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Mr. Laurent Lessard, Minister Ministère des Forêts, de la Faune et des Parcs Mr. Matthew Coon Come, Grand Chief Grand Council of the Crees (Eeyou Istchee)



Dear Minister Lessard and Grand Chief Coon Come,

I am pleased to present the Cree-Québec Forestry Board's 2014-2015 annual report. Over the year, the Board held five meetings,

in Montréal, Val-d'Or, Wendake, Mistissini and Nemaska. Next year, it is expected to meet in the other Cree communities concerned by forestry (Oujé-Bougoumou, Waswanipi and Waskaganish) to enable its members to become familiar with the Paix des Braves territory and its inhabitants.

Although I was Board Chairman only the last six months of the year, reading the documents prepared prior to my arrival gave me a good idea of the Board's projects and achievements before I took up my duties. For example, I noticed that the agreement to harmonize the Québec Forest Regime, which came into effect on April 1, 2013, and the Paix des Braves' Adapted Forestry Regime, adopted in February 2002, had not yet been signed. However, an interim agreement had been reached to ensure the Crees' participation and permit forestry activity to continue in the territory. I applaud the fact that it seems that extraordinary efforts will be made in the coming year to ensure that a deadline is defined for signing the Adapted Forestry Regime harmonization agreement.

In 2014-2015, the Board adapted its operating modes in order to effectively meet the requirements of its mandate and carry out its responsibilities. Among other things, the structure of Board meetings was modified to allow the members to form teams in charge of specific files. The new structure has also made it possible to see the Joint Working Groups, their coordinators and the parties' technical advisors at work, to meet the representatives of the forest companies operating in the communities (Chantiers Chibougamau, Corporation forestière Eenatuk, Eacom) and to hear Québec government representatives explain the specifics of certain complex files.

The Board also implemented a framework for monitoring the territory's Adapted Forestry Regime. Since changes were made to the Board due to the arrival of a new Chairman in fall 2014, the work plan's application was delayed. However, it will be renewed in 2015-2016. I am confident that this new tool will enable the Board to get information on achievement of the Adapted Forestry Regime's objectives, to detect potential problems and/or improvements and to define possible solutions.

In future, to echo Richard Savard and Abel Bosum in their speeches to the Board members as they met in Wendake in November 2014, hopefully, the Board will continue to actively deal with the files and issues linked to the Adapted Forestry Regime and be able to help identify solutions to the problems preventing Agreement goals from being reached.

Sincerely,

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Gilbert G. Paillé Board Chairman

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Chairman's Statement

To the best of my knowledge, the 2014-2015 annual report:

- accurately describes the Cree-Québec Forestry Board's mission, sectors of activity, strategic directions, and priorities;
- presents accurate, reliable data covering all of the Cree-Québec Forestry Board's activities and indicates the degree to which the target objectives were achieved.

Throughout the 2014-2015 fiscal year, in accordance with its mandate, Management maintained internal accounting and management information control systems to facilitate sound management of its operations and ensure full accountability with respect to the commitments resulting from its strategic directions and objectives for 2014-2015.

I declare myself satisfied with the practices and methods used to produce the information in this annual management report.

Gilbert G. Paillé

Vaisei

Board Chairman



The Agreement and Chapter 3 on Forestry

Chapter **1**

THE ADAPTED FORESTRY REGIME'S OBJECTIVES AND ITS MAIN ADAPTATIONS

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

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

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

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

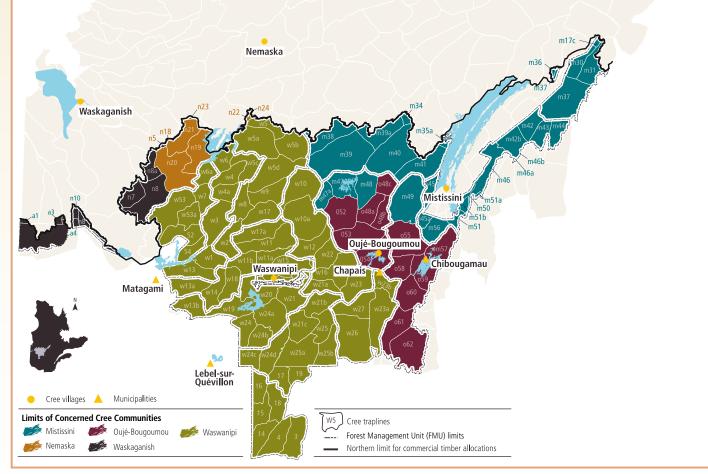
In terms of economic development, certain provisions of the *Agreement* confirm that timber volumes will be available to the Crees and promote their access to prospective forest management activity-related jobs, contracts and partnerships.

To ensure implementation of the Agreement's chapter on forestry, two mechanisms were created: the Joint Working Groups (JWGs) and the Cree-Québec Forestry Board (CQFB). As set out in Chapter 3 and Schedule C of the Agreement, the JWGs and CQFB have specific, separate duties but must work closely together to implement various provisions of the Adapted Forestry Regime, promote, where relevant, development of new operating approaches among stakeholders and, in the event of conflict, mediate and manage conflicts that may arise. While the core activities of both the JWGs and the CQFB are to contribute to the development of forest management plans, conduct consultations and perform monitoring, these two implementation mechanisms work on different, but complementary, levels.

TERRITORY COVERED

The territory covered by the *Agreement*'s forestry regime is included in the territory governed by the *James Bay and Northern Québec Agreement*. Bordered by Québec's northern limit for commercial timber allocations to the north, the Adapted Forestry Regime includes the five Cree communities of Mistissini, Nemaska, Oujé-Bougoumou, Waskaganish and Waswanipi. The territory defined in Schedule C of the *Agreement* spans a total of 66,036 km². Its productive forests account for almost 10% of Québec's allowable cut.

TERRITORY COVERED BY CHAPTER 3 (FORESTRY) OF THE AGREEMENT



Statistics pertaining to the territory covered by Chapter 3 of the Agreement

Total area: 66 036 km² Productive forest area: 34 579 km² Number of management units: 15 Number of Cree traplines affected: 121

Population				
Cree Communities		Non-Native Communi	ties	
Mistissini	3 427	Chapais	1 610	
Nemaska*	712	Chibougamau	7 541	
Oujé-Bougoumou	725	Lebel-sur-Quévillon*	2 159	
Waskaganish*	2 206	Matagami*	1 526	
Waswanipi	1777	Eeyou Istchee James Bay Regional Government*	1 303	

Forest Resource				
	Chapter 3	Québec	Proportion	
Allowable cut* in cubic meters (m³)	2 693 800	28 766 300	9.4%	
* Chief Forester's data (2013-2014)				

Statistics Canada, Census of Canada, 2011

* Outside Chapter 3 territory

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The Cree-Québec Forestry Board

MISSION

Chapter

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

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THE BOARD'S MANDATE

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

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

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

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THE BOARD'S STRATEGIC DIRECTIONS

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

Strategic Direction

The Board adapts its modes of operations in order to effectively carry out its mandate and responsibilities under the harmonization agreement to be signed by the parties.

Strategic Direction

2 The Board rigorously and objectively evaluates the implementation of the *Agreement*'s forestry section in a context of ongoing improvement.

Strategic Direction

The Board promotes optimal cooperation between its members, and the JWG coordinators and members to maximize their synergy for efficient functioning of the *Agreement*.

Strategic Direction

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

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THE BOARD'S COMPOSITION AND ADMINISTRATIVE ORGANIZATION

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

The Board's composition benefits from the wide range of interests and skills of its members. In 2014-2015, the representatives designated by the Québec government included two officers from the Ministère des Forêts, de la Faune et des Parcs, one from the Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques (MDDELCC) and two other members representing the regional sector and the forest industry respectively. Since December 2014, when the MDDELCC representative left the Board, a seat remains to be filled by the Québec government. For the Cree party, four Cree members from communities on *Agreement* territory and one non-Native representative, all appointed by the Grand Council of the Crees, complete the Board's ranks.

The following list shows the members that sat on the Cree-Québec Forestry Board during the operating year (April 1, 2014 to March 31, 2015).

CHAIRMEN Albin Tremblay (2010-05-26 to 2014-08-30) Gilbert G. Paillé (2014-09-17 to ->) **QUÉBEC MEMBERS CREE MEMBERS** Patrick Beauchesne (2014-11-19 to 2014-12-04) Steven Blacksmith (2010-12-15 to ->>) Director of ecology and conservation Cree Nation Government Ministère du Développement durable, Grand Council of the Crees (Eeyou Istchee) de l'Environnement et de la Lutte contre les changements climatiques Guy Hétu (2005-11-09 to →) Bert Moar (2011-07-26 to ->>) Director General, Nord-du-Québec Region Cree Nation Government Ministère des Ressources naturelles Grand Council of the Crees (Eeyou Istchee) Hugo Jacqmain (2014-11-19 to ->>) **Geoff Quaile** (2009-06-04 to ->>) replacing Mario Gibeault Cree Nation Government Grand Council of the Crees (Eeyou Istchee) Director, Relations with First Nations Ministère des Forêts, de la Faune et des Parcs Nadia Saganash (2012-04-16 to ->>) Geneviève Labrecque (2014-11-19 to ->>) Cree Nation Government replacing Jacques Robitaille Grand Council of the Crees (Eeyou Istchee) Forestry Manager, Tembec Isaac Voyageur (Vice-Chairman) (2007-01-24 to ->) Jacques Robert (2014-11-19 to ->>) Cree Nation Government replacing Réjean Gagnon Grand Council of the Crees (Eeyou Istchee) Retired



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Administratively speaking, each party to the *Agreement* covers the cost of its designated members' participation on the Board and half of the organization's operating budget. The Chairman's wages are paid by the Québec government.

The Agreement defines the Board's main operating terms and conditions, stipulates very specific duties concerning the Adapted Forestry Regime's implementation and requires production of an annual report that must be submitted to the parties.

In carrying out their mandates, the members of the Cree-Québec Forestry Board and its Chairman can count on the support of a Secretariat, headed by the Executive Director, who oversees the organization's human, financial, material and informational resources. The Secretariat is in charge of preparing Board meetings, producing minutes, and following up on decisions and measures that have been formally approved by Board members. With the support of consultants and other collaborators, depending on the nature of the file involved, the Secretariat develops and analyzes the problems and issues submitted for the Board's consideration and drafts the CQFB's official documents (letters of advice, comments, reports), including the annual report for Board members' review and approval. The Secretariat is also responsible for document management and archiving. In addition, it supports the Board members' communications activities and provides outreach and liaison with various bodies and organizations.

As at March 31, 2015, three employees made up the Secretariat team: Marie Gosselin, Executive Director, Martin Pelletier, Analyst/Advisor, and Sylvie Dolbec, Administrative Assistant.





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Review of Board Activities

THE BOARD'S CONTEXT IN 2014–2015

The 2014-2015 operating year, the 12th since the Board's creation, was marked by a transitional context that had arisen following the far-reaching changes that occurred in the preceding two operating years. The Sustainable Forest Development Act (SFDA), which came into effect on April 1, 2013, brought about the implementation of a new Québec Forest Regime (QFR) and its harmonization with the Adapted Forestry Regime (AFR) of the Agreement Concerning a New Relationship Between the Gouvernement du Québec and the Crees of Québec (Paix des Braves). In order to implement the new QFR and harmonize it with the AFR mechanisms on Agreement territory, discussions and negotiations took place between the parties to the Agreement. They agreed on the main harmonizations to be made to the AFR although the agreement regarding its harmonization was not signed.

Adaptation and flexibility were central to all of the Board's analysis and reflection processes and actions, in particular in the follow-up to the parties' discussions. Once the parties' expectations and Board directions had been clarified, the members guided the Board's actions based on four new strategic directions (presented on page 13) and action priorities. These directions were established by revising the strategic directions adopted in 2011. Early in the operating year, the Board decided it was relevant to adopt them without waiting for the forest regime harmonization agreement to be signed.

A new Board Chairman was appointed in September 2014 and several new members were appointed during the fall. The parties' authorities met with the Board to specify their expectations regarding the Board's organization. New mechanisms were agreed on and implemented for holding Board meetings.

So that forestry activity could be pursued, the Board continued, as in the previous operating year, to play a constructive role in order to have the parties adopt interim mechanisms for 2014-2015 forest planning.

The Board's activities for the year, and their results, are reported according to the four new strategic directions. The Board held five meetings between April 23, 2014 and March 12, 2015 (Montréal, Val-d'Or, Québec, Mistissini and Nemaska).



ANTIN THE STREET

Direction 1

The Board adapts its modes of operations in order to effectively carry out its mandate and responsibilities under the harmonization agreement to be signed by the parties.



Forest regime harmonization

The Sustainable Forest Development Act (SFDA), which came into effect in Québec on April 1, 2013, requires harmonization of the Adapted Forestry Regime (AFR) applying on Agreement territory and the new Québec Forest Regime (QFR). The harmonization negotiations between the parties to the Agreement are still under way.

However, on July 12, 2013, the parties signed an interim agreement, which amends Schedule C-4 of the AFR and deals with the harmonization measures linked to the new mechanisms for developing and finalizing forest management plans. In the context of this agreement, the AFR – QFR harmonization measures, most of which the parties have agreed to, were implemented in the 2013-2014 operating year.

This interim agreement made it possible to clarify the collaborative forest management regime agreed to by the Crees and the Québec government, in keeping with the signing of the Agreement on Governance in the Eeyou Ischee James Bay Territory by the Crees of Eeyou Ischee and the Québec government on July 24, 2012. Its purpose is to develop and finalize the operational and tactical forest management plans (PAFIOs and PAFITs) and to confer a role for reviewing these plans on the Board.

In November 2014, the parties agreed on all of the harmonizations to be made to the AFR and to implement them as far as possible, since this agreement in principle had not been signed. In January 2015, they informed the Board members of the main changes and adjustments they had made, especially those affecting the Board. These changes can have an impact on the Board's re-



sponsibilities, mechanisms and operating procedures and require its members to adapt gradually. This information was intended to prepare the Board to take on its responsibilities under the agreement and in keeping with the parties' expectations.

2014–2015 interim year forest management plan review

For a second consecutive year in the interim period—and in keeping with the preceding operating year—2013-2014, the parties to the Agreement (Paix des Braves) mandated the Board to analyze the forest management plans and share its comments, concerns and proposals in their regard with the Minister of Forests, Wildlife and Parks in the form of an advice letter. To do so, the Board has to take into account the systemic issues that could be linked to some or all of the plans. The Board's advice was not required before the plans came into effect on April 1, 2014.

In April, early in the operating year, the Board informed its members that the MFFP had forwarded the fifteen 2014-2015 PAFIOs for the management units on *Agreement* territory

> governed by the AFR. The following month, Board members were shown the main results of the Board's analysis of all of the territory's plans based on the five reports supplied by the Joint Working Groups (JWG) that were specifically mandated to review the plans. The Secretariat submitted six systemic issues to the Board members resulting from this analysis along with potential avenues for action in order to draft an advice letter to the Minister for July 2014. Considering the JWGs' role and responsibilities in the new forest management plan finalization process, it was decided that the coordinators would ask the JWGs to submit their analysis reports, even if they were not joint reports.

> On July 31, 2014, the Board sent an advice letter to the Minister about the PAFIOs for the 2014-2015 interim period, drafted based on the analysis carried out. In it, the Board pointed out that some problems marking the preceding interim period—2013-2014—remain. These problems are due to the lack of joint measures agreed to by the parties to take into account the woodland caribou situation in the territory; the intensification of hardwood stand harvesting planning; the inaccessibility of certain sectors due to the fact that road projects have not been completed since their environmental impact assessment is under way; the dissatisfaction of many Cree trappers with riparian zone management and access to planning-support maps. Added to these problems was the problem of the availability of certain JWGs' analysis reports.

> Although the Board had noted potential developments and found some possible solutions to these problems, it deplores the fact that action is slow in coming on several points, namely: implementing a global woodland caribou recovery plan designed to be incorporated into future forest management plans; defining a mixed stand strategy; reviewing JWG governance to ensure that the JWGs produce their analysis reports within the timelines agreed on. The Board recommends that the parties finalize their discussions and formalize a global agreement on forest regime

harmonization (AFR and QFR) so that individuals and organizations become more invested in implementing the provisions agreed on, addressing the issues identified and ensuring the Adapted Forestry Regime's evolution.

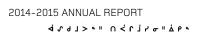
In his October 6, 2014 reply to the advice letter, the Minister deemed it desirable that the global agreement on forest regime harmonization be concluded as soon as possible.

For the upcoming forest management plans, the Board intends to continue analyzing the systemic issues related to the 2015-2016 PAFIOs and 2013-2018 PAFITS. At March 31, 2015, the Board had received 7 of the 15 PAFIOs and no JWG report. The Board's advice is not required before the plan comes into effect.

Forest management plan for MU 084-62

On December 2, 2013, the Board had sent the Minister its reply to the latter's request that it analyze the first PAFIO for the 2014-2015 operating year, that is, the PAFIO for MU 084-62, dating from August 2013. Since the plan development process and content were essentially comparable to those of the previous year (2013-2014 interim year plans), the Board had considered it more useful to look at the issues that were common to some or all of the 2014-2015 plans, rather than each plan, after studying the systemic issues resulting from the plans' analysis. When, early in the operating year, the Board received the remaining 14 PAFIOs for 2014-2015 and some of the JWG reports, it carried out its systemic analysis of the plans.

On February 19, 2014, the Board received a request for analysis from the Ministère des Forêts, de la Faune et des Parcs concerning the 2014-2018 PAFIT for MU 084-62. This PAFIT was the first of the 15 that the Board received. It was tabled in the context of the July 2013 interim agreement and was analyzed by the Board in the same context. The Board responded with an advice letter, forwarded to the Minister on May 14, 2014, in which it deemed this PAFIT to comply with the spirit and provisions of the rules governing its preparation



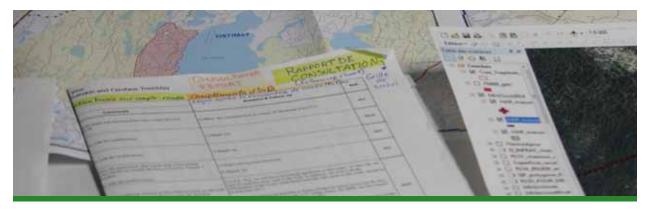
and approval. The Board added that it was difficult, at this stage, to rule more comprehensively, mentioning that the PAFIT's preparation and tabling fell under a temporary, transitional period so that not all of the mechanisms indicated in the interim agreement were fully operational yet. In its advice letter, the Board recommended that those responsible for the Sectorial Table develop a solution for this management unit, given its special status: MU 084-62 is located outside the territory covered by the interim agreement, whose terms refer to Schedule C-4 and are based primarily on the implementation of the mechanisms and process resulting from the new Agreement on Governance in the Eeyou Ischee James Bay Territory. This recommendation was designed to enable the Board to fully assume its mandate to review the plans for this management unit once the transitional period is over.

Draft Sustainable Forest Development Regulation

In the context of the implementation of the new QFR, the Ministère des Forêts, de la Faune et des Parcs (MFFP) made a commitment to contribute to the evolution of the current *Regulation respecting standards of forest management for forests in the public domain* (RNI) and to replace it with a new *Sustainable Forest Development Regulation* (SFDR). In March 2010, MFFP representatives had presented the main elements proposed for the new SFDR to the Board and gathered participants' comments. In October 2010, during a public consultation on the Sustainable Forest Management Strategy and proposed provisions for the future SFDR, the draft strategy and regulation were presented to the Board, which was supposed to analyze the documents. Since the Board's activities had been suspended for several months while awaiting the designation of new members, the Board was unable to participate in the consultation, which ended in January 2011.

On December 30, 2014, in the *Gazette officielle*, the government published the draft SFDR scheduled to take effect on April 1, 2015. On February 4, 2015, the Board received an invitation to take part in the public consultation on this draft regulation. Since the consultation was ending on February 28, 2015, the Board Chairman wrote to the Minister informing him that study of the draft SFDR would be on the agenda of the Board's March meeting and that, if applicable, the Board's comments would be forwarded following this meeting on the other hand, the Cree party representatives sent the Associate Deputy Minister for Forests the main elements of the Cree Nation Government's position on this draft regulation on February 12, 2015.

The Board sent the Minister an advice letter on the draft SFDR on March 30, 2015 acknowledging that the draft regulation presents implementation challenges in the context of the AFR and proposes an evolution in the regulations governing forest activity in Québec. Although the Board's mandate requires it to comment on draft regulations that are to apply to Agreement territory.



> it preferred to abstain from commenting further, given the political context surrounding negotiation of the forest regime harmonization agreement and the position expressed by the Crees.

Report on the northern limit for timber allocations

In 2002, the Québec government defined the northern limit of Québec's commercial forest. The limit for timber allocations had been created using relatively restrained forestry and ecological data, and recommendations had been made to complete this information. In December 2005, the Minister of Natural Resources and Wildlife had announced the creation of a "scientific committee mandated to study the northern limit for timber allocations". The committee's mandate included developing a plan for acquiring knowledge on the northern forest environment, which spans 242 000 km², and devising and performing analyses to propose a northern limit concept based on criteria specific to sustainable forest management.

The scientific committee submitted its report to the Minister on October 16, 2014. In March 2015, the Board wanted to know the scientific committee's findings and recommendations, especially with regard to the portion covering *Agreement* territory. In fact, the northern limit for timber allocation limits the AFR territory's northern border from east to west. The Board will continue studying this report and intends to put it on the agenda of the first meeting of the next operating year. The government's position on the findings and recommendations presented by the scientific committee should eventually be subject to a consultation involving the groups concerned. The Board will monitor this file.



Saure Contraction

Direction 2

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



During the 2013-2014 operating year, the Board made this file-one of its main responsibilitiesa priority. It involves the Board's monitoring, analyzing and assessing the AFR's implementation. The Board had defined developing a monitoring framework for the forestry regime to be a priority objective, based on the findings of the Status Report of the Implementation of the Forestry-Related Provisions 2002-2008 (first assessment). The project had been implemented in June 2012 by the Secretariat and a working committee comprising Cree party representatives had been created to develop the monitoring framework. This rigorous, structured tool seeks to maintain information about achieving the Agreement's Adapted Forestry Regime's objectives and provisions on an ongoing basis. It was agreed that it should be simple, effective and evolving.

In January 2014, the first version of the monitoring framework to be implemented early in the 2014-2015 operating year was approved by the Board. The working committee then made adjustments based on observations and developed an action plan with concrete measures for its rapid implementation. In April 2014, the Board members unanimously adopted the action plan for implementation of the monitoring framework that had been presented to them. The framework's structure includes the Agreement's three objectives: the traditional Cree way of life, increased integration of sustainable development concerns into the AFR, and the Crees' participation in the various forest management activity planning and management processes. Each objective is linked to assessment criteria, indicators and means for verifying whether the

objective has been attained. The Timber Marketing Board's (BMMB) collaboration in gathering economic data was formalized.

The monitoring framework's implementation was delayed due to the appointment of a new Board Chairman in 2014. This modified the Secretariat's working plan. In May 2015, the Board decided to make this file a priority by extending the action plan adopted.

Riparian buffers

The Adapted Forestry Regime contains specific provisions governing protection of forests adjacent to watercourses and lakes. Since the beginning of the AFR's implementation, the trappers



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> have regularly asked for harmonization for the forest management sectors located near watercourses. They have also voiced their dissatisfaction with the impacts of the management of these areas on their traditional practices and on use of this sector by wildlife.

> In fall 2013, the Board members retained the riparian buffer problems as a file of interest to address. At the time, the Board Secretariat began defining the problem and documenting the file, with the parties' collaboration. In January 2014, when the Secretariat presented a preliminary analysis of the file to the Board members, many axes of development seemed interesting and their discussions on the file's orientation had reflected this. The Secretariat was then mandated to continue exploring the file with the parties' collaborators in order to present a riparian buffer project.

> In April 2014, a project proposal was presented and the members agreed on its goals. They asked that a more detailed work plan be developed in the short term focussing on characterizing the problem. The following month, the members retained the project and voiced their agreement with the elements proposed.

> In March 2015, the Board presented the members with the project's main findings, which highlight the fact that the problem seems to be social rather than ecological in nature. Two needs emerge from this situation: to take traditional knowledge into account, not only Western scientific knowledge; and to understand the origin of the trappers' discontent. The discussions between the members showed that all of the actions were interesting, that they targeted different goals, and that they involved different resources. A case-by-case approach may be necessary rather than a systemic one. After deciding to proceed step by step, the members agreed that the priority action would be investigate the matter directly with the tallymen.

> The Board considered other potential steps: interviewing Cree trappers in the field to document the problem areas; proposing criteria to optimize

moving biological refuges (banks of hectares); shedding light on the work of revising wildlife habitat directives; developing a decision tree for a case-by-case approach; evaluating the MFFP's new tools and approaches in relation to the SFDR and defining the boundaries of riparian zones; establishing partnerships with research and development institutions and professors in order to continue the project.

It was decided that the two Board members leading the riparian buffers file would agree on directions with the Board and on the next steps in the project, and keep the Board informed of any related developments.

Woodland caribou recovery

Since October 2011, the situation of the woodland caribou in *Agreement* territory, as a species designated vulnerable by the Québec government



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in 2005, has been a strategic issue for the Board. In October 2012, with scientific data on the population's status in hand, the Board had forwarded advice to the parties, recommending that they develop a global action plan including woodland caribou recovery measures to be incorporated into the next forest management plans. In the short term, the Board also recommended that the parties agree on and implement a precautionary approach.

In October 2013, a precautionary approach for woodland caribou recovery was developed and implemented on *Agreement* territory by the Ministère des ressources naturelles (MRN). This approach was taken into account in the Chief Forester's new allowable cut calculations for the forest management plans of the 2014-2015 interim period.

In January 2015, the Board, seeing that the file was stagnating, expressed its desire to play an active role in ensuring that a woodland caribou recovery plan was developed on Agreement territory and implemented in the short term. In recent years, the Board had closely monitored this file and collaborated with the working committees set up by the parties to address the issue. However, for various reasons, the committees had not met after June 2013. In order to reactivate the file, the Board decided to develop a draft action plan for woodland caribou recovery for the March 2015 meeting. The new Chairman and the Secretariat took action and made contacts to carry out their analysis, develop a draft action plan and prepare their recommendations. In March, the potential reactivation of the work of the special caribou recovery committee created in 2010 was announced. The Board decided to give the committee time to take up its activities again so that it could quickly propose an action plan with a realistic, concrete timeline.

Since the committee had not taken up its activities by late March, the Chairman mandated the Secretariat to prepare a draft provisional plan for tabling and discussion at the May 2015 meeting.

Brock River bridge and stream-crossing infrastructures

In spring 2013, the Brock River bridge was out of service due to spring flooding and required major repairs. In November 2013, the Board was informed of the conflict linked to rebuilding the bridge, which overhangs a sturgeon spawning ground. According to the Cree tallyman and Cree users concerned, the spawning ground's productivity had decreased considerably since the bridge's construction in 2001, and they felt the bridge should be relocated. It was reported that the sector's tallyman had always been against the bridge and that he was asking that it be moved. At the time, the Board felt that the issue should be dealt with at the party level, but that it was responsible for monitoring this issue.

In November 2014, the file was brought to the Board's attention again and the Board mandated two of its members to analyze the file and present their recommendations in May 2015 for discussion. The recommendations were to address what position the Board should take on the Brock River bridge file and the possibilities for improving the consultation process linked to the construction and repair of stream-crossing infrastructures so as to avoid such a problem reoccurring.

2008–2013 Status Report on the Implementation of the Forestry-Related Provisions of the Adapted Forestry Regime

The Board is responsible for monitoring, reporting on and assessing the implementation of Chapter 3 (Forestry) of the Agreement. During the operating year, it published the Status Report on the Implementation of the Forestry-Related Provisions 2008-2013. This second assessment was conducted in continuity with its predecessor for the period 2002-2008. It too was based on a two-tiered approach: a detailed analysis and an analysis of stakeholder viewpoints.

The assessment highlighted primarily the fact that the AFR was consolidated in 2008-2013, after a series of transitional measures, and that

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> the "breaking-in" linked to this period is now finished. The various stakeholders have a better understanding of the AFR and the role each of them plays in its implementation process. Better relations were observed between the Cree stakeholders, MFFP representatives and forest-industry players. Particular attention was given to ensuring that those in charge of the AFR's implementation were able to develop forest management plans and that the Crees were consulted increasingly in this context, and the parties' representatives' commitment to a 'continuous improvement' approach. The Crees' involvement is seen as one of the main advantages of the Adapted Forestry Regime. Having worked in stable teams for several years now, the JWGs have acquired a great deal of experience. To improve their organization and their communications, they have developed their own mechanisms, which have stood the test of time, especially where the tallymen are concerned. The JWG coordinators, who have gradually taken their rightful place, were able to better supervise the JWG members and set up more fluid relations between them. They also played an active role in everyday conflict resolution. The Cree tallymen have more experience with the AFR. Many have noticed that the approach and cutting methods have made forestry less damaging to wildlife. They also appreciate the maximum harvesting thresholds and rates, which tend to better take their traditional activities into account. Forestindustry representatives appreciate the clarity in the AFR's application, which provides stability for their timber supply requirements.

The Board identified three main priorities, which must be taken into account for the positive results noted in the 2008-2013 assessment to continue in the coming years and for the Adapted Forestry Regime's implementation to progress positively in achieving the Paix des Braves' objectives: strengthen collaboration between those in charge of the implementation of Chapter 3 of the *Agreement*; set up adaptive management based on assessment and evolution of the Adapted Forestry Regime; and show greater concern for the economic component.

In November 2014, the Board asked that a working committee be formed and that it propose an action plan to ensure monitoring of the main issues identified. This committee met on December 9, 2014 to sort out the issues, the monitoring required and responsibility-sharing. On January 21, 2014, it presented the Board with a monitoring action plan, which the latter approved. This action plan called on the parties' involvement. The Board will collaborate and monitor the action plan's implementation.

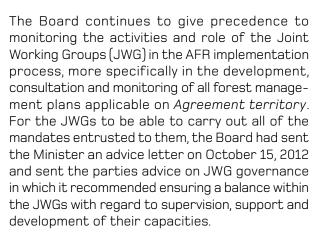
Since the Board has developed a monitoring framework to assess the implementation of Chapter 3 (Forestry) of the *Agreement* on an ongoing basis, potential action aimed at responding to the issues raised can now be proposed without waiting for the end of the five-year period.

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Direction 3

The Board promotes optimal cooperation between its members and the JWG coordinators and members to maximize their synergy for efficient functioning of the *Agreement*.



Similar to the previous operating year, the Board Chairman continued monitoring this advice in 2014-2015 and, in May 2014, reminded the Minister that he was waiting for his reply. A first reminder was sent in May 2013. In October 2014, the MFFP made its position on JWG governance known. The Board was informed that the recommendations forwarded with regard to the Cree party members had been taken into account in the parties' discussions on Adapted Forestry Regime harmonization and evolution: MFFP representatives and Cree representatives agreed on the adjustments necessary.

In the transitional period for QFR implementation and AFR harmonization, which has prevailed since the SDFA came into effect in 2013, the parties' new actions and initiatives, as well as the new processes, have occurred in this context and are still being explored while waiting for the global agreement to be signed. During the operating year, the Board accorded priority to visiting the five Cree communities located in the territory defined by the *Agreement* and its Chapter 3 (Forestry) and concerned by its application: Mistissini, Nemaska, Oujé-Bougoumou, Waskaganish and Waswanipi. It organized its meetings on their territories and invited the stakeholders involved in forest activities: JWG members, MFFP and forest company representatives, reserving a period for them in every meeting agenda. Its goal was to gain a better understanding of the forestry-related activities carried out on *Agreement* territory, of the reality of those involved and of the issues they face.

The January 2015 Board meeting was held in Mistissini and attended by members of the Mistissini JWG, MFFP regional representatives and representatives of the companies Chantiers Chibougamau and Eenatuk Forestry Corporation. In March 2015, the meeting was held in Nemaska with the JWG members, MFFP representatives and representatives of the company Eacom.

This approach sheds additional light on forest activities and helps the Board identify the actions it could carry out to contribute to the continuous improvement of the AFR's implementation. It helps increase joint efforts between AFR stakeholders. In the coming operating year, the Board intends to continue and complete its tour of the communities, meeting with their respective JWGs and the other forest companies working on *Agreement* territory. 2014-2015 ANNUAL REPORT ۹۵۵ – ۲ ۲ ۲ ۲۰ ۲۰ ۱۰ ۲۰ ۲۰

Direction 4

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



Communication and meetings

In April 2013, the Board members had agreed to get involved in organizing an event that could concretely foster job creation and forestry-related contract awarding for the Crees in the short term. During the 2013-2014 operating year, the Board organized the forum "Working Together in Forestry" (November 27, 2013) in conjunction with the Secretariat to the Cree Nation Abitibi-Témiscamingue Economic Alliance (SAENCAT). The 100 or so participants reported that they were very satisfied with the event, the discussions and the meetings. The forum brought together representatives from the forest industry, associations, organizations, various Cree government levels and sectors (central government, economic development agents, natural resources, band councils, etc.) and Cree companies. In the same vein as this forum and this collaboration, SAENCAT's annual conference ("Working Together for a Sustainable Forestry", a name resembling the forum's), on May 27 and 28, 2014 in



Val-d'Or, was organized in close collaboration with the Board. The Board Chairman co-chaired the conference and participated in leading certain activities.

With regard to the Status Report on the *Implementation of Forestry-Related Provisions 2008-2013,* a four-page summary pamphlet was produced and distributed. A section of the Board's new website will deal specifically with this status report.

The Board's website

The Board's website is being reworked and the new version is expected to be online by early fall 2015.

Advice to the parties

The Board forwarded three advice letters, which can be downloaded on the Board website, to the parties: Advice on the 2014-2018 PAFIT for MU 084-62 (May 14, 2014) and the Minister's reply (October 7, 2014); Advice on the PAFIOs for the 2014-2015 interim period (July 31, 2015) with the Minister's reply (October 6, 2014); Advice on the draft SFDR (March 30, 2015).

The Board's annual report

The Board's 11th annual report, for the 2013-2014 operating year, was forwarded to the parties and made available to partners and stakeholders concerned by application of the *Agreement's* forestry component. It can be downloaded on the Board's website.

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Sustainable Development



THE CREE-QUÉBEC FORESTRY BOARD'S 2008-2015 SUSTAINABLE DEVELOPMENT ACTION PLAN

In spring 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 actions in accordance with the following four directions:

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

2008–2013 SUSTAINABLE DEVELOPMENT ACTION PLAN UPDATE (MARCH 2013)

In February 2012, the Québec government authorized postponing review of its Sustainable Development Strategy until December 31, 2014. As a result, the

government's 2008-2013 Sustainable Development Strategy is extended until a revised strategy is adopted. In keeping with its obligations and to mesh its action plan for sustainable development with the government strategy, the Board's Sustainable Development Action Plan was 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 greater consideration of the Cree culture and traditional way of life.

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

Organizational Objective

Introduce the bases of sustainable development and the role it plays in the Adapted Forestry Regime's implementation and evolution to Board members and staff and to *Agreement* stakeholders.

	Acts	Indicators	Targets	2014-2015 Action
Action 1 Raise the awareness of Board members, Secretariat staff and Agreement stakeholders and give them information about sustainable development (concept and principles).	 Develop and offer sustainable development training and awareness sessions for Adapted Forestry Regime stakeholders. Inform Board members about the Sustainable Development Act and the obligations it generates. 	 Number of Secretariat, Board and Joint Working Group (JWG) members reached by sustainable development awareness activities. Number of sustainable development activities offered to stakeholders. 	 100% of Board and Secretariat members and 50% of JWG members. At least one specific activity per year. 	• All Secretariat members participated in sustainable development training and awareness meetings.
	 Create and maintain a "Sustainable Development" section on the Board's website and reference centre. 			

Organizational Objective		plementation and evo		t plays in the Adapted hbers and staff and to
	Acts	Indicator	Target	2014-2015 Action
Action 2 Implement activities contributing to realization of the government awareness and training plan for public service personnel and members.	 Participate in training activities on the sustainable development approach offered by the <i>Bureau de coordination</i> <i>du développement durable.</i> Organize theme-based presentations and sessions on the sustainable development approach. 	 Rate of Board members and staff reached by the sustainable development awareness activities and rate of Board members and staff who have sufficient knowledge of the approach to take it into account in their regular activities. 	• 100% of Board members and staff by 2010.	 All Secretariat members participated in sustainable development training and awareness meetings.

Organizational Objective Support research and new practices and technologies to help reach the objectives of the *Agreement's* Adapted Forestry Regime.

	Acts	Indicator	Target	2014-2015 Action
Action 3 Collaborate, to the best of the Board's ability, in various research projects and encourage the parties to analyze and consider the application of new practices, if need be.	 Evaluate knowledge and research needed to support the Adapted Forestry Regime's evolution from a sustainable development viewpoint. Participate in and support research projects that are recognized and prioritized by the Board. 	• Number of projects in which the CQFB participates.	• Participate in at least three projects by 2013.	• The Board carried out a project designed to characterize the problem of riparian buffer management, for Cree users of <i>Agreement</i> territory.

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

	Acts	Indicators	Targets	2014-2015 Actions
Action 4 Implement practices and activities in accordance with the provisions of the policy for an eco-responsible government.	 Develop and implement an environmental management framework for Board operations. Organize eco-responsible events, for example: activities/ meetings targeting "zero waste". Choose to travel in fuel-efficient vehicles. Reduce at-source waste production by taking the three Rs into account. Choose green products when possible. Opt for teleconferencing / videoconferencing when possible. 	 Accessibility of a policy on environmental management measures and eco-responsible procurement practices. Progress in implementing an environmental management framework. Ratio of eco-responsible events to total events organized. Percentage of eco-responsible activities and procurement practices. 	 A 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. 	 The Board continued its eco-responsible approach to procurement and events. When possible, "zero waste" events were held. A 3R management approach guided the Secretariat's and Board's activities.



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	Acts	Indicators	Targets	2014-2015 Actions
Action 5 Promote increased integration of sustainable management principles into the implementation and evolution of the forestry regime on Agreement territory.	 Prepare a portrait of the Adapted Forestry Regime based on sustainable development principles and, eventually, report to the parties. Participate in the Québec Forest Regime reform, in the context of the Adapted Forestry Regime on Agreement territory, while taking sustainable development concerns into account. Contribute to instructions for drawing up future forest plans so as to promote increased integration of sustainable development concerns. Develop a forest plan review framework, taking sustainable development concerns into account. 	• Number of Board initiatives.	 A minimum of one specific initiative defined annually in the Board's strategic plan. 	 Sustainable development principles were taken into account when producing Board advice, especially through the attention given to the woodland caribou recovery file.
Action 6 Ensure that sustainable development principles are taken into account in Board activities and advice to the parties.	 Develop a tool aimed at increasingly taking sustainable development principles into account in Board activities and advice. When replying to requests for advice, produce analyses ensuring that sustainable development principles are taken into account. When possible, integrate sustainable development- related considerations into Board advice. 	 Number of tools developed. Percentage of advice letters whose underlying analysis took sustainable development principles into account. 	 Design of a tool. 100% of advice letters by 2013. 	 100% of the analyses conducted and advice letters drafted specifically integrated certain sustainable development principles. An Adapted Forestry Regime monitoring framework structured around the three sustainable development axes was implemented.

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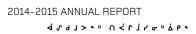
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Organizational Objective	Strengthen local, regi territory.	onal and Native comm	unities' viability and re	silience on Agreemer
	Act	Indicator	Target	2014-2015 Action
Action 7 Maintain and reinforce, if need be, the forest management plans analysis approach, in keeping with the sustainable develop- ment vision underlying the Agreement.	• Monitor and review forest management plans.	 Rate of management plan monitoring and review. 	 100% of plans are monitored and reviewed. 	 100% of the operational forest management plans for the 2014-2015 interim year and 100% of the 2013-2018 tactical plans were analyzed and two letter of advice were produce for the parties.
Organizational Objective	Enhance conservatio knowledge on <i>Agreen</i>		f the cultural heritag	e and local tradition
	Act	Indicator	Target	2014-2015 Action
Action 8 Promote information- sharing and knowledge-sharing about Cree use of Agreement territory.	• Promote access to and use of forest planning tools (planning-support maps and guide) and monitor their use.	 Availability of maps and guide. 	• Use for 75% of traplines.	• Completed.
Organizational	Ensure protection and	d development of heri	tage and natural resou	urces while respectir
Objective	ecosystem support ca	apacity on Agreement	territory.	
	Acts	Indicators	Targets	2014-2015 Actions
Action 9 Reinforce the Adapted Forestry Regime's monitoring and implementation objectives.	 Help disseminate the results of monitoring the state of the forest on Agreement territory. Help develop a framework to monitor and assess Agreement 	 Availability of state of the forest reports. Monitoring framework for wildlife habitats by 2011. 	 100% of reports are available. Monitoring framework is available in 2011. 	 Completed. The Adapted Forestry Regime objectives monitoring framework was completed and the associated action plan was implemented



Québec, May 12, 2015

REVIEW ENGAGEMENT REPORT

To the members of CREE-QUÉBEC FORESTRY BOARD

The accompanying summary financial statements, which comprise the summary balance sheets as at March 31, 2015 and the summary statement of operations for the year then ended are derived from the unaudited financial statements of CREE-QUÉBEC FORESTRY BOARD for the year ended March 31, 2015 on which we have issued an unmodified review engagement report dated May 12, 2015.

The summary financial statements do not contain all the disclosures required by Canadian public sector accounting standards. Management is responsible for the preparation of a summary of the unaudited financial statements on the basis described in Note "Basis of presentation". Reading the summary financial statements, therefore, is not a substitute for reading the unaudited financial statements of Cree-Québec Forestry Board.

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

Based on our review, nothing has come to our attention that causes us to believe that these summary financial statements are not, in all material respects, in accordance with basis described in Note "Basis of presentation".

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Financial Statements

For the year ended March 31, 2015

CREE-QUÉBEC FORESTRY BOARD

SUMMARY STATEMENT OF OPERATIONS FOR THE YEAR ENDED MARCH 31, 2015 (unpudited)

(unaudited)				
	2015	2014		
	\$	\$		
REVENUES				
Partner's contributions -				
Québec Government	200,000	200,000		
Grand Council of the Crees	200.000	200.000		
(Eeyou Istchee)	200,000	200,000		
Interests	3,094	3,231		
	403,094	403,231		
EXPENSES				
Salaries	285,190	274,105		

75,304

20,614

19,601 400,709

2,385

101,164

44,533

58,923

478,725

(75,494)

SUMMARY BALANCE SHEET

AS AT MARCH 31, 2015

(unaudited)

	2015	2014
	\$	\$
ASSETS		
CURRENT ASSETS		
Cash	62,503	62,326
Accounts receivable	9,029	12,918
Prepaid expenses	3,015	2,385
	74,547	77,629
INVESTMENTS	360,801	357,715
CAPITAL ASSETS	6,916	8,611
	442,264	443,955
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable	12,924	17,000
FUND BALANCES		
Invested in capital assets	6,916	8,611
Internally restricted	145,000	145,000
Unrestricted	277,424	273,344
	429,340	426,955
	442,264	443,955

BASIS OF PRESENTATION

Internal management Board meetings

Services contracts

EXCESS OF REVENUES OVER EXPENSES

(EXPENSES OVER REVENUS)

The summary financial statements are derived from the unaudited financial statements of the Cree-Québec Forestry Board for the year ended March 31, 2015 prepared in accordance with Canadian public sector accounting standards. The informations contained in the summary financial statements have been prepared by management and do not include the statements of funds balances and cash flows as well as Notes to financial statements. However, this information is included in the unaudited financial statements.

The unaudited financial statements are available at the head office of Cree-Québec Forestry Board.



Conclusion

In the transitional context introduced two years ago through the coming into effect of the Sustainable Forest Development Act, the Cree-Québec Forestry Board did its utmost to enable forest activity to go on. It continued to play an active, constructive role so that the parties could effectively implement the interim agreement on harmonization measures to the Adapted Forestry Regime that applies on Agreement territory. Through its actions, the Board showed its desire to permanently adjust to the new mechanisms in its operations, linked to carrying out its mission to review the operational and tactical forest management plansa desire it set in a clear, flexible framework. The search for continuous improvement marked its analysis of the systemic issues involved in all forest management plans and in its useful recommendations to the parties.

The appointment of a new Chairman and new members in mid-operating year gave the Board an opportunity to broaden its dynamic of closer relations and discussions with the various forestrelated stakeholders on *Agreement* territory. Through the Board's visits to the Cree communities affected by the Adapted Forestry Regime and its meetings with the stakeholders invited to Board meetings, the members were able to monitor the issues identified, in particular riparian buffers and woodland caribou recovery. They acquired better knowledge of the forest activities carried out on *Agreement* territory and the realities experienced in the field. This same mindset led the Board to give precedence to monitoring the Joint Working Groups' activities and role.

With this additional knowledge and the ongoing monitoring framework it had adopted to monitor, report on and assess the implementation of Chapter 3 of the *Agreement*, the Board deems that it has strengthened its capacity to work towards its primary mission and take into account the priority issues arising from the assessment of the second five-year period of implementation of the forestry-related provisions.

Based on the progress made during this operating year and the headway made since its creation 12 years ago, the Board members and Secretariat reaffirm their commitment and desire to fulfil their mandate "to permit close consultation of the Crees at various stages of forest planning and management activities in order to implement the Adapted Forestry Regime". While awaiting an overall agreement on the harmonization of the Adapted Forestry Regime and the new Québec Forest Regime, the Board will pursue its actions based on its desire to adapt and achieve the *Agreement*'s objectives.

APPENDIX

Source: Jacques Robert

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Appendix I code of ethics and professional conduct of the cree-québec forestry board

CHAPTER I

PURPOSE AND FIELD OF APPLICATION

- The present code of ethics and professional conduct has the purpose 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.

- 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.
- 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.

 The Board member must inform the Board Chairperson in writing of any contracts or research projects he is participating in and declare the subsidies obtained from any organization, enterprise or association.

In the case of the Chairperson, he must give this information in writing to the Board executive director, who is in charge of gathering and conserving declarations from all the Board members.

In the case of a member named by the Cree Regional Authority, the former must also reveal this information to the Cree Regional Authority.

- 10. The Board member must abstain from participating in any deliberation or decision involving any organization, enterprise or association in which he has an interest as set out in Articles 8 and 9. Furthermore, he must withdraw from the meeting during the length of the deliberations and vote on this question.
- 11. The Board Chairperson ensures that the minutes of Board meetings mention any abstention of one of its members from the decisions concerning any organization, enterprise or association in which he has an interest, for the purpose of transparency.
- 12. The Board member must not mistake Board property for his own and cannot use it to the advantage of himself or a third party.
- 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.

- 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 good governance.

20. The Board chairperson must ensure the respect of the principles of ethics and rules of professional conduct by the Board members.

CHAPTER III

POLITICAL ACTIVITIES

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

CHAPTER IV

REMUNERATION

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

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

CHAPTER V

CERTIFICATION

24. The Board member must observe the rules and principles set out in this code. At the time of his appointment, the member must sign the certification document produced in the appendix confirming that he has read and understood the present code and that he agrees to respect it. The signing of the certification by the member already in office must be done within 60 days following the effective date of the present code.

CHAPTER VI

EFFECTIVE DATE

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

CERTIFICATION

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

WHEREAS article 24 of this Code 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____.

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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.

Communities	Representatives-MFFP	Representatives – Cree
Mistissini	Valérie Guindon Local Coordinator Carolann Tremblay	Matthew Longchap Local Coordinator Dion Michel
Nemaska	Jacynthe Barrette Local Coordinator	Matthew Tanoush Local Coordinator Rose Wapachee
Oujé-Bougoumou	Carolann Tremblay Local Coordinator Valérie Guindon	Arthur Bosum Local Coordinator Wayne Lefebvre
Waswanipi	Jacynthe Barrette Local Coordinator Carolann Tremblay	Allan Saganash Jr. Local Coordinator Georgette Blacksmith Sydney Ottereyes
Waskaganish	Jacynthe Barrette Local Coordinator	Wayne Cheezo Local Coordinator Clark Shecapio
JWG Coordinators	Simon St-Georges (Interim)	Christopher Beck

At March 31, 2015, the members of the Joint Working Groups were:

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Cree-Québec Forestry Board

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