



# ANNUALREPORT



Cree-Québec Forestry Board

2012 2013

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# **Table of Contents**

Letter from the Chairman of the Board	5
Chairman's statement	9
Chapter 1 - The Agreement and Chapter 3 on Forestry 10	0
The Objectives of the Adapted Forestry Regime and its Main Adaptations	С
Territory Covered	0
<b>Chapter 2</b> - The Cree-Québec Forestry Board1	2
Mission	2
The Board's Mandate1	2
The Board's Strategic Directions1	3
The Board's Composition and Administrative Organization	4
Board Operations	5
Chapter 3 - Review of Board Activities	ĉ
The 2012-2013 CQFB Context	6
Direction 1	
New context is added	8
Review of JWG analysis reports	8
Review of forest planning for the 2013-2014 interim year	8
The Board's role under section 366 of the Sustainable Forest Development Act	c
Direction 2	
Ecosystem-based management	)
Adapted Forestry Regime conciliation process	21
Calculating allowable cut	2
Forest certification2	2
A forest entrepreneur's experience2	3
Updating the Board's sustainable development action plan	3

Direction 3	24
Monitoring Framework	24
Direction 4	
Forest planning-support maps	25
Direction 5	
Sharing information on the Adapted Forestry Regime	26
2002-2008 report concerning the verification and monitoring of the application of the standards and measures provided in the Agreement	26
Direction 6	
Communications plan	
Board Web site and reference centre	27
Advice to the parties	27
CQFB annual report	27
Chapter 4 - Sustainable Development	28
The Cree-Québec Forestry Board's 2008-2015 sustainable development action plan	28
ummary statement	33
Conclusion	35
ppendix I	36
Code of ethics and professional conduct of the Cree-Québec forestry board	36
ppendix II	38
Members of the Joint Working Groups	38





# Ms. Martine Ouellet, Minister Ministère des Ressources naturelles Mr. Matthew Coon Come, Grand Chief Grand Council of the Crees (Eeyou Istchee)



Dear Minister Ouellet and Grand Chief Coon Come,

I am pleased to submit the Cree-Québec Forestry Board's annual report for the fiscal year 2012-2013.

As you will see, the Board's last operating year was marked by major changes, which will significantly affect the Board's role and operations in the future. I am referring to the April 1, 2013 coming into effect of

Québec's new Sustainable Forest Development Act and the July 2012 signing of the agreement on governance in Eeyou Istchee James Bay territory.

In this context of movement, the Board continued in the direction it had set for itself last year, namely, to focus more on identifying and analyzing files of strategic importance in order to offer advice and make recommendations to the parties to enable more effective implementation of the *Agreement concerning a new relationship between the Gouvernement du Québec and the Crees of Québec* (Agreement) and achievement of its objectives. It was from this perspective that advice was submitted on the woodland caribou and Joint Working Group governance. Both advice letters were drafted following discussions involving all Board members, based on in-depth analyses of the challenges involved conducted by Board Secretariat staff in consultation with experts and other stakeholders involved in both of these files.

From a more operational viewpoint, but with the same goal of supplying constructive advice that is useful for the Agreement to run smoothly, advice was forwarded on the Crees' participation in the interim forest planning process and on a situation involving a conciliation request, which is mentioned in this report.

As Board Chairman, I would like to share my concern about the fact that, to this day, the Board has received no reply or reaction from the Minister of Natural Resources in response to these advice letters, contrary to what is stipulated in the Agreement. This lack of response and the Cree party's lack of reaction with regard to it put the Board in a situation in which it is difficult to fulfil the mandate entrusted to it.

Since its creation, in 2003, the Board has played a major role, in the view of the stakeholders concerned, in developing a better understanding between the players involved in forest management on Agreement territory and in enhancing cooperation between the parties, in keeping with the spirit of the Paix des Braves.

In 2013, the Board will celebrate its 10<sup>th</sup> anniversary, and I feel that this offers an opportunity, in conjunction with the harmonization discussions currently under way, for the parties to clarify their expectations vis-à-vis the Board (among others with regard to the above-mentioned situation) and to confirm the Board's ability to continue contributing, as it has for the past 10 years, as a preferred tool for implementing the Adapted Forestry Regime of Agreement.

Consequently, I would like to take advantage of tabling this 2012-2013 annual report to reiterate my commitment and confidence in the Board's operations and its capacity to fulfil the mandate entrusted to it by the parties to the Agreement.

In concluding, let me assure you that I am available to provide any additional details, to supplement this report, that you may deem useful or necessary.

Sincerely.

Albin Tremblay Chairman of the Board



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## Chairman's statement

The information contained in this Annual Management Report comes under my responsibility as of March 31, 2013. 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 2012-2013 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
- Presents accurate, reliable data covering all activities of the Cree-Québec Forestry Board

Throughout the 2012-2013 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





ANNUALREPORT

2012 2013

# 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.



CHAPTER 1





# **Statistics Pertaining to Chapter 3 of the Agreement Territory**

#### AREA OF THE TERRITORY: 66 036 km²

#### **POPULATION**

Cree Communities		Non-Native Communities		
Mistissini	3,727	Chapais	1,610	
Nemaska*	712	Chibougamau	7,541	
Oujé-Bougoumou	725	Lebel-sur-Quévillon*	2,159	
Waskaganish*	2,206	Matagami*	1,526	
Waswanipi	1,777	Municipalité de Baie-James*	1,303	

Statistics Canada, Census of Canada, 2011.

#### **CHAPTER 3 AGREEMENT HOLDERS IN 2012-2013**

#### Timber Supply and Forest Management Agreement (TSFMA)

Panel Mills	2
Pulp and Paper Mill	1
Post Mill	1
Sawmills	10

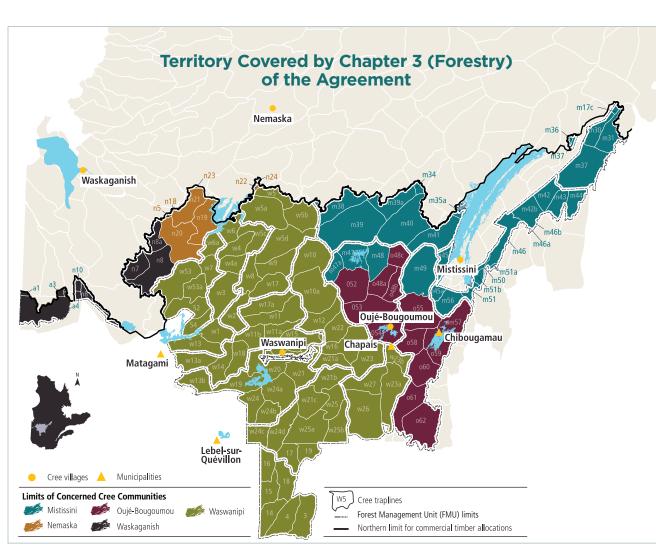
# Forest Management Agreement (FMA) 2 Forest Biomass Allocation Agreements (FBAA) 3

MRN data, December 31, 2012

#### FOREST RESOURCE AND WOOD PROCESSING

Forest Resources	Chapter 3	Québec	Proportion
Allowable Cut* in cubic meters (m³)	3,019,900	31,712,100	9.5 %
Allocation* in cubic meters (m³)	2,764,982	27,431,469	10.1 %

<sup>\*</sup> Chief Forester and MRN data (2012)



<sup>\*</sup> Outside Chapter 3 Territory



ANNUALREPORT

2012 2013



# CHAPTER 2

# The Cree-Québec Forestry Board

#### **Mission**

In the perspective of sustainable development, while better taking into account the Cree traditional way of life and ensuring Cree participation in the various processes of forest planning and management activities, the mission of the Board is to analyze, oversee, and evaluate the implementation of the forestry objectives set out in the Agreement concerning a new relationship between le Gouvernement du Québec and the Crees of Québec, and to make the necessary recommendations to concerned parties in order to ensure that the measures and spirit of this agreement are respected.

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#### The Board's Mandate

The Cree-Québec Forestry Board (CQFB) was created in September 2003 under Chapter 3 of the Agreement concerning a new relation between the Gouvernement du Québec and the Crees of Québec, which discusses the Adapted Forestry Regime. The parties agreed to its creation to promote close consultation with the Crees during the different forest activity planning and management stages in order to implement the Adapted Forestry Regime.

The Board's main responsibilities consist of analyzing, overseeing and evaluating implementation of the forestry objectives set out in the Agreement and making recommendations to the parties regarding changes or adaptations to the forestry regime to ensure that the spirit of the Agreement is respected. The Board's mandate requires it to be involved in various forest management planning processes affecting the territory and to participate in the different phases of managing forest management activities, including review of forest management plans. The Board is responsible for advising the Minister of Natural Resources on forest management plans and for sharing its proposals, concerns and comments on any aspect related to forest management plan preparation.

The Joint Working Groups (JWGs) are independent from the Board and central to the Agreement's implementation. The Board is responsible for monitoring the processes that these entities implement for development, consultation and monitoring of the forest management plans applicable in the territory. Where need be, the Board can advise the parties to ensure that the JWGs are able to fulfil their mandate more effectively.



### **The Board's Strategic Directions**

The Cree-Québec Forestry Board's strategic plan is founded on six major strategic directions, which guided the organization's activities throughout the year. The directions pursued and results expected are as follows:

#### Strategic Direction 1

The Board will accord great importance to harmonising the Agreement's Adapted Forestry Regime and the new Sustainable Forest Development Act effectively.

#### **Strategic Direction 2**

The Board will accord greater importance to strategic issues in its analyses and in drafting its advice and recommendations for the parties.

#### **Strategic Direction 3**

The Board will rigorously and objectively evaluate the implementation of the Agreement's forestry section in a context of ongoing improvement.

#### **Strategic Direction 4**

The Board will act on the issues "Joint Working Group governance and operations" identified in the five-year assessment of the implementation of the Adapted Forestry Regime.

#### **Strategic Direction 5**

The Board will ensure that Agreement stakeholders have ongoing access to a common, up-to-date Adapted Forestry Regime data bank.

#### Strategic Direction 6

Board communications will be aimed at promoting a better understanding of the Agreement, its results and its benefits.

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**Jacques Robitaille** 

Forestry Industry Representative

2012 2013

# 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.

The Board composition benefits from a wide range of interests and skills of its members. The representatives designated by the Québec government include two officers from the Ministère des Ressources naturelles (MRN) and three other members representing regional communities, research, 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 2012-2013 operating year (from April 1, 2012 to March 31, 2013).

QUEBEC MEMBERS CREE MEMBERS	
<b>Réal Dubé</b> Regional Representative Conférence régionale des élus de la Baie-James	Steven Blacksmith Cree Regional Authority Grand Council of the Crees (Eeyou Istchee)
<b>Réjean Gagnon</b> Research and Education Representative	Bert Moar Cree Regional Authority Grand Council of the Crees (Eeyou Istchee)
Mario Gibeault Director General, Bureau de mise en marché des bois (Timber marketing board) Ministère des Ressources naturelles	Geoff Quaile Cree Regional Authority Grand Council of the Crees (Eeyou Istchee)
<b>Guy Hétu</b> Director General, Nord-du-Québec Region Ministère des Ressources naturelles	Nadia Saganash Cree Regional Authority Grand Council of the Crees (Eeyou Istchee)

Replacing Norman A. Wapachee

Isaac Voyageur (vice-Chairman)

Grand Council of the Crees (Eeyou Istchee)

Cree Regional Authority

CHAIRMAN Albin Tremblay 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, 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, 2013, 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 with rigor. The action priorities for the operating year were as follows:

- Develop comprehensive knowledge of the components of the Québec Forest Regime reform as concerns the Adapted Forestry Regime; ensure Board discussions aimed at drafting advice and recommendations for the parties; and collaborate with the parties to facilitate the new regime's effective harmonization and implementation.
- 2 Ensure accurate, timely identification of the strategic issues linked to the Agreement's implementation; conduct an in-depth analysis to be discussed by the Board and draft clear, complete advice for the parties.
- **3** Establish the tools and measures required to have ongoing information on achievement of the Agreement's objectives and provisions.
- On an ongoing basis and using the information gathered, evaluate the implementation of the Agreement's Adapted Forestry Regime and draft advice designed to improve its operation and promote its evolution.
- 5 Work with the parties to clarify and increase JWG accountability.
- 6 Increase JWG members' capacity to fulfil their mandate.
- 7 Contribute to improving the tools JWG members require to fulfil their mandate.
- **8** Define the needs related to ongoing access to an Adapted Forestry Regime data bank.
- 9 Step up Board communications aimed at clearly identified target groups public using communications tools adapted to ensuring a better understanding of the Agreement, its results and its benefits.



ANNUALREPORT

2012 2013



#### The 2012-2013 CQFB Context

The 2012-2013 operating year, its 10th since the Board's creation, was dominated by the imminent coming into effect (April 1, 2013) of the new Québec Forest Regime defined by the *Sustainable Forest Development Act* (SFDA). The Board carried out its activities and discussions in the context of the need for harmonizing the current Adapted Forestry Regime (AFR) with the new Forest Regime.

In the first part of the operating year, the Board focused on ensuring that the parties agree on transitional mechanisms reflecting the objectives of the *Agreement concerning a new relationship between the Gouvernement du Québec and the Crees of Québec.* The Board played a frontline role by forwarding its recommendations on implementing an interim forest management planning year (2013-2014) designed to ensure ongoing forest activities in the spring of 2013.

Added to this context of uncertainty and numerous adaptations was the situation created by the *Agreement on Governance* in the Eeyou Istchee James Bay territory signed by Crees of Eeyou Istchee and the Government of Québec on July 24, 2012. This agreement on a new governance model seeks, among other things, to pursue development of the James Bay territory by granting the Crees broader jurisdiction over the lands and resources of the Eeyou Istchee James Bay territory.

In addition to the short-term challenges they present with regards to the need for harmonization, the implementation of the new Forest Regime and the context of change introduced by the *Agreement on Governance* offer new, interesting opportunities to continue and strengthen the spirit of collaboration that is at the heart of the *Paix des Braves*' forestry regime that the Board is responsible for promoting.

In December 2011, the Board adopted a new strategic plan that takes into account the Adapted Forestry Regime's implementation context. Action priorities were developed and adopted for 2012-2013. The activities carried out during the year by the Board and their results have been reported according to the six strategic directions adopted. The Board held six meetings between April 19, 2012 and February 6, 2013.





#### **Direction 1**

The Board will accord great importance to harmonizing the Agreement's Adapted Forestry Regime and the new Sustainable Forest Development Act.

#### HARMONIZATION OF FOREST REGIMES

The new Sustainable Forest Development Act (SFDA), which came into effect on April 1, 2013, constitutes a significant challenge for parties to the Agreement in terms of harmonizing the Québec Forest Regime and the Adapted Forestry Regime in effect on Agreement territory. In keeping with its mandate, for the past two years, the Board has been placing top priority on its activities to make a constructive contribution to the parties' discussions on regime harmonization.

In the context of the development of a new forestry planning cycle for 2013-2018 to be implemented with the coming into effect of the SFDA, a new approach to developing these forest plans has been announced. Since the parties have not yet agreed on the adjustments to be made to the processes defined in the Agreement, in the fall of 2011, the Board focused on the development and participation approach considered by the Ministère des Ressources naturelles (MRN¹) to ensure that the next forest management plans are developed in keeping with Agreement principles and objectives.

At the Board's invitation, in October 2011, the MRN presented the activities it had carried out in view of developing a new generation of forest management plans for 2013-2018, as well as proposed a Cree participation process for this new tactical and operational planning.

Following this meeting, the Board created a working group in charge of studying the process proposed by the MRN and exploring avenues for harmonization in consideration of the Adapted Forestry Regime of the Agreement. This working group, composed of representatives designated by the parties and the Board Secretariat, held three work sessions and, on December 1, 2011, shared its views with the Board on recommendations for implementing an interim forest planning process for 2013-2014.

On January 20, 2012, the Board sent the leaders of the Sectorial Roundtable on Forestry a document analyzing the issues involved in implementing an interim planning process

for the 2013-2014 operating year. The Sectorial Roundtable on Forestry, created in November 2011 by the parties to the Agreement, is mandated to negotiate the measures required to harmonize the Agreement's Adapted Forestry Regime and the Québec Forest Regime in the context of the coming into effect of the SFDA.

The Board's advice, which was intended to fuel the parties' discussions on the interim forest planning process and on forest regime harmonization, presented the problems raised in the discussions on the interim process by the Board and its working group. Recommendations regarding the distinction between harmonization and compensation measures, the strategic use of the backlog, the participation process starting date and monitoring mechanisms were also made.

To follow up on the Board's advice and continue the work done by the working group, the Sectorial Roundtable created a technical working committee composed of representatives designated by the parties and the Board Secretariat. These representatives agreed on an interim process for developing the 2013-2014 forest plans. Throughout the entire 2012-2013 operating year, they met and discussed the harmonization of the Agreement's Adapted Forestry Regime and the new Forest Regime implemented by the SFDA.

The Secretariat participated actively in the meetings of these two successive working groups, collaborating in the discussions on content, coordinating meetings, and keeping the Board informed of the discussions' progress.

The Board Chairman took part, as an observer, in nine Sectorial Roundtable meetings in 2012-2013. In January 2013, he seized an opportunity to share his view on certain aspects of the harmonization of the Adapted Forestry Regime processes with the parties' representatives at the Roundtable.

<sup>1</sup> In September 2012, the Wildlife sector of the Ministère des Ressources naturelles was transferred under the Ministère du Développement Durable, de l'Environnement et des Parcs. To avoid confusion, only the acronym MRN will be used even if some facts reported happened prior to the transfer.





#### **NEW CONTEXT IS ADDED**

The Agreement on Governance in the Eeyou Istchee James Bay territory was signed by Crees of Eeyou Istchee and the Government of Québec on July 24, 2012. Among other things, this agreement seeks to pursue development of the James Bay territory by granting the Crees broader jurisdiction over the lands and resources of the Eeyou Istchee James Bay territory. The agreement contains numerous clauses detailing the jurisdiction, duties and powers attributed to the Government of the Cree Nation and to the new Eeyou Istchee James Bay regional government that will be created once the legislation takes effect.

Some of the highlights of this agreement create new forest management challenges for the territory governed by the Paix des Braves' Adapted Forestry Regime (AFR), particularly in the context of harmonizing the AFR and the *Sustainable Forest Development Act* (SFDA). In fact, one of the Agreement's key elements stipulates that, in the context of harmonizing the Adapted Forestry Regime and the SFDA, the Crees and Québec shall establish a collaborative management regime for forestry resources on the Category II and III Lands involved in the implementation of the new governance agreement on Eeyou Istchee James Bay territory.

The Board considered this agreement's importance and direct involvement in the parties' discussions concerning harmonization of the territory's forest regimes, despite the fact that this new governance model's implementation by the parties concerned is in its infancy.

To ensure a basic understanding of the Agreement's main elements, especially as concerns forest management in the territory, and highlighting the new issues introduced in the discussions aimed at harmonizing the forest regimes, the Secretariat drafted a document summarizing the Agreement's key points related to managing resources in the territory and presented it to the Board. Discussions were held on this subject.

#### **REVIEW OF JWG ANALYSIS REPORTS**

In the context of the 2013-2014 interim process, the Board and its Secretariat participated in the parties' discussions on the role of the Joint Working Groups (JWGs) and their operations. Working with the parties, the Board Secretariat helped review the content required in the 30-day analysis reports. These reports are produced by the JWGs when the forest plans are tabled, and the parties wanted to ensure that the JWGs would produce the reports in a format adapted for the 2013-2014 interim year. The Secretariat took part in various meetings and discussions with the JWG coordinators and members

#### REVIEW OF FOREST PLANNING FOR THE 2013-2014 INTERIM YEAR

In summer of 2012, the MRN implemented the interim planning process. The tallymen's participation in the planning process was implemented in several forest management units affecting the communities of Mistissini, Oujé-Bougoumou, Waskaganish and Nemaska. For Waswanipi, the implementation of the process encountered certain difficulties that required the parties to hold follow-up meetings. Late in the year, the JWG coordinators were invited to inform the Board of their preliminary assessment of the interim process with regard to the tallymen's participation in 2013-2014 forest planning.

In the context of the interim process, the parties agreed that the Board could forward to the MRN proposals, concerns and comments on the 2013-2014 plans tabled by the MRN, especially with regard to the systemic aspects identified, and that the MRN would not wait for the Board's comments to approve the plans.

At the end of March 2013, the Board had received the interim year's 15 management plans and 11 JWG analysis reports. In keeping with the approach agreed on, the Secretariat pursued its analysis of the plans, the reports related to them and the JWG reports. At the April 2013 Board meeting, an analysis of the systemic issues was presented to the Board. A follow-up report in this regard will be included in the Board's next annual report.



# THE BOARD'S ROLE UNDER SECTION 366 OF THE SUSTAINABLE FOREST DEVELOPMENT ACT

Section 366 of the Sustainable Forest Development Act states that the Board may be asked to make recommendations on the measures that the parties may agree on to adapt the Agreement to the new Québec Forest Regime. Should the parties not be able to agree on transitional measures in their negotiations aimed at modifying the Adapted Forestry Regime, section 366 also stipulates that the government may, by regulation, prescribe transitional provisions to ensure application of the SFDA and the Adapted Forestry Regime (AFR) in the territory. This draft regulation would be submitted to the Board 45 days before its enactment.

At the October 2012 Board meeting, when the parties' discussions on harmonizing the Québec Forest Regime and the Adapted Forestry Regime were under way, information was shared on assessment of the harmonization that the parties had or had not already agreed on. Board members continued their discussions on the role the Board might be asked to play should the government implement the regulatory route. Since the parties extended their discussions on the necessary harmonization to after March 31, 2013, the Board has not been requested to play a role under Section 366 and it is not known if it will be eventually.







### Direction 2

The Board will accord greater importance to strategic issues in its analyses and in drafting its advice and recommendations for the parties.

Early in the 2012-2013 operating year, the Board gave precedence to pursuing its discussions and actions in the woodland caribou and Joint Working Group governance files. Then, during the year, in keeping with the Board's annual action plan, the members agreed on a list of files and strategic issues related to the Adapted Forestry Regime that they wished to address in the short or medium term. As per the Board's mandate, this dynamic approach by the Board and its Secretariat sought to identify the subjects the Board considers of primary interest for the implementation of Chapter 3 of the Agreement and submit to the signatory parties advice and recommendations to improve its efficiency.

In addition to the next generation of forest plans for 2013-2018 in the context of the new regime (see Direction 1 of this annual report since this issue required priority treatment) and Joint Working Group governance (see Direction 4), the files of strategic interest addressed during the year are presented under this Direction.

#### **WOODLAND CARIBOU RECOVERY**

The Board closely monitored the woodland caribou situation on Agreement territory, an issue of strategic importance. In 2005, the Québec government designated the woodland caribou "vulnerable" under the *Act Respecting Threatened or Vulnerable Species*. This issue has emerged in a context of greater concern for sustainable development in the application of the Adapted Forestry Regime.

In 2011, the parties to the Agreement mandated a group of experts to analyze the MRN's telemetric and inventory-based data and produce scientific opinions on the woodland caribou habitat and population in the territory governed by the Adapted Forestry Regime. In early summer 2012, the experts submitted their report to the parties, who, in turn, made it available to the Board.

On October 15, 2012, by majority vote, the Board adopted advice to the parties on follow-up to the conclusions of the expert group's report. In this advice, the Board recommended that the parties develop an overall action plan as soon as possible to implement woodland caribou recovery measures so that these measures can be integrated into the new strategic forestry plan to take effect as of 2014. Since forestry activity must fall under a context of sustainable management of forested lands, the Board recommends that the parties develop modifications to the provisions of the current Adapted Forestry Regime. While awaiting recovery measures that are integrated into the overall action plan, the Board advocates taking a cautionary approach in any new or modified forest planning context.

In the same letter of advice, the Board applauded the decision of the Grand Council of the Crees (Eeyou Istchee) and the Cree Trappers' Association to set up an awareness campaign encouraging its members to stop harvesting woodland caribou. This Cree initiative is all the more important given the situation described by the experts' report because it represents a concrete example of responsible management. However, the Board reiterated the importance of ensuring that this initial action is followed by other concrete measures requiring difficult decisions in the hopes of rectifying the woodland caribou situation on Agreement territory.

The advice was sent to the Minister of Natural Resources and the Grand Chief of the Crees. A copy was also sent to the Ministère du Développement durable, de l'Environnement, de la Faune et des Parcs (MDDEFP), since woodland caribou recovery and protected area management mainly fall under this department.

At the time of writing this report, no response to that advice had been obtained from the Minister of Natural Resources, as stipulated in the Agreement.

#### **ECOSYSTEM-BASED MANAGEMENT**

Under the new SFDA, ecosystem-based management is one of the preferred means for promoting sustainable forest development. This new management concept consists of "reducing the differences between managed forests and forests that are considered natural. At the same time, ecosystem-based forest management aims to meet socioeconomic needs, while respecting the social values related to the forest environment".

Given the forest management approach currently defined in the Adapted Forestry Regime, deployment of this new management approach on Agreement territory constitutes a major challenge in terms of harmonizing the new *Sustainable Forest Development Act* and the Paix des Braves' Adapted Forestry Regime.

In June 2012, the Board asked the MRN for information about its project to develop a simulation model to facilitate exploring ecosystem-based management approaches on Agreement territory in keeping with the Agreement's principles and objectives.

MRN representatives presented the results obtained using the tool developed and indicated that adjustments could be made to the model. The results presented garnered interest and it was stressed that the tool developed could allow exploration of management scenarios taking into account the presence of woodland caribou in the territory.

The Board and Board Secretariat's willingness and availability to contribute to the parties' efforts and discussions in seeking avenues for the harmonization and evolution of the Adapted Forestry Regime, among other things with regard to the key issue of ecosystem-based management, were reiterated.

The Board intends on monitoring this file closely because of its importance in the implementation of the Agreement.

#### ADAPTED FORESTRY REGIME CONCILIATION PROCESS

On December 17, 2012, the Board Chairman sent the Minister an advice letter about the MRN's follow-up on a conciliation request filed by the Cree party in the context of the Paix des Braves. Early in December, the Board members mandated that this advice be issued in keeping with the responsibilities entrusted to the Board. The advice was related to the request for conciliation forwarded in September 2012 by the Waswanipi JWG's Cree members, who asked that a conciliator be appointed to resolve a conflict concerning a road project on Cree trapline W-21A.

The Chairman pointed out that the situation described in relation with this file indicated clearly that the dispute settlement process stipulated in the Agreement had not been followed and that it was likely to undermine the Crees' and tallymen's confidence in the Adapted Forestry Regime's mechanisms on Paix des Braves territory. He stressed that recourse to the conciliation procedure had been taken only under very exceptional circumstances since the Agreement was signed in 2002 (fewer than five requests), and that, in ten years of implementation, apart from one case that is still outstanding, the parties have always been able to reach an agreement before a conciliator was designated.

In this advice, the Chairman expressed his hope that the Minister and MRN will take the measures needed to prevent this from happening again and ensure that the parties can continue their relationship in a spirit of trust and cooperation so as to pursue the Agreement's objectives.

At the time of writing this report, no response to that advice had been obtained from the Minister of Natural Resources, as stipulated in the Agreement.



#### **CALCULATING ALLOWABLE CUT**

At the December 6, 2012 meeting, the Board invited the Chief Forester, accompanied by the Director of Strategic Development and Management Support and the Chief of the Western Allowable Cut Calculation Department to speak to members about the reality of calculating allowable cut for forest management units (FMU) on Agreement territory.

In September 2011, the Chief Forester had announced an update of the 2008-2013 allowable cut for the Agreement's FMUs for 2013-2014 forest planning. He had also indicated that, in early April at the latest, he would announce new allowable cut figures in effect as of April 2014, and that these would have to reflect the other relevant components of the new Forest Regime.

This meeting offered an interesting opportunity for discussing various aspects of allowable cut calculation in the context of the Adapted Forestry Regime in Agreement territory with the Chief Forester and his team. It allowed new members who had joined the Board since fall of 2011 to get information. To prepare the meeting, the Secretariat shared a list of topical questions with the Chief Forester.

The Chief Forester gave an update on his main responsibilities and the key elements involved in calculating allowable cut. He presented the concerns and particulars on which determining allowable cut is based and shed light on the challenges facing him in the context of calculating the allowable cut for 2013-2018. The operational aspects of the Adapted Forestry Regime that cannot be included in the calculation were highlighted. Clarifications were made on the main factors that caused the decrease in allowable cut in the territory. The Chief Forester indicated that the exercise for determining the allowable cut for 2013-2018 was coming to an end and that, in the spring of 2013, the final results of the allowable cut calculations would be released.

In the discussion with the members, explanations were provided which, among others, covered the consideration of protected areas, the specific impact of the provisions of the Paix des Braves, and maintenance of mixed forest stands. The Cree party told the Chief Forester that it hoped to be able to count on

his team's support and collaboration to evaluate various management scenarios and calculate allowable cut for Category I lands. The Chief Forester was open to the requests made.

To conclude, the Chairman invited the Chief Forester to come and meet with the Board, in the spring of 2013, to present the results of the calculation for the Agreement's FMUs. The Chief Forester accepted the invitation.

#### **FOREST CERTIFICATION**

To begin processing this matter identified as a priority, and to allow all Board members to gain a clear understanding of forest certification and its implementation in the specific context of Agreement territory, the Board invited representatives of the main forest certification standards used in the territory, namely SFI (Sustainable Forestry Initiative) and FSC (Forest Stewardship Council).

In addition to providing information to the Board members on the main points of these standards and their implementation, this initiative sought to identify the special features of the Adapted Forestry Regime both in terms of opportunities and difficulties to enable the Board to evaluate the relevance of going further in this matter.

Although the Board felt it would be interesting to pursue this matter in more depth, given the Paix des Braves' Adapted Forestry Regime, it felt it was premature to begin analyzing the FSC and SFI standards while FSC standard revision was under way and until harmonization of the forest regimes stemming from the implementation of the new Sustainable Forest Development Act was agreed upon. The members will continue to share their views on how the Board should pursue this matter.



#### A FOREST ENTREPRENEUR'S EXPERIENCE

The Board decided to invite stakeholders affected by the implementation of the Adapted Forestry Regime on Agreement territory to participate in its discussions to benefit from a broader vision of various issues and foster a better understanding of the situations, viewpoints and perspectives of different stakeholders.

In June 2012, the Board invited a forest entrepreneur working in Agreement territory to share the experience he had acquired within his company. During the presentation, discussions allowed certain aspects of his company's situation and needs, as well as his vision, commitment and concerns to be specified.

The Board pointed out that it would like other presentations of this type to be made by various stakeholders since they would be useful to give Board members a more uniform, concrete understanding of the realities of the Adapted Forestry Regime implemented in Agreement territory. This additional knowledge should help the Board carry out its mandate in a more effective and relevant manner.

## UPDATING THE BOARD'S SUSTAINABLE DEVELOPMENT ACTION PLAN

As a public government agency that is subject to the *Sustainable Development Act*, the Board adopted a sustainable development action plan (SDAP) for 2008-2013. This plan must be extended to 2015 with the addition of a culture-related measure. At the February 6, 2013 meeting, Board members agreed to include an addendum in the SDAP extending it until 2015. With regards to an addition of a culture-related measure, they agreed to supplement this addendum with a statement specifying that the Board's aims and activities are consistent with the Adapted Forestry Regime's objectives. In fact, the Québec government and Crees of Québec agreed on an adaptation that would see better integration of Cree culture in the forest planning and forest management processes.







#### **Direction 3**

The Board will rigorously and objectively evaluate the implementation of the Agreement's forestry section in a context of ongoing improvement.

## THE ADAPTED FORESTRY REGIME MONITORING FRAMEWORK

In the fall of 2009, in keeping with its responsibilities, the Board produced an initial assessment of the implementation of the Paix des Braves' Adapted Forestry Regime. One of its findings was that monitoring this implementation should fall into two categories.

The first entails technical monitoring designed to determine the degree of compliance with AFR provisions in carrying out the different forest management plans. This monitoring is conducted by the MRN. A report concerning the verification and monitoring of the application of the standards and measures provided for in the Agreement for 2002-2008 was presented by the MRN in July 2012.

The second type of monitoring focuses on global achievement of AFR objectives. Its goal is to evaluate whether implementation of the Agreement is the best means for taking into account the Cree way of life, increasing integration of sustainable development concerns and Cree participation in the various forest operations planning and management processes.

In terms of this second type of monitoring, the assessment shows that no stakeholder currently measures the extent to which objectives are attained or whether the AFR's provisions promote their achievement.

As a result, the Board recommended that the parties jointly determine the monitoring mechanisms and tools required to measure attainment of the Agreement's Chapter 3 objectives and indicated that it would be interested in setting up such a monitoring framework.

To be able to ensure overall monitoring of the Adapted Forestry Regime and advise the parties, in keeping with its mandate, the Board reviewed the strategic directions and identified the adoption of a rigorous, structured framework for monitoring the AFR's objectives as one of its priority goals. To do so, it will track progress made in implementing the provisions of the Adapted Regime and achieving these objectives in order to advise the parties, if need be. It was

agreed that the monitoring framework selected, along with its components, could be improved over time with a view to keeping it simple and useful.

A review and analysis of various monitoring processes implemented under other agreements or programs was conducted. With this information in mind, different options to meet the goal of having a comprehensive framework for monitoring the objectives and provisions of the adapted forestry regime were explored.

In February 2013, a member of the Board Secretariat presented to the members an initial version of the monitoring framework, which had been developed based on the discussions of a consultation group helping to develop it. This presentation allowed for the preparation of the Board members' discussion on the concepts and criteria related to the AFR's three objectives, and for comments to be gathered. The three objectives in question are: enable greater consideration of the traditional Cree way of life; allow for greater integration of concerns relating to sustainable development; ensure participation, in the form of consultation, by the Crees in the various forest operations planning and management processes.

The presentation also allowed certain elements related to the first criterion—traditional way of life—to be highlighted. The initial discussions that followed showed how complex this issue is. Although progress was made, development of this monitoring framework will overshoot the March 2013 deadline. The members realized that the importance of the exercise and the parties' commitment to the development approach and framework contents justified extending the deadline. The Secretariat will continue developing the monitoring framework and its elements in conjunction with the advisory group.

#### **Direction 4**

The Board will act on the issues "Joint Working Groups governance and operations" identified in the 2002-2008 assessment of the implementation of the Agreement's Adapted Forestry Regime.

#### JOINT WORKING GROUPS GOVERNANCE

In keeping with its responsibility to "review the implementation mechanisms for the Joint Working Groups regarding the elaboration, the consultations, and the monitoring of all forest management plans applicable in the Territory", the Board gave precedence to addressing this issue from the beginning of the year of operation.

In the context of the parties' discussions on forest regime harmonization, and to contribute to their discussions on the Agreement's implementation mechanism represented by the Joint Working Groups, the Board Secretariat conducted an analysis and assessment exercise specifically targeting the JWGs' organizational issues. Throughout the process, the Board was kept informed of the progress made as well as the resulting observations and findings. After numerous discussions in the first part of the 2012-2013 operating year, on October 15, 2012, the Board sent its advice on Joint Working Group governance under the Agreement's Adapted Forestry Regime to the parties.

In this advice, the Board recommends that the parties work on re-establishing a balance within the JWGs in terms of supervision, support and development of their capacities to enable them to accomplish all the mandates they are given, notably in terms of monitoring. The JWGs must remain active in order to maintain ties between tallymen and forest planners. For the Cree coordinator's actions to be fully effective, the Board recommended that the Cree party carry out an in-depth reassessment of governance and ties of accountability of JWG Cree members.

To better understand the problem of the discrepancies in JWG members' capacities, especially regarding technical aspects, the Board interviewed party representatives. It learned that the MRN representatives expect the Cree members to be more involved in developing proposals for potential harmonization measures or monitoring with regard to trappers' concerns.

This aspect raised the issue of JWG members training (both Cree and Québec). Although the Board attended and contributed to several Cree party initiatives designed to better equip its members on the subject of forestry techniques, these initiatives

were only partly successful. It appears essential that Cree members be able to properly support the tallymen and have their trust for forest activities to take the Cree way of life and land occupancy into account as much as possible. For Québec members, it was pointed out that they needed more training in and exposure to the Cree culture to be able to better take into account the Cree way of life.

The Board finally reiterated that, in the spirit of the Paix des Braves, the parties had agreed to promote greater accountability and autonomy for the Cree nation. Better organization of the Crees is expected to result in increased participation on their part. Therefore, the Board recommended to the MRN and its JWG members that they remain open to adapting their mechanisms to allow the Crees to play a more active role.

At the time of writing this report, no response to that advice had been obtained from the Minister of Natural Resources, as provided for in the Agreement.

#### **FOREST PLANNING-SUPPORT MAPS**

In December 2012, the Board granted a financial contribution to the exercise to digitally update Cree land use and forest planning-support maps. These maps are intended for the JWGs and forest planners. The Board Secretariat participated in the committee set up by the Crees and took an active part in discussions aimed at reviewing these maps. To better understand the related needs and expectations, it took part in a tour of planners and JWGs.





#### **Direction 5**

The Board will ensure that Agreement stakeholders have ongoing access to a common, up-to-date Adapted Forestry Regime data bank.

#### **INFORMING BOARD MEMBERS**

The Board and its Secretariat continued to give precedence to sharing substantial amounts of reliable information among Board members. The Secretariat produced summary documents and presentations to specify some issues of interest and problems linked to issues affecting Agreement territory. These documents were forwarded to Board members to help them prepare for Board meetings and take an active part in discussions and decisions.

# SHARING INFORMATION ON THE ADAPTED FORESTRY REGIME

Implementing the forest regime requires a large amount of technical information and data. One of the observations of the first assessment of the Adapted Forestry Regime implementation is that it is difficult to access this information.

To promote establishment of a basic information-sharing tool and discussions between stakeholders, early in the operating year, the Board decided to analyze the needs and resources of stakeholders involved in implementing the AFR and define a model of one or more systems allowing their needs to be met. To do so, a call for tenders was issued in the fall of 2012.

Given that the parties were negotiating forest regime harmonization, that these negotiations were supposed to have been completed by March 31, 2013, and that adjustments were anticipated, the Board decided to wait until these discussions were finished before implementing the project, which will be discussed again in the next operating year.

# 2002-2008 REPORT CONCERNING THE VERIFICATION AND MONITORING OF THE APPLICATION OF THE STANDARDS AND MEASURES PROVIDED IN THE AGREEMENT

In keeping with its obligations under section 61 of Schedule C-4 of the Agreement, the MRN produced a first report concerning the verification and monitoring of the application of the standards and measures provided in the forestry-related chapter of the Agreement for each trapline. Initially, the report was to cover a five-year period beginning in 2002. However, with deferrals related to the coming into effect of a new generation of general forest management plans on April 1, 2008, the parties to the Agreement agreed that this report would cover the six-year period from April 1, 2002, to March 31, 2008.

At the July 11, 2012 meeting, the MRN presented some aspects of this report to the Board. Its main findings were shared and areas for improvement were suggested so that the next five-year report will be more useful and that it will meet the needs.

In response to the MRN's invitation, the Board will contribute to the discussions to specify the clienteles, objectives and expectations targeted by this report. Implementation of discussions and ties when the MRN develops the 2008-2013 report concerning the verification and monitoring of the application of the standards and measures provided in the Agreement, and when the framework for monitoring the objectives and provisions of the Adapted Forestry Regime will be ensured by the stakeholders concerned.







Board communications will be aimed at promoting a better understanding of the Agreement, its results and its benefits.

#### **COMMUNICATIONS PLAN**

In April 2012, a communications plan covering the 2012-2015 period was adopted. The Board will take advantage of opportunities to communicate and, to do so, invites the members to inform it of any and all opportunities. In 2012-2013, there was no specific opportunity or invitation.

#### **BOARD WEB SITE AND REFERENCE CENTRE**

Updating the Board's Web site and reference centre—the section reserved for the members of the Board and JWGs—was scheduled for the 2012-2013 operating year. However, since the project to analyze information needs is related to this update of the organization's communications tools, the Board decided to wait for the implementation of the needs analysis before redesigning the Web site and reference centre. Therefore, the project will be carried over to next year.

#### **ADVICE TO THE PARTIES**

The advice to the parties concerning JWG governance and follow-up to the experts' report on the woodland caribou situation can be downloaded on the Board's Web site.

#### **CQFB ANNUAL REPORT**

The Board's ninth annual report, for the previous operating year, was forwarded to the parties and made available to partners and stakeholders concerned by the application of the Agreement's forestry component. This report can be downloaded on the Board's Web site.

#### www.ccqf-cqfb.ca







# CHAPTER 4

# Sustainable Development

### The Cree-Québec Forestry Board's 2008-2015 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 SDAP of the Board.

# Update to the 2008-2013 Sustainable Development Action Plan

In February 2012, the review of the Government's Sustainable Development Strategy was postponed until December, 31, 2014. Accordingly, the 2008-2013 Government Sustainable Development Strategy is extended until the adoption of a revised strategy. In compliance with its obligations and to secure its action plan for sustainable development with the government strategy, the Board's Sustainable Development Action Plan is extended until March 31, 2015.

Similarly, the Cree-Québec Forestry Board takes advantage of the opportunity presented by the update of its Sustainable Development Action Plan to affirm its commitment to contribute, in accordance with its mandate, to Agenda 21 for culture. Thus, for the directions and actions it implements, the Board will continue, among other things, to promote better taking into account of the Cree culture and traditional way of life.





	GESTURES:	INDICATORS:	TARGETS:	2012-2013 ACTIONS
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 Agreement.	Develop and offer training and awareness sessions on sustainable development for stakeholders in the AdaptedForestry Regime.  Inform members of the Board on the Sustainable Development Act and the obligations stemming from it.  Create and maintain a "Sustainable Development" section on the Board's webpage and reference centre.	Number of members of the Secretariat, the Board and the Joint Working Groups (JWG) reached by the sustainable development awareness activities.  Number of sustainable development activities offered to stakeholders.	100% of the members of the Board and of its secretariat and 50% of JWG members. At least one specific activity per year.	All Secretariat members participated in sustainable development training and awareness-raising meetings.
Action 2: Implement activities contributing to the realization of the governmental awareness and training plan for the government administration personnel and members.	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.	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.	100% of Board members and staff by 2010.	All Secretariat members participated in sustainable development training and awareness-raising meetings.

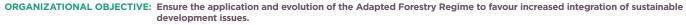
ORGANIZATIONAL OBJECTIVE: Support research and new practices and technologies to help reach the objectives of the Adapted Forestry Regime of the Agreement.

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.  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.	Number of projects in which the CQFB participates.	Participate in at least three projects by 2013.	There were no actions this year
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## ORGANIZATIONAL OBJECTIVE: Promote the application of environmental management measures and an eco-responsible procurement policy within the Cree-Quebec Forestry Board.

	GESTURES:	INDICATORS:	TARGETS:	2012-2013 ACTIONS
Action 4: Implement practices and activities in accordance with the provisions of the Policy for an Eco- responsible Government.	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/video-conferences when possible.	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.	One document presenting the 2009-2010 policy. Implementation of an environmental management framework by 2010. 80% "zero waste" events annually. 80% of eco-responsible activities and procurement practices by 2010.	The Board continued with its 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.



	GESTURES:	INDICATORS:	TARGETS:	2012-2013 ACTIONS
Action 5: Give preference to increased integration of sustainable management principles in the implementation and evolution of the forestry regime on the Agreement territory.	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 Agreement territory, 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.	Number of initiatives conducted by the Board.	A minimum of one specific initiative identified annually in the Board's Strategic Plan.	Sustainable development principles are taken in account when producing Board advice, especially through the attention given to the woodland caribou recovery and protected areas files.  Analysis and proposal of an interim forest planning process as part of the harmonization of the regime of the Sustainable Forest Management Act and the Adapted Forestry Regime.
Action 6: Integrate sustainable development principles in the Board's activities and in the advice given to the parties.	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.	Number of tools developed.  Percentage of advice letters whose underlying analysis took sustainable development principles into consideration.	Design a tool. 80% by 2010. 100% by 2013.	100% of the analyses conducted and advice letters drafted specifically integrated sustainable development principles.



ORGANIZATIONAL OBJECTIVE: Strengthen the viability and resilience of local, regional and native communities on the Agreement territory.

	GESTURES:	INDICATORS:	TARGETS:	2012-2013 ACTIONS
Action 7:  Maintain and reinforce, if needed, the General Forest Management Plans (GFMPs) analysis approach, according to the Agreement's underlying sustainable development vision.	Ensure monitoring and revision of the GFMPs according to the four principles adopted by the Board in February 2007.	Rate of monitoring and revision of the GFMPs.	100% of the plans are monitored and revised.	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 Agreement territory.

	Availability of the maps and the guide.	Used for 75% of the traplines.	Planning-support maps were made available under the modifications to the 2008-2013 GFMPs and they are used by the forest planners.  Participation in the exercise to update the planning-support maps
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ORGANIZATIONAL OBJECTIVE: Ensure the protection and development of heritage and natural resources with respect to the support capacity of the ecosystems in the Agreement territory.

Action 9: Reinforce the monitoring and implementation objectives of the Adapted Forestry Regime.	Help disseminate the results of the monitoring of the state of the forest in the Agreement territory.  Help develop monitoring and assessment guidelines for the wildlife objectives of the Agreement.	Availability of the reports on the state of the forest.  A monitoring guideline for wildlife habitats by 2011.	100% of the reports available. The monitoring guideline is available by 2011.	Achieved  Development of a monitoring framework underway
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May 27, 2013

# Independent auditor's report on the summary financial statements

#### To the members of Cree-Québec Forestry Board

The accompanying summary financial statements, which comprise the summary balance sheet as at March 31, 2013 and the summary statement of operations for the year then ended are derived from the audited financial statements of Cree-Québec Forestry Board for the year ended March 31, 2013. We expressed an unmodified audit opinion on those financial statements in our report dated May 27, 2013.

The summary financial statements do not contain all the disclosures required by Canadian public sector accounting standards. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Cree-Québec Forestry Board.x

# MANAGEMENT'S RESPONSIBILITY FOR THE SUMMARY FINANCIAL STATEMENTS

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in the "Basis of presentation" note.

#### **AUDITOR'S RESPONSIBILITY**

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, Engagements to Report on Summary Financial Statements.

#### **OPINION**

In our opinion, the summary financial statements derived from the audited financial statements of Cree-Québec Forestry Board for the year ended March 31, 2013 are a fair summary of those financial statements, on the basis described in the "Basis of presentation" note

Laberge Laflew Rouse L. L. P. Partnership of Chartered Professional Accountants

Partnership of Chartered Professional Accountants

1 CPA auditor, CA permit no. A110274









# **Summary Financial Statements**For the year ended March 31, 2013

#### CREE-QUÉBEC FORESTRY BOARD

# SUMMARY STATEMENTS OF OPERATIONS FOR THE YEAR ENDED MARCH 31, 2013

# **SUMMARY BALANCE SHEET**AS AT MARCH 31, 2013

2013 \$	2012 (unaudited)		2013	2012
\$	(unaudited)			
	\$		\$	(unaudited) \$
			ASSETS	
		CURRENT ACCETS		
200,000	200,000			
				92,635
200,000	200,000			8,711
4,106	4,226	Prepaid expenses	1,438	1,505
404,106	404,226		74,259	102,851
		INVESTMENTS	429,486	475,388
331,568	262,719	CAPITAL ASSETS	10,046	16,394
92,373	85,294			
22,989	28,165		513,791	594,633
39,579	33,238			
486,509	409,416		LIABILITIES	
		<b>CURRENT LIABILITIES</b>		
(82,403)	(5,190)	Accounts payable	11,342	9,781
	200,000 4,106 404,106 331,568 92,373 22,989 39,579 486,509	200,000     200,000       4,106     4,226       404,106     404,226       331,568     262,719       92,373     85,294       22,989     28,165       39,579     33,238       486,509     409,416	Cash Accounts receivable Prepaid expenses  404,106  404,226  INVESTMENTS  331,568 262,719 92,373 85,294 22,989 28,165 39,579 33,238  486,509  409,416  CURRENT LIABILITIES	200,000 200,000 Cash 64,530 Accounts receivable 8,291 Prepaid expenses 1,438 404,106 404,226 INVESTMENTS 429,486 S13,568 262,719 CAPITAL ASSETS 10,046 92,373 85,294 22,989 28,165 39,579 33,238 CURRENT LIABILITIES CURRENT LIABILITIES

#### Basis of presentation

The summary financial statements are derived from the audited financial statements of the Cree-Québec Forestry Board for the year ended March 31, 2013 prepared in accordance with Canadian public sector accounting standards. The information contained in the summary financial statements has been prepared by management and does not include the statements of funds balances and cash flows as Notes to financial statements. However, this information is included in the audited financial statements.

The audited financial statements are available at the head office of the Cree-Québec Forestry Board. www.ccqf-cqfb.ca

Invested in capital assets	10,046	16,394
Internally restricted	145,000	145,000
Unrestricted	347,403	423,458
	502,449	584,852
	513,791	594,633

**FUNDS BALANCES** 



### Conclusion

The coming into effect of a new Québec Forest Regime on April 1, 2013 requires that the parties to the Agreement agree on the harmonization measures needed to allow the *Sustainable Forest Development Act* and Adapted Forestry Regime to be applied in the territory. The implementation of these harmonization measures, which needs to be done in keeping with the Agreement's principles and objectives, was the focus of the Board's concerns throughout the 2012-2013 operating year. The Board also took into account issues of importance that have emerged in recent years.

The SFDA introduced many major changes, including a new approach to forest operations and management in Québec and new processes and mechanisms for developing, participating in and finalizing forest-related planning. Given many of the elements and processes defined in the Adapted Forestry Regime agreed on by the parties in 2002, the parties need to agree on harmonization measures to be applied to the regimes in effect in the territory.

In keeping with its mandate and the parties' discussions, the Board made one of its priorities its willingness to make a positive contribution to the parties' deliberations and discussions on the harmonization measures required. Wishing to use the expertise gained since the signing of the Agreement and its views designed to facilitate effective harmonization of the Agreement's Adapted Forestry Regime and the Sustainable Forest Development Act, the Board remained vigilant and seized opportunities as they arose to make a contribution in keeping with the Agreement's principles and objectives and the evolution of the Adapted Forestry Regime.

The Board has sought to integrate into its discussions and actions an increased consideration of the strategic choices and challenges linked to the implementation of the Adapted Forestry Regime and the sustainable management of forested lands, the woodland caribou situation on Agreement territory, the development of the ecosystem-based management concept and the forest certification-all concerns it has discussed and on which it has acted.

On April 1, 2013, the SFDA came into effect and the parties are finalizing their discussions on the measures for harmonizing the forest regimes in question in the Agreement territory.

The year 2013-2014 will present new challenges and issues related to implementing the Adapted Forestry Regime in the new context defined by the SFDA and the upcoming taking effect of a new agreement on governance of Eeyou Istchee James Bay territory.

The framework and mechanisms to monitor the objectives and provisions of the Adapted Forestry Regime that will be implemented over the next year, will be important tools to enable the Board to gain a better understanding of the situation regarding achievement of the objectives of the Agreement's Adapted Forestry Regime. The Board will then be in a better position to provide advice and recommendations to the parties to improve the functioning of the Adapted Forestry Regime on an ongoing basis.

It is, no doubt, with the desire to make a positive contribution to monitoring the implementation and evolution of the Adapted Forestry Regime and its harmonization measures that the Board will pursue its involvement, in keeping with the mandate and responsibilities the parties have entrusted to it.



# **Appendix 1**

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

#### CHAPTER I

#### PURPOSE AND FIELD OF APPLICATION

- The present Code of ethics and professional conduct has the purpose to preserve and strengthen the citizens' trust in the Board's integrity and impartiality, promote transparency within the Board and build accountability of its members.
- The present Code of ethics and professional conduct applies to the Board members that are named by the Government of Québec, including the chairperson, in addition to the members named by the Cree Regional Authority.
- 3. The Board staff must comply with the ethics and professional conduct standards that apply to it.

#### **CHAPTER II**

### PRINCIPLES OF ETHICS AND GENERAL RULES OF PROFESSIONAL CONDUCT

- 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 discrepancy, the most stringent 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.
- 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 excecise restraint 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.

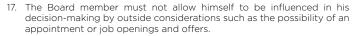
He must disclose in writing to the Board chairperson any direct or indirect interest he has in an organization, enterprise or association liable to place him in a situation of conflict of interest, in addition to the rights he can present against the Board, by indicating, if applicable, their nature 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 disclose 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 disclose this information to the Cree Regional Authority.

- 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 disclose 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.
- 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 Cree of Québec and the Gouvernement du 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.



- 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 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

- The Board chairperson intending to run for an elected public office must inform the general secretary of the Executive Board of the Government of Québec.
- 22. The Board chairperson intending to run for an elected public office shall resign.

#### **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 Government of Québec, in compliance with the order in force, where applicable.

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

#### **CHAPTER V**

#### ATTESTATION

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 enclosed certification form were adopted at the meeting of June 15, 2004 and are rendered effective as of August 3, 2004.

#### **ATTESTATION**

WHEREAS the Cree-Québec Forestry Board adopted on June 15, 2004, a Code of ethics and professional conduct for its members;

WHEREAS article 24 of this Code provides that the Board members must attest that they acknowledged the document mentioned above and that they agree to comply with the rules set out in the Code;

I, the undersigned,

member of the Board:

acknowledge that I have read and understood the Code of ethics and professional conduct of the Cree-Québec Forestry Board;

and

agree to abide by the rules provided for in these documents so as to preserve the integrity of the Board.

Signed at,	the	day
of	, 20	



# **Appendix 2**

# **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, to 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.



# As at March 31, 2013, the members of the Joint Working Groups were:

COMMUNITIES	Representatives - MRN	Representatives - Cree
WASKAGANISH	Sébastien Crosnier-Pichette Local Coordinator	<b>Wayne Cheezo</b> <i>Local Coordinator</i> Clark Shecapio
WASWANIPI	Sébastien Crosnier-Pichette Local Coordinator	Allan Saganash Jr. Local Coordinator
	Jacynthe Barrette Carolann Tremblay	Georgette Blacksmith
OUJÉ-BOUGOUMOU	Carolann Tremblay Local Coordinator	Tommy Rabbitskin Local Coordinator
	Valérie Guindon	Arthur Bosum
IISTISSINI	<b>Valérie Guindon</b> Local Coordinator	<b>Matthew Longchap</b> <i>Local Coordinator</i>
	Carolann Tremblay	Dion Michel
NEMASKA	Sébastien Crosnier-Pichette Local Coordinator	Matthew Tanoush Local Coordinator
		Rose Wapachee
FORESTRY COORDINATORS	Simon St-Georges	Christopher Beck

#### **Cree-Québec Forestry Board**

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