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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 and proud to
present the Cree-Québec Forestry Board's annual
report for the year 2013-2014

The Board's work, in 2013-2014, was marked primarily
by the transitional, interim situation resulting from the
negotiations still under way to harmonize the new
Québec Forest Regime and the Adapted Forestry
Regime of Chapter 3 of the *Paix des Braves*.

The impact of this interim situation made itself felt,
especially in terms of the Board's role in analyzing the
2013-2014 forest management plans (FMPs), which
occurred in a highly fluctuating context that resulted in
an overall analysis of all FMPs, rather than specific
analysis of each individual plan, which had been the
case in years past. Hopefully, this interim situation will
be over as soon as possible so that the Board can
know its role as defined in the new agreement and be
able to implement the tools and mechanisms it needs to
fulfill its duties effectively.

The year 2013-2014 nevertheless allowed the Board
to make progress on developing and setting up the
program for monitoring implementation of the
Adapted Forestry Regime of the *Paix des Braves*.
This program, whose development began in
2012-2013 and which will be implemented early in
2014-2015, should enable the Board to significantly
improve its ability to monitor implementation of
Chapter 3 of the *Agreement* — both its provisions
and the achievement of its objectives. This
monitoring should be more methodical and better
documented, increasing the capacity for analyzing
issues and thereby benefit from more enlightened,
useful advice to the parties to the *Agreement*.

The Board also began carrying out a second five-year
assessment of the Adapted Forestry Regime's
implementation for the period 2008-2013, which will
be tabled for the parties in the coming operating year.
This exercise will help establish new findings and new
issues that will be brought to the attention of the
parties to the *Agreement*, and the Board will be able to
monitor them specifically.

Another key Board achievement to which I would like
to draw your attention was a forum designed to
increase employment among the Crees and
contract-awarding to Cree companies in forest
industry-related fields in northern Québec. This forum
allowed us to bring together representatives of most
of the forest companies operating on *Agreement*
territory and representatives of Cree communities
and Cree companies. The forum was organized
with the Secretariat to the Cree Nation Abitibi-Témis-
camingue Economic Alliance and the participation
and support of the Québec Forest Industry Council, the
Grand Council of the Crees and the Ministère des
Ressources naturelles. It enabled the representatives
of the different organizations and companies that
attended to learn about each other's roles and
responsibilities, thereby making it easier to match up job
opportunities in the sector with the availability and
interests of the Crees interested in these jobs and
contracts. The forum was successful and the follow-up
under way as this report is being drafted points to
participants' interest in repeating a similar event in the
future. The creation of forestry-sector jobs for the Crees
is one of the objectives specifically mentioned in the
Paix des Braves Agreement. The Board's involvement in
supporting the parties in achieving this goal is an avenue
the Board intends to pursue once the terms of the new
harmonization agreement have been released and the
Board's duties in this regard have been specified. In
last year's annual report, I shared my concern that

Board advice had still not been answered by the then
Minister and that the Cree party leaders did not seem
to react to this situation. I regret to state that this did
not change over the past year. I can only reiterate my
wish that the appropriate corrective measures be
implemented as quickly as possible to enable the
Board to better play its role as a mechanism for
implementing the *Agreement*. Once again, I believe
that signing the new harmonization agreement
represents an important milestone in this regard, and I
can only hope that it will occur as soon as possible to
enable all stakeholders involved in its implementation
to play their role within a clear, precise framework that
is more conducive to achieving the objectives of
collaboration contained in the *Agreement*.

I invite you to read this annual report to get a better
understanding of the Board's accomplishments over
the past year. Let me assure you that I am available to
provide any additional details or information you may
deem useful.

Sincerely,

Albin Tremblay
Chairman of the Board



CHAIRMAN'S STATEMENT

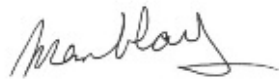
The information contained in this annual management report comes under my responsibility as at March 31, 2014, in particular as concerns data accuracy and integrity and the reliability of the results set out herein.

To the best of my knowledge, the 2013-2014 annual management report:

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

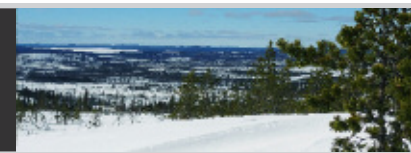
Throughout the 2013-2014 fiscal year, in accordance with its mandate, Management maintained internal accounting and management information control systems to facilitate sound management of its operations and ensure full accountability with respect to the commitments resulting from its strategic directions and objectives for 2013-2014.

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



Albin Tremblay,
Chairman of the Board





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

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 forest 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 tilymen.

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 Board 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, Némaska, 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.



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*.



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 forest management units: 15

Number of Cree traplines affected: 121

Population

Cree Communities		Non-Native Communities	
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	1 777	Municipalité de Baie-James*	1 303

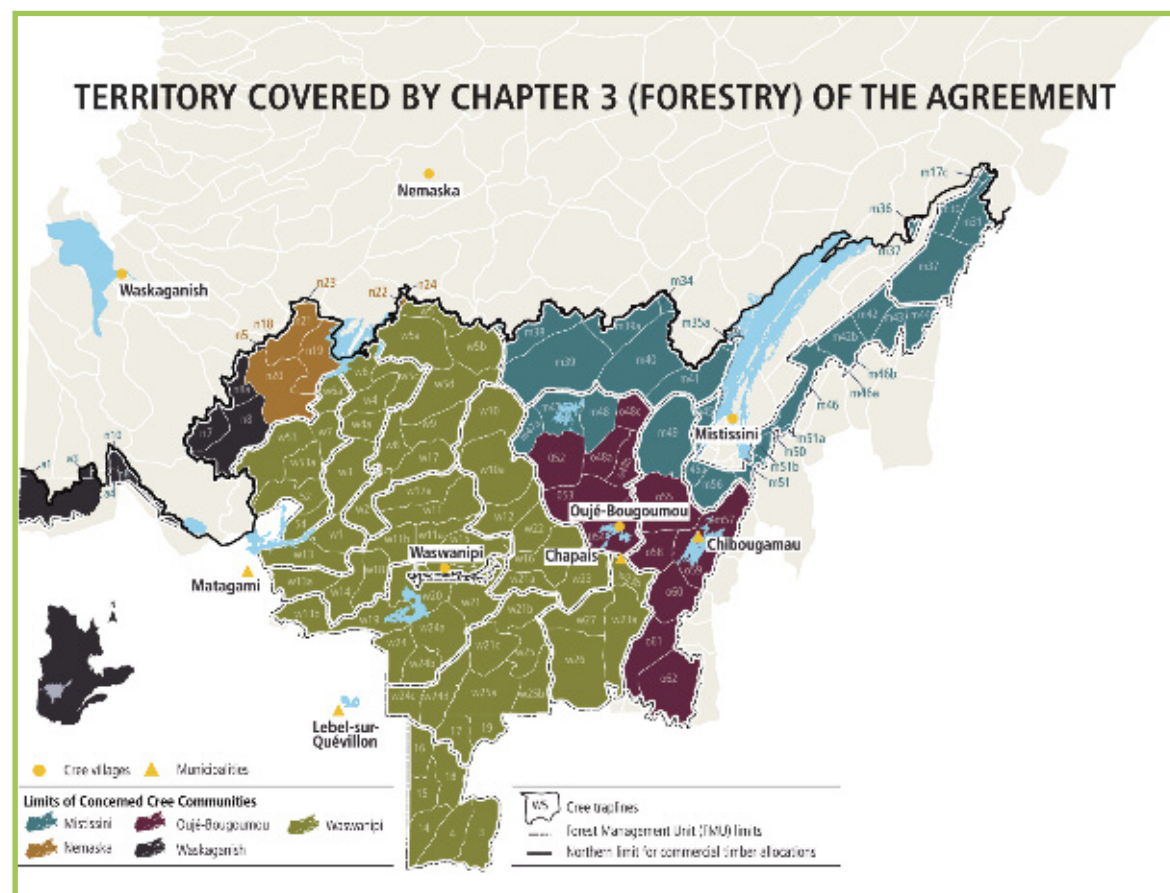
Statistics Canada, Census of Canada, 2011

* Outside Chapter 3 territory

Forest Resource

	Chapter 3	Québec	Proportion
Allowable cut* in cubic meters (m ³)	2 693 800	28 766 300	9,4 %

* Chief Forester's data (2013-2014)



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 2013-2014, the representatives designated by the Québec government included two officers from the Ministère des Ressources naturelles (MRN) and three members representing regional communities, research and education and the forest industry respectively. Since November 2013, when the regional community 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, 2013 to March 31, 2014).

CHAIRMAN	
Albin Tremblay	
QUÉBEC MEMBERS	CREE MEMBERS
Réal Dubé (January 2010 to November 2013) Regional Representative Conférence régionale des élus de la Baie-James	Steven Blacksmith Cree Nation Government Grand Council of the Crees (Eeyou Istchee)
Réjean Gagnon Research and Education Sector Representative	Bert Moar Cree Nation Government Grand Council of the Crees (Eeyou Istchee)
Mario Gibeault Director General, Bureau de mise en marché des bois (Timber marketing board) Ministère des Ressources naturelles – retired in November 2013	Geoff Quaile Cree Nation Government Grand Council of the Crees (Eeyou Istchee)
Guy Héту Director General, Nord-du-Québec Region Ministère des Ressources naturelles	Nadia Saganash Cree Nation Government Grand Council of the Crees (Eeyou Istchee)
Jacques Robitaille Forestry Industry Sector Representative	Isaac Voyageur (Vice-Chairman) Cree Nation Government Grand Council of the Crees (Eeyou Istchee)



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



The *Agreement* defines the Board's main operating terms and conditions, stipulates very specific duties concerning 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, 2014, three employees made up the Secretariat team: Marie Gosselin, Executive Director, Martin Pelletier, Analyst/Advisor, and Sylvie Dolbec, Administrative Assistant.





The Board's Context in 2013-2014

The 2013-2014 operating year, the Board's 11th since its creation, was dominated by the coming into effect (on April 1, 2013) of the Sustainable Forest Development Act (SFDA), which requires implementation of a new Québec Forest Regime (QFR) and its harmonization with the Adapted Forestry Regime (AFR) created by the *Agreement concerning a new relationship between the Gouvernement du Québec and the Crees of Québec* (Paix des Braves). This harmonization requires the introduction of new elements linked to implementing the QFR and the application of some of these elements on *Agreement* territory, while adapting the AFR mechanisms.

During the operating year, the parties to the *Agreement* continued their discussions and negotiations to harmonize the QFR and AFR. The Board monitored the parties' exchanges and tried to contribute to their deliberations. Among other things, it ensured that the parties reached interim agreements so that, as stipulated in the AFR, the Crees participate in preparing the forest plans while waiting for an official agreement to be reached.

The operating year was marked by this transitional context and major changes requiring adaptation. Since

a great many elements had not been officially defined or implemented—plans, processes, mechanisms—the Board and the parties had to be flexible in terms of *Agreement* implementation, notably with regard to the forest plans prepared and the Board's mandate to review them. Through its recommendations to the parties, the Board played a constructive role in setting up an interim forest planning process for 2013-2014, so that forestry-related activity could continue. In the same spirit, it introduced its analyses and comments into the adoption of interim planning mechanisms for 2014-2015.

To carry out its mandate and advise the parties on the Adapted Forestry Regime's implementation and evolution, the Board continued to devote considerable effort to adopting two new tools and ranked its priorities in keeping with its duties to monitor, assess and implement the Adapted Forestry Regime on *Agreement* territory. It gave precedence to developing an Adapted Forestry Regime monitoring framework and conducting a second assessment of the AFR.

In accordance with the strategic directions and objectives adopted for the operating year, the Board continued to take existing strategic issues into account

and to deal with new issues in keeping with the parties' discussions and progress made on files. It ranked these issues in terms of action priorities, the main ones being woodland caribou recovery, the Crees' access to forestry-related jobs and contracts, increased riparian buffer protection and forestry certification.

The activities carried out by the Board over the course of the year, along with their results, are presented according to the six strategic directions defined in the strategic plan it adopted in 2011. The Board held five meetings between April 1, 2013 and March 31, 2014.



Strategic Direction 1

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

Forest Regime Harmonization

The new Sustainable Forest Development Act (SFDA) came into effect in Québec on April 1, 2013. This piece of legislation poses the challenge of harmonizing the *Agreement's* Adapted Forestry Regime (AFR) in effect on *Agreement* territory with the new Québec Forest Regime (QFR). At the April 1, 2013 deadline, the parties' harmonization-related negotiations were still under way. To enable application of the SFDA on AFR territory, in summer 2012, the parties to the *Agreement* agreed on an interim process for tallymen's participation in 2013-2014 forest planning. During the 2013-2014 operating year, the parties also continued their negotiations aimed at harmonizing these regimes and amending the *Agreement* and its forestry section (Chapter 3).

In keeping with its mandate, the Board continued to place high priority, in its activities, to its constructive contribution to the parties' discussions begun three years previously in the context of this harmonization. At various points during the year, the Board was updated on the main elements of a preliminary version of this agreement with the parties' collaboration. Analyses of adjustments to Adapted Forestry Regime mechanisms and processes, as well as the potential impact of these modifications on the Board and its mandate, were produced, discussed at Board meetings and then shared with the parties.

A new form of governance came to Adapted Forestry Regime territory on January 1, 2014, with the signing of the *Agreement on Governance in the Eeyou*

Istchee-James Bay Territory, concluded by the Crees of Eeyou Istchee and the Québec government on July 24, 2012. This agreement provides, among other things, for giving the Crees broader jurisdiction over the land and resources of James Bay territory in the context of its development. It also stipulates that the Crees and Québec must implement a collaborative forest resource management regime on Category II and Category III lands located in the territory covered by Chapter 3 of the *Paix des Braves*. This new governance involves numerous changes in structures, delegation (of authorities/responsibilities), and the forest plan consultation process.

Under this new governance, on July 12, 2013, the parties' forest regime-related harmonization discussions culminated in a new interim agreement amending Schedule C-4 of the Adapted Forestry Regime. This agreement updates Schedule C-4 specifically as concerns the Crees' new governance mechanisms and preparation of the new forest plans for 2014-2015 introduced by the SFDA. The parties reached this interim agreement so that the 2014-2015 plans could be implemented as soon as possible with the necessary adjustments, and so that forest-related activities could continue while waiting for an overall agreement amending the Adapted Forestry Regime.

At the end of the 2013-2014 operating year, the Adapted Forestry Regime-Québec Forest Regime harmonization measures that the parties had agreed on had largely been defined, and many were implemented with the interim agreement signed in July 2013. The Board will continue to monitor this file so

that once an overall agreement has been reached, it will be able to adapt its operating procedures so as to effectively carry out its mandate and duties.

2013-2014 Interim Year Forest Plan Review

In the context of their discussions to harmonize the *Agreement's* (*Paix des Braves*) Adapted Forestry Regime and the new Québec Forest Regime introduced by the SFDA, the parties agreed, in summer and fall 2012, on an interim forest planning process for the year 2013-2014. They mandated the Board to review these forest plans by focussing its analysis on the issues or subjects that arose repeatedly in many or all of the plans.

The Board monitored the process' implementation and was invited by the then Minister to share its proposals, concerns and comments regarding these plans. Between November 2012 and February 2013, the MRN submitted the plans for 15 forest management units covering *Agreement* territory to the Board. The Joint Working Groups, which have a specific plan review mandate, sent the Board their analysis reports for 11 of the 15 forest management units. Based on this information, the Board Secretariat, during the operating year, was able to continue analyzing the plans and Joint Working Groups reports, thereby successfully identifying systemic issues.

In April 2013, the analysis results were discussed at a Board meeting. The systemic issues and questions



identified were clarified. The Board adopted and sent advice to the Minister on April 29, 2013 regarding the transitional planning process for the 2013-2014 interim year. In it, the Board stated that, on the whole, it was satisfied, following its review of the 2013-2014 interim plans, with the planning approach taken by the MRN and considered that it corresponds to the objectives and the spirit of the *Agreement*. As concerns hardwood and mixed stand harvesting, as well as the significant increase in the volumes harvested, the Board recommended that the Minister ensure the development of a separate management approach for these types of stands, as provided for in Schedule C-3 of the *Agreement's* Adapted Forestry Regime. Regarding the increased protection of riparian buffers requested by the tallymen, the Board informed the Minister that it would monitor with great interest the implementation and effectiveness of the solution already being discussed by the parties. While praising the efforts of MRN planners to introduce interim precautionary measures aimed at woodland caribou recovery, the Board reiterated the importance of agreeing on an overall woodland caribou recovery plan for *Agreement* territory on which the parties will have reached a consensus, after having observed that very little progress had been made since the experts' report had been tabled, and encouraged the parties to act as soon as possible. The Board deemed that the planning-support maps are a key tool for better taking into account the Crees' concerns and encouraged the parties to settle issues of confidentiality quickly, so that the tool might be available for the next integrated forest management plan development phase.

In her response to the advice forwarded by the Board on July 3, 2013, the Minister announced that, in the short term, the MRN would work in partnership with

the Cree Regional Authority to develop the new mixed stand management strategy. For woodland caribou recovery, she mentioned that the 2013-2014 interim forest plans were developed in accordance with intensive woodland caribou use zones and that the MRN was devising a precautionary approach to management plan development. To ensure planning-support map accessibility, she agreed that work on Québec-Cree information-sharing and objective-sharing should be stepped up.

2014-2015 Interim Year Forest Plans and Cree Participation

The parties agreed to create the Cree-Québec Forestry Board to permit close consultation of the Crees during the different forest activity planning and management phases. From this same perspective, the Board must monitor the forest management plan implementation processes and, if need be, voice its concerns to the parties. Concerned about the 2013-2014 transitional planning year, in early 2012, the Board formed a working group, produced an analysis report and drafted advice to the parties containing recommendations on setting up an interim planning process and on preparing the stakeholders involved in this process' implementation.

The interim planning mechanism for 2014-2015, providing for a participative exercise involving the Cree tallymen under Joint Working Group supervision, should have been implemented before fall 2013. Since the parties' forest regime harmonization discussions were still under way as this deadline approached, in spring 2013, the Board ensured that talks aimed at defining the interim process to be applied to ensure

tallymen's participation in the 2014-2015 forest plans took place between the parties. The Board offered party representatives the opportunity to provide an update on their views and expectations regarding this participation.

On July 12, 2013, the parties reached an interim agreement allowing forest activities linked to 2014-2015 planning to be implemented. After this agreement was signed, tallymen's participation in the 2014-2015 plans began. As far as possible, the parties agreed to apply the new Schedule C-4 to the 2014-2015 plans until the overall agreement on forest regime harmonization was implemented. The transitional measures applicable were specified along with the review role assigned to the Board for the IFMP-Ts and IFMP-Os (tactical and operational integrated forest management plans). Just as for the 2013-2014 forest plans, the Board's exchanges with the parties highlighted significant discrepancies between the 2014-2015 forest plans tabled, and the type of plan provided for in the interim agreement, as well as the Board's difficulty in being able to provide useful, relevant advice for each plan based on the provisions of the parties' interim agreement. A solution regarding the Board's role in the 2014-2015 plan review was agreed upon when the MRN forwarded the first IFMP-O for forest management unit (FMU) 084-62 to the Board on August 13, 2013.



Forest Management Plan for FMU 084-62

On August 13, 2013, the Ministère des Ressources naturelles (MRN) sent the Board the forest plan for FMU 084-62, the first for the 2014-2015 operating period. In keeping with the interim agreement reached by the parties in July 2013, the MRN asked the Board to analyze this IFMP-O within 60 days to finalize its compliance so that it could be implemented. Preliminary analysis of the plan tabled enabled the Board to note discrepancies between the elements stipulated in the interim agreement and this IFMP-O's development process and content. Since the plan's development process and content were essentially comparable to those of the preceding year, it was deemed advantageous, as for the plans for the 2013-2014 interim year, for the Board to look at the issues common to many or all 2014-2015 plans rather than analyzing each one individually.



On December 2, 2013, the Board sent the MRN its reply to the latter's August 2013 request to analyze the 2014-2015 IFMP-O for FMU 084-62. In this correspondence, the Board informed the MRN that, in accordance with the agreement reached on November 7, 2013 with the parties' representatives, it would forward its advice on all of the plans for the 2014-2015 interim year after having been able to analyze the systemic issues arising from analysis of these plans. Based on this decision, the Board pointed out that its advice was not a prerequisite for the plan to come into effect and that this procedure was valid for the 2014-2015 operating year only.

The Board's advice on the systemic issues that emerged from the 2014-2015 forest plan analysis will be sent to the Minister once the Board has received all of the plans and plan analysis reports to be produced by the JWG's.



Strategic Direction 2

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

The Board's Strategic Directions and Action Priorities

In December 2011, the Board adopted new strategic directions and action priorities, which were used to define annual objectives guiding Board activities. In spring 2013, the Board discussed the relevance of updating these strategic directions and action priorities to reflect the parties' forest regime harmonization discussions, but decided to wait until the parties have finished their negotiations before reviewing its strategic directions and action priorities. In the meantime, the Board agreed to continue those activities that were in progress and begin new files deemed priorities.

Although the Adapted Forest Regime harmonization *agreement* was not signed in January 2014, the parties indicated that they had agreed on the essential regime harmonization measures and informed the Board. Once the parties' expectations and the Board's directions had been clarified, the members updated the Board's strategic directions and annual objectives for the upcoming 2014-2015 operating year.

Woodland Caribou Recovery

Since October 2011, the strategic issue of woodland caribou recovery on *Agreement* territory (*assigned vulnerable species status by the Québec government in 2005 under the Act respecting vulnerable or threatened species*) has been a priority for the Board. In October 2012, the Board sent the parties advice following release of the report by the experts mandated to analyze the MRN's telemetric and survey data and to give a scientific opinion on the woodland caribou's

habitat and population in the territory covered by the Adapted Forestry Regime. In this advice, the Board recommended that the parties develop an overall action plan containing recovery measures, so that they could be incorporated into the new forest plan process scheduled to come into effect as of 2014. For the short term, the Board's advice also recommended that the parties agree on and implement a precautionary approach.

In the 2013-2014 operating year, the Board continued to closely monitor activities linked to this issue. A Board representative participated in two meetings of the special woodland caribou committee formed by the parties and in three meetings of the technical committee mandated to support the special committee's work between meetings. The representative kept the Board informed of progress made in the file.

In June 2013, the Board received information on the aerial woodland caribou population survey conducted on *Agreement* territory in March 2013 (23 850 km²) and its preliminary results. This survey was conducted through collaboration between the Crees and the Québec government. Once the final report is available, the Board will read up on the results and advise the parties, if need be.

In October 2013, the Ministère des Ressources naturelles informed the Board that the *Direction générale du Nord-du-Québec* (DGR-10) had developed and implemented a precautionary approach to woodland caribou recovery on *Agreement* territory. Covering 8 000 km², this approach seeks to take woodland caribou recovery into consideration in short-term forest planning and offer a regional solution with regard to the boreal standard indicators of the

Forest Stewardship Council (FSC). The approach was developed with the collaboration of FSC certification applicants. It is based on an analysis performed by the MRN, among others, of forest tracts of strategic importance for the woodland caribou, their connectivity with the protected areas network, and the woodland caribou's current and potential use of these tracts. The MRN's precautionary approach was taken into account in the new allowable cut calculations performed by the Chief Forester and in the forest plans for the 2014-2015 interim period.

In November 2013, following these developments in the woodland caribou file, the Board discussed the relevance of sending new advice to the MRN. Since it had been informed that it should soon receive the Minister's reply to its advice (sent to the Minister in October 2012) on follow-up to the report by the woodland caribou expert group, the Board decided to wait for this reply.

In January 2014, Cree representatives informed the Board that, in the context of their participation on the special committee, they were analyzing the precautionary approach developed by the government and that they planned to send the results of their analysis to this committee for discussion. The Board decided to wait for the Crees to complete their analysis and take a stand, and for the special committee to hold a meeting to review the relevance and nature of advice to the Minister on the measures contained in the precautionary approach proposed.

At the end of this operating year, the Board was still waiting for the government's reply to its advice on the woodland caribou.



Riparian Buffers

In fall 2013, the Board identified riparian buffers as a file of interest to deal with. The Board Secretariat immediately began to clarify the issue and document the file. The Adapted Forestry Regime contains specific provisions targeting the protection of forests adjacent to watercourses and lakes. Since the beginning of the Adapted Forestry Regime's implementation, trappers have regularly requested harmonization measures for forest activity sectors located near watercourses, and have regularly expressed their dissatisfaction with the impacts of the management of these areas on practicing their traditional activities and use of these sectors by wildlife.

To report on exploration of the file and to encourage Board members to discuss the direction to give the riparian buffers issue, in January 2014, the Secretariat presented a preliminary analysis of the file. Taking the parties' forest regime harmonization discussions and negotiations into account, initial exploration of the file showed that numerous development axes seemed interesting. Based on opinions expressed in Board meetings and further discussions with collaborators, the Board decided, as of spring 2014, to carry out a project whose first phase will be to better define the issue of riparian buffers on Adapted Forestry Regime territory.

Allowable Cut Calculation

The Board met with the Chief Forester in December 2012 to better understand the reality of calculating the allowable cut on *Agreement* territory forest management units. It had been agreed to organize a meeting in spring 2013 to allow the Chief Forester to present the new allowable cut volumes in effect as of April 2014, taking into account the changes made by the new forest regime. Since the reviews and allowable cut

calculations had not been completed by the date in question, the Board and the Chief Forester agreed to postpone the meeting to when the new calculations were released.

Jobs and Contracts

In the *Status Report on the Implementation of Forestry-Related Provisions 2002-2008*, in reference to the *Agreement concerning a new relationship between the Gouvernement du Québec and the Crees of Québec (Paix des Braves)*, the Board had noted that, under section 3.60 of the *Agreement* (forestry-sector jobs and contracts for the Crees), few concrete results had been achieved.

At the April 2013 Board meeting, the members agreed to get involved in organizing an event to tangibly promote the creation of jobs for and awarding of forestry contracts to the Crees in the short term. The goals of this event were defined: to offer participants a forum for information and exchange on forestry-related job prospects in the short term; to promote exchanges and networking between potential employers and the Crees looking for jobs or contracts;

and to inform stakeholders of the availability of various programs aimed at training, integrating and hiring Crees in the forest sector.



Consequently, the Board worked with the Secretariat to the Cree Nation Abitibi-Témiscamingue Economic Alliance (SCNATEA), party representatives and forest industry representatives to organize the business exchange day "Working TOGETHER in Forestry" on November 27, 2013, in Val-d'Or. This forum brought together approximately 100 participants: representatives of forest industries, associations, organizations, various Cree government levels and sectors (central government, economic development agents, natural resources, band councils, etc.), and Cree companies. Participants reported that they were very pleased with the event and the groups/individuals they were able to meet. In spring 2014, the Board launched a survey on the event's spinoffs, primarily on forestry sector jobs and contracts for the Crees. The survey results will be disseminated to Board members and should make it possible to consider the relevance of repeating the



initiative. SCNATEA wished to have this forum continue and to pursue its collaboration with the Board, so, it introduced the forest and forestry economic sector into the two annual events it organizes in Val-d'Or. Business Exchange Day and business meetings (November 28, 2013) and the conference "Working Together for a Sustainable Forestry" (May 27-28, 2014) were organized in close collaboration with the Board. During Business Exchange Day, a Board member took part in the presentations. The Board Chairman will co-chair the annual SCNATEA conference and help lead it.

Forestry Certification

The Board first began working on this file of interest, deemed a priority, in the previous operating year. In February 2013, it invited representatives from the main forestry certification standards – FSC (Forest Stewardship Council) and SFI (Sustainable Forestry Initiative) – in order to clearly understand these standards with view to their implementation on *Agreement* territory. After this meeting, the Board agreed that it should continue working on this file.

At the April 2013 meeting, Board members decided that, although the FSC standard was being revised, an

interesting initial step would be to conduct a rigorous analysis of all FSC certification Canadian boreal standard principles and indicators, in consideration of the Adapted Forestry Regime currently in effect. The information obtained was intended to enable the Board to better understand the discrepancies between the FSC standards and the AFR, and eventually suggest ways the regime could evolve. It was also pointed out that a similar exercise could be carried out for the SFI and other standards.

At the September 2013 Board meeting, the consultant mandated to conduct this analysis presented his *Analysis of the Canadian Boreal Standard of the Forest Stewardship Council Certification in consideration of the Adapted Forestry Regime of the Paix des Braves*. For the members, this presentation shed light on various aspects of the requirements of the FSC standard in consideration of the Adapted Forestry Regime and on certain avenues of reflection for the regime's evolution. Information on the certification process seemed interesting for the Board's AFR monitoring file. The Board agreed to mandate the Secretariat to briefly analyze the SFI standard and to recommend an approach that the Board could use to analyze it, if need be.

Follow-Up on Board Correspondence Addressed to the Minister

During the operating year, the Board Chairman corresponded with the Minister's office several times, asking the latter to follow up on three of the latest advice letters sent by the Board since October 2012, on key issues (woodland caribou, Joint Working Group governance and request for conciliation by the Cree party). In May 2013, the Board Chairman sent a reminder to the Minister regarding these three advice letters. At the end of the operating year, the Board had not yet received a reply. The Board sent the Minister advice on April 29, 2013 on the 2013-2014 interim year planning process. The Minister's reply was received on July 3, 2013.



Forest Industry Companies' Experience and Viewpoints

After an initial meeting, in June 2012, with a forest industry company working on *Agreement* territory, the Board again invited stakeholders affected by implementation of the Adapted Forestry Regime on *Agreement* territory in the context of the new Québec Forest Regime to its discussions.

In June 2013, the Board met with representatives of the Waswanipi community forestry companies Mishtuk Corporation and Nabakatuk in Waswanipi. The main goal of this meeting was to inform Board members of the background to the companies' developments; to share their experience and reality through their highpoints, main challenges and difficulties regarding job creation for the community's Crees; and to improve and make progress on the file "jobs for and contract awarding to the Crees." In November 2013, the representatives of the forest company Tembec met with Board members to talk about their company's experience, operating realities, strengths and challenges. These meetings give Board members a better idea of the reality of the Adapted Forestry Regime's implementation for the companies governed by it so that they can better develop avenues for improving the regime and helping it evolve.



Strategic Direction 3

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

Adapted Forestry Regime Monitoring Framework

The Board is responsible for analyzing, overseeing and evaluating the implementation of Chapter 3 of the *Agreement concerning a new relationship between the Gouvernement du Québec and the Crees of Québec*. In keeping with its mandate, in fall 2009, it produced an assessment of the first six years of this implementation, the *Status Report on the Implementation of Forestry-Related Provisions 2002-2008*. Based on the findings reported in this initial assessment, for the 2012-2013 operating year, the Board defined adopting a rigorous, structured framework for monitoring the Adapted Forestry Regime's objectives and provisions as its top priority. The Secretariat began the project to elaborate this monitoring framework in June 2012, and a working committee was created to contribute to its development. Validation sessions were organized from time to time with target groups.

In the 2013-2014 operating year, the Board gave this file priority. Development of this monitoring framework—based on the three objectives of Chapter 3 of the *Agreement* and reference criteria and indicators—was spearheaded by the Secretariat, in conjunction with the working committee. As it progressed, the project was presented to the Board members, who were able to orient it. Developing criteria and indicators for the objective linked to better taking the Crees' traditional way of life into account was particularly challenging. The monitoring framework should make it possible to document progress made in implementing provisions and achieving objectives in order to advise the parties as needed. It could be improved over time in order to keep it simple, effective and useful. The tool's

implementation will require Joint Working Group and tallymen involvement and will target identifying the Adapted Forestry Regime's positive and negative aspects (or requiring improvement).

In January 2014, the first version of the monitoring framework designed to be implemented early in the 2014-2015 operating year was approved by the Board. The members agreed that the action plan governing this implementation would be approved in early 2014-2015.

2008-2013 Assessment of Implementation of the Adapted Forestry Regime

On April 1, 2008, a new forest planning cycle linked to the 2008-2013 general forest management plans (GFMPs) was instituted. With the end of this planning cycle, the Board chose producing a second periodic assessment of implementation of the Adapted Forestry Regime for 2008-2013 as one of its action priorities. At the April 25, 2013 Board meeting, the approach to and working plan for conducting this assessment were agreed upon. The approach is based on continuity and following up on what was done for the first assessment (carried out for the period 2002-2008), with the analysis tools developed when it was carried out in 2008-2009, and its main results. It was specified and decided that production of the assessment would again include two analysis levels: a factual analysis of implementation of all Adapted Forestry Regime provisions (called "detailed analysis") and a more overall analysis based on a tour involving Adapted Forestry Regime stakeholders.

In summer and fall 2013, with the help of collaborators from the parties, the Secretariat conducted an interview tour aimed at getting the viewpoints of the tallymen of the territory's five communities affected by Chapter 3 of the *Paix des Braves* and then analyzed the



results. These results, as well as the 2008-2013 assessment drafting outline and main contextual elements, were presented and discussed at the January 30, 2014 Board meeting. To get a broader range of viewpoints, it was agreed to conduct interviews of certain company representatives, Board members and Joint Working Group members and coordinators. The upcoming steps in the assessment's production and deadlines were adjusted and party collaborators were designated to help validate the issues linked to the Adapted Forestry Regime's implementation. The 2008-2013 status report on the implementation of the Adapted Forestry Regime will be available during the 2014-2015 operating year.



Strategic Direction 4

The Board will act on the issues “Joint Working Group governance and operations” identified in the 2002-2008 assessment of the implementation of the Adapted Forestry Regime.

Joint Working Group Governance

In the previous operating year, the Board had given precedence to monitoring the implementation processes used by the Joint Working Groups (JWGs) for the development, consultations and monitoring of all forest management plans applicable on the territory. On October 15, 2012, the Board sent advice to the parties regarding the governance of the JWGs of the *Agreement's* Adapted Forestry Regime, recommending that a balance be re-established within the JWGs regarding supervision, support and development of their capacities so that they would be able to carry out all of the mandates assigned to them. The Board Chairman followed up on this advice and re-contacted the Minister in May 2013 in this regard. At the end of the operating year, the Board was still waiting for the Minister's reply.

The Board was, however, informed that the recommendations forwarded, especially those concerning the Cree party members, were taken into account during the parties' discussions on the Adapted Forestry Regime's harmonization and evolution.

Forest Planning-Support Maps

In December 2012, the Board slated funding for the digital updating, to be led by the Cree party, of Cree land use in the territory and forest planning-support maps. In 2013-2014, progress made on this project was monitored. The final report discussing primarily the data collection stage, released on October 31, 2013, was presented to the Board, which encouraged the parties to take the measures required to complete the project so that the maps produced would be available to forest planners as soon as possible.



Strategic Direction 5

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

Informing Board Members

The Board and its Secretariat continued prioritizing comprehensive, rigorous information-sharing between Board members. The Secretariat produced summary documents and presentations to clarify certain aspects of files of interest and issues linked to the choices and challenges facing *Agreement* territory. These documents were forwarded to Board members to enable them to prepare for Board meetings and play an active role in discussions and decisions.

Information-Sharing on the Adapted Forestry Regime

The forestry regime's implementation combines a great deal of information and technical data. Although some mechanisms for information-sharing between Adapted Forestry Regime stakeholders have been set up, certain needs remain.

In the previous operating year, the Board had begun a project aimed at analyzing the needs and resources of

the stakeholders concerned by the Adapted Forestry Regime's implementation. Since forest regime harmonization discussions were not finished, the Board decided to wait until they were before implementing the project. Since the Adapted Forestry Regime harmonization *agreement* has still not been formalized, the project is still on hold.

Strategic Direction 6

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

Communication and Meetings

In 2013-2014, the Board's main communications efforts focussed on events aimed at forestry-related jobs and contracts for the Crees. Also, in keeping with the communications plan adopted by the Board in April 2012 for the period 2012-2015, Board members took advantage of opportunities for communication and meetings. In addition to these formal initiatives by Board members in the context of the activities already mentioned in this annual report were: the presentation made to the Association francophone pour le savoir on *Hiring Crees under the new forest regime* on May 7, 2013, and participation in the workshop organized by the James Bay Advisory Committee on the Environment on Knowledge acquisition and dissemination on March 19-20, 2014.

The Board Website and Reference Centre

For the second consecutive year, the Board chose to wait for the project to analyze the needs for information on the Adapted Forestry Regime to be implemented before reworking its website and reference centre.

Advice to the Parties

The advice to the parties on the 2013-2014 interim year transitional planning process, sent on April 29, 2013, and the Minister's reply received on July 3, 2013, can be downloaded on the Board's website.

CQFB Annual Report

The Board's tenth annual report, for the 2012-2013 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:
www.ccqf-cqfb.ca





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 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 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 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 :	2013-2014 ACTIONS
Action 1 : Raise the awareness of Board members, Secretariat staff and <i>Agreement</i> stakeholders and give them information about sustainable development (concept and principles).	<ul style="list-style-type: none"> 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. Create and maintain a "Sustainable Development" section on the Board's website and reference centre. 	<ul style="list-style-type: none"> Number of Secretariat, Board and Joint Working Group (JWG) members reached by sustainable development awareness activities. Number of sustainable development activities offered to stakeholders. 	<ul style="list-style-type: none"> 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.
Action 2 : Implement activities contributing to realization of the government awareness and training plan for public service personnel and members.	<ul style="list-style-type: none"> Participate in training activities on the sustainable development approach offered by the Bureau de coordination du développement durable. 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 :	2013-2014 ACTION	
Action 3 : Collaborate, to the best of its ability, in various research projects and encourage the parties to analyze and consider the application of new practices, if need be.	<ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• Number of projects in which the CQFB participates.	<ul style="list-style-type: none">• Participate in at least three projects by 2013.	<ul style="list-style-type: none">• Participated in the JBACE's Workshop on Acquisition and Dissemination of Environmental and Social Knowledge on the Eeyou Istchee-James Bay 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 :	2013-2014 ACTIONS
Action 4 : Implement practices and activities in accordance with the provisions of the policy for an eco-responsible government.	<ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• 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.	



Organizational Objective: Ensure the Adapted Forestry Regime's application and evolution to allow increased integration of sustainable development concerns.

ACTS :	INDICATORS :	TARGETS :	2013-2014 ACTIONS
<p>Action 5 : Promote increased integration of sustainable management principles into the implementation and evolution of the forestry regime on <i>Agreement</i> territory.</p>	<ul style="list-style-type: none"> • 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 <i>Agreement</i> 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. 	<ul style="list-style-type: none"> • Number of Board initiatives 	<ul style="list-style-type: none"> • 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 woodland caribou recovery file.
<p>Action 6 : Ensure that sustainable development principles are taken into account in Board activities and advice to the parties.</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Number of tools developed. • Percentage of advice letters whose underlying analysis took sustainable development principles into account. 	<ul style="list-style-type: none"> • 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 developed.



Organizational Objective: Strengthen local, regional and Native communities' viability and resilience on *Agreement* territory.

ACT :	INDICATOR :	TARGET :	2013-2014 ACTION	
Action 7 : Maintain and reinforce, if need be, the forest management plans analysis approach, in keeping with the sustainable development vision underlying the <i>Agreement</i> .	<ul style="list-style-type: none">• Monitor and review forest management plans.	<ul style="list-style-type: none">• Rate of management plan monitoring and review.	<ul style="list-style-type: none">• 100% of plans are monitored and reviewed.	<ul style="list-style-type: none">• 100% of the 2014-2015 interim plans were analyzed and the systemic issues related to these plans were identified.

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

ACT :		INDICATOR :	TARGET :	2013-2014 ACTION
Action 8 : Promote information-sharing and knowledge-sharing about Cree use of <i>Agreement</i> territory.	<ul style="list-style-type: none">• Promote access to and use of forest planning tools (planning-support maps and guide) and monitor their use.	<ul style="list-style-type: none">• Availability of maps and guide.	<ul style="list-style-type: none">• Use for 75% of traplines.	<ul style="list-style-type: none">• Contributed to funding and participated in orientations of planning-support map updating exercise.

Organizational Objective: Ensure protection and development of heritage and natural resources while respecting ecosystem support capacity on *Agreement* territory.

ACTS :		INDICATORS :	TARGETS :	2013-2014 ACTIONS
Action 9 : Reinforce the Adapted Forestry Regime's monitoring and implementation objectives.	<ul style="list-style-type: none">• Help disseminate the results of monitoring the state of the forest on <i>Agreement</i> territory.• Help develop a framework to monitor and assess <i>Agreement</i> objectives.	<ul style="list-style-type: none">• Availability of state of the forest reports.• Monitoring framework for wildlife habitats by 2011.	<ul style="list-style-type: none">• 100% of reports are available.• Monitoring framework is available in 2011	<ul style="list-style-type: none">• Achieved• The framework to monitor Adapted Forestry Regime objectives was completed and will be implemented in 2014-2015



June 18th, 2014

REVIEW ENGAGEMENT REPORT ON THE SUMMARY FINANCIAL STATEMENTS

To the members of Cree-Québec Forestry Board

The accompanying summary financial statements, which comprise the summary balance sheet as at March 31, 2014 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, 2014 on which we have issued an unmodified review engagement report dated of June 18th, 2014.

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 the basis described in Note "Basis of presentation".



Partnership of Chartered Professional Accountants

¹ CPA auditor, CA permit n° A110274

 **Laberge Lafleur Brown** S.E.N.C.R.L.
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FINANCIAL STATEMENTS

CREE-QUÉBEC FORESTRY BOARD

SUMMARY STATEMENT OF OPERATIONS

FOR THE YEAR ENDED MARCH 31, 2014

	2014 (unaudited) \$	2013 \$
REVENUES		
Partners' contributions -		
Québec Government	200 000	200 000
Grand Council of the Crees (Eeyou Istchee)	200 000	200 000
Interests	3 231	4 106
	<u>403 231</u>	<u>404 106</u>
EXPENSES		
Salaries	274 105	331 568
Internal management	101 164	92 373
Board meetings	44 533	22 989
Services contracts	58 923	39 579
	<u>478 725</u>	<u>486 509</u>
DEFICIENCY OF REVENUES OVER EXPENSES	<u>(75 494)</u>	<u>(82 403)</u>

SUMMARY BALANCE SHEET

AS AT MARCH 31, 2014

	2014 (unaudited) \$	2013 \$
ASSETS		
CURRENT ASSETS		
Cash	62 326	64 530
Accounts receivable	12 918	8 291
Prepaid expenses	2 385	1 438
	<u>77 629</u>	<u>74 259</u>
INVESTMENTS	357 715	429 486
CAPITAL ASSETS	8 611	10 046
	<u>443 955</u>	<u>513 791</u>
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable	17 000	11 342
	<u>17 000</u>	<u>11 342</u>
FUNDS BALANCES		
Invested in capital assets	8 611	10 046
Internally restricted	145 000	145 000
Unrestricted	273 344	347 403
	<u>426 955</u>	<u>502 449</u>
	<u>443 955</u>	<u>513 791</u>

Basis of presentation

The summary financial statements are derived from the unaudited financial statements of the Cree-Québec Forestry Board for the year ended March 31, 2014 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, these informations are included in the unaudited financial statements.

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

www.ccqf-cqfb.ca



CONCLUSION

On the whole, the Cree-Québec Forestry Board is satisfied with the activities it carried out over the 2013-2014 operating year. It fulfilled its duties linked to forest plan review and regime implementation monitoring and took special interest in handling specific strategic issues related to implementation of the Adapted Forestry Regime, such as riparian buffers and job creation for and contract awarding to the Crees. In keeping with its mandate and the parties' negotiations, the Board also made a positive contribution to the parties' discussions on adjustments to be made to Adapted Forestry Regime provisions.

Since its creation, in 2003, the Board has concretely shown that it is an important tool in the implementation of Chapter 3 of the *Paix des Braves*. The parties recognize that the Board is a forum that has enabled communication, joint efforts and cooperation to be strengthened between the stakeholders and players involved in the Adapted Forestry Regime's implementation. The Board has made it possible to make significant progress towards fulfilling its mandate: "permitting a close consultation of the Crees during the different steps of planning and managing forest management activities in order to implement the Adapted Forestry Regime".

After more than 10 years of operations, the Board is faced with new challenges that it will have to meet if it wishes to continue to play the active, useful role it has played since its creation. It will have to strengthen its capacity to effectively monitor the issues surrounding the Adapted Forestry Regime's implementation and analyze these issues in an enlightened manner in order to draft constructive advice that is useful to the parties in order to enhance the Adapted Forestry Regime's overall implementation, along with the achievement of its objectives. It is from this perspective that implementation of the new program to monitor the Adapted Forestry Regime's provisions and objectives represents a very important process requiring the ongoing attention of the Board and its members over the coming years.

However, the implementation of the new Québec Forest Regime and the need to harmonize it with the Adapted Forestry Regime currently in place on Paix des Braves territory will require the Board to make major adjustments in its operating mechanisms for a number of its duties. For example, all of the provisions linked to analyzing tactical and operational forest management plans will require that the Board adjust its methods to allow it to meet the parties' expectations.

In the coming months and years, the Board will be faced with the challenge of keeping an eye to the long term, by continuing to improve its ability to monitor the Adapted Forestry Regime, analyze the key issues and make constructive, useful recommendations to the parties, while working in the short term, on making the necessary adjustments to its tools and operating procedures, based on the changes required once the signing parties have finalized their new harmonization agreement.

This is the Board's challenge for the future, a challenge it intends to tackle with optimism and, especially, the firm will to succeed.



APPENDIX I

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

CHAPTER I

PURPOSE AND FIELD OF APPLICATION

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

CHAPTER II

PRINCIPLES OF ETHICS AND BYLAWS OF PROFESSIONAL CONDUCT

4. The contribution of Board members to the realization of its mandate must be made in respect of the law, with honour, loyalty, rigour, caution, diligence, efficiency, assiduity and fairness.
5. The Board member is required, in the performance of his duties, to respect the principles of ethics and professional conduct set out in the present code of ethics and professional conduct. A Board member who is also governed by other standards of ethics and professional conduct is also subject to the present code of ethics and professional

conduct. In the event of divergence, the most demanding principles and rules apply.

The Board member must, if in doubt, act according to the spirit of these principles and rules. He must also organize his personal affairs so that they cannot hinder the performance of his duties.

6. The Board member is required to exercise discretion concerning what he knows in or during the performance of his duties and is required to respect the confidential nature of the information received in this manner at all times.
7. The Board chairperson must show reserve in the public expression of his political opinions.
8. The Board member must avoid placing himself in a situation of conflict between his personal interest and his official duties.

He must reveal in writing to the Board chairperson any direct or indirect interest he has in an organization, enterprise or association liable to place him in a situation of conflict of interest, in addition to the rights he can present against the Board, by indicating, if applicable, their nature and their value. An indirect conflict of interest can occur in cases where a member can receive some sort of benefit in a roundabout way, such as through his children or an enterprise in which he holds shares.

The organizations, enterprises or associations referred to in the preceding paragraph do not include the organizations or associations which represent the Cree Nation (Eeyou Istchee).

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

In the case of a member named by the Cree Re-

gional Authority, the former must also reveal this information to the Cree Regional Authority.

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

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

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

10. The Board member must abstain from participating in any deliberation or decision involving any organization, enterprise or association in which he has an interest as set out in Articles 8 and 9. Furthermore, he must withdraw from the meeting during the length of the deliberations and vote on this question.
11. The Board chairperson ensures that the minutes of Board meetings mention any abstention of one of its members from the decisions concerning any organization, enterprise or association in which he has an interest, for the purpose of transparency.
12. The Board member must not mistake Board property for his own and cannot use it to the advantage of himself or a third party.
13. The Board member cannot use any information obtained in or during the performance of his duties to the advantage of himself or a third party.
14. The duties set out in Articles 5, 6 and 13 do not have the effect of preventing a Cree Regional Authority representative to consult nor report to the Cree Regional Authority, nor does it prevent to



consult nor report to the members of the Cree Nation (Eeyou Istchee) or the organizations or associations which represent it, unless the information is confidential under the law and that such confidentiality is in accordance with the James Bay and Northern Québec *Agreement* or the *Agreement* concerning a New Relationship between the Crees of Québec and the Government of Québec.

15. A Board member is allowed to accept and keep a gift, or accept a token of hospitality or other benefit as long as the present is of modest use and value and is offered during an event attended by the receiving member.

Any other gift, token of hospitality or benefit received must be returned to the donor or government.

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

The Board member who has ceased to hold office but remains with the appointing party, in the context of his dealings with this party or associations which represent it, will have the right to inform it, in order to ensure 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____.



APPENDIX II

MEMBERS OF THE JOINT WORKING GROUPS

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

The JWGs are mandated to

- Integrate and implement the specific rules agreed upon in respect of the adapted forestry regime;
- When required, to develop harmonization measures;
- Review conflicting uses in order to find acceptable solutions;
- Ensure the implementation of the processes in relation to the preparation, consultation and monitoring of forest management plans;
- Adopt internal operating rules;
- Ensure that each party places all relevant and available forestry-related information at the disposal of the other party;
- Discuss any technical issues.

At March 31, 2014, the members of the Joint Working Groups were:

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



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