



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



**2008-2015**

## **Sustainable Development Action Plan**

For a greater integration of concerns relating  
to sustainable development

**UPDATE TO THE 2008-2013  
SUSTAINABLE DEVELOPMENT  
ACTION PLAN**

---

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

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

---



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



## **2008 - 2013** **Sustainable Development Action Plan**

For a greater integration of concerns relating  
to sustainable development

*ISSN 1712-3100*

*Legal deposit – Bibliothèque et Archives nationales du Québec, 2009*

*Legal deposit – Library and Archives Canada, 2009*

*Photos: CQFB, J. Robert, H. Jacqmain, C. Lussier, Chantiers Chibougamau*  
*Graphic Design: Indiana Marketing*

**TABLE OF CONTENT**

Chairman's message ..... 3

For a greater integration of concerns  
relating to sustainable development ..... 4

Governmental direction 1 –  
Inform, make aware, educate, innovate. .... 6

Governmental direction 3 –  
Produce and consume responsibly ..... 9

Governmental direction 6 –  
Practice integrated, sustainable land  
use and development ..... 10

Governmental direction 7 –  
Preserve and share the collective heritage .... 12

Appendix ..... 13





## **CHAIRMAN'S MESSAGE**

The Cree-Québec Forestry Board is an organization whose very calling is closely linked to sustainable forestry development on the territory governed by the *Agreement concerning a new relationship between le Gouvernement du Québec and the Crees of Québec (Paix des braves)*. This Agreement defines an adapted forestry regime involving the protection of forest ecosystems to ensure their sustainability, better reflect the Cree traditional way of life and ensure the economic viability of forest use.

The Board, whose primary role is to advise the Agreement's signatories on the implementation of the regime's provisions, is adopting its first sustainable development action plan in order to contribute actively to the government's 2008-2013 Sustainable Development Strategy. This action plan seeks to implement analysis and decision-making methods ensuring that sustainable development principles are taken into account in all operations under the Board's responsibility. Board members and staff pledge to incorporate rules and means allowing this goal to be met into their everyday practices and activities.

Targeting greater integration of sustainable development imperatives, in this action plan, the Cree-Québec Forestry Board defines its modest contribution to this vast societal project in which tomorrow's forest constitutes a viable resource and a significant asset for future generations.

Jean-Pierre Gauthier



Chairman of the Board

## **FOR A GREATER INTEGRATION OF CONCERNS RELATING TO SUSTAINABLE DEVELOPMENT**

### ***The Cree-Québec Forestry Board and sustainable development***

In February 2002, the Québec government and the Grand Council of the Cree (Eeyou Istchee) signed a historical nation-to-nation agreement known as the "Paix des Braves". This *Agreement concerning a new relationship between le Gouvernement du Québec and the Crees of Québec (ANRQC)* aims at strengthening political, economic and social relations between Québec and the Crees of Québec. It is based on the mutual will to carry on the development of Northern Québec, while respecting the way of life of the Crees and give them, through empowerment, greater control over their own development.

The Agreement includes a whole chapter on forestry whose provisions aim at implementing an adapted forestry regime. This regime sets out specific rules and procedures, applicable in the territory of the Agreement, that provide for better consideration of the traditional way of life of the Cree and greater integration of sustainable development (SD) concerns, as well as Cree participation in the planning and management of the various forest management activities.

Created in September 2003 in the framework of the ANRQC, the Cree-Québec Forestry Board (CQFB) aims at ensuring close consultation with the Crees at the various planning and management stages of the forest activities required to implement the adapted forestry regime. The Board has, among others, the responsibility of analyzing, overseeing, and evaluating the implementation of the provisions of the Agreement regarding forestry and recommend to the parties, if need be, adjustments or modifications to the forestry provisions of the Agreement. It must also inform the Minister of Ressources naturelles et de la Faune (Natural Resources and Wildlife) of its forestry related comments, concerns or proposals regarding the territory of the Agreement.

In January 2007, the Québec government adopted a *Sustainable Development Act*. The main object of this Act is "to establish a new management framework within the Administration to ensure that powers and responsibilities are exercised in the pursuit of sustainable development" (R.S.Q., Chapter D-8.1.1). All

ministères, organizations and enterprises that are subject to the *Public Administration Act* (R.S.Q., Chapter A-6.01) of the Québec government are subject to the *Sustainable Development Act*.

The Cree-Québec Forestry Board is an organization made up of 5 members designated by the Cree Regional Authority, 5 members designated by the Québec government and a Chairman of the Board appointed by the Québec government after consultation with the Cree Regional Authority. A Secretariat supports the Board in the fulfillment of its mandate.

Since the majority of its members are appointed by the government and since at least half of its expenses fall directly on the Consolidated Revenue Fund, the Cree-Québec Forestry Board is subject to Québec's *Public Administration Act* (R.S.Q., Chapter A-6.01) and is thus subject to the new *Sustainable Development Act*. The Board must therefore comply with the obligations set out in the latter.

In view of this new Act, the Board, in the framework of its various actions, has to take all sixteen sustainable development principles set out in the Act into consideration and develop a Sustainable Development Action Plan that specifies how it will contribute to the objectives defined in the Government's 2008-2013 Sustainable Development Strategy.

### ***A first Sustainable Development Action Plan***

The Board's mandate already comes within the framework of an Agreement whose application must allow for greater integration of sustainable development concerns. As soon as it was set up, the Board developed a strategic plan setting out its vision where "in the long term, forestry activity in the territory covered by Chapter 3 of the Agreement will continue to be developed in a sustainable manner to ensure respect of the Cree traditional way of life and to continue to assure them of substantial participation in the different procedures regarding planning of multiple uses of the forest and different forest management activities". Provisions of the Agreement also allow the Cree to participate in the economic development related to forest exploitation.

The obligation the Board has to develop a sustainable development plan gives it a unique opportunity to take a fresh look at its mandate and actions, in



consideration of the sixteen principles of the Sustainable Development Act. The Cree-Québec Forestry Board, in compliance with its mandate and mission, is thus proud to present its first Sustainable Development Action Plan for 2008-2013. This plan presents nine actions that will be set forth over the next five years. By implementing this plan, the Board will contribute to meet the three issues of the government's 2008-2013 Sustainable Development Strategy, which are to develop knowledge, promote responsible action and foster commitment.

The Strategy defines nine strategic directions, of which three are identified as priorities, and 29 objectives. Through its action plan, the Board endorses the government's approach and defines the organizational objectives and actions of its action plan for the next few years in consideration of the government's three priority directions, which are "Inform, make aware, educate, innovate", "Produce and consume responsibly", "Practice integrated, sustainable land use and development". Moreover, in view of its mandate within the framework of the adapted forestry regime in the territory of the Agreement, two collateral goals and actions are defined under the direction entitled "Preserve and share the collective heritage".

An appendix to the Action Plan explains why the other directions and objectives of the government's Strategy were not included in the framework of the Cree-Québec Forestry Board's first Sustainable Development Action Plan.

The adapted forestry regime is part of an Agreement that already focuses on environmental, social and economic aspects. The parties who signed the Agreement agreed that the forestry regime applicable in the Territory will evolve by taking a certain number of objectives into consideration, among which the one which promotes increased integration of sustainable development concerns. Through its actions, the Board has committed to contribute to the sustainable development approach aiming at developing the regime so that it meets the needs of present generations without jeopardizing future generations' ability to meet theirs. Each year, the Board will report on the implementation of its Sustainable Development Action Plan by devoting a section of its annual report to its achievements.





**GOVERNMENTAL DIRECTION 1:  
INFORM, MAKE AWARE,  
EDUCATE, INNOVATE**

Governmental objective 1: Make people increasingly aware of the sustainable development concept and principles; promote knowledge and experience sharing in this area and assimilate the knowledge and know-how facilitating its implementation.

One of the basic principles of the adapted forestry regime is to make sure that the Québec forest regime currently in use on the territory of the Agreement is implemented in a way which allows “a greater integration of sustainable development concerns”. A just understanding, by the members of the Board, as well as by the stakeholders concerned with the adapted forestry regime, of the concept, the principles and the stakes connected to sustainable development constitutes a key element of the application of the regime and its evolution. Too often, the concept of sustainable development is associated only to the environmental aspect. A better understanding of the requirements and the environmental, social and economic stakes associated with sustainable development is required so that each feels concerned by this challenge and intervenes in a responsible and sustainable way.

The Board evolves in a context where two nations agreed to pursue the sustainable development of a territory. It is thus essential that its orientations and actions are part of a coherent approach, where the consideration of the principles of sustainable development allows to improve its actions and to enrich its decisions and recommendations.

This first objective aiming at information, awareness, education and innovation is thus of first importance for the Board which, by its mission and its mandate, has the possibility of playing a significant role in the consideration of sustainable development principles, in decision-making, in the context of the adapted forestry regime. The Board thus intends to integrate sustainable development principles more into its actions and recommendations. It also wishes to favor a better understanding and a better taking into account of the concept with the main stakeholders concerned with the adapted forestry regime. Members of the Board as well as the various stakeholders must be up to date regarding the ins and outs of a sustainable development approach so they can participate with their reflections, decisions and actions.



**Organisational 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:
<p><b>Action 1:</b> 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>	<ul style="list-style-type: none"> <li>• Elaborate and offer training and awareness sessions towards sustainable development for the stakeholders concerned with the adapted forestry regime.</li> <li>• Inform members of the Board on the Sustainable Development Act and the obligations stemming from it.</li> <li>• Create and maintain a "sustainable development" section on the Board's webpage and reference centre.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of members of the Secretariat, the Board and the Joint Working Groups (JWG) reached by the sustainable development awareness activities.</li> <li>• Number of sustainable development activities offered to stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• 100 % of the members of the Board and of its secretariat and 50 % of JWG members.</li> <li>• At least one specific activity per year.</li> </ul>
<p><b>Action 2:</b> Implement activities contributing to the realisation of the Governmental awareness and training plan for the governmental administration personnel and members.</p>	<ul style="list-style-type: none"> <li>• Participate in training sessions on a sustainable development approach offered by the Bureau de coordination du développement durable.</li> <li>• Organize presentations and themed sessions on a sustainable development approach.</li> </ul>	<p>Indicator:</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>	<p>Target:</p> <ul style="list-style-type: none"> <li>• 100 % of Board members and personnel by 2010.</li> </ul>



Governmental objective 3: Support research and new practices and technologies contributing to sustainable development and maximizing its spin-offs in Québec.

The objective of sustainable development requires widened knowledge, as much in the social, or environmental, as in the economic point of view. To favor a greater integration of sustainable development principles in its actions and contribute to the evolution of the adapted forestry regime, as far as its means and capacities and in respect for its mandate, the Board recognizes the importance of supporting research. Thus, the Board gives itself an organizational objective and defines a specific action.

**Organisational objectives: Support research and new practices and technologies contributing to reaching the objectives of the adapted forestry regime of the Agreement.**

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





**GOVERNMENTAL DIRECTION 3 –  
 PRODUCE AND CONSUME  
 RESPONSIBLY**

Governmental objective 6: Apply environmental management measures and an ecoresponsible procurement policy within government departments and agencies.

The Cree-Québec Forestry Board is a small-scale organization. Impacts of the production and consumption of goods and services stemming from its activities are also rather small-scale. Nevertheless, the Board already favors actions and practices based on environmental management and ecoresponsible procurement and it commits to continue producing and consuming in a responsible way.



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

	Gestures:	Indicators:	Targets:
<p><b>Action 4:</b> Implement practices and activities contributing to the provisions of the Policy for an Ecoresponsible Government.</p>	<ul style="list-style-type: none"> <li>• Develop and implement an environmental management framework for the operations of the Board.</li> <li>• Organize ecoresponsible events, for example activities/meetings aiming at “zero waste”.</li> <li>• Choose to travel in fuel-efficient vehicles.</li> <li>• Reduce waste production by taking the three Rs into consideration.</li> <li>• Choose green products when possible.</li> <li>• Choose to hold teleconferences/videoconferences when possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of a policy on environmental management measures and ecoresponsible procurement practices.</li> <li>• Progress of the implementation of an environmental management framework.</li> <li>• Percentage of ecoresponsible events with relation to all organized events.</li> <li>• Percentage of ecoresponsible activities and procurement practices.</li> </ul>	<ul style="list-style-type: none"> <li>• One document presenting the 2009-2010 policy.</li> <li>• Implementation of an environmental management framework by 2010.</li> <li>• 80 % of zero waste events annually.</li> <li>• 80 % of ecoresponsible activities and procurement practices by 2010.</li> </ul>





**GOVERNMENTAL DIRECTION 6 –  
 PRACTICE INTEGRATED, SUSTAINABLE  
 LAND USE AND DEVELOPMENT**

Governmental objective 18: Integrate the imperatives of sustainable development in regional and local strategies and design and development plans.

The Cree-Québec Forestry Board’s mission itself fosters appropriation of this direction, which is considered as one of the pillars of this Sustainable Development Action Plan. The current relation between resource management of the territory of the Agreement and the Cree way of life and traditional knowledge is already based on sustainable and integrated forest management concepts. That is why improvement of the various existing components leads to strengthening this will for sustainable development in the territory of the Agreement.

**Organisational objective: Ensure the application and evolution of the adapted forestry regime to favor an increased integration of the sustainable development issues.**

	Gestures:	Indicator:	Target:
<p><b>Action 5:</b> Favor increased integration of sustainable management principles in the implementation and evolution of the forestry regime on the territory of the Agreement.</p>	<ul style="list-style-type: none"> <li>• Draw up a portrait of the adapted forestry regime based on the principles of sustainable development and, eventually, report to the parties.</li> <li>• Participate in the reform of the Québec Forest Regime, in the context of the adapted forestry regime on the territory of the Agreement, while taking into account sustainable development concerns.</li> <li>• Contribute to the instructions for the elaboration of the future forest plans so as to favor a greater integration of sustainable development concerns.</li> <li>• Develop a revision framework of forest plans taking into account sustainable development concerns.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of initiatives conducted by the Board.</li> </ul>	<ul style="list-style-type: none"> <li>• A minimum of one specific initiative identified annually in the Board’s Strategic Plan.</li> </ul>



**Sustainable Development Action Plan**  
**2008-2013**

	Gestures:	Indicators:	Targets:
<p><b>Action 6:</b> Integrate sustainable development principles considerations in the Board's activities and in the advices given to the parties.</p>	<ul style="list-style-type: none"> <li>• Develop a tool aimed at taking more into consideration the principles of sustainable development in the Board's activities and advices.</li> <li>• When responding to advice requests, produce analyses that take in consideration sustainable development principles.</li> <li>• When possible, integrate considerations related to sustainable development in the Board's advices.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of tools developed.</li> <li>• Rate of advices in which the analysis took sustainable development principles in consideration.</li> </ul>	<ul style="list-style-type: none"> <li>• Design of a tool.</li> <li>• 80% by 2010.</li> <li>• 100% by 2013.</li> </ul>



Governmental objective 19: Strengthen the viability and resilience of urban, rural or territorial communities and native communities.

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

	Gesture:	Indicator:	Target:
<p><b>Action 7:</b> Maintain and reinforce, if needed, the General forest management plans (GFMPs) analysis approach, according to the Agreement's underlying sustainable development vision.</p>	<ul style="list-style-type: none"> <li>• Ensure monitoring and revision of the GFMPs according to the 4 principles adopted by the Board in February 2007.</li> </ul>	<ul style="list-style-type: none"> <li>• Rate of monitoring and revision of the GFMPs.</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of the plans are monitored and revised.</li> </ul>

## **GOVERNMENTAL DIRECTION 7 – PRESERVE AND SHARE THE COLLECTIVE HERITAGE**

Governmental objective 21: Strengthen conservation and development of the cultural and scientific heritage.

One of the objectives pursued by the adapted forestry regime is to ensure that the Quebec forest regime is applied to the Territory in a way that allows “adaptations

for a better consideration of the traditional way of life of the Cree”. The Agreement allows a large place to the Cree participation in the various processes of economic planning and administration of forest management activities. It foresees, among others, provisions by which the Cree can share their knowledge and make their concerns known so that they are taken into account during the planning of forest activities. The availability and the adequate and optimal use of this information present a constant challenge and appears as one of the keys to the significant participation of the tallymen in the application of the Agreement.

### **Organisational objective: Strengthen conservation and development of the cultural heritage and local traditional knowledge on the territory of the Agreement.**

	Gesture:	Indicator:	Target:
<b>Action 8:</b> Favor shared information and knowledge relating to the Cree use of the territory of the Agreement.	<ul style="list-style-type: none"> <li>Favor availability and use of forest planning tools (planning support maps and guide) and monitor their use.</li> </ul>	<ul style="list-style-type: none"> <li>Availability of the maps and the guide.</li> </ul>	<ul style="list-style-type: none"> <li>Used for 75 % of the traplines.</li> </ul>



Governmental objective 22: Ensure the protection and development of the natural heritage and resources in keeping with the support capacity of ecosystems.

### **Organisational objective: Ensure the protection and development of the natural heritage and resources in keeping with the support capacity of ecosystems on the territory of the Agreement.**

	Gestures:	Indicators:	Targets:
<b>Action 9:</b> Reinforce the monitoring and implementation objectives of the adapted forestry regime.	<ul style="list-style-type: none"> <li>Contribute to disseminate the results of the monitoring of the state of the forest on the territory of the Agreement.</li> <li>Contribute to the development of a monitoring and assessment framework of the wildlife objectives of the Agreement.</li> </ul>	<ul style="list-style-type: none"> <li>Availability of the reports on the state of the forest.</li> <li>A monitoring framework of wildlife habitats by 2011.</li> </ul>	<ul style="list-style-type: none"> <li>100 % of the available reports.</li> <li>The monitoring framework is available by 2011.</li> </ul>



**APPENDIX**

**Explanation note pertaining to the directions and objectives that will not be taken into account in the Cree-Québec Forestry Board's 2008-2013 Sustainable Development Action Plan.**

The Cree-Québec Forestry Board's activities occur within a specific framework, which is the implementation of the adapted forestry regime as set out in the Agreement. Indeed, the first article of Chapter 3 of the Agreement stipulates that:

"The Québec forestry regime will apply in the Territory in a manner that allows: a) adaptations to better take into account the Cree traditional way of life; b) greater integration of concerns relating to sustainable development; c) participation, in the form of consultation, by the Cree in the various forest activities operations planning and management processes."

Within this framework, a good number of the objectives stemming from the government's 2008-2013 Sustainable Development Strategy are already taken into account, either under provisions of Chapter 3 of the Agreement or by being included in the Board's mission or vision as set out in its 2008-2013 Strategic Plan.

During the development of the current action plan, all governmental directions were considered but all were not chosen to be included in the framework of this exercise. Since this document constitutes a first Sustainable Development Action Plan, some of its directions and objectives were considered priority. Within the framework of its approach towards greater integration of the principles of sustainable development into the implementation and evolution of the forest regime, some of the governmental directions that the Board did not choose to include in the current plan could be addressed later on, as the Board's priorities evolve. Let us note that several of the aspects of the adapted forestry regime present issues that can be closely or remotely related to the objectives of the government's 2008-2013 Sustainable Development Strategy.





The government objectives the CQFB did not choose to include in its current Action Plan but that could present particular issues with regard to the implementation of the adapted forestry regime in the territory of the Agreement are:

*Direction 3 –*

*Produce and consume responsibly.*

Objective 7: Promote reduction in the amount of energy, natural resources and materials used to produce and market goods and services.

Objective 10: Provide the reference points required to make enlightened, responsible consumer choices and, if applicable, promote goods and services certification.

*Direction 5 –*

*Address demographic change.*

Objective 13: Improve the demographic profile of Québec and its regions.

*Direction 7 –*

*Preserve and share the collective heritage.*

Objective 23: Step up cooperation among national and international partners on integrated sustainable development projects.

*Direction 8 –*

*Promote social involvement.*

Objective 24: Increase citizens' involvement in their community.

Objective 25: Increase consideration for the concerns of citizens in decisions.

*Direction 9 –*

*Prevent and reduce social and economic inequality.*

Objective 26: Prevent and fight poverty and social exclusion.

Objective 27: Increase schooling, number of graduates and the population's qualification.

Objective 28: Increase participation in ongoing training activities and manpower qualification.

Objective 29: Support initiatives of the social economy sector aimed at the sustainable integration of people outside the job market.

The following directives and objectives will not be taken into account in the current action plan since they have little or no relevance where the Board's responsibilities are concerned:

*Direction 1 –*

*Inform, make aware, educate, innovate.*

Objective 2: Create and periodically update Québec's sustainable development profile.

*Direction 3 –*

*Produce and consume responsibly.*

Objective 9: Apply more ecoconditionality and social accountability in public assistance programs and encourage their implementation in financial institutions' programs.

*Direction 4 –*

*Increase economic efficiency.*

Objective 11: Increasingly reveal the externalities associated with goods and services production and consumption.

Objective 12: Promote recourse to economic, fiscal and non-fiscal incentives so that goods and services production and consumption reflect sustainable development imperatives.

*Direction 6 –*

*Practice integrated, sustainable land use and development.*

Objective 20: Ensure fair and efficient access to basic services according to regional and local realities.



The following directions and objectives will not be specifically taken into account by the CQFB except if they comprise requirements prescribed by acts and regulations or if they are related to good practices within the organization:

*Direction 2 –  
Reduce and manage risks to improve health, safety  
and the environment.*

Objective 4: Continue developing and promoting a culture of prevention and define conditions that are beneficial for health, safety and the environment.

Objective 5: Better prepare communities to face events that could harm their health and safety and to attenuate the consequences.

*Direction 3 –  
Produce and consume responsibly.*

Objective 8: Increase the share of renewable energies with less environmental impact (biofuels, biogas, biomass, solar energy, wind energy, geothermics, hydro-electricity, etc.) in Québec's energy consumption.

*Direction 5 –  
Address demographic changes.*

Objective 14: Focus on family life and facilitate conciliation of work, school and personal life.

Objective 15: Increase standard of living.

Objective 16: Increase productivity and quality of jobs using measures that are ecologically and socially responsible.

Objective 17: Keep public finances healthy for the generations to come.





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

**Cree-Québec Forestry Board**  
2875 boulevard Laurier, Édifice Le Delta  
11<sup>th</sup> Floor, Suite 1180  
Québec city, Québec, G1V 2M2

**Waswanipi, Québec JOY 3C0**

**Telephone: 418-528-0002**

---

**[www.ccqf-cqfb.ca](http://www.ccqf-cqfb.ca)**

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

