

Table of contents

Letter from the Vice-Chairman of the Board.....	4
Vice-Chairman's Statement.....	6
Chapter 1 - The Agreement and Chapter 3 on Forestry.....	7
The Adapted Forestry Regime's Objectives and Its Main Adaptations.....	7
Territory Covered.....	8
Statistics Pertaining to the Territory Covered by Chapter 3 of the Agreement.....	8
Chapter 2 - The Cree-Québec Forestry Board.....	9
Mission.....	9
The Board's Mandate.....	9
The Board's Strategic Directions.....	10
The Board's Composition and Administrative Organization.....	11
Chapter 3 - Review of Board Activities.....	13
The Board's Context in 2015-2016.....	13
Direction 1.....	15
Forest Regime Harmonization.....	15
Forest Plans.....	17
Sustainable Forest Management Strategy and Regulation Respecting Sustainable Forest Management.....	19
Report on the Northern Limit for Timber Allocations.....	20
Direction 2.....	21
Adapted Forestry Regime Monitoring Framework.....	21
Riparian Buffers.....	21
Woodland Caribou Recovery.....	22
2008-2013 Assessment of Implementation of the Adapted Forestry Regime.....	23
Access Roads Subject to Environmental Impact Assessment.....	24
Direction 3.....	25
Meetings with the JWG's and Forest Industry Representatives.....	25
Direction 4.....	27
Board Website.....	27
Advice to the Parties.....	27
Annual Report.....	27
Chapter 4 - Sustainable Development.....	29
The Cree-Québec Forestry Board's 2008-2015 Sustainable Development Action Plan.....	29
2008-2013 Sustainable Development Action Plan Update (March 2013).....	29
Financial Statements.....	34
Conclusion.....	36
Appendix I	
Code of Ethics and Professional Conduct of the Cree-Québec Forestry Board.....	38
Appendix II	
Members of the Joint Working Groups.....	40

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

Dear Minister Lessard,
Dear Grand Chief Coon Come,

On behalf of the members of the Board and myself as Vice-Chairman, I am pleased to present the 13th annual report of the Cree-Québec Forestry Board.

The year 2015-2016 was significant for the Board, in particular due to the passing of our Chairman, Gilbert Paillé, in December 2015. From the moment he took office, in September 2014, Mr. Paillé positively influenced the Board's operation and activities through his personal qualities, his vast experience and his determination that the organization be able to carry out its mandate so as to reflect the parties' discussions on the harmonization of the Adapted Forestry Regime and the new Québec Forest Regime.

After Mr. Paillé's passing, the members unanimously agreed to continue the Board's activities until a new Chairman is appointed, in keeping with the directions and priorities decided under Mr. Paillé's chairmanship.

Despite the special circumstances governing the Board's operations, it nevertheless assumed its responsibilities and contributed to the progressive implementation of the Adapted Forestry Regime harmonization measures agreed on by the parties.

The members are relying on the parties' diligence in appointing Mr. Paillé's successor as soon as possible. The Board will then be able to resume its normal activities and fulfil its mandate in accordance with the responsibilities entrusted to it.

Most respectfully,



Isaac Voyageur
Vice-Chairman of the Board



Vice-Chairman's Statement

To the best of my knowledge, the 2015-2016 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 extent to which the target objectives were achieved.

Throughout the 2015-2016 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 accountability with respect to the commitments resulting from its strategic directions and objectives for 2015-2016.

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



Isaac Voyageur
Vice-Chairman of the Board



The Agreement and Chapter 3 on Forestry

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 Crees, via consultation, in forestry 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 forest operations 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.

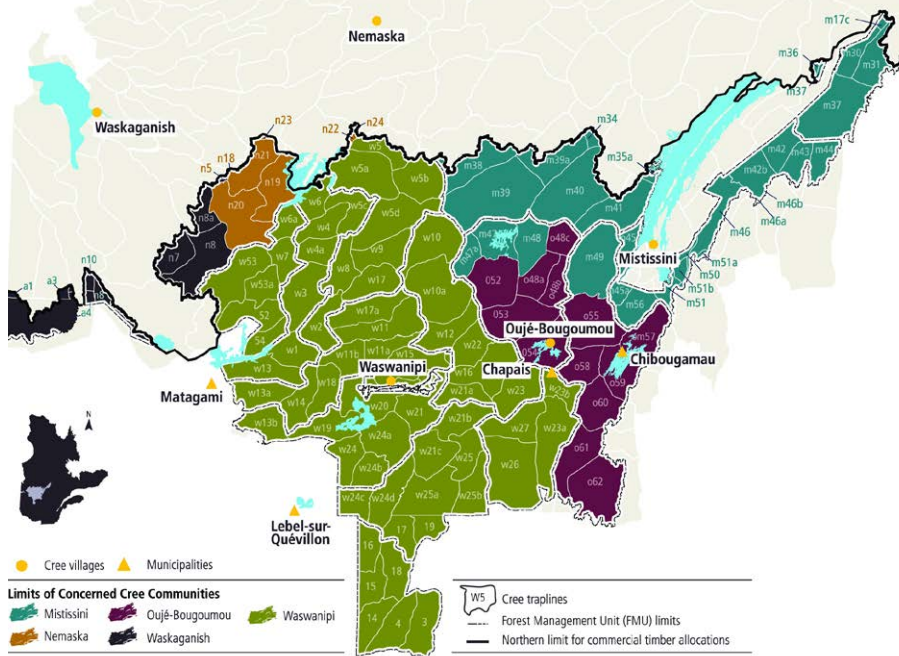
In terms of economic development, certain provisions of the Agreement confirm that timber volumes will be available to the Crees and promote their access to prospective forest management activity-related jobs, contracts and partnerships.

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 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 67 625 km². Its productive forests account for almost 8.4% 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

Population

Cree Communities	Population	Non-Native Communities	Population
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	Eeyou Istchee James Bay Regional Government*	1 303

Statistics Canada, Census of Canada, 2011

* Outside the territory covered by Chapter 3

	Chapter 3	Québec	Proportion
Size of the territory* (km ²)	67 625	451 227	15%
Forest area used to calculate allowable cut* (km ²)	34 023	270 898	12.6%

Number of forest management units: 15

Number of Cree traplines affected: 121

Forest resource

	Chapitre 3	Québec	Proportion
Allowable cut* (m ³) SEPM	2 397 700	21 767 400	11%
All species	2 727 000	32 649 900	8.4%

*Chief Forester's data (modified in 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 2015-2016, the representatives designated by the Québec government included two officers from the Ministère des Forêts, de la Faune et des Parcs and three other members whose expertise include wildlife, First Nations and forest industry. 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, 2015 to March 31, 2016).

Chairman	
Gilbert G. Paillé (2014-09-17 to 2015-12-24) As of March 31, Mr. Paillé had not yet been replaced	
QUÉBEC MEMBERS	CREE MEMBERS
<p>Geneviève Brunet (2015-04-07 to --) National Parks Branch Ministère des Forêts, de la Faune et des Parcs <i>Replacing Patrick Beauchesne</i></p> <p>Hugo Jacqmain (2014-11-19 to --) Director, Relations with First Nations Ministère des Forêts, de la Faune et des Parcs</p> <p>Geneviève Labrecque (2014-11-19 to --) Forestry Manager, Tembec</p> <p>Jacques Robert (2014-11-19 to --) Retired - consultant</p> <p>Denis Vandal (2015-08-11 to --) Retired - consultant <i>Replacing Guy Hétu</i></p>	<p>Andy Baribeau (2015-09-10 to --) Cree Nation Government Grand Council of the Crees (Eeyou Istchee) <i>Replacing Steven Blacksmith</i></p> <p>Steve Diamond (2015-09-10 to --) Cree Nation Government Grand Council of the Crees (Eeyou Istchee) <i>Replacing Bert Moar</i></p> <p>Geoff Quaile (2009-06-04 to --) Cree Nation Government Grand Council of the Crees (Eeyou Istchee)</p> <p>Nadia Saganash (2012-04-16 to --) Cree Nation Government Grand Council of the Crees (Eeyou Istchee)</p> <p>Isaac Voyageur (Vice-Chairman) (2007-01-24 to --) Cree Nation Government Grand Council of the Crees (Eeyou Istchee)</p>

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 files, identifying 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 of March 31, 2016, three employees made up the Secretariat team: Marie Gosselin, Executive Director, Amélie Dussault, Analyst/Advisor (under contract), and Sylvie Dolbec, Administrative Assistant.

Review of Board Activities

The Board's Context in 2015-2016

2015-2016 was the Board's 13th operating year and the 3rd consecutive year in the transitional period that followed the coming into force of the *Sustainable Forest Development Act* (SFDA) on April 1, 2013. Implementation of the new Québec Forest Regime (QFR) requires harmonization between the SFDA and the Adapted Forestry Regime (AFR) in effect on the territory covered by the Agreement Concerning a New Relationship between the Gouvernement du Québec and the Crees of Québec (Paix des Braves).

Since 2013, the new QFR has been gradually implemented and harmonized with AFR mechanisms in a context of transition. Even though the new agreement is not yet signed and finalized, the parties have integrated the main points required for harmonization of the AFR.

To allow forestry activity to be maintained, the Board continued, as in the past two operating years, to play its role constructively so that the parties could adopt interim forest plan-related mechanisms. This situation generated a certain number of problems and raised issues requiring the Board to adapt in order to continue carrying out its mandates and pursuing its deliberations.

In the first part of 2015-2016, the Board pursued its activities in keeping with its strategic directions and file-related priorities while adopting an approach based on continuity and progressive adaptation. The Board was saddened at the passing of its Chairman in December 2015. The Board members wanted activities to continue while waiting for the appointment of a new Chairman and wished to maintain the directions and priorities instituted when the Chairman took up his duties in September 2014. The Board Vice-Chairman was Interim Chairman for the December 2015 and February 2016 Board meetings.

The Board held four meetings between May 20, 2015, and February 4, 2016 (in Oujé-Bougoumou, Waswanipi, Montréal and Québec City). A fifth meeting had been scheduled for March but had to be postponed until early April 2016.





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

Forest Regime Harmonization

On April 1, 2013, with the coming into force of the *Sustainable Forest Development Act* (SFDA), the new Québec Forest Regime (QFR) was implemented on the territory covered by the Agreement Concerning a New Relationship between the Gouvernement du Québec and the Crees of Québec (called "Paix des Braves" and signed in 2002). At this time, the parties to the Agreement (Paix des Braves) had not completed their discussions to harmonize the forest regimes on the territory covered by the Agreement's Adapted Forestry Regime (AFR). So that forestry activity could continue on Paix des Braves territory, the parties adopted an interim process for the 2013-2014 operating year to develop and finalize operational forest management plans (PAFIO).

Paralleling their AFR harmonization discussions, on July 24, 2012, the parties signed the Agreement on Governance in the Eeyou Istchee James Bay Territory, a territory which includes the territory covered by the AFR. In it, the Crees and the Québec government agreed on a collaborative forest resource management regime for Category II and III lands located on AFR territory. This collaborative regime will be developed in the context of the parties' discussions on AFR-SFDA harmonization.

In July 2013, the Crees and the Québec government defined the processes for the Crees' and Jamesians' participation in the collaborative forest resource management regime to ensure Cree participation in the 2014-2015 forest management plans. A new interim agreement was signed. It completely changes the Agreement's Schedule C-4 on the processes for developing and finalizing integrated tactical (PAFIT) and operational (PAFIO) forest management plans. The parties agreed on progressive implementation of the processes and provisions on which they had already agreed.

The changes made are in line with the AFR while introducing the new processes and mechanisms linked to SFDA implementation. In keeping with the Agreement on Governance in the Eeyou Istchee James Bay Territory, the processes for developing and finalizing the forest management plans defined in the Agreement's Schedule C-4 foresee having the Cree Nation Government and Eeyou Istchee James Bay Regional Government become involved in forest resource management on Category II and III lands.

Although the parties have agreed on the main AFR harmonizations and although the collaborative forest resource management regime participation processes have been defined, the forest regime harmonization agreement has not been formalized since the parties still need to settle other forest management-related files (Baril-Moses, woodland caribou, protected area project and forest roads subject to the environmental assessment procedure) on which consensus has not been reached and which are still under discussion by the parties.



In early 2015, the parties stepped up their negotiations aimed at settling these files. In July 2015, the Québec government and the Cree Nation signed the Agreement to Resolve the Baril-Moses Forestry Dispute and agreed to settle the pending issues. The parties, the parties to the Agreement (Paix des Braves) also agreed on December 1, 2015, as the date for finalizing their negotiations on the AFR-QFR harmonization agreement.

The signing of the Agreement to Resolve the Baril-Moses Forestry Dispute gave the parties the momentum needed to finalize the harmonization agreement. Meetings were held, a final harmonization text was agreed on and the Cree party toured the Cree communities affected by the harmonizations negotiated. For various reasons, there were delays and the December 1, 2015, deadline was exceeded. However, the parties said they were confident that they would be able to formalize the harmonization agreement in early 2016.

This was the context in which, throughout 2015-2016, the Board pursued its activities, closely monitored the parties' discussions and adapted its activities to reflect the latter. The Board was concerned that the collaborative forest resource management regime be implemented as soon as possible so that Cree participation in forest management and in developing the new generation of plans could take tangible form.

The Board's main duty is to enable close consultation of the Crees at the various forestry activity planning and management stages. In the first part of the operating year, it saw the progressive implementation of the Agreement's new processes and mechanisms. Mechanisms provided in the collaborative regime were implemented but, since the agreement had not been signed, Cree participation was partial. Because a new generation of forest plans for 2018-2023 is scheduled to come into effect on April 1, 2018, the MFFP began developing these plans during 2015. In August 2015, the Board expressed its concerns in an advice letter to the parties on the negative impact of the ongoing interim context on forest management plan review. In this letter, the Board asked the parties to reach an agreement as soon as possible to ensure adequate Cree participation in implementing the new forest resource management processes and harmonizations agreed on.



The year 2016 is decisive for developing new forest plans and implementing the new mechanisms and processes aimed at ensuring the greatest possible participation by the Crees and the other stakeholders in forest management plan development. In the second part of the operating year, the Board held meetings with the Joint Working Groups (JWGs) and MFFP and Regional Government representatives to monitor how the different stakeholders are preparing themselves and implementing the new mechanisms and processes aimed at ensuring Cree participation.

The JWGs are key elements of the AFR, helping to ensure tangible Cree participation in forest planning on Agreement territory. In November 2015, through its Secretariat, the Board facilitated the organization and holding of a joint workshop aimed at informing the JWGs of the AFR harmonizations, the new processes and the deadlines for developing the new generation of PAFIs.

In December, MFFP regional authorities informed the Board of the approach and timeline chosen to ensure the new plans' development and finalization, while ensuring collaboration from both the Crees and the regional sector. In February 2016, representatives of the Eeyou Istchee James Bay Regional Government met with the Board and gave an update on implementation of the mechanisms to ensure the regional sector's participation in the forest plans. The parties' authorities were also invited to inform the Board of the main changes made to the AFR and the implementation approach agreed on.

Given the new governance context and the implementation of its collaborative forest resource management regime on AFR territory, the Board considers that the changes made will likely impact the way it will carry out its responsibilities and adapt its mechanisms and operating procedures. The information shared, the expectations voiced and the members' discussions with the representatives of the stakeholders involved in implementing the collaborative regimes fuelled the Board members' consideration of which short- and medium-term priorities to adopt.

Taking the new governance context into account, Board members will have to pursue their discussions in order to develop a shared vision of how the Board should carry out its responsibilities, in particular those linked to forest plan development and monitoring.

Forest Plans

Among its key responsibilities, the Board is mandated by the parties to issue its proposals, concerns and comments about forest plans (tactical and operational). The Board is responsible for reviewing the forest plans at the finalization stage, before their approval.

Under the new QFR, the MFFP must ensure the production of new types of forest management plans: the PAFIOs and PAFITs, which should be carried out over a five-year period. For the first two interim years (2013-2014 and 2014-2015)—since the parties had not completed their forest regime harmonization negotiations—the Board reviewed PAFIOs covering one operating year. Only the PAFIT for forest management unit 084-62, which is located outside the territory covered by the new Eeyou Istchee James Bay governance, was produced by the MFFP.

Review of 2015-2016 PAFIOs

During the first part of 2015, the Board received all of the 2015-2016 PAFIOs for Agreement territory from the MFFP. The Board's mandate requires it to analyze these plans, whose content is similar to those of the transition period's two preceding years (2013-2014 and 2014-2015), in that they present a single operating year. Production of the analysis reports for the 2015-2016 plans, to be prepared by the JWG, was under way when the Board reviewed the plans. This is due to the fact that the Cree party suspended its participation in the consultation meetings in fall 2014 and that the PAFIOs tabled were consulted late by the tallymen. Consequently, the Board could not use the JWG reports in its review of the plans.

For a third consecutive year in the interim period, the Board was called on to study forest plans that fall under the new processes discussed by the parties while awaiting AFR-QFR harmonization. Given this context, the interest of the Board's conducting a more in-depth review of the plans was questioned. It seemed premature to determine a constructive analysis approach and forest plan review criteria based on an agreement between the parties.

Taking the interim context into account, the parties again agreed that the Board would look at the plans' systemic issues. The MFFP asked for Board advice, but this advice was not required for the plans to take effect. Since forestry activities had to continue on the territory, the Board ensured that the tallymen had been consulted on the forest operations zones retained in the harvesting agreements and that they had been accepted.

Review of 2013-2018 PAFITs

In March 2015, the Board was informed that, within a few months, the MFFP would send it 14 AFR territory PAFITs for review. In preparation, a working group was created to analyze the file and propose an approach for analyzing the territory's tactical files to the Board. On April 8, 2015, a working meeting was held with the parties' representatives, who are also Board members, and with the parties' collaborators.

Among other things, the exercise allowed stock-taking of the PAFIT development process and theoretical content. Information-sharing and discussions revealed the fact that the new Cree participation and forest plan (PAFIT and PAFIO) development mechanisms were not fully operational, notably because the parties had not formalized their AFR harmonization agreement. Consequently, apart from a Cree section presenting AFR-related statistical charts and maps, the PAFITs to be tabled by the MFFP would seemingly contain no content resulting from Cree participation in the process used to develop this first generation of tactical plans. The tactical plans to be tabled would be based on objectives and provincial/regional issues defined primarily by the government.

The results of the working group's discussions and analysis were transmitted to the Board. At its May 20, 2015, meeting, the Board clearly expressed the difficulty of being able to carry out its forest plan analysis mandate before the parties had agreed on the forest regime harmonizations and before the new development framework for these plans had been formalized and implemented.

August 20, 2015, Advice Letter

During the first part of 2015, in keeping with its mandate, the Board received 14 PAFITs from the MFFP for the period 2013-2018. The Board analyzed the plans submitted to it and then sent an advice letter on the 2013-2018 PAFITs and 2015-2016 PAFIOs to both parties' authorities, that is, the Minister of Forests, Wildlife and Parks and the Grand Chief of the Grand Council of the Crees, on August 20, 2015.

While recalling its main forest plan-related responsibilities, the Board informed the parties that it was unable to carry out this mandate, although it had received all of the 2015-2016 PAFIOs and 14 PAFITs for 2013-2018. It pointed out that the parties still had to reconcile the differences between the SFDA and the AFR's provisions contained in Chapter 3 of the Agreement (Paix des Braves). In the absence of an agreement harmonizing these two forest regimes, the Board tried to carry out its forest management plan review mandate in a context of uncertainty. In the past two years, the parties applied an interim implementation process and the Board adapted its forest management plan review to reflect this change. Since 2013, these efforts were supported by Board advice to both parties on the subject of the interim forest management plans, especially the July 31, 2014, advice letter, which pointed out unresolved management problems involving the woodland caribou, mixed stands, riparian buffers and MFFP access to Cree tallymen's forest planning-support maps.

Despite the work done, in the Board's opinion, it had become evident that there was little use drawing attention to specific management problems, given that the AFR's very implementation and the achievement of its objectives had become uncertain. In this third interim operating year, the Board reported that it observed that those responsible for AFR implementation (JWGs, coordinators and forest planners) were no longer sure how the regime should be put in place. This lack of clarity, observed by the later, seems to have increased with each interim year and has given rise to failures in communication, delays, different interpretations regarding the rules that apply and the time to apply them, and, more importantly, to mistrust. As a result, those who should benefit most from the AFR, that is, the Cree land users, have begun to lose confidence in the consultation and participation process that defines the AFR, since they see a process that seems to be changing constantly.

In light of these observations, the Board urged the parties to take the measures required to reach an agreement allowing the AFR to be renewed as soon as possible. At this point, the members unanimously believed that, unless certainty and stability were soon re-established, the AFR's credibility and stakeholders' ongoing support would be jeopardized and probably result in an increase in conflicts requiring conciliation and causing delays.

The Board reiterated its wish to contribute positively to AFR implementation, and this was the spirit in which it sent this advice letter. It continues to believe that it will be able to fulfil its forest management plan review obligation as soon as stability has returned to the forest plan development and finalization process and the AFR harmonization agreement has been formalized.

Minister's Response, October 8, 2015

The MFFP stated that it was favourable to the comments contained in the August 20, 2015, advice letter and would take them into account in pursuing AFR implementation. The Québec government recognized that the current situation, in which the AFR had been in a transitional context for three years, generated a number of problems and explained that this was why it was working to finalize the negotiations surrounding the agreement harmonizing the AFR of Chapter 3 of the Agreement (Paix des Braves) and the SFDA. It mentioned that the deadline for concluding this important harmonization work, that is, December 1, 2015, had been written into the recent Agreement to Resolve the Baril-Moses Forestry Dispute signed by the Eeyou Istchee Cree Nation and the Québec government on July 13, 2015. It assured the Board that the files—woodland caribou and riparian buffers—were active and being worked on diligently, and that the Board's recommendations were being taken into consideration in the government's approaches.

Grand Chief of the Cree Nation Government's Response, October 27, 2015

The Grand Chief stated that he shared many of the concerns the Board raised in its August 20, 2015, advice letter, given the absence since 2013 of a harmonized, operational AFR. While the situation was not ideal, he felt that the Cree Nation had learned several lessons from this three-year transition period that it hopes to incorporate into a final agreement and that will enable it to take into account elements that it might not otherwise have been aware of. He expressed his confidence that his government would be able to achieve the objective of harmonizing the SFDA and the Agreement (*Paix des Braves*) by December 1, 2015.

Sustainable Forest Management Strategy and Regulation Respecting Sustainable Forest Management

Sustainable Forest Management Strategy

In April 2013, the Québec government instituted the SFDA and a new forest regime. In December 2015, it adopted the Sustainable Forest Management Strategy (SFMS) in which it defined how it wished to put this new forest regime into practice. This strategy had undergone widespread public consultation in 2010, in which the Board was unable to participate. Early in the operating year, it received the draft SFMS that the Québec government intended to present to Cabinet for adoption; the MFFP invited the Board to voice its questions and concerns.

The Board members shared their questions and comments at the May 20, 2015 meeting. In their May 27, 2015 letter to the MFFP, they felt that the draft SFMS raised no major issues.

Regulation Respecting Sustainable Forest Management

In the previous operating year, on March 30, 2015, the Board had sent the Minister advice on the draft Regulation respecting sustainable forest management (RRSFM). In this document, it acknowledged that the draft RRSFM presented implementation challenges in the AFR context and proposed changes to the regulations governing forestry activity in Québec. Although, according to its mandate, the Board is responsible for commenting on draft regulations that are to apply on Agreement territory, it stated that it preferred to abstain from further comment on this draft, given the political context surrounding negotiation of the forest regime harmonization agreement and the position expressed by the Crees.

The Deputy Minister replied to the Board's advice letter on May 14, 2015, indicating that the RRSFM's coming into force had been deferred to April 1, 2016.

At the December 9, 2015, Board meeting, an MFFP representative indicated that the new RRSFM would be re-published in the *Gazette officielle* in January 2016 and was expected to come into force on April 1, 2016. He confirmed that the consultations were finished. The absence of provisions taking into account the Paix des Braves and other Cree concerns related to the RRSFM was to be discussed in the context of the negotiations between the Crees and the Québec government. Should special provisions be applied, he explained that the Minister could do so and impose different forest management standards under a provision of the SFDA. In late March 2016, the Québec government announced that the RRSFM's coming into force would be deferred again, to April 1, 2017.

Report on the Northern Limit for Timber Allocations

In December 2005, the Minister of Natural Resources and Wildlife announced that a scientific committee would be created and mandated to study the Northern limit for timber allocations. This announcement followed on recommendations made when the Northern limit for timber allocations was defined in 2002 based on the relatively limited forest-related and ecological data available at the time.

The Committee was mandated to develop a plan for acquiring knowledge about the Northern forest sector. It was to devise and conduct analyses and then propose a Northern limit concept based on criteria specific to sustainable forest development. The scientific committee completed its mandate and submitted its report to the Minister of Forests, Wildlife and Parks in October 2014. The report is currently being studied by the Québec government. The government's position will undergo public consultation involving the groups concerned.

The Northern limit crosses the territory covered by the AFR of the Agreement (Paix des Braves) from east to west and borders it to the north. The Board wished to know the scientific committee's findings and recommendations, particularly with regard to the portion covering Agreement territory. Consequently, it received one of the drafters of the scientific committee's report at its May 2015 meeting. The scientific committee's findings and recommendations, particularly with regard to the portion covering Agreement territory, were explained. Details were provided on data availability, the inventory program, the territory's sensitivity to sustainable forest management and the stages to come in this file. If and when a public consultation is held, the Board will monitor the Northern limit for timber allocations file.

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

Adapted Forestry Regime Monitoring Framework

One of the Board's main responsibilities is to monitor, report on and assess implementation of the Adapted Forestry Regime (AFR). To carry out its mandate, between 2012 and 2014, the Board developed an AFR monitoring framework based on work done by a committee composed of the parties' representatives. The purpose of this rigorous, structured tool is to detect and gather indicators making it possible to assess, on an ongoing basis, the extent to which the objectives of the AFR and the Agreement (Paix des Braves) are being attained. The framework was designed to be simple, effective, flexible and evolving.

When this monitoring framework was adopted, in April 2014, the Board Secretariat proposed an initial action plan for its implementation for 2014-2015. The actions envisaged were based on three objectives to gather information and use concrete indicators to assess the Crees' traditional way of life and their participation as well as sustainable development taking economic, social and environmental imperatives into account. A monitoring committee was proposed to implement the Board's directions linked to this framework.

However, the designation of a new Board Chairman during the year resulted in the Secretariat's work plan being modified in fall 2014. The monitoring framework was partially implemented. For the 2015-2016 operating year, the Secretariat recommended reinstating the work plan developed.

Given the context and priorities that guided the Board's activities in 2015-2016, little effort could be devoted to the monitoring framework's implementation. Nevertheless, this monitoring tool's implementation remains a priority and should materialize in the coming year.

Riparian Buffers

Since the beginning of AFR implementation, trappers have regularly expressed their dissatisfaction about the impacts of forestry activity on sectors bordering lakes and rivers. These riparian buffers are where the trappers practice their traditional activities and are sectors used by wildlife. The trappers request harmonization measures in these areas.

In fall 2013, the Board decided to look at this issue more closely. In March 2015, the Board members were informed of the preliminary results of the first stage of the project aimed at characterizing the problem. One of them pointed out that the problem seems to be more social than ecological in nature. To better understand the riparian buffers issue, it was agreed to organize a field visit in May 2015 so that the Board members could speak directly with the trappers and tallymen. Unfortunately, this day of investigation did not take place as planned and the objective was not attained.



Early in the operating year, the Board analyst left. A new analyst was hired in June but, from October 2015 to spring 2016, she was absent due to illness and then left. This affected developments on certain files, notably the riparian buffers file. Its development was pursued when a new analyst was hired at the end of the operating year.

The process for developing new plans taking Cree issues into account continues. The need for the Board and parties to better understand the issues surrounding riparian buffer management is ongoing. To clarify these issues and benefit from the expertise of the Joint Working Groups (JWGs), the parties and the Board contributed to organize a meeting with these groups. Scheduled for April 2016, this meeting will enable the JWG members to share their views on wildlife issues and riparian buffer protection and discuss potential solutions.

It was noted that the riparian buffer issue overlaps certain aspects of the wildlife habitat directives. In preparation for the JWG meeting, the Board drew the attention of its members and the meeting organizers to the fact that it had produced draft directives and a pilot project on wildlife habitats when the Agreement (Paix des Braves) was first implemented. These projects took into account the sectors and wildlife species of interest to the Crees, clarified the issues and proposed management strategies.

The Board ensured that the information gathered in the context of its wildlife habitat management and protection project could be used as a basis for the group's discussions. Since riparian environments are key wildlife habitats, the Board also ensured that riparian buffers were specifically addressed during the JWG meeting.

The information gathered from the JWGs and the tallymen will shed further light on the riparian buffer issue. In the coming year, the Board will address this issue and its follow-up so as to help find other possible actions and define the steps steering the search for harmonization surrounding this issue.

Woodland Caribou Recovery

The woodland caribou was designated a vulnerable species in 2005 by the Québec government. In December 2010, the parties created a special committee mandated to ensure implementation of a precautionary approach and recovery plan on AFR territory. Then, a technical committee was mandated to support the special committee in its work. These committees and the parties took various actions and initiatives. For a variety of reasons, the special committee has not met since June 2013 and each party has moved forward on its own in this file.

In October 2013, the MFFP developed and implemented a precautionary approach on Agreement territory. This approach was taken into account in the Chief Forester's new allowable cut calculations for the forest plans for the 2014-2015 interim period.

Since October 2011, the Board has considered woodland caribou recovery a strategic issue on which the parties must agree to take the species' situation into account in the context of forest management on Agreement territory.

In January 2015, in the context of the standstill in the parties' discussions on this file, the new Board Chairman presented his view to the members. He voiced his keen desire to see the Board play an active role in developing a woodland caribou recovery plan on Agreement territory and in implementing it in the short term. As a result, the Secretariat was mandated to produce a draft recovery plan reflecting the parties' discussions and work.

At the May 2015 Board meeting, the Secretariat presented a provisional woodland caribou recovery plan and the Board members approved the principle. The participants agreed that the parties should discuss the matter in more depth, agree on the elements presented and take certain new elements into consideration. The members also agreed on the importance of asking the parties to immediately reactivate the special committee so that it could consider and develop the actions required to implement the draft provisional plan.

In June 2015, the Board sent an advice letter to the parties asking for the activities of the special woodland caribou committee to be reactivated and asking the parties to make the technical personnel available for this file and for the committee to resume its work. The Board felt it was urgent to act to provide the Chief Forester with the strategies, statistics and territories required to perform his calculations, which had to be tabled in early 2016 for preparation of the 2018-2023 integrated forest management plans (PAFIT). This sense of urgency must be central to the actions to take for the species' recovery.

During the same period, the government informed the stakeholders concerned that it was working to develop a provincial government strategy, following the Québec recovery team's tabling of the woodland caribou recovery plan in May 2013.

In late November 2015, the MFFP informed the Board of the broad lines of the government's directions for woodland caribou habitat management, which it intended to announce publicly soon. In February 2016, since the government's directions had still not been released and since the parties said they were waiting for this announcement before resuming their discussions on woodland caribou recovery, the Board asked the MFFP for an update on the announcement of the government's strategy. In March 2016, the MFFP replied that the Québec government still intended to adopt directions for woodland caribou habitat management. However, no details were given as to when the government planned to make its strategy public.

Consequently, the Board deemed that it had no choice but to wait for the announcement. Once the strategy has been announced, the Board will invite the MFFP to present the government's woodland caribou action plan and its application on Agreement territory. It will then be able to decide whether or not future action is required in this file.

The Board's advice letter of June 2015 is still unanswered and the activities of the parties' special committee are on hold.

2008-2013 Assessment of Implementation of the Adapted Forestry Regime

Based on its mandate to monitor, report on and assess implementation of Chapter 3 (Forestry) of the Agreement, the Board published the Status Report on the Implementation of Forestry-Related Provisions 2008-2013 in the previous operating year. This second assessment was produced in continuity with the preceding one, which covered the period 2002-2008.

Through this assessment, the Board identified three main priorities: strengthen collaboration between those in charge of implementation of Chapter 3 of the Agreement; set up adaptive management based on assessment and evolution of the AFR; greater concern for the economic component.

In January 2015, the Board approved an action plan proposed by an assessment monitoring committee. This action plan targeted monitoring the main priorities identified and called for the parties' participation. The Board is collaborating and monitoring the action plan's implementation. Since the Board developed a monitoring framework to assess implementation of Chapter 3 (Forestry) of the Agreement on an ongoing basis, potential actions aimed at addressing the priorities raised can be proposed without waiting for the end of the five-year period.

In September 2015, the Board Secretariat organized a meeting of the members of the assessment monitoring committee so that they could discuss actions to implement. One of these actions led to holding a meeting of the JVGs in November 2015. Through its Secretariat, the Board

facilitated the organization and leading of this meeting. Technical subjects linked to AFR implementation were addressed. Information on the new processes, timelines and JWG's roles in the context of development of the next tactical forest plans was exchanged. JWG members were able to share concerns linked to plan consultation with the person responsible for forest plans. They felt that this meeting was very constructive and voiced the wish that similar meetings be held more regularly.

With the appointment of a new Chairman in 2016 and the arrival of a new Board analyst, the Board has made monitoring the Assessment of Implementation of the Adapted Forestry Regime a priority for the coming operating year.

Access Roads Subject to Environmental Impact Assessment

In the context of review of the 2008-2013 forest plans, it was shown that numerous major forest road projects were planned on Agreement territory. The Board had noted that some of the road projects presented ran through habitats deemed to be of interest for woodland caribou. The Cree party expressed its concerns regarding the impact of these road projects and the obligation that some of them undergo the environmental and social impact assessment and review procedure provided for under Section 22 of the James Bay and Northern Québec Agreement (JBNQA). At the time, the Crees asked for an injunction to slow down the MFFP's process for approving these forest roads.

The parties finally reached an out-of-court settlement. Four forest road projects were to undergo the assessment procedure before they could be authorized in a forest plan.

Under the JBNQA, the Environmental and Social Impact Review Committee (COMEX) is responsible for implementing this review process. In 2010, COMEX held an initial public hearing on one of the road projects identified. One of the main issues COMEX noted was the lack of woodland caribou recovery measures. COMEX concluded that the review process could not be completed before a woodland caribou recovery plan was adopted in the sectors concerned by the project. Since the parties had not agreed on a woodland caribou recovery plan for Agreement territory, the road projects remained pending.

In July 2015, the Québec government and the Grand Council of the Crees signed the Agreement to Resolve the Baril-Moses Forestry Dispute, under which the parties agreed to pursue the process of reviewing major forest road projects.

In November 2015, COMEX announced that another public hearing would be held on one of the road projects. Given the AFR's objectives and the Board's responsibilities, the Board members decided, at the December 2015 meeting, that the Board should participate as an observer in the hearings announced so that it would be informed and could follow up on the file. A member of the Board Secretariat took part as an observer in COMEX's public hearing held in Waswanipi on January 19, 2016, on road projects H West and I.

At the February 4, 2016, meeting, the Secretariat presented a report to the Board on the main information presented by the COMEX representatives and the project promoter, as well as the great majority of the questions, comments and positions expressed by some of the hearing's participants.

Following this hearing, COMEX will finish its report and submit its position and recommendations to the Administrator of Section 22 of the JBNQA. The Board will have to wait for COMEX's report and recommendations on the project to be tabled. In the coming year, the Board will also monitor implementation of the environmental impact assessment procedure for the other forest road projects that COMEX is scheduled to review. In keeping with its mandate, the Board will then take these recommendations into account.

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

Meetings with the JWGs and Forest Industry Representatives

Since the time the transitional context set in with the implementation of the SFDA in April 2013 and the harmonization of the Adapted Forestry Regime (AFR), the Board has pursued its desire to get closer to the stakeholders involved in or affected by forestry activity on Agreement territory. It continues to give precedence to monitoring the role and activities of the Joint Working Groups (JWGs), especially by observing and promoting their involvement in developing, consulting on and monitoring all forest management plans applicable on Agreement territory. The parties' new actions and initiatives are still being explored while waiting for the overall agreement to be signed.

During the operating year, the Board organized two meetings on Agreement territory—in Oujé-Bougoumou and Waswanipi—to which it invited the JWG members and coordinators as well as representatives from forest companies working in the territory.

During the May 2015 Board meeting, the members of the Oujé-Bougoumou JWG were invited to present characteristics and issues concerning certain traplines and to discuss them with the Board members.

Representatives from Barrette-Chapais described their company and its activities on Oujé-Bougoumou territory. They presented the results of their first annual audit for the Forest Stewardship Council (FSC) standard certificate, particularly the elements of non-conformity mentioned, which they felt have region-wide implications. They pointed out certain actions the company took or envisaged to rectify the situation and proposed potential solutions, saying they hoped the Board or other stakeholders concerned would follow up on them.

At the July 2015 meeting, in Waswanipi, the Board invited a representative from the Northwest sector division of the Ministère des Forêts, de la Faune et des Parcs (MFFP), the Waswanipi JWG and a representative from the forest company Matériaux Blanchet. All of these stakeholders presented their activities, discussed their reality and specified the main issues they face. They talked about their viewpoints, expectations and concerns linked to forestry activity on Agreement territory, more specifically Waswanipi territory, with the Board members.

At this meeting, the Matériaux Blanchet representative presented a short history of his company and its volume of activity on Agreement territory. He shared his experience linked to consulting the tallymen, before and after the Paix des Braves. Although he considered that implementation of the Adapted Forestry Regime was going well, he presented potential improvements he considered beneficial for both the company and the trappers to the Board. The Board noted the elements raised by the JWGs and industry representatives and will ensure that they are dealt with in keeping with its mandate.



One of its main responsibilities requires the Board to monitor the implementation processes used by the JWG in integrated forest management plan development, consultations and monitoring. At each Board meeting, the JWG coordinators were invited to report to the Board on their activities and those of the JWGs. The information shared enabled the Board members to benefit from concrete, ongoing explanations on AFR implementation.

To promote Cree participation in forest plan development, the Board helped organize and lead joint JWG meetings. Through its Secretariat, the Board also brought together the main stakeholders involved in AFR implementation. It ensured that follow-up was carried out by the stakeholders in question, in keeping with the issues raised in the 2008-2013 Status Report on the Implementation of Forestry-Related Provisions, and, with them, discussed potential actions and activities to be implemented.

The Board members decided to continue their efforts to meet, in the field, with forestry sector players operating on Agreement territory as well as the communities affected by forestry activity. The Board will continue to promote optimal cooperation between them and follow up on the potential solutions proposed.



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

Board Website

Redesign of the Board's website was completed in fall 2015. This new site, with its modern, user-friendly platform, offers clear, accessible, theme-based information presenting the Board, its activities, the Agreement and the Adapted Forestry Regime (AFR). New features include adding a Press Review section and classifying Board advice by theme-based file in the Documentation Centre.

www.ccqf-cqfb.ca

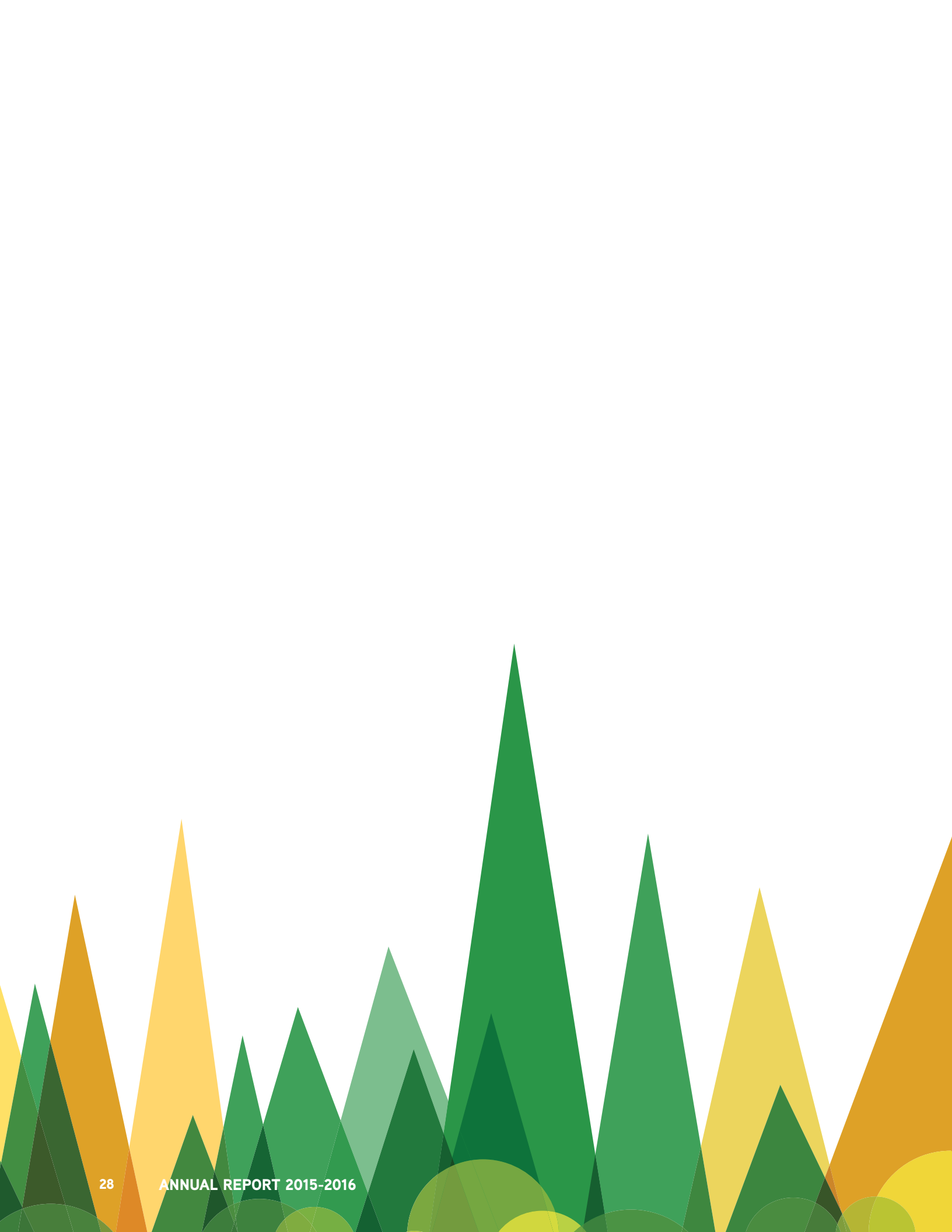
Advice to the Parties

Three Board advice letters were forwarded to the parties and are available for downloading on the Board website: Advice on review of forest management plans, issued August 20, 2015; Advice on reactivation of the technical committee on woodland caribou recovery on Paix des Braves (Chapter 3) territory, issued on June 9, 2015; Advice and comments on the draft sustainable forest development strategy, issued May 27, 2015. The website's Board Advice section also contains the responses to the advice sent and the transmission letter for the 2008-2013 Status Report on the Implementation of the forestry-related provisions, issued on June 17, 2015.

Annual Report

The Board's 12th annual report, for the 2014-2015 operating year, was forwarded to the parties and disseminated to the partners and stakeholders concerned by application of the Agreement's forestry component. This report can be downloaded on the Board website.





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 and 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 was 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.

The Cree-Québec Forestry Board also took advantage of the opportunity afforded by updating its Sustainable Development Action Plan to affirm its commitment to contribute, in accordance with its mandate, to Agenda 21 for culture. Consequently, 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.

The purpose of this section is to report, in keeping with the Board's obligations, 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.

▶ **ACTION 1**

Raise the awareness of Board members, Secretariat staff and Agreement stakeholders and give them information about sustainable development (concept and principles).

Acts	Indicators	Targets	Action 2015-2016
<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 <i>Sustainable Forest Development Act</i> 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. 	<ul style="list-style-type: none"> 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.

Acts	Indicator	Target	Action 2015-2016
<ul style="list-style-type: none"> Participate in training activities on the sustainable development approach offered by the <i>Bureau de coordination du développement durable</i>. Organize theme-based presentations and sessions on the sustainable development approach. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 100% of Board members and staff by 2010. 	<ul style="list-style-type: none"> All Secretariat members participated in sustainable development training and awareness meetings.

Organizational Objective:

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

▸ **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.

Acts	Indicator	Target	Action 2015-2016
<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"> ▸ The Board carried out a project to characterize the riparian buffer management issue for Cree users of Agreement territory.

Organizational Objective:

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

▸ **ACTION 4**

Implement practices and activities in accordance with the provisions of the policy for an eco-responsible government.

Acts	Indicators	Targets	Actions 2015-2016
<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.

▶ **ACTION 5**

Promote increased integration of sustainable management principles into the implementation and evolution of the forestry regime on Agreement territory.

Acts	Indicator	Target	Action 2015-2016
<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 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. 	<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. 	<ul style="list-style-type: none"> ▶ Sustainable development principles were taken into account when producing Board advice, especially by giving attention to the wood-land caribou recovery file.

▶ **ACTION 6**

Ensure that sustainable development principles are taken into account in Board activities and advice to the parties.

Acts	Indicators	Targets	Actions 2015-2016
<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. 	<ul style="list-style-type: none"> ▶ 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.

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

▸ **ACTION 7** Maintain and reinforce, if need be, the forest management plans analysis approach, in keeping with the sustainable development vision underlying the Agreement.

Act	Indicator	Target	Action 2015-2016
▸ 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 2015-2016 interim year and 100% of the 2013-2018 tactical plans were analyzed and two letters of advice were produced for the parties.

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

▸ **ACTION 8** Promote information-sharing and knowledge-sharing about Cree use of Agreement territory.

Act	Indicator	Target	Action 2015-2016
▸ 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 Objective: Ensure protection and development of heritage and natural resources while respecting ecosystem support capacity on Agreement territory.

▸ **ACTION 9** Reinforce the Adapted Forestry Regime's monitoring and implementation objectives.

Acts	Indicators	Targets	Action 2015-2016
<ul style="list-style-type: none"> ▸ Help disseminate the results of monitoring the state of the forest on Agreement territory. ▸ Help develop a framework to monitor and assess Agreement 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"> ▸ Completed. ▸ The Adapted Forestry Regime objectives monitoring framework was completed and the associated action plan was implemented in 2014-2015.

Financial statements

CREE-QUÉBEC FORESTRY BOARD SUMMARY FINANCIAL STATEMENTS MARCH 31, 2016

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, 2016 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, 2016 on which we have issued and unmodified review engagement report dated of May 19, 2016.

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".

MDCB Comptables Professionnels Agréés s.e.n.c.

Gill Comtois, CPA auditor, CA
Quebec, May 19, 2016

M+D+C+B
COMPTABLES PROFESSIONNELS AGRÉÉS S.E.N.C.

CREE-QUÉBEC FORESTRY BOARD

Summary statement of operations For the year ended March 31, 2016 (unaudited)

	2016	2015
	\$	\$
REVENUES		
Partner's contributions -		
Quebec Government	200,000	200,000
Grand Council of the Crees (Eeyou Istchee)	200,000	200,000
Interests	1,801	3,094
	401,801	403,094
EXPENSES		
Salaries	249,333	285,190
Internal management	75,533	75,304
Board meetings	16,407	20,614
Services contracts	49,009	19,601
	390,282	400,709
EXCESS OF REVENUES OVER EXPENSES	11,519	2,385

Summary Balance sheet As at March 31, 2016 (unaudited)

	2016	2015
	\$	\$
CURRENT ASSETS		
Cash	124,591	62,503
Accounts receivable	9,221	9,029
Prepaid expenses	1,347	3,015
	135,159	74,547
INVESTMENTS	312,600	360,801
CAPITAL ASSETS	7,213	6,916
	454,972	442,264
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable	14,113	12,924
FUND BALANCES		
Invested in capital assets	7,213	6,916
Internally restricted	145,000	145,000
Unrestricted	288,646	277,424
	440,859	429,340
	454,972	442,264

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, 2016 prepared in accordance with Canadian public sector accounting standards. The information contained in the summary financial statements has 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 the Cree-Québec Forestry Board.

Conclusion

The Cree-Québec Forestry Board continued to invest efforts in ensuring that forestry activity could be maintained in this period of transition, now in its third year due to the coming into force of the *Sustainable Forest Development Act*.

It made certain that it played an active, constructive role in enabling the parties to progressively implement the interim agreement on harmonizations to the Adapted Forestry Regime that applies on Agreement territory. The Board showed its willingness to constantly adapt to new mechanisms and processes and successfully carried out its mandate to review operational and tactical forest management plans.

The Board will have to pursue its discussions to develop a shared vision of how it intends to carry out its duties—given the new governance context in Eeyou Istchee James Bay territory—in particular with regard to forest plan development and monitoring. It was concerned that the collaborative forest resource management regime be implemented as quickly as possible so that Cree participation in forest management and development of the new generations of plans could take tangible form.

The Board expressed its keen desire to play an active role in promoting the development of a woodland caribou recovery plan on Agreement territory and in its implementation in the short term. To do so, it did its utmost to ensure that human resources were mobilized in this file and that action was taken immediately. It will continue to be active and to explore new opportunities for this mobilization to occur.

The Board was deeply saddened by the passing of its Chairman in December 2015, 14 months after his appointment. He had introduced a dynamic of rapprochement and dialogue with the various forestry stakeholders on Agreement territory. In line with the previous operating year, the Board met with representatives of the Joint Working Groups, the MFFP, the communities affected by forestry operations and the forest companies. Under its interim Chairman, the Board felt strongly about pursuing its mandate in keeping with this dynamic aimed at seeking solutions.

In this context and in accordance with the priorities guiding its activities, the Board was unable to accord as much time and energy as it would have liked to implementing the Adapted Forestry Regime monitoring framework. Putting this tool in place and following up on the 2008-2013 Assessment of Implementation of the Adapted Forestry Regime remain Board priorities for the coming operating year.

The Board's 2016-2017 operating year will be marked by the designation of a new Chairman and, in all likelihood, the signing of the forest regime harmonization agreement. It is with keen interest that the Board and its Secretariat will continue, in this new context, to manifest their motivation and commitment in order to help achieve the Agreement's objectives and "to allow for close consultation of the Crees during the different steps of planning and managing forest development activities in order to implement the Adapted Forestry Regime".

APPENDICES



Appendix I

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

Chapter I

Purpose and field of application

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

Chapter II

Principles of ethics and bylaws of professional conduct

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

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

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

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

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

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

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

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

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

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

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 (Forestry) of the Agreement. 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, 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.

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

Communities	Representatives – MFFP	Representatives – Cree
Mistissini	Valérie Guindon Local Coordinator Carolann Tremblay	Dion Michel Local Coordinator Matthew Longchap
Nemaska	Jean-Sébastien Audet 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 Jean-Sébastien Audet	Allan Saganash Jr. Local Coordinator Georgette Blacksmith Sydney Ottereyes
Waskaganish	Jean-Sébastien Audet Local Coordinator	Wayne Cheezo Local Coordinator
JWG Coordinators	Sabrina Morissette	Nicolas Lemieux

