



ANNUAL REPORT

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Cree-Québec Forestry Board

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2012
2013



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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 10th 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







CHAPTER

1

The Agreement and Chapter 3 on Forestry

The Objectives of the Adapted Forestry Regime and its Main Adaptations

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

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

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

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

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

To ensure implementation of the Agreement's chapter on forestry, two mechanisms were created: the Joint Working Groups (JWGs) and the Cree-Québec Forestry Board (CQFB). As set out in Chapter 3 and Schedule C of the Agreement, the JWGs and 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.



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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).

CHAIRMAN	
Albin Tremblay	
QUÉBEC MEMBERS	CREE MEMBERS
Réal Dubé Regional Representative Conférence régionale des élus de la Baie-James	Steven Blacksmith Cree Regional Authority Grand Council of the Crees (Eeyou Istchee)
Réjean Gagnon 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)
Guy Héту 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
Jacques Robitaille Forestry Industry Representative	Isaac Voyageur (vice-Chairman) Cree Regional Authority Grand Council of the Crees (Eeyou Istchee)



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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:

- 1 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.
- 4 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.

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.

¹ 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.

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.



Credit: Jacques Robert

Direction 6

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



ORGANIZATIONAL OBJECTIVE: Introduce the bases of sustainable development and its implication in the implementation of the Adapted Forestry Regime to members and employees of the Board and to contributors linked to the Agreement.

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

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

<p>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.</p>	<p>Estimate knowledge and research needs to support the evolution of the Adapted Forestry Regime with regard to sustainable development.</p> <p>Participate in and support research projects that are recognized and prioritized by the Board.</p>	<p>Number of projects in which the CQFB participates.</p>	<p>Participate in at least three projects by 2013.</p>	<p>There were no actions this year</p>
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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.

ORGANIZATIONAL OBJECTIVE: Ensure the application and evolution of the Adapted Forestry Regime to favour increased integration of sustainable development issues.

	GESTURES:	INDICATORS:	TARGETS:	2012-2013 ACTIONS
<p>Action 5: Give preference to increased integration of sustainable management principles in the implementation and evolution of the forestry regime on the Agreement territory.</p>	<p>Draw up a portrait of the Adapted Forestry Regime based on the principles of sustainable development and, eventually, report to the parties.</p> <p>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.</p> <p>Contribute to the instructions for the elaboration of the future forest plans to favor greater integration of sustainable development concerns.</p> <p>Develop a revision framework of forest plans taking into account sustainable development concerns.</p>	<p>Number of initiatives conducted by the Board.</p>	<p>A minimum of one specific initiative identified annually in the Board's Strategic Plan.</p>	<p>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.</p> <p>Analysis and proposal of an interim forest planning process as part of the harmonization of the regime of the <i>Sustainable Forest Management Act</i> and the Adapted Forestry Regime.</p>
<p>Action 6: Integrate sustainable development principles in the Board's activities and in the advice given to the parties.</p>	<p>Develop a tool aimed at giving more consideration to the principles of sustainable development in the Board's activities and advice.</p> <p>When responding to advice requests, produce analyses that take sustainable development principles into consideration.</p> <p>When possible, integrate sustainable development-related considerations in the Board's advice.</p>	<p>Number of tools developed.</p> <p>Percentage of advice letters whose underlying analysis took sustainable development principles into consideration.</p>	<p>Design a tool.</p> <p>80% by 2010.</p> <p>100% by 2013.</p>	<p>100% of the analyses conducted and advice letters drafted specifically integrated sustainable development principles.</p>

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

	2013	2012
	\$	(unaudited) \$
REVENUES		
Partners' contributions -		
Québec Government	200,000	200,000
Grand Council of the Crees (Eeyou Istchee)	200,000	200,000
Interests	4,106	4,226
	404,106	404,226
EXPENSES		
Salaries	331,568	262,719
Internal management	92,373	85,294
Board meetings	22,989	28,165
Services contracts	39,579	33,238
	486,509	409,416
DEFICIENCY OF REVENUES OVER EXPENSES	(82,403)	(5,190)

SUMMARY BALANCE SHEET AS AT MARCH 31, 2013

	2013	2012
	\$	(unaudited) \$
ASSETS		
CURRENT ASSETS		
Cash	64,530	92,635
Accounts receivable	8,291	8,711
Prepaid expenses	1,438	1,505
	74,259	102,851
INVESTMENTS	429,486	475,388
CAPITAL ASSETS	10,046	16,394
	513,791	594,633
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable	11,342	9,781
FUNDS BALANCES		
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

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.cqf-cqfb.ca

Appendix 1

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 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.
2. 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

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 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.

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 exercise 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.

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 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.
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 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.

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

COMMUNITIES	Representatives – MRN	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	Carolann Tremblay <i>Local Coordinator</i> Valérie Guindon	Tommy Rabbitskin <i>Local Coordinator</i> Arthur Bosum
MISTISSINI	Valérie Guindon <i>Local Coordinator</i> Carolann Tremblay	Matthew Longchap <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

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