achievements over the year are presented by strategic direction.

Strategic Direction 1

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

Board Meetings

Three Board meetings were held in 2011-2012: October (Quebec City), December and February (Montreal). The Agreement provides for six Board meetings a year unless members agree otherwise. Given the above-mentioned context, 12 months lapsed between the last meeting of the 2010-2011 operating year (October 2010) and the first meeting of the 2011-2012 operating year (October 2011).

Advice to the Parties

One of the Board's responsibilities is to participate in various phases of managing forest management activities, including reviewing GFMP modifications. All 2008-2013 GFMP modifications are subject to the approval process defined in the Agreement, which requires the Board to forward its comments and recommendations to the Minister of Natural Resources and Wildlife in the form of advice adopted by its members by resolution. The Agreement stipulates that the Board has 90 days to forward its comments before the modifications proposed to the GFMP are approved. During the year, the Board supplied its advice on four requests for modification of GFMPs in effect.

Advice on general forest management plan modifications for forest management unit 084-62

The Board recommended approval of modifications presented to the 2008-2013 GFMP for FMU 084-62 stressing the necessity, in keeping with the provisions of the Agreement, of performing monitoring when preparing annual plans to ensure that harvesting thresholds are not exceeded. The Minister approved the modifications and intends to follow up on the Board's recommendations.

Advice on general forest management plan modifications for forest management unit 026-63

In December 2011, the Board forwarded advice to the Minister in which it recommended approving the modifications presented to the 2008-2013 GFMP for FMU 026-63, which requested permission to improve a road (section A) and update the layout of a road subject to the environmental and social assessment procedure (section B), provided that certain conditions are met.

For section A, compliance with the final agreement concluded in December 2010 by the Québec government, Grand Council of the Crees, Cree Regional Authority and Oujé-Bougoumou Crees will have to be ensured for forestry activities to be carried out in the area under consideration for Assinica National Park expansion. For section B, the Board based itself on the JWG recommendation that tallymen be



Photo: Tembec

between the experts and members of these different committees. Many appreciated the initiative and found it productive.

Based on the discussions that followed presentation of the preliminary findings of the expert committee mandated to study the status of woodland caribou on *Agreement* territory, the Board forwarded advice to the Minister on March 1, 2012, in which it indicated that it could not recommend approving all of the modifications proposed to these two FMUs.

For FMU 086-65, the Board recommended not approving the modifications and not granting a permit for intervention on the traplines affected by the modifications. For FMU 086-64, it recommended approving the modifications on all traplines except for trapline W-06A, for which it recommended not granting an intervention permit.



Photo: CQFB

The Board pointed out that the woodland caribou experts had not delivered their final report and that their preliminary findings confirmed the species' vulnerability, the importance of its habitat in the northern portion of the two FMUs and of the connectivity between the Lac Evans sector herds. Further, the special caribou committee had not yet assessed the precautionary approach to be proposed for the sector. The Board recommended not approving all modifications as presented, pointing out that the Review Committee (COMEX) had not yet ruled on the road infrastructure project and that the MDDEP was in the process of assessing the protected area projects presented by the Cree communities of Waswanipi and Nemaska.

In this advice, the Board advocated a precautionary approach respecting a reasonable balance between economic, social and environmental considerations, thereby favouring increased integration of sustainable development as stipulated in section 3.1 of the *Agreement*. It recommended that Ministère des Ressources naturelles et de la Faune (MRNF) authorities evaluate alternative scenarios to ensure timber supplies for forest companies unable to access certain harvesting sectors due to implementation of the precautionary approach recommended. The advice was approved by a resolution, even though some members did not agree with it.

On April 18, 2012, the MRNF Associate Deputy Minister for the regions informed the Board that the modifications proposed for these two FMUs would soon be approved. He estimated that by the time the parties resumed their discussions on the woodland caribou, agreed on the measures to adopt and the MDDEP reserved the lands the Crees had proposed for protected area status, the MRNF would have had to meet its legal obligations to forest industry players and its obligations under the *Agreement*.

For the considerations presented by the Board on the problems raised concerning infrastructures subject to impact assessment, the MRNF reiterated its commitment to delay authorization of these infrastructures until the MDDEP had issued the certificates of authorization.



Photo: MRNF

Advice on general forest management plan modifications for forest management unit 087-64

Since the Board was supposed to resume its regular activities in early fall 2011 and analysis of the modifications received in late spring 2011 highlighted the need for the members to treat the proposed modifications in the context of a formal discussion, the Board Chairman advised the Minister that he requested that the Board have the time needed to allow him to submit the file to the members.

In beginning its analysis in May, the Board Secretariat revealed that the file was incomplete and that, where siting of an important bridge was concerned, a major point of disagreement persisted between the tallymen and the forest company. Biological analyses had been conducted on the lake sturgeon populations potentially affected by the road infrastructure's construction and participation sessions regarding the implementation of harmonization measures were held between the stakeholders until early August 2011. Analysis of the Waswanipi JWG analysis report, received on August 12, 2011 and the MRNF's relevant documentation received up until August 25, 2011, also caused delays in the Board's analysis. The discrepancy raised and subsequent discussions caused analysis delays for both the Waswanipi JWG and the Board itself, finally placing all of the stakeholders (MRNF, Crees, agreement holders, JWG and Board) in an urgent situation regarding issuing this advice.

On September 2, 2011, the MRNF approved the plan modification before the Board was able to forward its advice to the Minister. The MRNF considered that the disagreement had been harmonized in late April 2011 at a meeting between JWG coordinators, and that the Board's 90-day analysis deadline had lapsed. The MRNF indicated that it was prepared to participate in discussions with the Board to reassess the plan approval procedure in order to propose improvements to it.

Unabridged versions of the advice (6 briefs) forwarded to the Minister concerning the modifications proposed to the GFMPs, as well as the replies received, can be consulted on the Board's website (http://www.cqf-cqfb.ca/eng/0303_advices.php).

The New Québec Forest Regime and the Adapted Forestry Regime

In the context of the coming into effect of the *Sustainable Forest Development Act* (SFDA) in April 2013, the parties to the *Agreement* pursued their discussions on harmonizing the existing adapted forestry regime and the new forest regime defined by this new legislation. Throughout the time the Board could not meet, the Board Chairman and Secretariat monitored this file closely.

When Board meetings started up again, the parties' authorities responsible for discussing these harmonization measures were invited to meet with Board members to provide information and discuss the main elements, issues, phases and deadlines linked to the harmonization targeted and to the Board's potential role in this file.

It was pointed out that, in the context surrounding management of *Agreement* territory (Eeyou Istchee), the Québec government and the Crees of Québec signed an important framework agreement on the territory's governance in May 2011 and planned to reach a final agreement in April 2012. Since the new forestry regime introduces a number of elements linked to the territory's governance, the parties agreed to address forestry by creating a Sectorial Roundtable on Forestry in which the Board Chairman would participate as an observer. The potential impact of governance discussions on forest management of *Agreement* territory was stressed. In fact, from the viewpoint of harmonization of the new regime and the adapted forestry regime, the recent agreement in principle on governance introduced new considerations that could have a direct and significant impact on the harmonization mechanisms to implement.

Given the Board's mandate, once its activities had restarted, the measures to be considered to harmonize the new forest regime and the adapted forestry regime were central to Board discussions.



Photo: Norbord

Preparation of 2013-2018 Forest Management Plans

Because a new generation of forest management plans is scheduled to take effect on April 1, 2013, in October, the Board began working on the file so that its members could discuss the directions to take to contribute constructively and effectively to their development in keeping with the *Agreement's* principles and objectives by taking into account the harmonization challenges posed by the *Sustainable Forest Development Act*.

In order to fuel the parties' deliberations and discussions at the Sectorial Roundtable on Forestry meeting, then announced for December, the members created a working group composed of representatives designated by the parties, stakeholders concerned by plan preparation and the Board Secretariat, which was in charge of creating the group and coordinating its activities.

In this emergency context, the Board working group's mandate consisted of further studying the elements of the MRNF Nord-du-Québec's proposal, identifying the issues and making recommendations so that the process for preparing the next forest management plans would be as effective as possible in keeping with the *Agreement's* principles and objectives, all by the next Board meeting scheduled for December. This working group held three meetings: on November 7, 8 and 23, 2011.

For its part, the Sectorial Roundtable, which met on November 9, decided to create a task force mandated to discuss an overall integrated planning process prioritizing discussions on planning measures for a transition year so as to give the parties more time to negotiate the overall planning process. The Board Secretariat was invited to play an active role on this committee, which eventually translated into a merger of the two groups, which is commonly referred to as the "Task Force".

The Task Force focussed on exploring these interim planning measures, studied an interim consultation process for 2013-2014 and listed its recommendations and concerns.

Based on the work done by the working group in its three workshop-meetings, Board discussions at the December 2011 meeting dealt with the elements on which the members were to make recommendations to those responsible for the Sectorial Roundtable on Forestry. Based on these elements, in January 2012, the Board drafted and submitted to those responsible for the roundtable the *Analysis Report and Recommendations on Parties' Discussions of the 2013-2014 Interim Planning Process*. At the time, it was in fact urgent that the parties agree in the short term on an interim planning process for 2013-2014 providing the measures required to harmonize the new forest regime and the adapted forestry regime so that there be no interruption in forestry activity on *Agreement* territory on April 1, 2013.

Analysis Report and Recommendations on Parties' Discussions of the 2013-2014 Interim Planning Process

The document the Board presented to Sectorial Roundtable on Forestry members highlights problems emerging from various discussions within the Board and its working group on the interim forest planning process, namely: the distinction between the concepts of harmonization and compensation (based on the parties' interpretations); strategic use of backlogs (accumulation of unused volumes); the participation process start-up date; monitoring processes and technical concerns.

In response to these problems, Board members issued four recommendations to the attention of Sectorial Roundtable on Forestry members, stressing the need for the parties to continue, as soon as possible, their discussions on the harmonization measures required to implement an interim year.

Roundtable members appreciated the Board's work and recommendations and agreed to continue their discussions on an ongoing basis in the context of the Task Force mandated to explore the different aspects of harmonizing the adapted forestry regime and the new forest regime in which the Board Secretariat will continue to participate actively.

Strategic Direction 2

The Board monitors implementation of the *Agreement* and changes in the state of the forest.

Report Concerning the Verification and 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 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 should cover the 2002-2008 period.

In 2010-2011, the Board Secretariat thoroughly analyzed the preliminary version of the report covering the 2002-2006 period. It forwarded its constructive observations and comments to the MRNF, where they were well received.

The MRNF was supposed to produce the final, corrected version of the first report concerning the verification and monitoring of the application of the standards and measures provided in the *Agreement* covering the 2002-2008 period for spring 2012.

The Board will monitor the report's production and availability.

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

In 2009 the Chief Forester reviewed the calculations of allowable cuts in the territory of the Paix des Braves. As a consequence, agreement holders had to revise all 2008-2013 GFMPs that had come into effect on April 1, 2008 to ensure compliance with the reviewed conditions and the new calculations. Of the territory's fifteen plans, only one—that of FMU 026-61—has not yet been modified.

At the Board's invitation, the MRNF assured it that, between now and the time the plan is modified, annual plans would be 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 the presence of woodland caribou had been documented on FMU 026-61 territory 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, since 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 the GFMP for FMU 026-61 during the 2011-2012 operating year.

Strategic Direction 3

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

Joint Access to Basic Information

With the arrival of new Board members during the 2011-2012 operating year, the Board considered sharing significant amounts of official information with all members a priority. The Secretariat produced summary and introductory documents on problems linked to issues of strategic importance on *Agreement* territory and forwarded them to members so that they could prepare for Board meetings and participate actively in Board discussions and decisions.

The Reference Centre

This section of the Board's website, reserved for Board and Joint Working Group members allows them to share information on implementation of the adapted forestry regime. The reference centre is kept updated and an overhaul of this website is planned in the coming year to make it more user-friendly.

Strategic Direction 4

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



Photo: CQFB

Communication Activities

With the arrival of its new Chairman in fall 2010, the Board seized many opportunities to communicate with target groups concerned by implementation of the *Agreement's* forestry component. Through its Chairman, the Board continued contacting and meeting with different players involved in the adapted forestry regime's implementation (Chief Forester, Joint Working Groups, forest-sector industries) present on *Agreement* territory.

These meetings offered an opportunity to present the Board and its mandate, the adapted forestry regime's mechanisms and the 2002-2008 assessment of the implementation of forestry-related provisions. The Chairman was present when the Québec government launched the Northern Plan, attended the reception organized by the Crees to celebrate the 10th anniversary of the Paix des Braves and participated in a cultural visit in the Waswanipi community.

For the Carrefour Forêt Innovations 2011, which took place October 4-6 in Quebec City, the Board and its collaborators ran an information stand on the adapted forestry regime. An information brochure on the forestry regime on Paix des Braves territory, entitled *Adaptive Forestry in a Native Environment* was designed, published and widely distributed. A map illustrating the adapted forestry regime's forest-related planning concepts was presented.

At the *Premières Nations et ingénieurs forestiers* conference on November 29, 2011 in Quebec City, the Board Secretariat made a presentation on the adapted forestry regime, its assessment, as well as on the Board and its mandate.

The Board's Website

The website was kept up to date. The advice (6 briefs) and comments the Board sent the parties during the 2011-2012 operating year can be consulted along with recent publications. The general public can access a wide range of information on the *Agreement* and its adapted forestry regime.

CQFB Annual Report

The Board's eighth annual report, for the previous operating year, was forwarded to the parties and distributed to partners and stakeholders concerned by application of the *Agreement's* forestry component. The report can be downloaded on the Board's website.

(cont'd)

Gestures	Indicator	Target	2011-2012 Action
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.

Gestures	Indicator	Target	2011-2012 Action
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"> There were no actions this year

Gestures	Indicators	Targets	2011-2012 Actions
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 continued its practices of an eco-responsible approach towards procurement and events. Whenever possible, it promoted zero waste events. A 3R management approach guided the Secretariat and the Board's activities. An environmental management framework was adopted in October 2011.

Organizational Objective

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

Organizational Objective

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

(cont'd)

Organizational Objective

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

	Gestures	Indicator	Target	2011-2012 Actions
Action 5	Favour increased integration of sustainable management principles in the implementation and evolution of the forestry regime on the territory of the Agreement.			
	<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 Agreement, while taking into account sustainable development concerns. ■ Contribute to the instructions for the elaboration of the future forest plans to favor 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 were taken in account when producing Board advice, especially through the attention given to the woodland caribou recovery and protected areas files. ■ An interim forest planning process to harmonize the <i>Sustainable Forest Management Act</i> and the adapted forestry regime was analyzed and proposed.

	Gestures	Indicators	Targets	2011-2012 Action
Action 6	Integrate sustainable development principles in the Board's activities and in the advice 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 advice. ■ 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 advice. 	<ul style="list-style-type: none"> ■ Number of tools developed. ■ Percentage of advice letters whose underlying 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 and letters of advice drafted specifically integrated some of the sustainable development principles.

May 29, 2012

REVIEW ENGAGEMENT REPORT ON SUMMARIZED FINANCIAL STATEMENTS

To the members of
Cree-Québec Forestry Board

We have reviewed the summarized financial statements of Cree-Québec Forestry Board, which comprise the summarized balance sheet as at March 31, 2012 and the summarized statement of operations for the year ended. These summarized financial statements are derived from the financial statements as at March 31, 2012 and for the year then ended on which we delivered a review engagement report dated May 29, 2012. Our review was made in accordance with Canadian generally accepted standards for review engagements and accordingly consisted primarily of enquiry, analytical procedures and discussion related to information supplied to us by Management.

A review does not constitute an audit and consequently, we do not express an audit opinion on these financial statements.

Based on our review, nothing has come to our attention that causes us to believe that these financial statements are not, in all material respects, in accordance with complete financial statements as at March 31, 2012.

The financial information given for comparison was reviewed by other chartered accountants.

Roy, Labrecque, Bisogno,

Comptables agréés inc.¹

¹ Chantal Blanchet, CPA auditor, CA

Conclusion

At the beginning of the Board's 9th operating year, regular meetings were suspended while waiting for the parties to the *Agreement* to designate new members. Nevertheless, the Board succeeded in implementing the mechanisms it needed to carry out its responsibilities, including those linked to reviewing modifications proposed to the general forest management plans in effect. Throughout the year, advice was drafted and forwarded to the Minister and implementation of the adapted forestry regime and certain elements of the new Québec Forest Regime were monitored.

In fall 2011, after the new members had been appointed, the Board's regular activities started up again. While continuing to fulfil its responsibilities of a more technical nature, the Board renewed its strategic directions and agreed on action priorities for 2012-2017.

The key element of the strategic directions agreed upon is implementation of the tools and mechanisms needed to allow the Board to better monitor, review and evaluate implementation of the *Agreement's* forestry-related provisions. In the months and years to come, the work of the Board and its members will focus more and more on this important responsibility, which targets ongoing improvement of the adapted forestry regime in effect on *Agreement* territory.

With less than two years to go before the coming into effect of a new generation of forest management plans that must

be prepared in keeping with the principles and objectives of the adapted forestry regime, the importance of giving precedence to actions designed to facilitate the parties' discussions on harmonizing the different components of the adapted forestry regime and the new *Sustainable Forest Development Act* that will take effect in spring 2013 was identified. Consequently, in keeping with the parties' expectations and its mandate, the Board worked to support, facilitate and coordinate discussions designed to effectively harmonize the two regimes. The parties appreciate the Board's contribution, which will continue throughout the coming year.

Armed with new information on the woodland caribou population and its habitat on *Agreement* territory, this vulnerable species' recovery has proven to be a file of interest to which the Board will definitely continue to devote time and attention.

At the end of this next operating year, an adapted forestry regime, harmonized according to the Sustainable Forest Development Act, should have been implemented on *Agreement* territory. Many of the challenges involved are considerable. Enriched by the new diversity in its members' experience and expertise, the Board will use this knowledge in its discussions and in drafting advice to the parties. It will continue implementing its new strategic directions, monitoring the adapted forestry regime and working with the parties to the *Agreement* to promote its evolution.



Photo: Luc Dugas

APPENDICES



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.

I the undersigned,

CERTIFICATION

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

Member of the Board:

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;

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__.

APPENDIX II

MEMBERS OF THE JOINT WORKING GROUPS

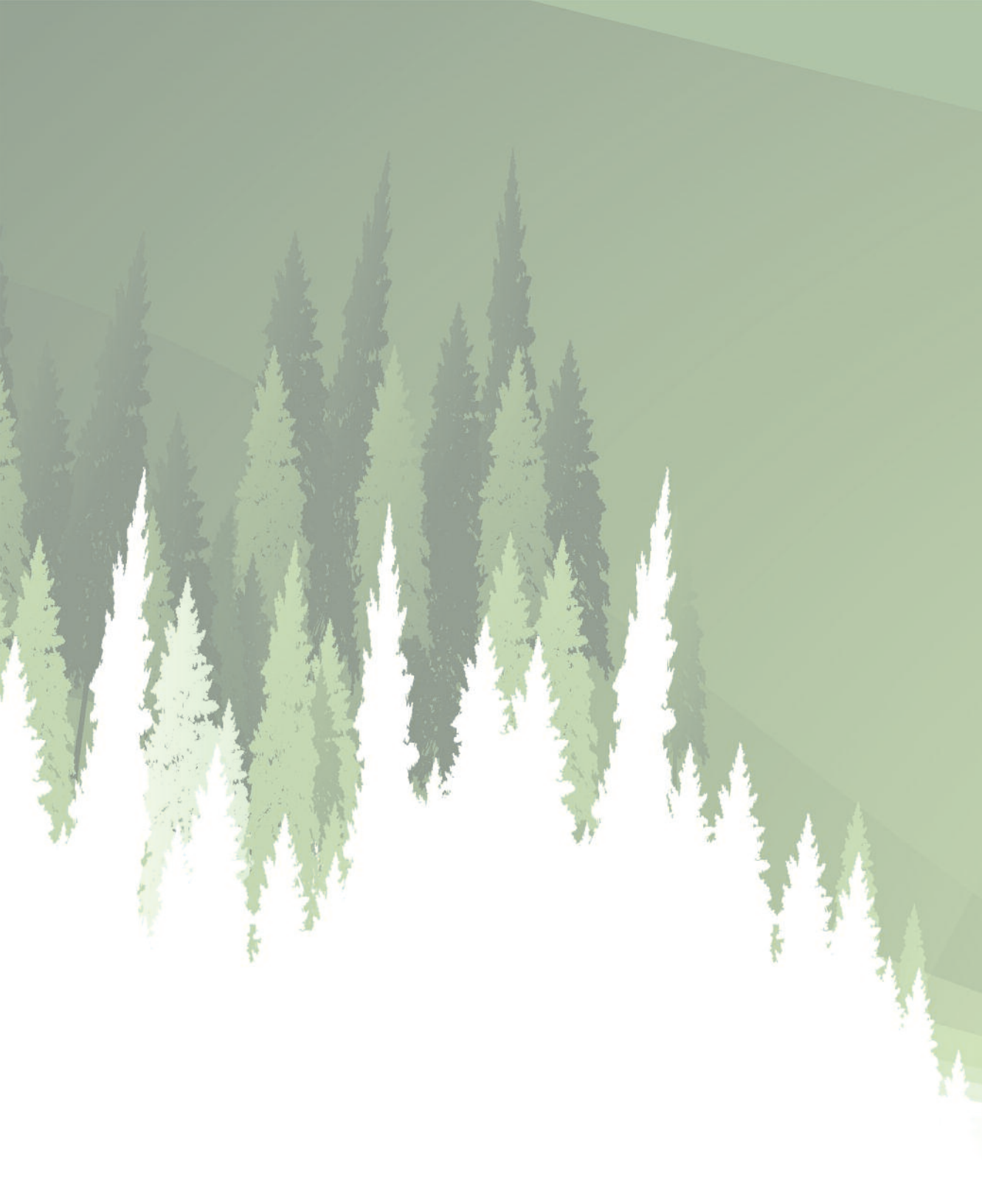
The Joint Working Groups (JWGs) and the Cree-Québec Forestry Board are the two main implementation mechanisms prescribed under the provisions of Chapter 3 of the *Agreement* on forestry. The JWG members are a cornerstone of efforts to implement the *Agreement*.

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 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, 2012, the members of the Joint Working Groups were

Communities	Representatives – MRNF	Representatives – Cree
Waskaganish	Sébastien Crosnier-Pichette <i>Local Coordinator</i>	Wayne Cheezo <i>Local Coordinator</i> Clark Shecapio
Waswanipi	Sébastien Crosnier-Pichette <i>Local Coordinator</i> Jacynthe Barrette Carolann Tremblay	Allan Saganash Jr. <i>Local Coordinator</i> Georgette Blacksmith
Oujé-Bougoumou	Valérie Guindon <i>Local Coordinator</i> Carolann Tremblay	Tommy Rabbitskin <i>Local Coordinator</i> Arthur Bosum
Mistissini	Valérie Guindon <i>Local Coordinator</i> Carolann Tremblay	Blazo Voyageur <i>Local Coordinator</i> Dion Michel
Nemaska	Sébastien Crosnier Pichette <i>Local Coordinator</i>	Matthew Tanoush <i>Local Coordinator</i> Rose Wapachee
Forestry Coordinators	Simon St-Georges	Christopher Beck



Cree-Québec Forestry Board

2875 boulevard Laurier, Édifice Le Delta
11th Floor, Suite 1180
Québec, Québec G1V 2M2

Waswanipi, Québec J0Y 3C0

Telephone: 418-528-0002
Fax: 418-528-0005

www.ccqf-cqfb.ca

Printed on Rolland Enviro 100, which contains 100% recycled post-consumer fibre, processed chlorine-free and recycled, is Ecologo certified and manufactured using biogas energy.

