



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

Cree-Québec Forestry Board

ΔΓΓΔ^ν-δV⁶ 6 LJΛ⁹Π¹¹Λ
4 ΓC¹¹Π·6σΔΓ^ν

A N N U A L R E P O R T
4 S δ J > ° " Π < Γ J Γ σ " Δ Ρ °

2009
2010





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

Cree-Québec Forestry Board

ΔΡΑΔΛ-ΔV⁶ 6 LJΛ⁶Π¹¹Λ
Δ ΔC¹¹Π-6σΔΡ⁶

A N N U A L R E P O R T
Δ S Δ J > ⁶ " Π < P J P σ " Δ P ⁶

2009
2010



Beesum Communications

Cree translation

Deschamps Design

Graphic design and computer graphics

Imprimerie Leroy-Audy

Printing

Photos

CCQF, Hugo Jacqmain, Simon St-Georges

Linguistic Revision

Diana Cline

Translation

Vivian Côté

ISSN 1712-3100

Legal deposit – Bibliothèque et Archives nationales du Québec, 2010

Legal deposit – Library and Archives Canada, 2010

TABLE OF CONTENTS

Letter from the Chairman.....	5
Chairman’s Statement.....	9
Organization Overview.....	10
• Legal Framework and Organizational Structure.....	10
• The <i>Agreement</i> and Chapter 3 on forestry.....	10
• Members of the Board.....	11
• The CQFB Secretariat.....	12
Mission.....	14
Strategic Directions.....	15
Results.....	16
Strategic Direction 1.....	16
1.1 Board Meetings.....	16
1.2 Activities of the Board and its Secretariat.....	17
1.3 The Board’s Advices to the Parties.....	19
1.4 Assessment Follow-up Activities.....	21
1.5 The Board’s Five-Year Strategic Plan.....	22
1.6 Actions Related to the Sustainable Development Action Plan... 22	22
Strategic Direction 2.....	23
2.1 The Adapted Forestry Regime and the Reform of the Québec Forest Regime.....	23
2.2 Review of Modifications to the General Forest Management Plans.....	24
2.3 Monitoring and Following Up on Forest Evolution in Consideration of the Objectives of the <i>Agreement</i>	25
2.4 Knowledge and Research Needs.....	25
2.5 Forest Certification Programs and the Adapted Forestry Regime.....	25
2.6 Tools to Support the Implementation of the Adapted Forestry Regime.....	26
Strategic Direction 3.....	26
3.1 Joint Working Groups Ongoing Training.....	26
3.2 Preparing Joint Working Groups to Monitor GFMPs and AFMPs.....	26
3.3 The Reference Centre.....	27
3.4 Sustainable Development Awareness-Raising and Training.....	27
Strategic Direction 4.....	28
4.1 The Board’s Communication Activities.....	28
4.2 Informing the Tallymen.....	28
4.3 The CQFB Website.....	28
4.4 The CQFB Annual Report.....	28
The Cree-Québec Forestry Board’s 2008-2013 Sustainable Development Action Plan.....	29
Summarized Financial Statements.....	33
Conclusion.....	35
Appendices.....	37
Appendix I Code of Ethics and Professional Conduct of the Cree-Québec Forestry Board.....	38
Appendix II Members of the Joint Working Groups.....	41

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



Dear Minister
Normandeau and Grand
Chief Coon Come,

It is with great pleasure that the members of the Board and I present you with the seventh Cree-Québec Forestry Board Annual Report for the 2009-2010 administrative period.

The Board's main purpose is to monitor the implementation of the forest component of the *Agreement concerning a new relationship between le Gouvernement du Québec and the Cree of Québec (ANRQC)* and to inform the signatory parties on compliance with and progress of the adapted forestry regime.

The Board decided to adopt and work with a long term strategic plan, an annual action plan, and added, a year ago, a sustainable development action plan. We are fully satisfied with having achieved most of the goals set for 2009-2010, the period this report covers. Here are a few highlights.

We have completed the work that the assessment of the first six years of implementation of the adapted forestry regime entailed. This extensive work, carried out with the collaboration of the main stakeholders, makes it possible to better assess the impacts of the adapted forestry regime on the Territory of the *Agreement* and the results of its implementation. The information gathered and its analysis are very useful in the harmonization of the *Agreement concerning a new relationship between le Gouvernement du Québec and the Cree of Québec* and the new *Sustainable Forest Development Act*.

The General Forest Management Plans (GFMPs) needed to be reviewed in the light of the results of the new allowable cut calculations made public by the Chief Forester in the spring of 2008. All

plans, barring two, were thoroughly and carefully reviewed and the Board advised the Minister on the acceptability of each of them as well as on their implementation. Additional information is expected to complete the analysis of the two remaining plans. Board members expressed their satisfaction with the results obtained in the course of this review, which took all processes and provisions of the *Agreement* into account.

The Board pays special attention to the implementation of its Sustainable Development Action Plan, in compliance with the Sustainable Development Act, and intends to review its analysis and decision-making processes where major issues are concerned.

Harmonization of the *Agreement concerning a new relationship between le Gouvernement du Québec and the Cree of Québec* with the new *Sustainable Forest Development Act* will undoubtedly constitute the main issue that the Board will have to focus its attention on in the coming year. Both parties will be advised of the Board's viewpoint and, if need be, of the recommendations it proposes in order to achieve greater harmonization.

I close this letter by pointing out that this is the last report to be produced under my chairmanship and that in September 2010 a new Chair will be taking over. Setting up the Board and its Secretariat, as well as directing the parties in compliance with the implementation of this *Agreement*, which I consider unique in Quebec, was for me a rewarding challenge. Finally, I want to thank all the people I had the pleasure of working with over the years.

Yours truly,

Jean-Pierre Gauthier

Chairman of the Board



42 ነፍ ደብዳቤ ለግብርና ጥበቃ ሚኒስቴር ኢሉ ገደለኝ
 ማህጸን ደብዳቤ ለግብርና ጥበቃ ሚኒስቴር ይዘት
 በረከታልኝ ሆኖ ለመቀረብ ይገባል።
 (ANRCQ) ይህም ምዕራብ ድንበራዊ ስፋት ለ
 ስፋት ለግብርና ጥበቃ ሚኒስቴር ለማስተካከል
 ይህ ደብዳቤ ነው። ይህም ስፋት ለግብርና ጥበቃ
 ሚኒስቴር ነው። ስፋት ለግብርና ጥበቃ ሚኒስቴር
 ስፋት ለግብርና ጥበቃ ሚኒስቴር ነው።

ቀጥቶ ይህ ስፋት ለግብርና ጥበቃ ሚኒስቴር
 ስፋት ለግብርና ጥበቃ ሚኒስቴር ነው። ስፋት ለግብርና
 ጥበቃ ሚኒስቴር ነው። ስፋት ለግብርና ጥበቃ ሚኒስቴር
 ነው። ስፋት ለግብርና ጥበቃ ሚኒስቴር ነው።

ግብርና ጥበቃ ሚኒስቴር ይህ ስፋት ለግብርና ጥበቃ ሚኒስቴር
 ነው። ስፋት ለግብርና ጥበቃ ሚኒስቴር ነው።

የግብርና ጥበቃ ሚኒስቴር

ግብርና

የግብርና ጥበቃ ሚኒስቴር

CHAIRMAN'S STATEMENT

The information contained in this Annual Management Report comes under my responsibility as of March 31, 2010. 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 2009-2010 Annual Management Report

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

Throughout the 2009-2010 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.



Jean-Pierre Gauthier
Chairman of the Board

ORGANIZATION OVERVIEW

■ Legal Framework and Organizational Structure

The Cree-Québec Forestry Board was founded in September 2003 within the framework of the *Agreement concerning a new relationship between le Gouvernement du Québec and the Crees of Québec*, also referred to as the Paix des braves, or Peace of the Brave. The Agreement, which was concluded on a nation-to-nation basis between the Gouvernement du Québec and the Cree of Québec, is intended to materialize a shared desire to harmonize management of the natural resources of northern Québec and, at the same time, promote greater autonomy among the Cree and foster ownership of their nation's development. In particular, provisions of the *Agreement* are dedicated to forestry, mining, and hydroelectric development, as well as to the Cree's economic and community development; at the same time, such provisions are designed to reflect the commitments of the parties, respectively, as specified under the *James Bay and Northern Québec Agreement*.

Chapter 3 of the *Agreement* is devoted to forestry and establishes the terms and conditions required to adapt Québec's forest regime so that it may more fully account for the Cree's traditional way of life, accord greater attention

to sustainable development concerns, and smooth the way to the real and significant participation of the Cree in the various forest activity planning and management processes. The two primary deployment mechanisms for this part of the *Agreement* that have been set up are the five Joint Working Groups (JWGs) in communities concerned by forestry activities and the Cree-Québec Forestry Board (CQFB).

The Board is an autonomous organization consisting of eleven members, five of whom are designated by the Cree while the other five are named by the Gouvernement du Québec. The Board functions under the leadership of the Chairman, who is appointed by the Gouvernement du Québec after consultation with the Cree.

Each party covers the costs relating to the participation of its members on the Board as well as half of the Board's operating budget. The Gouvernement du Québec is responsible for the Chairman's remuneration. The *Agreement* sets out the Board's main modes of operation and, in that regard, provides specifics about implementing an adapted forestry regime and stipulates the production of an annual report to be submitted to the parties.

■ The Agreement and Chapter 3 on Forestry

On February 7, 2002, the Premier of Québec and the Grand Chief of the Grand Council of the Crees (Eeyou Istchee) signed a historic, 50-year agreement that signalled a new era in Cree-Québec relations. Negotiated on a nation-to-nation basis, this agreement prescribes measures intended to enhance the capacity of the Cree to assume greater control over their economic and community development. The *Agreement* also covers the completion of major hydroelectric projects on James Bay territory as well as the harmonization of forestry activities with the Cree's traditional activities. Chapter 3 of the *Agreement* is dedicated to forestry and sets out the particular provisions applying to the management of forest activities on the territory defined in Schedule C of the *Agreement* and which falls within the boundaries of the territory governed by the *James Bay and Northern Québec Agreement*.

The Québec forest regime will apply throughout the Territory covered by the *Agreement*, in accordance with adaptations designed to more fully account for the Cree's traditional way of life and to devote greater attention to sustainable development concerns. In addition, the *Agreement* is intended

to foster, via consultations, genuine and meaningful participation of the Cree in the various forest management processes, ranging from the planning phases to the implementation and monitoring of forest management plans. Concerning economic development, the *Agreement* confirms the allocation of timber volumes to the Cree and promotes their access to job, contract, and partnership opportunities in the forest management sector.

Within the framework of an adapted forestry regime, measures are implemented to determine management units consisting, in particular, of groupings of traplines; identify sites of interest to the Cree for protection purposes; conserve forested areas presenting wildlife interest for the Cree; maintain forest cover in the whole of each trapline; protect forests adjacent to watercourses and lakes; and develop the road access network in concert with tallymen.

Among the implementation mechanisms included in the forest component of the *Agreement*, please note the setting up of Joint Working Groups (JWGs) in the communities and the creation of the Cree-Québec Forestry

ORGANIZATION OVERVIEW (CONTINUED)

Board. As set out in Chapter 3 of the *Agreement*, as well as in Schedule C, the JWG and the Board have particular responsibilities but must work closely together to implement various provisions of the *Agreement*; foster, where relevant, new modes of operation between stakeholders; and, in the event of any conflict, oversee recourse to the appropriate

mediation mechanisms. While the core activities of both the JWG and the CQFB are to contribute to the development of forest management plans, conduct consultations, and perform monitoring, it nevertheless remains that these two implementation mechanisms work at different but complementary levels.

■ Members of the Board

The Cree-Québec Forestry Board is made up of eleven members: five designated by the Cree, five by the Québec government and a Chairman appointed by the Québec government after consultation with the Cree party. The *Agreement* also provides for the assignment of a Cree-Québec Forestry Board vice-chair who must be chosen by Board members among their Cree members.

In 2009-2010, three new members joined the Board, among which two to replace departing members designated by the Cree party and one to fill the position vacated in 2008 by the departure of a member designated by the Québec government. The position of vice-chair of the Board was also filled after remaining vacant for a few years.

The following list names the members who sat on the Cree-Québec Forestry Board during the 2009-2010 year of operation.



ORGANIZATION OVERVIEW (CONTINUED)

Jean-Pierre Gauthier, Chairman

Québec Representatives

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

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

Daniel Richard
Director, Regional Affairs Development and Energy-Mines-Territory Operation Support
Ministère des Ressources naturelles et de la Faune

Denis Vandal
Director, Expertise, Nord-du-Québec Region
Ministère des Ressources naturelles et de la Faune

Réal Dubé
Regional Representative
Conférence régionale des élus de la Baie-James
Named in January, 2010, in replacement of Ms. Mireille Brazeau, who had left on March 31, 2008.

Cree Representatives

Isaac Voyageur, Vice-Chair
Cree Regional Authority
Grand Council of the Cree (Eeyou Istchee)

Norman A. Wapachee
Cree Regional Authority
Grand Council of the Cree (Eeyou Istchee)

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

Geoff Quaile
Grand Council of the Cree (Eeyou Istchee)
In replacement of Benjamin Loon, (June 2009)

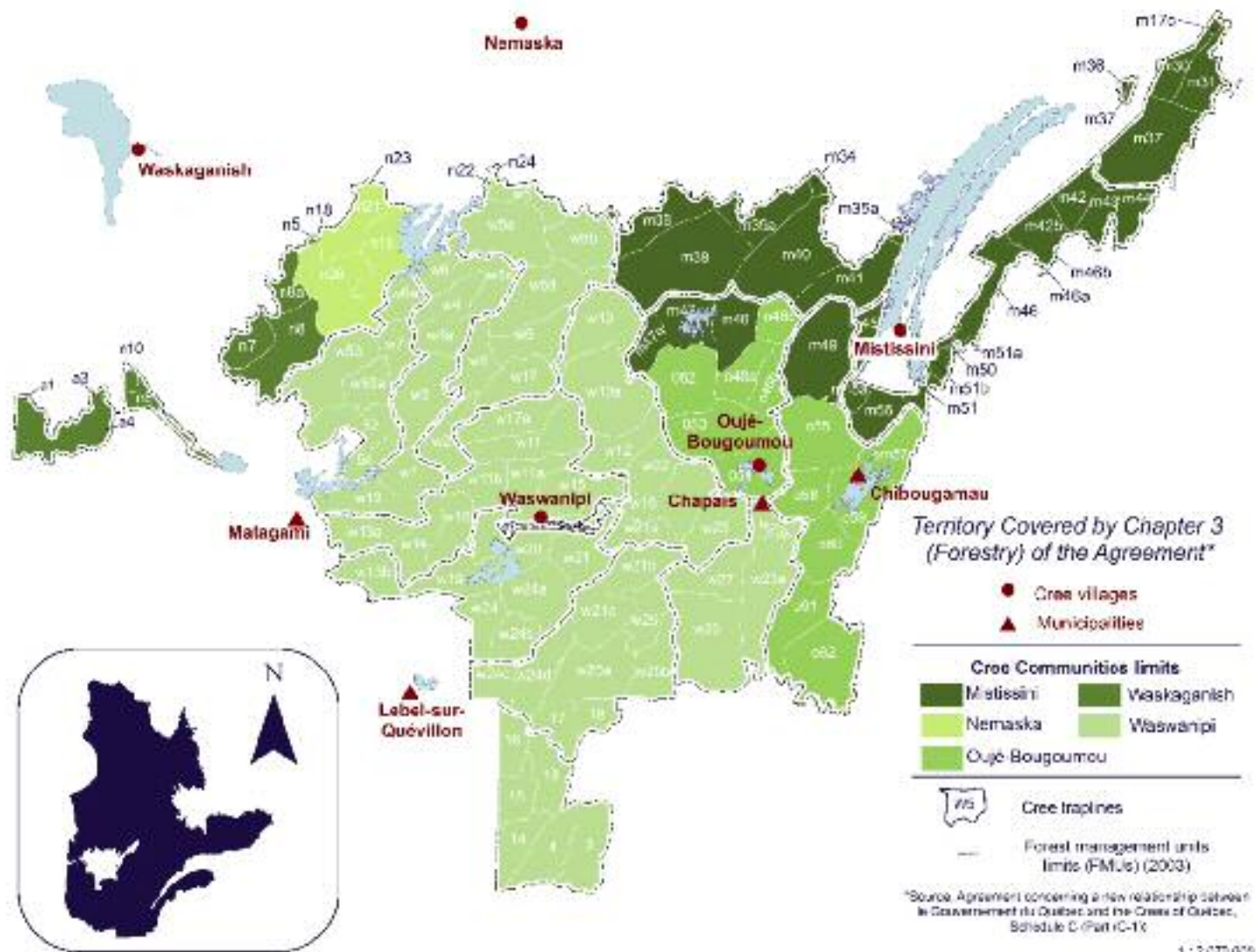
Roméo Saganash
Cree Regional Authority
Grand Council of the Cree (Eeyou Istchee)
In replacement of Rhonda Oblin (December 2009)

■ The CQFB Secretariat

The members of the Cree-Québec Forestry Board and its Chairman are supported in the completion of their mandates by a small team, managed by an executive director who oversees human, financial, material and informational resources. The Secretariat is in charge of preparing Board meetings, producing minutes, and performing follow-up on decisions and actions 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 produces analyses of the problems and issues submitted for the Board's consideration, drafts the CQFB's official documents (advices, commentary,

reports), including the preparation of the annual report, for review and approval by Board members. The Secretariat is also responsible for document management and archiving. In addition, it supports the Board's communication activities and provides outreach and liaison with various bodies and organizations.

At March 31, 2010, three employees made up the Secretariat team: Marie Gosselin, Executive Director, Martin Pelletier, Analyst/Advisor and Sylvie Dolbec, Administrative Assistant.



Statistics Pertaining to Chapter 3 Territory of the Agreement

Area of the Territory: 66 036 Km²

Population

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

Statistics Canada, Census of Canada, 2006.

* Outside Chapter 3 Territory

Chapter 3 Agreement Holders

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

MRNF data at March 31, 2010

Forest Resource and Wood Processing

Forest Resources	Chapter 3	Québec	Proportion
Allowable Cut* in cubic meters (m ³)	3,019,900	31,712,100	9.5%
Allocation* in cubic meters (m ³)	2,764,800	27,219,500	10.2%

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

RESULTS

Preamble

The Board's strategic plan includes four main directions: operating the Board and producing advice, monitoring the implementation of the adapted forestry regime, seeing to the efficiency of the implementation mechanisms of the Agreement and communicating with concerned stakeholders.

The activities defined in the Board's 2009-2010 work plan were set in order to support each of the directions established in the strategic plan. The following six priority actions were identified for the 2009-2010 year of operation:

- Ensure the development and implementation of the adapted forestry regime assessment follow-ups
- Review the Board's strategic and financial plans in the context of the assessment and of the reform of the Québec Forest Regime
- Produce advice to the parties on the new Québec Forest Regime
- Ensure ongoing training of the Joint Working Groups
- Strengthen sharing of information related to the adapted forestry regime
- Ensure implementation of the Board's Sustainable Development Action Plan

The following sections set out Board achievements for 2009-2010. They are presented according to the Board's four strategic directions and activities in its action plan.

Strategic Direction 1

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

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

1.1 Board Meetings

The *Agreement* provides for at least six meetings a year, unless members agree otherwise. During the 2009-2010 year of operation, the Board held five meetings, of which only four are considered official. Board meeting quorum calls for the participation of at least three representatives of each party. One of the meetings had to be considered non-official since participation of the minimum number of members was not reached.

Two meetings were held in Chibougamau, two were held in Québec, while another one was conducted as a conference call. Let us note that the Board favours holding meetings on the Territory of the *Agreement*. The Board was not able to hold a meeting in a Cree community because of lack of availability on the dates looked for.

As provided for by the Board's operating policy, documentation for each meeting was always sent to the members in compliance with the procedure and within the required timeframe established by the Board's policy. Meetings were held in a constructive atmosphere and relevant follow-ups were ensured.

In the year 2009-2010, members adopted thirteen resolutions related to the operation of Board meetings, five resolutions related to specific actions and forty-one actions stemming from various files the Board was dealing with. It should be noted here that all resolutions were carried unanimously.

A follow-up tool was developed to help Board members follow-up on the actions and resolutions agreed upon at the meetings. Members really appreciate this tool. The Secretariat ensures its maintenance and it is available to members in the Reference Centre on the Web at all times.

When assessing the Board's activities and operations for the year 2008-2009, members discussed the recurring problem of non-participation by certain members of the organization. They then agreed to amend the Board's policy on operating rules and adopt measures setting out minimum participation expected from a Board member as well as how to deal with a member who fails to comply with this minimum. During the year, a draft amendment on the matter was drawn up and at the November 2009 Board meeting, members unanimously carried the amendment to the general rules of operation of the organization.

RESULTS (CONTINUED)

1.2 Activities of the Board and its Secretariat

In March 2009, the Board adopted a financial plan and an action plan identifying the main activities planned for the 2009-2010 year of operation. The Board closely monitors the various files and, if need be, adjusts its action in order to take their progress into account. It is important here to point out that monitoring, assessing and evaluating the implementation of the provisions of the adapted forestry regime and communicating to Minister Normandeau its proposals, concerns and comments on various forestry-related elements are among the main responsibilities that the parties confer to the Board. Several files thus depend on the directions and state of progress of files whose first responsibility lies with the parties or other stakeholders.

One of the Board's priorities this year was to complete the important exercise related to carrying out the first assessment of the adapted forestry regime and ensuring the development and implementation of the assessment follow-up. Carried out in close cooperation with the stakeholders involved in the implementation of this agreement, the Board completed, in the fall of 2009, this first assessment. The Board then ensured its distribution among the signatory parties to the *Agreement* and several other stakeholders involved in the adapted forestry regime.

In order to ensure the development and implementation of the follow-up required by the priority issues and recommendations set out in the assessment, the Board set up and coordinates the activities of a follow-up committee that will be pursued in the coming year.

Throughout the year, the important file of the draft reform of the Québec Forest Regime was closely monitored, especially in relation to its potential application in the Territory of the *Agreement*. Thus, at each of the meetings, ministerial representatives were called upon to make a progress report on the draft and present the directions and content of various elements that are the very basis of the draft reform. The elements discussed dealt with sustainable forest development strategy and regulation, ecosystem-based management and calculation of the annual allowable cut for the 2013-2018 period. However, the file did not progress as fast as expected at the beginning of the year, which limited the Board's intervention with regard to information sharing.

Several presentations and discussions on various drafts or programs related to the forest sector for the Territory of the *Agreement* also took place. The files dealt with

included the Silvicultural Investment Program and the Forest Biomass Allocation Program, a forest management project in relation to the woodland caribou and a portrait of the hardwood conversion in the Territory.

Analysis of the modifications brought to the 2008-2013 General Forest Management Plans of the Territory and transmission of advice to the Minister on these modifications were also among the Board's main activities for the year 2009-2010.

Implementation of certain of the activities set out in the Board's annual action plan, among which those related to review of the strategic directions and communication activities, had to be put off to the following year in view, among others, of the belated adoption of the assessment of the implementation of the adapted forestry regime and of the evolution of the draft reform of the Québec Forest Regime.

Conflict Management

In the conduct of their activities, members of the Board pay close attention to situations that could generate land-use conflicts. The *Agreement* sets out specific provisions for the management of forest planning- and management-related conflicts. However, prior to the implementation of these provisions, which do not directly involve the Board, representatives of the parties sometimes call upon Board members to look into and discuss given conflicts. Thus, through their discussions and actions, Board members foster mediation.

During the year, two specific land-use conflicts were brought to the attention of the members of the Board.

The first file originated in the modification to the 2008-2013 GFMPs of FMUs 86-65 and 86-66. The dispute stemmed from territory access-related issues, among which the building of two bridges on the Broadback River. In April 2009, after having tried a mediation process with the stakeholders concerned, the Waswanipi Joint Working Group, in compliance with the provisions of the *Agreement*, sent a request for conciliation pertaining to this land-use conflict to the Minister of Natural Resources and Wildlife.

At the same time, and in parallel to this conflict resolution process of the adapted forestry regime, the parties came to an out-of-court settlement regarding the application of environmental and social assessments for forestry roads as prescribed in Section 22 of the *James Bay and Northern*

RESULTS (CONTINUED)

Quebec Agreement. With this settlement, the road and bridges listed in the conciliation request are now being subject to environmental and social assessment. Therefore the parties agreed to stay the conciliation process related to the forest plans until the assessment is complete.

Considering this settlement, Board members agreed to monitor the roads file and, if need be, ensure compliance with the conciliation process prescribed by the *Agreement*.

The second file dealt with a conflict pertaining to pre-commercial thinning operations in a site of special wildlife interest in trapline W-25B. Further to participation and mediation meetings between the tallyman, the concerned agreement holder, the Joint Working Group members and the JWG coordinators, harmonization measures were agreed upon. Thus, in order to harmonize forest management and traditional activities, some wildlife interest areas were withdrawn from the precommercial thinning areas that had been planned initially.

Representatives from the Cree party brought the file to the attention of the members of the Board when they received indications that the harmonization agreement was questioned by the MRNF and that MRNF was contemplating issuing an annual permit to the agreement holder in the areas where it had been agreed that there would be no treatment.

Through its action, the Board lead the representatives of the parties to discuss the follow-up to be given to harmonization measures and the process prescribed by the *Agreement* in relation to the identification of harmonization measures and the dispute settlement process.

The Board ensured the monitoring of and follow-up on the file as well as compliance with the provisions set out in the *Agreement*. Further to the Board's intervention, no request for conciliation was needed and the parties came to an agreement.

Information Management of the Board

Since the Board's creation, special attention has been paid to the management of the organization's information. Procedures were applied but had not been set in writing within a global information management policy. One of the administrative priorities this year thus aimed at establishing a Board information management policy.

In January 2010, members unanimously adopted the Board's eighth policy, which deals with the various management aspects of the organization's information. The issues this policy addresses concern access to documents, security of information, release of information, and the Board's document management.

Financial Aspect of the Board's Operations

Activities of the Board and its Secretariat are funded equally by the signatory parties to the *Agreement*. To fulfill their obligations, the parties make their respective annual contribution to the Board based on the contribution agreement in force. Moreover, a reserve fund set up when the CQFB was created is also available to meet the Board's financial needs.

At the beginning of the year, Board members agreed on a proposed budget that took the various activities and obligations of the organization for 2009-2010, as well as prior financial planning, into consideration.

The Board's financial management was carried out in compliance with the adopted proposal. The parties' contributions were ensured and there was no need to access the reserve fund to finance the organization's annual operations.

The condensed financial statements for the Board's 2009-2010 year of operation can be found on page 33 of this report, while the full version of these statements is available on the Board's website at www.ccqf-cqfb.ca/eng/0302_annual_reports.html.

Management of the Board, including its activities, human resources as well as all financial aspects, was carried out thoroughly in compliance with the organization's policies. Members of the Board's Secretariat were directly involved in the planning, management and development of the various files Board members had to deal with.

RESULTS (CONTINUED)

1.3 The Board's Advices to the Parties

One of the Board's main responsibilities is to inform the Minister of Natural Resources and Wildlife of the proposals, concerns and comments pertaining to forestry-related laws, regulations, policies, programs, guides, guidelines, instructions, etc. The *Agreement* also stipulates that, under the approval process of the General Forest Management Plans, the MRNF must submit the plans and their modifications to the Board for review prior to their approval.

Reform of the Québec Forest Regime

At the beginning of the year 2008, the Gouvernement du Québec announced, with the publication of the Green Paper *Forests: Building a Future for Québec*, its intention to renew the management of Québec forests. The Board had advised the Minister at that time that the various aspects of such a project had to be examined in accordance with the Paix des braves and more specifically with its adapted forestry regime. Since then, the file of the reform of the Québec Forest Regime has been at the heart of the Board's operations and monitoring activities.

In June 2009 the Minister of Natural Resources and Wildlife tabled the bill on Forest Occupancy before the National Assembly. The latter was rewritten and reprinted in the following months and became the Bill on Sustainable Forest Development.

Therefore, in November 2009, a crucial step in the draft reform was taken with the tabling before the National Assembly of a Bill on Sustainable Forest Development. The bill contained a provision through which the government promised to carry on discussions with the Cree party in order to harmonize the *Agreement* with the new forest regime and after considering the recommendation made by the Board.

With the support of the Board, the Chairman then transmitted to the Minister comments through which he reminded her of the need to set up, as soon as possible, discussion and negotiation tables aiming at harmonizing the bill with the adapted forestry regime.

On April 1, 2010, the Sustainable Forest Development Act was passed. As stipulated in the Act, depending on the progress of the negotiation between the parties, the Board will submit to the parties, if need be, its advice on the crucial negotiation step that will need to be undertaken.

The First Assessment of the Implementation of the Adapted Forestry Regime



Over the last few years, the Board and its Secretariat have worked in close collaboration with the parties and several stakeholders in order to carry out the first assessment of the implementation of the adapted forestry regime. This assessment, which covers the period between February 2002 and March 2008, gives a detailed analysis of the implementation of each of the sections of the adapted forestry regime along with the views of the main stakeholders related to the implementation.

Results of the detailed analysis reveal that a very large majority of the forest provisions were applied. Over this first period of implementation of the *Agreement*, the parties showed flexibility and took initiatives to ensure that the adapted forestry regime was workable, in compliance with the spirit of the *Agreement*.

On the other hand, a consultation tour of the stakeholders was carried out aimed primarily at assessing their overall satisfaction. Generally speaking, stakeholders mainly expressed satisfaction with the effort all involved had made and were making and they emphasized the parties' good faith. They viewed this common will as a positive aspect that would help build, slowly and steadily, a trusting relationship and thus a viable partnership. Stakeholders do not challenge the *Agreement* in its entirety. However, they would like to see ongoing improvement in its application.

To guide the parties in their subsequent actions concerning the implementation of the adapted forestry regime, a list of priority issues to be targeted in an ongoing improvement

RESULTS (CONTINUED)

perspective was drawn up based on the findings of the detailed analysis and consultation tour. The assessment suggests clarifying JWG governance in order to, among others, provide JWG members with additional training, monitoring, support, resources and funding to enable them to fulfill their important mandate. The assessment also highlights how important it is to provide timely, clear directives and required inputs in order to optimize the elaboration, consultation and approval processes of forest management plans. Some forestry planners involved indicated that they did not understand or had little knowledge of important government policy and planning tools such as Forest Protection and Development Objective (FPDO) #11 or the General Forest Management Plan planning-aid guide. It was also noted that it is of prime importance that tallymen receive better information regarding the mechanisms of the *Agreement* and the role they must play in the implementation of the adapted forestry regime. The assessment also points out the need to consider sustained initiative in terms of monitoring and following-up on the terms and conditions as well as objectives of the *Agreement*. Finally, it expresses the wish of several stakeholders to ensure better information and database sharing, both of which are required in the implementation of the adapted forestry regime.

It is with great pride that the members of the Board sent to the Minister and to the Grand Chief the results of this important exercise in December 2009. They hope that the findings and recommendations presented help guide the parties in subsequent actions taken to harmonize the new Québec Forest Regime and the adapted forestry regime of the *Agreement*.

The full version of the first assessment of the implementation of the adapted forestry regime, as well as the abridged and summary reports can be consulted on the Board's website at www.ccfq-cqfb.ca/eng/0303_advices.php.

Forest Management

On April 1, 2008, a new generation of General Forest Management Plans (GFMPs) covering the 2008-2013 period came into force in Québec. Each one of the fifteen plans for the Territory of the *Agreement* was based on an annual allowable cut that, following an advice from the Chief Forester responsible for establishing the allowable cut of all the Forest Management Units (FMUs) in Québec, had to be subject to new calculations during the year 2008-2009.



In May 2008, the Chief Forester made public the results of the review of the calculation of allowable cut for each of the Territory's FMUs. In order to ensure conformity of the GFMPs with these reviewed allowable cuts as well as with their requirements, MRNF instructed agreement holders to proceed to the review of the GFMPs in progress. In compliance with the provisions of the *Agreement*, these modifications were submitted to the Board for review. Thus, Board members provided two advices to the Minister in the spring of 2009. These advices deal with thirteen out of the fifteen modified GFMPs of the Territory of the *Agreement*.

Following the analysis of each of the plans, Board members transmitted advices favourable to the modifications presented in the different plans, while setting forth certain specific recommendations. These recommendations addressed, among others, withholding the issuing of intervention permits in certain portions of the Territory, land use problems pertaining to access to the Territory, the Assinica Wildlife Reserve Heritage Park project, and adjusting annual planning and intervention permits.

In the fall of 2009, after having received these advices, the Minister asked the Board to inform her of its thoughts regarding the Cree concerns brought to her attention and annexed to the advices sent. In collaboration with the parties, a working group was set up in order to document the various issues raised. This group is carrying out its work and an advice will be sent to the Minister at the beginning of the coming year.

In the spring of 2010, the Board received a request for advice on the modifications to the GFMP of a fourteenth management unit. At the beginning of the coming year, analysis of the modifications will be completed and an advice to the Minister will follow.

RESULTS (CONTINUED)

Only one of the fifteen plans of the Territory that were subject to modifications because of the new allowable cut results has yet to be modified. As soon as the Board receives the modifications to this plan, it will review them and send an advice to the Minister, in compliance with its mandate.

Adapting Processes and Streamlining Forest Management

Apart from the advices related to the review of the GFMPs, the Board sent the Minister and the Grand Chief a letter that informed the parties that it was in favour of the implementation of two specific proposals presented by the MRNF.

The first recommendation addressed sending modifications made to the GFMPs to the Joint Working Groups. At the beginning of 2009, in order to ensure the coming into force on April 1, 2009 of forest management plans taking the modifications stemming from the review of allowable cuts into account, the approval process of the modifications brought to the 2008-2013 GFMPs had to be carried out within a tight schedule. Thus, to allow JWG members to produce their analysis report as soon as possible, the Board supported the MRNF's request that the JWGs receive a copy of the modifications made as soon as the plans were declared to be in conformity with the provisions of Chapter 3 of the *Agreement* and that a 30-day period be granted to the JWGs to produce their report. The Board also recommended that JWG members be advised of subsequent modifications or adjustments.

The second recommendation came within an evolving framework of the adapted forestry regime. During the year 2008-2009, the MRNF initiated an approach aimed at streamlining certain administrative standards and procedures related to the management of Québec forests. Under this exercise, the parties discussed the application of certain measures proposed by the government in the context of the Territory of the Paix des braves. The signatory parties to the *Agreement* having agreed that the forest regime applicable to the Territory was bound to evolve, Board members advised the parties that they supported the MRNF's proposal suggesting that partial cut treatments could be carried out in the Territory of the *Agreement* and that the areas treated should be statistically counted in accordance with the approach set out in the MRNF's proposal.

Natural Disasters

At the beginning of the year, the Board had planned to submit an advice to the parties regarding an agreement on a management approach to natural disasters. Since the parties did not finalize the interim agreement they had agreed to review, the Board did not produce an advice in this file.

Please note that all advices produced can be consulted on the Board's website at www.cqf-cqfb.ca/eng/0303_advices.php.

1.4 Assessment Follow-up Activities

Following the tabling of the first assessment of the implementation of the adapted forestry regime, the Board set up a working group made up of representatives of the parties and members of the Secretariat to discuss and prioritize the different issues and avenues of recommendations set out in the assessment.

Since the parties are preparing to undertake talks to harmonize the new Québec Forest Regime and the adapted forestry regime, it appeared obvious that they would address some of the issues identified in the assessment during their talks. In this context, it was agreed that one of the priority actions of the working group had to be related to the findings, the issues and the recommendations concerning the Joint Working Groups which are, after all, at the very heart of the implementation of the *Agreement*.

In the spring of 2010, a meeting with the members of these groups will be held to discuss the issues and needs set out in the assessment along with the actions aimed at helping them fulfill their mandate. Other priorities, such as the need to jointly define and establish the monitoring needed to measure the achievement of the objectives of Chapter 3 of the *Agreement*, along with the need to set up an information sharing system to give *Agreement* stakeholders permanent and updated access to adapted forestry regime-related information, were identified and will be developed in the coming year.

RESULTS (CONTINUED)

1.5 The Board's Five-Year Strategic Plan

From the very first year of the Board's creation, the organization developed a five-year strategic plan. Over the following years, members made minor adjustments to the Board's strategic directions.

For 2009-2010, considering the negotiation context between the parties concerning the reform of the Québec Forest Regime and probable adjustments to the adapted forestry regime, Board members agreed to maintain the

current directions until the incidences of this reform on the adapted forestry regime are better known.

The new Sustainable Forest Development Act having only been adopted in the spring of 2010, members agreed to once again carry on their work under the initial strategic directions and depending on the negotiations to come, put off the global review of the Board's directions to a subsequent year.

1.6 Actions Related to the Sustainable Development Action Plan

In the spring of 2009, the Board adopted its first Sustainable Development Action Plan. During the year 2009-2010, various activities of the action plan aimed at ensuring increased integration of sustainable development principles and concerns in the actions of the Board and its Secretariat

were initiated. As set out in the Sustainable Development Act, a separate section on the implementation of the sustainable development action plan is presented in this report.



RESULTS (CONTINUED)

Strategic Direction 2

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

Five-year Indicator: The Board has stringently monitored the Agreement and its implementation.

2.1 The Adapted Forestry Regime and the Reform of the Québec Forest Regime

In February 2008, the Gouvernement du Québec made public its will to renew the management of Québec forests. The Green Paper tabled at that time embodied the first step of the important draft reform of the Québec forest regime.

The goals and orientations of the Green Paper were later specified in a working document, and then translated in a bill on the occupation of forest land that was tabled at the National Assembly in June 2009. The adjustments and modifications that were made on the bill led to the tabling, in November 2009, of Bill 57 that had been rewritten, including a modification of its title. On April 1, 2010, the Sustainable Forest Development Act was adopted. The new law will come into force as a whole on April 1, 2013.

Throughout the evolution of this file, the Board closely monitored the development of the various components of the draft reform, especially as concerns the adapted forestry regime in force in the Territory of the *Agreement*.

On the basis of available information, the Secretariat of the Board proceeded to carry out analyses of the adapted forestry regime in relation to the assessment and the modifications proposed to the Québec Forest Regime. Some of the elements explored were discussed with the Board or at working meetings with representatives of the parties.

The Board also closely monitored the progress of the files pertaining to the reform of the Québec Forest Regime and to the negotiation of this reform between the parties. Representatives of the MRNF met with the members of the Board to give them information on Bill 57, on the directions and content of the main elements of this draft reform, among which, the sustainable development strategy and regulations, the global schedule of the draft reform commonly known as Objective 2013 and ecosystem-based management.

In December 2009, further to the tabling of Bill 57 on Sustainable Forest Development, the Chairman wrote to the Minister to express the Board's willingness to provide

her, if need be, with advices on the negotiations and possible modifications to be brought to the Act and to the *Agreement*.

As for the potential application of the new forest regime in the Territory of the *Agreement*, a section of the Act sets out that the Gouvernement du Québec and the Cree of Québec may agree on measures aimed at harmonizing the new Québec forest regime with the *Agreement concerning a new relationship between le Gouvernement du Québec and the Cree of Québec*. Negotiation tables are currently being set up and should start operating shortly.

Under the provisions of the Act, the Board will be called on to make recommendations on the measures that could be agreed upon to harmonize the *Agreement* with the new forest regime. Furthermore, if the government and the Cree of Québec have failed to agree on transitory measures during the negotiations undertaken to amend the *Agreement*, an advice from the Board will be requested on the draft regulation that the Gouvernement du Québec could decree on January 1, 2013.

In compliance with its mandate, the Board will continue to closely monitor the talks between the parties in order to ensure, in the Territory of the *Agreement*, the reform of the forest regime in compliance with the principles of the *Agreement*, and in consideration of the findings, the issues and the recommendations presented in the first assessment of the implementation of the adapted forestry regime.

Review of the Annual Allowable Cut of the Territory of the Agreement

Notwithstanding the parties' talks on the new forest regime, a review of allowable cut calculations will be required for the new generation of forest plans that will come into force on April 1, 2013. The Chief Forester met with Board members to clarify the government's directions regarding allowable cut calculations for the 2013-2018 period in the Territory of the *Agreement*.

RESULTS (CONTINUED)

In the framework of this calculation review exercise and in response to a request made by the Chief Forester, the Board specified elements concerning the application of three modalities inherent to the adapted forestry regime. These elements address:

1. Determining the area associated with territories of special interest for the Cree (1%);
2. Interpreting the section on the maintenance of forests over 90 years old (section 3.10 and Schedule C2);
3. Carrying out partial cuts in the Territory of the Paix des braves.

The answer was developed in collaboration with representatives of the parties and carried unanimously by the members. It is available on the Board's website at www.ccqf-cqfb.ca/commun/PDF_eng/46_AnswersToChiefForester.pdf.

2.2 Review of Modifications to the General Forest Management Plans

In accordance with its mandate, the Board proceeded to review the modifications made to thirteen out of the fifteen 2008-2013 General Forest Management Plans. These modifications were required for the plans to conform to the results and requirements of the allowable cut review made public by the Chief Forester in the spring of 2008.

The exercise was carried out in accordance with the approach and principles adopted by the Board in February 2007, during the review of the new generation of GFMPs that came into force in April 2008. Thus, the review approach was based on the recognition of the specific responsibility of the main stakeholders (MRNF, JWG and CQFB) involved in the GFMP approval process and in compliance with the following four basic principles: conformity of the plans to forest allocations per FMU; compliance with instructions and guidelines; integration of Cree information and proper consultation of tallymen. Results of the review of the modified plans were transmitted to the Minister and translated into two favourable advices for the plans presented as a whole and to which certain specific recommendations were added for clarification.

Towards the end of the year, modifications to a fourteenth plan were transmitted to the Board for advice. Analysis of, and advice on the modifications made to this plan will be completed at the beginning of the next year of operation.

Only one out of the fifteen plans that came into force on April 1, 2008, requires review in order to conform to the allowable cut reviewed results (FMU 26-61). Over the

year, the Board made sure that, even if the plan had not yet been modified, forest activities carried out in this FMU were in compliance with the new allowable cut results.

Over the coming year, the Board will monitor the modifications to be made to this plan so that it conforms to the allowable cut reviewed results.



RESULTS (CONTINUED)

2.3 Monitoring and Following Up on Forest Evolution in Consideration of the Objectives of the Agreement

Implementation of the forest provisions of the *Agreement* involves two types of monitoring: technical monitoring, to assess compliance with the modalities of the adapted forestry regime and, on another level, monitoring aimed at measuring the global achievement of the objectives of the adapted forestry regime.

In the framework of the elaboration exercise of the first assessment of the implementation of the adapted forestry regime, analysis revealed that technical monitoring of the application of the modalities of the adapted forestry regime and of forest activities in the Territory of the *Agreement* is based on forest and environment criteria. However, regarding the assessment of the objectives of the adapted forestry regime, that is to say better consideration of the Cree way of life, increased integration of sustainable

development concerns and Cree participation in the various forest management and planning processes, it seems that there is no specific monitoring process currently in place.

Over the first years of the *Agreement*, efforts mainly addressed the implementation of the forest regime. The time has now come to extend the scope of monitoring measures so as to better assess the steps taken and the achievement of the objectives of the adapted forestry regime. In monitoring the findings and issues identified in the assessment, the Board, in the year to come, will collaborate with the parties to enrich the monitoring activities and make it possible to assess the objectives of the *Agreement* in a sustainable development perspective.

2.4 Knowledge and Research Needs

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

Under its Sustainable Development Action Plan, Board members agreed that one of the organizational objectives

of the Board must be to support research, new practices and technologies related to the achievement of the objectives of the adapted forestry regime of the *Agreement*.

During the year, members of the Secretariat attended meetings with stakeholders from the research community. They explored various aspects of knowledge and research in relation to the adapted forestry regime. In the coming year, a more global approach and specific activities will be developed to implement this support.

2.5 Forest Certification Programs and the Adapted Forestry Regime

Forest certification is a voluntary verification process of practices aimed at recognizing organizations that manage and use forest resources of a given territory in accordance with sustainable forest management principles. Whatever certification system is privileged, its application fosters improvement in the way of intervening in and managing a territory and complements the forest regime in force.

Over the last few years, forest certification of the management units of the Territory of the *Agreement* has grown. In February 2010, representatives of the Cree party brought together the main stakeholders involved in the FSC (Forest Stewardship Council) certification of the Territory

and organized a workshop whose goal was to discuss FSC standard and the structures, mechanisms and stakeholders involved in forest management in the Territory of the *Agreement*.

It is with great interest that members of the Secretariat of the Board participated in this workshop that highlighted the close links between the objectives of the adapted forestry regime and those of forest certification. Pursuing ongoing improvement of processes and methods, the Board will continue to follow the development of forest certification in the Territory of the *Agreement*.

RESULTS (CONTINUED)

2.6 Tools to Support the Implementation of the Adapted Forestry Regime

Over the last few years, the parties, in collaboration with the Board, worked hard to develop tools to help tallymen, agreement holders and Joint Working Group members in implementing the *Agreement*. Participation and conflict management processes, planning-support maps and guides were developed and provided to the stakeholders concerned.

The assessment exercise and the many meetings with the main actors in the implementation of the *Agreement*

showed that even though certain stakeholders have good knowledge of these tools to support the implementation of the adapted forestry regime, they need to be more widely available and used.

In follow-up activities set out in the assessment and actions priorities defined during the year, the Board, in collaboration with the parties, will take steps to ensure that the tools developed are updated and fully known and used.

Strategic Direction 3

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

Five-year Indicator: Basic knowledge is available and accessible, and the members of the JWGs have received appropriate training.

3.1 Joint Working Groups Ongoing Training

Joint Working Group members' training needs were once more raised with the concerned stakeholders during the assessment. The exercise demonstrated that the findings revealed in 2005 in a report on JWG operations remain unchanged and that different needs remain to be met in order to ensure JWG members' full potential.

JWG coordinators organized different activities to support their members. The Board did not collaborate in any

specific training activity for JWG members, but was kept informed on such activities through reports JWG coordinators presented at each Board meeting.

The Board encourages the parties to set up training sessions for their JWG members. Last year, the Board monitored the progress of the Cree party towards setting up an ongoing training program for Cree representatives. The Board supports this initiative and is willing to collaborate.

3.2 Preparing Joint Working Groups to monitor GFMPs and AFMPs

The Board did not collaborate in any activity to prepare JWG members to monitor the GFMPs and the Annual Forest Management Plans (AFMPs). However, through its Secretariat, the Board has been working in close collaboration with the coordinators so that at the beginning of 2010, a joint meeting of the JWGs will be held for the JWGs to take stock and be adequately prepared to monitor forest activities.

Board members kept track of the implementation of the GFMPs and the AFMPs through the reports presented by the representatives of the MRNF at Board meetings.

RESULTS (CONTINUED)

3.3 The Reference Centre

The online Reference Centre available to Board and JWG members was designed to meet their need for information as well as their need to share information. This information centre is kept updated and is operational. Board members access the Board section on a regular basis. As for the JWGs, their use of the Centre is minimal.

During the year, a project to reorganize the Reference Centre in relation to both Board members' and JWGs' needs was set forth. An initial assessment of the section earmarked

for members was initiated and the reorganization of this section will continue in the year to come.

As for the section devoted to the JWGs and their need to share information, the parties expressed real interest in the development of a common data and information centre specific to the implementation of the *Agreement*. Review of the Reference Centre could take on a scope different from the one initially contemplated. Development of the project will follow its course in close collaboration with the parties.

3.4 Sustainable Development Awareness-Raising and Training

The mission of the Cree-Québec Forestry Board is closely related to sustainable development. Through its actions, the Board wishes to set up analysis and decision-making procedures to incorporate sustainable development principles in all its operations. Likewise, Board members and staff are committed to integrating sustainable development rules and modalities into the organization's current activities and practices.

To achieve this goal, sustainable development awareness-raising and training are necessary. During the year, the Secretariat staff got some training in sustainable development by participating in awareness-raising and training activities coordinated by the Ministère du Développement durable, de l'Environnement et des Parcs (MDDEP). A specific activity aiming at increasing Board members' sustainable development awareness and training was planned but had to be postponed. It will be held at the beginning of the coming year.



RESULTS (CONTINUED)

Strategic Direction 4

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

Five-year Indicator: The Board, as well as its actions and accomplishments, are known. It actively supports consensus building between participants.

4.1 The Board's Communication Activities

In view of the follow-up activities on the assessment and the negotiation of the parties under the reform of the forest regime, the Board deemed that communication efforts should be concentrated on the dissemination of the results of the assessment of the implementation of the *Agreement*.

Throughout the year, various communication opportunities were seized even before the assessment was published. The Chairman of the Board gave two presentations on the adapted forestry regime and the assessment of its implementation. He spoke at the Annual Convention of the Association forestière de l'Abitibi-Témiscamingue and also met with the members of the Table faunique du Nord-du-Québec (Wildlife Table of Northern Quebec).

The Secretariat of the Board published, in a special issue of *Recherches amérindiennes au Québec*, an article on the adapted forestry regime and its issues. Finally, a member of the Secretariat of the Board presented the results of the assessment at a workshop on forest certification.

Following the adoption of the assessment in November 2009, the Board developed a communication plan to share the results of the assessment. This plan aims to reach several communities and proposes different means to widely distribute the results of the first assessment of the implementation of the *Agreement*. In the year to come, several communication activities should thus be held to achieve this goal.

4.2 Informing the Tallymen

The adapted forestry regime vests in the tallymen a key role in the implementation of the *Agreement*. Since the signature of the *Agreement*, few formal activities or specific materials have been developed for tallymen. The survey carried out among the tallymen during the assessment revealed that several of them have little understanding of the objectives of the *Agreement* as well as of its implementation mechanisms, modalities and processes, and consequently of their specific role under the *Agreement*.

Informing the tallymen of their contribution to the implementation of the adapted forestry regime was identified in the assessment as one of the issues the parties must address.

In the follow-up activities on the issues and recommendations of the assessment, the Board works in collaboration with the parties to identify and implement suitable means of increasing the information given to tallymen and strengthening their contribution to the forest management planning process.

4.3 The CQFB Website

The Cree-Québec Forestry Board has a website that gives users access to a plethora of information directly or indirectly related to the adapted forestry regime and

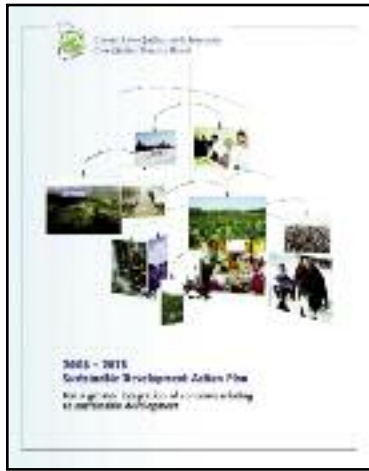
Board activities. The Secretariat of the Board updates the site on a regular basis. The site can be consulted at www.cqfb.ca.

4.4 The CQFB Annual Report

In the fall of 2009, the Board, in accordance with its obligations, submitted the Cree-Québec Forestry Board 2008-2009 Annual Report to the parties. The document was distributed among several stakeholders concerned by the application of the adapted forestry regime of the

Agreement. The CQFB's annual report was also deposited with Bibliothèque et Archives nationales du Québec and with Library and Archives Canada. It is also available on the Board's website at www.cqfb.ca/eng/0302_annual_reports.html.

THE CREE-QUÉBEC FORESTRY BOARD'S 2008-2013 SUSTAINABLE DEVELOPMENT ACTION PLAN



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

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

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

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

Gestures	Indicator	Target	Action 2009-2010
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.			
<ul style="list-style-type: none"> • Develop and offer training and awareness sessions on sustainable development for stakeholders in the adapted forestry regime. • Inform members of the Board on the Sustainable Development Act and the obligations stemming from it. • Create and maintain a Sustainable Development section on the Board's webpage and reference centre. 	<ul style="list-style-type: none"> • Number of members of the Secretariat, the Board and the Joint Working Groups (JWG) reached by the sustainable development awareness activities. • Number of sustainable development activities offered to stakeholders. 	<ul style="list-style-type: none"> • 100% of the members of the Board and of its secretariat and 50% of JWG members. • At least one specific activity per year. 	<ul style="list-style-type: none"> • All Secretariat members participated in sustainable development training and awareness-raising meetings.
Action 2 Implement activities contributing to the realization of the governmental awareness and training plan for the government administration personnel and members.			
<ul style="list-style-type: none"> • Participate in training sessions on a sustainable development approach offered by the <i>Bureau de coordination du développement durable</i>. • Organize presentations and theme sessions on a sustainable development approach. 	<ul style="list-style-type: none"> • Rate of Board members and personnel reached by the sustainable development awareness activities and rate of Board members and personnel who have adequate knowledge of the approach to take it into consideration during regular activities. 	<ul style="list-style-type: none"> • 100% of Board members and staff by 2010. 	<ul style="list-style-type: none"> • All Secretariat members participated in sustainable development training and awareness-raising meetings.

THE CREE-QUÉBEC FORESTRY BOARD'S 2008-2013 SUSTAINABLE DEVELOPMENT ACTION PLAN (CONTINUED)

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

Gestures	Indicator	Target	Action 2009-2010
Action 3 Collaborate, at the best level possible, in different research projects and encourage the parties to analyze and consider the application of new practices, if necessary.			
<ul style="list-style-type: none"> Estimate knowledge and research needs to support the evolution of the adapted forestry regime with regard to sustainable development. Participate in and support research projects that are recognized and prioritized by the Board. 	<ul style="list-style-type: none"> Number of projects in which the CQFB participates. 	<ul style="list-style-type: none"> Participate in at least three projects by 2013. 	<ul style="list-style-type: none"> The Board supports and collaborates in the development of the Cree Research and Development Institute.

Organizational Objective: Promote the application of environmental management measures and an ecoresponsible procurement policy within the Cree-Quebec Forestry Board.

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

THE CREE-QUÉBEC FORESTRY BOARD'S 2008-2013 SUSTAINABLE DEVELOPMENT ACTION PLAN (CONTINUED)

Organizational Objective: **Ensure the application and evolution of the adapted forestry regime to favour an increased integration of the sustainable development issues.**

Gestures	Indicator	Target	Action 2009-2010
Action 5 Favour increased integration of sustainable management principles in the implementation and evolution of the forestry regime on the territory of the Agreement.			
<ul style="list-style-type: none"> • Draw up a portrait of the adapted forestry regime based on the principles of sustainable development and, eventually, report to the parties. • Participate in the reform of the Québec Forest Regime, in the context of the adapted forestry regime in the territory of the <i>Agreement</i>, while taking into account sustainable development concerns. • Contribute to the instructions for the elaboration of the future forest plans to favor a greater integration of sustainable development concerns. • Develop a revision framework of forest plans taking into account sustainable development concerns. 	<ul style="list-style-type: none"> • Number of initiatives conducted by the Board. 	<ul style="list-style-type: none"> • A minimum of one specific initiative identified annually in the Board's Strategic Plan. 	<ul style="list-style-type: none"> • To be assessed in 2010-2011
Action 6 Integrate sustainable development principles in the Board's activities and in the advices given to the parties.			
<ul style="list-style-type: none"> • Develop a tool aimed at giving more consideration to the principles of sustainable development in the Board's activities and advices. • When responding to advice requests, produce analyses that take sustainable development principles into consideration. • When possible, integrate sustainable development-related considerations in the Board's advices. 	<ul style="list-style-type: none"> • Number of tools developed. • Rate of advices in which the analysis took sustainable development principles in consideration. 	<ul style="list-style-type: none"> • Design of a tool. • 80% by 2010. • 100% by 2013. 	<ul style="list-style-type: none"> • To be assessed in 2010-2011

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

Gestures	Indicator	Target	Action 2009-2010
Action 7 Maintain and reinforce, if needed, the General Forest Management Plans (GFMPs) analysis approach, according to the Agreement's underlying sustainable development vision.			
<ul style="list-style-type: none"> • Ensure monitoring and revision of the GFMPs according to the four principles adopted by the Board in February 2007. 	<ul style="list-style-type: none"> • Rate of monitoring and revision of the GFMPs. 	<ul style="list-style-type: none"> • 100% of the plans are monitored and revised. 	<ul style="list-style-type: none"> • 100 % of the modified plans were analyzed in accordance with the principles adopted by the Board.



THE CREE-QUÉBEC FORESTRY BOARD'S 2008-2013 SUSTAINABLE DEVELOPMENT ACTION PLAN (CONTINUED)

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

Gestures	Indicator	Target	Action 2009-2010
Action 8 <i>Favour shared information and knowledge concerning Cree use of the territory of the <i>Agreement</i>.</i>			
<ul style="list-style-type: none"> • Promote availability and use of forest planning tools (planning-support maps and guide) and monitor their use. 	<ul style="list-style-type: none"> • Availability of the maps and the guide. 	<ul style="list-style-type: none"> • Used for 75% of the traplines. 	<ul style="list-style-type: none"> • Planning-support maps were made available under the modifications to the 2008-2013 GFMPs.

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

Gestures	Indicator	Target	Action 2009-2010
Action 9 <i>Reinforce the monitoring and implementation objectives of the adapted forestry regime.</i>			
<ul style="list-style-type: none"> • Help disseminate the results of the monitoring of the state of the forest in the territory of the <i>Agreement</i>. • Help develop monitoring and assessment guidelines for wildlife objectives of the <i>Agreement</i>. 	<ul style="list-style-type: none"> • Availability of the reports on the state of the forest. • A monitoring guideline for wildlife habitats by 2011. 	<ul style="list-style-type: none"> • 100% of the reports available. • The monitoring guideline is available by 2011. 	<ul style="list-style-type: none"> • To be assessed at a later date



FINANCIAL STATEMENTS

April 21, 2010

AUDITORS' REPORT

To the members of
Cree-Québec Forestry Board

The accompanying summarized balance sheet and statement of operations are derived from the complete financial statements of Cree-Québec Forestry Board as at March 31, 2010 and for the year then ended on which we expressed an opinion without reservation in our report dated April 21, 2010. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above. These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the entity's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

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

CHARTERED ACCOUNTANTS

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



SUMMARIZED FINANCIAL STATEMENTS (CONTINUED)

CREE-QUÉBEC FORESTRY BOARD

SUMMARIZED STATEMENT OF OPERATIONS FOR THE YEAR ENDED MARCH 31, 2010

	2010	2009
	\$	(unaudited) \$
REVENUES		
Partners contributions -		
Québec Government	200,000	200,000
Grand Council of the Crees (Eeyou Istchee)	200,000	200,000
Interests	1,966	19,760
	401,966	419,760
EXPENSES		
Salaries	254,888	272,402
Internal management	91,841	91,283
Board meetings	13,194	16,667
Service contracts	25,450	49,784
	385,373	430,136
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	16,593	(10,376)

SUMMARIZED BALANCE SHEET AS AT MARCH 31, 2010

	2010	2009
	\$	(unaudited) \$
ASSETS		
CURRENT ASSETS		
Cash	51,866	79,739
Accounts receivable	6,350	7,539
Prepaid expenses	3,439	4,006
	61,655	91,284
INVESTMENTS	517,801	465,849
CAPITAL ASSETS	15,450	20,952
	594,906	578,085
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable	18,859	18,631
	18,859	18,631
FUND BALANCES		
Invested in capital assets	15,450	20,952
Internally restricted	145,000	145,000
Unrestricted	415,597	393,502
	576,047	559,454
	594,906	578,085

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

www.ccf-cqfb.ca

CONCLUSION

At the beginning of the year, the assessment of the implementation of the adapted forestry regime to be produced by the Board and the reform of the Québec Forest Regime that was announced guided the Board's priorities. As the year progressed, the Board's activities were adjusted to take the evolution of these important files into consideration. Members are nevertheless satisfied with the achievements and monitoring activities the Board carried out during the year.

It is with pride and satisfaction that the members of the Board ensured production of the first assessment of the implementation of the adapted forestry regime of the *Agreement* and transmitted it to the parties. Carried out in close collaboration with the stakeholders, the assessment established implementation-related findings and issues. Recommendations were presented and should help to ensure the ongoing improvement and evolution of the adapted forestry regime. In the coming year, the Board, among its priorities, will contribute to the development and implementation of appropriate follow-up activities on the issues raised in the assessment and will disseminate the results of the assessment.

The Joint Working Groups are, and remain, at the heart of the implementation of the *Agreement*. Following the many meetings carried out during the assessment, the Board again identified the need to help the members of these groups fulfil their mandate. Thus, in collaboration with the parties, the Board will continue to contribute to the initiatives aimed at meeting the JWG's' various needs.

Throughout the year, the Board remained vigilant to any changes in the directions of, and any development in, the reform of the Québec Forest Regime, especially as concerns its desired application in the Territory of the *Agreement*. Since the government only adopted the reform in the spring of 2010 and since the parties did not initiate their talks on the issue up to now, the Board's role with regard to the reform was limited this year. The desired harmonization of the new forest regime with the adapted forestry regime of the *Agreement* will no doubt be one of the priority issues in the coming year. Members are confident that, in the context of the discussions to come, the elements set out in the assessment will give the parties food both for thought and discussion.

The Board fulfilled its mandate with regard to the review of the modifications brought to the General Forest Management Plans. Favourable advices were produced bringing specific recommendations to the attention of the parties. The advices presented were appreciated.

As for the review of the Board's strategic plan, members have seen fit to carry on Board activities for the coming year in compliance with the strategic directions in force. Discussions on the evolution of the adapted forestry regime and the perspectives of a reform of the Québec Forest Regime could open the door, if the parties are so inclined, to many options for change. Members will reappraise the review of the organization's strategic directions in accordance with the evolution of these important files.



APPENDICES



APPENDIX I

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

CHAPTER I

PURPOSE AND FIELD OF APPLICATION

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

CHAPTER II

PRINCIPLES OF ETHICS AND BYLAWS OF PROFESSIONAL CONDUCT

4. The contribution of Board members to the realization of its mandate must be made in respect of the law, with honour, loyalty, rigour, caution, diligence, efficiency, assiduity and fairness.
5. The Board member is required, in the performance of his duties, to respect the principles of ethics and professional conduct set out in the present code of ethics and professional conduct. A Board member who is also governed by other standards of ethics and professional conduct is also subject to the present code of ethics and professional conduct. In the event of divergence, the most demanding principles and rules apply.
The Board member must, if in doubt, act according to the spirit of these principles and rules. He must also organize his personal affairs so that they cannot hinder the performance of his duties.
6. The Board member is required to exercise discretion concerning what he knows in or during the performance of his duties and is required to respect the confidential nature of the information received in this manner at all times.
7. The Board chairperson must show reserve in the public expression of his political opinions.
8. The Board member must avoid placing himself in a situation of conflict between his personal interest and his official duties.
He must reveal in writing to the Board chairperson any direct or indirect interest he has in an organization, enterprise or association liable to place him in a situation of conflict of interest, in addition to the rights he can present against the Board, by indicating, if applicable, their nature and their value. An indirect conflict of interest can occur in cases where a member can receive some sort of benefit in a roundabout way, such as through his children or an enterprise in which he holds shares.
The organizations, enterprises or associations referred to in the preceding paragraph do not include the organizations or associations which represent the Cree Nation (Eeyou Istchee).
In the case of the chairperson, he must reveal this information in writing to the executive director of the Board, who is in charge of gathering and conserving declarations from all the Board members.
In the case of a member named by the Cree Regional Authority, the former must also reveal this information to the Cree Regional Authority.
9. The Board member must inform the Board chairperson in writing of any contracts or research projects he is participating in and declare the subsidies obtained from any organization, enterprise or association.
In the case of the chairperson, he must give this information in writing to the Board executive director, who is in charge of gathering and conserving declarations from all the Board members.
In the case of a member named by the Cree Regional Authority, the former must also reveal this information to the Cree Regional Authority.

APPENDIX I (CONTINUED)

10. The Board member must abstain from participating in any deliberation or decision involving any organization, enterprise or association in which he has an interest as set out in Articles 8 and 9. Furthermore, he must withdraw from the meeting during the length of the deliberations and vote on this question.
11. The Board chairperson ensures that the minutes of Board meetings mention any abstention of one of its members from the decisions concerning any organization, enterprise or association in which he has an interest, for the purpose of transparency.
12. The Board member must not mistake Board property for his own and cannot use it to the advantage of himself or a third party.
13. The Board member cannot use any information obtained in or during the performance of his duties to the advantage of himself or a third party.
14. The duties set out in Articles 5, 6 and 13 do not have the effect of preventing a Cree Regional Authority representative to consult nor report to the Cree Regional Authority, nor does it prevent to consult nor report to the members of the Cree Nation (Eeyou Istchee) or the organizations or associations which represent it, unless the information is confidential under the law and that such confidentiality is in accordance with the James Bay and Northern Québec Agreement or the Agreement concerning a New Relationship between the Crees of Québec and the Government of Québec.
15. A Board member is allowed to accept and keep a gift, or accept a token of hospitality or other benefit as long as the present is of modest use and value and is offered during an event attended by the receiving member.

Any other gift, token of hospitality or benefit received must be returned to the donor or government.
16. The Board member cannot, either directly or indirectly, grant, solicit or accept an undue favour or benefit for himself or a third party.
17. The Board member must not allow himself to be influenced in his decision-making by outside considerations such as the possibility of an appointment or job openings and offers.
18. The Board member who has ceased to hold office must behave in a manner in which he does not gain any undue benefits from his previous Board duties.
19. The Board member who has ceased to hold office must not disclose confidential information he has received nor give anyone advice based on information unavailable to the public concerning the Board or another organization or enterprise with which it had important and direct relations during the year preceding the end of his mandate.

The Board member who has ceased to hold office but remains with the appointing party, in the context of his dealings with this party or associations which represent it, will have the right to inform it, in order to ensure a good governance.
20. The Board chairperson must ensure the respect of the principles of ethics and rules of professional conduct by the Board members.

CHAPTER III

POLITICAL ACTIVITIES

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



APPENDIX I (CONTINUED)

CHAPTER IV

REMUNERATION

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

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

CHAPTER V

CERTIFICATION

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

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

CHAPTER VI

EFFECTIVE DATE

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



CERTIFICATION

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

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

I the undersigned,

Member of the Board:

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

Signed at, _____

the _____ day of _____ 20__.

APPENDIX II

MEMBERS OF THE JOINT WORKING GROUPS

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

The JWGs are mandated to

- Integrate and implement the specific rules agreed upon in respect of the adapted forestry regime;
- When required, 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.



At March 31, 2010, the members of the Joint Working Groups were

Communities	Representatives-MRNF	Representatives-Crees
Waskaganish	Eric Labelle <i>Local Coordinator</i>	Clarence Happyjack <i>Local Coordinator</i>
Waswanipi	Eric Labelle <i>Local Coordinator</i> Jacynthe Barrette Valérie Guindon	Allan Saganash Jr. <i>Local Coordinator</i> Henry-George Gull Judy Trapper
Oujé-Bougoumou	Chantal Dubuc <i>Local Coordinator</i> Valérie Guindon	Tommy Rabbitskin <i>Local Coordinator</i> Arthur Bosum Philip Wapachee
Mistissini	Chantal Dubuc <i>Local Coordinator</i> Valérie Guindon	Blazo Voyageur <i>Local Coordinator</i> Russell Turner
Nemaska	Éric Labelle <i>Local Coordinator</i>	Matthew Tanoush <i>Local Coordinator</i>
Forestry Coordinators	Simon St-Georges	Isaac Voyageur

Cree-Québec Forestry Board

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

Waswanipi, Québec J0Y 3C0

Telephone : 418-528-0002

Fax : 418-528-0005

www.ccqf-cqfb.ca

Printed on Rolland Enviro100, which contains 100% recycled post-consumer fibre, is EcoLogo, Processed Chlorine Free and Recycled certified and manufactured using biogas energy.

