



*Cree-Québec Forestry Board*

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**ANNUAL REPORT 20<sup>16</sup>/<sub>17</sub>**





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Luc Blanchette, Minister  
Ministère des Forêts, de la Faune et des Parcs  
Abel Bosum, Grand Chief  
Grand Council of the Crees

Dear Minister Blanchette,  
Dear Grand Chief Bosum,

I am pleased to present the Cree-Québec Forestry Board annual report for 2016-2017. Over this period, the Board held four meetings, three of which took place after I was appointed Chairman in August 2016. Although I was Board Chairman for only the last seven months of the operating year, I noted that the Board continued its work in keeping with its 2014-2019 strategic plan.

To meet the requirements of its mandate effectively, the Board had to adapt its action priorities to reflect the fact that the parties' pending Adapted Forestry Regime (AFR) harmonization agreement has still not been signed.

A great many of the Board's efforts focussed on supporting the Joint Working Group members and coordinators as well as the parties' technical stakeholders, who oversee or participate in the various working groups linked to AFR implementation. The actions taken were aimed mainly at maximizing synergies between stakeholders and ensuring information-sharing for effective operation of all aspects of the Agreement during the transition period. The AFR's successful implementation is dependent on the participation and effectiveness of all involved.

In the coming months, the Ministère des Forêts, de la Faune et des Parcs is scheduled to table the first tactical and operational forest plans for consultation. The Board monitored 2018-2023 forest plan preparation activities on an ongoing basis because the members wished to ensure that the groups involved in developing and finalizing these plans clearly understood the processes and had the tools needed to carry out their responsibilities.

The Board adopted an analysis framework to review the forest management plans, as provided for in the Agreement. To ensure effectiveness, the approach is based on analysis of the existing information. The Secretariat personnel worked closely with the stakeholders concerned so that the Board would have the information required to carry out this review.

The Cree Nation Government and Gouvernement du Québec agreed that the harmonized Adapted Forestry Regime would make considerable room for collaboration, in the form of concerted actions, between the representatives of the two parties and of the regional community. They also decided to establish a flexible regime that could adapt to change and ensure sustainable economic spinoffs for the population. These commitments constitute a very ambitious, exciting project that must be governed by a very detailed work plan. As Board Chairman,



in the later months of the operating year, I invited the representatives of the two parties to the Agreement to define and pool their priorities for establishing the collaborative forest resource management regime and its harmonized Adapted Forestry Regime, the goal being that the parties be able to develop a common work plan, which the Board will monitor on an ongoing basis.

In the coming year, the Board will remain very active in monitoring the Agreement and addressing priority files, in addition to playing the role of facilitator and information-provider where the stakeholders are concerned.

I would like to highlight the Board members' commitment and high-quality work. They play a key role in this collective project. I would also like to extend a special thanks to the Secretariat personnel for their extensive availability, their welcome when I arrived and their excellent work.

Hervé Deschênes  
*Chairman*



## CHAIRMAN'S STATEMENT

To the best of my knowledge, the 2016-2017 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 2016-2017 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 2016-2017.

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

Chairman



Hervé Deschênes



## CHAPTER

# 1

## 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 km<sup>2</sup>. Its productive forests account for almost 8.4% of Québec's allowable cut.



## Statistics Pertaining to the Territory Covered by Chapter 3 of the Agreement

### Population

Cree Communities	Population
Mistissini	3,523
Nemaska*	760
Oujé-Bougoumou	737
Waskaganish*	2,196
Waswanipi	1,759

Non-Native Communities	Population
Chapais	1,499
Chibougamau	7,504
Lebel-sur-Quévillon*	2,187
Matagami*	1,453
Eeyou Istchee James Bay Regional Government*	1,589

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

Number of forest management units: 15

Number of Cree traplines affected: 121

Forest Resource	Chapter 3	Québec	Proportion
Allowable cut* (m <sup>3</sup> ) 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)

Statistics Canada, Census of Canada, 2016

\* Outside the territory covered by Chapter 3







## Members that sat on the Cree-Québec Forestry Board in 2016-2017

### Chairman

**Hervé Deschênes** (2016-08-17 to --)  
Replacing Gilbert G. Paillé

### Québec Members

**Geneviève Brunet** (2015-04-07 to --)  
National Parks Branch  
Ministère des Forêts, de la Faune et des Parcs

**Hugo Jacqmain** (2014-11-19 to --)  
Director, Relations with First Nations  
Ministère des Forêts, de la Faune et des Parcs

**Geneviève Labrecque** (2014-11-19 to --)  
Forestry Manager, Tembec

**Jacques Robert** (2014-11-19 to --)  
Retired - consultant

**Denis Vandal** (2015-08-11 to --)  
Retired - consultant

### Cree Members

**Andy Baribeau** (2015-09-10 to --)  
Cree Nation Government  
Grand Council of the Crees (Eeyou Istchee)

**Steven Blacksmith** (2017-01-19 to --)  
Director of Natural Resources  
Cree First Nation of Waswanipi  
*Replacing Steve Diamond*

**Geoff Quaile** (2009-06-04 to --)  
Cree Nation Government  
Grand Council of the Crees (Eeyou Istchee)

**Nadia Saganash** (2012-04-16 to --)  
Cree Nation Government  
Grand Council of the Crees (Eeyou Istchee)

**Isaac Voyageur** (vice-président) (2007-01-24 to --)  
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 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, 2017, three employees made up the Secretariat team: Marie Gosselin, Executive Director, Amélie Dussault, Analyst/Advisor, and Sylvie Dolbec, Administrative Assistant.





## CHAPTER

# 3

## REVIEW OF BOARD ACTIVITIES

### The Board's Context in 2016-2017

The 2016-2017 operating year was the Board's 14<sup>th</sup> and, for the 4<sup>th</sup> consecutive year, Board operations were marked by the transitional context in effect since the *Sustainable Forest Development Act* (SFDA) came into force on April 1, 2013. This legislation establishes a new Québec Forest Regime (QFR) and requires that it be harmonized with the Adapted Forestry Regime (AFR) of the Agreement Concerning a New Relationship Between the Gouvernement du Québec and the Crees of Québec (Paix des Braves).

During this transitional period, the new QFR is being implemented gradually as AFR mechanisms are harmonized, while waiting for the new agreement to be signed and formalized by the parties to the Agreement.

Mirroring the preceding three years, forest planning activities continued and the parties adopted interim mechanisms. The Board continued to play its role constructively, carrying out its mandates and pursuing its deliberations. Its members adapted to various issues and challenges linked to this transition period.

In early 2016-2017, the April 7, 2016 meeting was held under the chairmanship of the Board Vice-Chairman, given that the Chairman had passed away in December 2015 and that the

members wished to continue the Board's activities while waiting for a new Chairman to be appointed. In May 2016, however, the Québec government asked the Board members designated by Québec to suspend their participation in Board meetings until the Chairman's appointment. Consequently, the meeting scheduled for June was cancelled. A new Chairman, Hervé Deschênes, was designated in August 2016.

As of this date, Board activities began again in a spirit of continuity with the priorities that had been established. The Board closely monitored preparation of development of the next generation of forest plans (2018-2023) and Cree participation in plan development. It continued its activities in keeping with the strategic directions adopted since 2014 and the priorities to be set with regard to its files, all within an approach marked by gradual adaptation.

Between April 7, 2016 and March 14, 2017, the Board held four meetings. Three were official (Montréal, April 7, 2016; Oujé-Bougoumou, October 25-26, 2016; conference call, March 14, 2017) and one was unofficial due to a lack of quorum on-site (Québec City, January 10-11, 2017). The Board members decided to maintain this meeting to discuss the subjects on the agenda without making any decisions.

## Strategic Direction 1

### 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.

#### Board Operation

When the new Chairman took up his duties, in a perspective of ongoing improvement, the Board reviewed some of its operating procedures, notably defining the approach to take to finalize draft advice letters and to follow up on its actions.

At the October 2016 meeting, the Board began updating the list of conciliators it had adopted in 2012. Under the Agreement, the Board must provide the Minister with such a list when one of the Joint Working Group (JWG) coordinators sets a conciliation process in motion in the context of operational integrated forest management plan (PAFIO) preparation. The Board plans to finalize the review of this list early in the next operating year.

#### Forest Regime Harmonization

The *Sustainable Forest Development Act* (SFDA) came into force on April 1, 2013 and the new QFR was established on the territory covered by the Agreement. Since 2010, the parties to the Agreement have held discussions to harmonize the forest regimes on AFR territory in order to sign a new agreement. In the transitional context implemented in 2013, they adopted an interim process for developing and finalizing the PAFIOs so that forestry activity could continue on Paix des Braves territory. In spring 2016, the parties indicated that they had finished their AFR harmonization negotiations. Since that time, various administrative procedures have been under way to take the legal steps leading to signing the new agreement and implementing these harmonization measures and the QFR. At the October 2016 meeting, party representatives reported on the main results of their negotiations and on the next steps to take to formalize the agreement.

During these discussions, the parties agreed to develop a collaborative regime as provided for in the Agreement on Governance in the Eeyou Ischee James Bay Territory, signed on July 24, 2012. The Crees and the Québec government had agreed that this collaborative regime would specifically ensure Cree participation in the forest plans starting with the 2014-2015 operating year and for the next generation of

forest plans (2018-2023). This collaborative forest resource management regime targets Category II and III lands located on AFR territory.

In the context of AFR implementation, an initial interim agreement signed in July 2013 translated into a complete overhaul of the AFR's Schedule C-4 governing the processes for developing and finalizing forest management plans. The gradual implementation of new participation mechanisms calls for collaboration, in the form of concerted action by the Cree Nation Government (CNG) and the Eeyou Ischee James Bay Territory Regional Government (EIJBRG). This takes place in the integrated land and resource management panels (TGIRT) for Category II and III lands, which are mandated to ensure that the interests and concerns of the individuals and organizations concerned by planned forest management activities are taken into consideration. AFR harmonization measures also provide for developing wildlife habitat management directives and a mixed stand strategy, which will have to be developed by the parties. These practical directives are designed to guide the forest management planning process to promote wildlife habitat protection and development. In the context of its different monitoring processes, the Board reminded the party representatives of the importance of developing these strategies to respond to concerns regularly voiced by the Crees. The parties stated that they preferred to wait for the agreement to be signed before beginning discussions on these files.

In the context of the parties' discussions on forest regime harmonization, the Board set itself the priority of closely monitoring implementation of the harmonization measures agreed on by the parties, notably the new processes allowing Cree consultation and participation during the forest activity planning and management stages. For this objective, 2016 was identified as a decisive year in which Cree stakeholders should participate adequately in the development and finalization of the 2018-2023 tactical integrated forest management plans (PAFIT) scheduled to take effect on April 1, 2018. Monitoring was aimed primarily at promoting the Crees' contribution to identifying the issues and concerns to be taken into account by the MFFP when these tactical plans are developed.



## Forest Plans

The Board's mandate includes analyzing and reviewing the PAFITs and PAFIOs submitted to it. Since the SFDA came into force, in 2013, and while waiting for a new agreement that harmonizes the AFR and the QFR, the parties have applied an interim process for implementing these plans. The Board has adapted its forest plan review procedure to reflect this change.

In the 2015-2016 operating year (on August 20, 2015), the Board addressed an advice letter on the 2013-2018 PAFITs and 2015-2016 PAFIOs to the parties' authorities (Minister of Forests, Wildlife and Parks and Grand Chief of the Grand Council of the Crees). In it, the Board recalled its main responsibilities where forest plans are concerned and its desire to contribute positively to AFR implementation. It also informed the parties that it was not able to carry out this mandate in this 3<sup>rd</sup> year of the interim context, although it had received all PAFIOs for 2015-2016 and 14 PAFITs for 2013-2018. Despite the work done, it considered that there was little use in drawing attention to specific management issues since implementation of the AFR and achievement of its objectives had become uncertain. In the advice, the Board reported that the uncertain context and constant changes over these three interim years had had repercussions among those responsible for AFR implementation (JWGs, coordinators and forest planners) in terms of lack of communication, delays and differing interpretations of the rules. It noted that those responsible had even developed a feeling of mistrust with regard to this new AFR's implementation. The Crees, land users and main beneficiaries of the AFR, expressed a loss of faith in the new process designed to promote their consultation and participation in the forest plan process.

The MFFP received the comments contained in the advice letter favourably, acknowledging that, for three years, the transitional period had generated various issues and explaining that it was working to finalize the negotiations surrounding the AFR-SFDA harmonization agreement.

In his reply to the advice letter, the Grand Chief of the Grand Council of the Crees indicated that the CNG had shared many of the Board's concerns, stating that, despite this situation, the Cree Nation had learned a number of lessons from these three

transitional years that it hoped to incorporate into the final agreement, particularly by taking into consideration elements that it might otherwise have missed.

Consequently, in 2016-2017, the Board did not draft advice on the forest plans, in keeping with the position expressed in its August 20, 2015 advice letter. The Board remains convinced that it will be able to carry out its obligation to review the forest management plans once the AFR development and finalization process has stabilized and the AFR harmonization agreement has been signed and formalized. For analysis of the 2018-2023 forest plans, scheduled to be tabled in spring 2017, the Board is ready to carry out its mandate. In the meantime, the Secretariat has reviewed and monitored the annual forest plans tabled and contributed to preparing and informing the stakeholders involved in developing and analyzing these plans.

In the context of developing and managing the new generation of PAFITs, the Board's priorities were put into practice effectively throughout the year. The Board closely monitored establishment of the new mechanisms for forest regime harmonization, Cree participation and for taking AFR-related issues into consideration.

## Sustainable Forest Management Strategy

The Québec government adopted the Sustainable Forest Management Strategy (SFMS) in December 2015 in the context of introducing the SFDA and its new Québec Forest Regime.

An MFFP representative gave a presentation on the SFMS at the April 2016 meeting, addressing the new ideas and challenges raised in the AFR context. For each of the SFMS's six challenges, the relevant direction and target objectives were explained, as well as the actions, tools and measures implemented by the MFFP. A number of objectives and actions are related to public participation, including that of the Native communities, and to forest management. The SFMS will be implemented in the plans through the values, objectives, indicators and targets (VOIT) identified by the stakeholders and the MFFP.



The Board expressed its keen interest in being informed of the main elements of the SFMS, given that many of these elements will guide forest planners in developing and implementing the new PAFITs. This interest also extends to the measures the MFFP intends to implement to ensure monitoring and assessment of the SFMS and its forest plan development-related elements.

### Regulation Respecting Sustainable Forest Management

At the end of the previous operating year (in March 2016), the Québec government announced that the coming into force of the *Regulation respecting sustainable forest management* (RADF), which would apply on Agreement territory, would be postponed again, to April 1, 2017.

One year earlier, on March 30, 2015, the Board had sent the Minister advice on the draft regulation, in which it presented implementation-related challenges in the AFR context and proposed changes to the regulations governing forest 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 the draft regulation, given the political context surrounding negotiation of the forest regime harmonization agreement and the position expressed by the Crees.

The absence of provisions taking into account the Paix des Braves and other Cree concerns related to the RADF is to be discussed in the negotiations between the Crees and the Québec government. Should special provisions be applied, the Minister could do so and impose different forest management standards under a provision of the SFDA.

Since March 2016, the Board has monitored this file, in which there have been no new developments. In May 2017, the government announced that the RADF's coming into force would be postponed to April 1, 2018.

### Report on the Northern Limit for Timber Allocations

In December 2005, the Minister of Natural Resources and Wildlife announced the creation of a scientific committee mandated to study the Northern limit for timber allocations and develop a plan for acquiring knowledge about the Northern forest sector. In October 2014, the scientific committee proposed a Northern limit concept based on criteria specific to sustainable forest management. The Board had studied it in the previous operating year, particularly with regard to the portion covering Agreement territory.

The Board monitored this file throughout 2016-2017. Given that, in fall 2016, the Québec government announced that no change would be made to the Northern limit for timber allocations for Agreement territory, the Board will discontinue its monitoring and no further action will be required in this file.



## Strategic Direction 2

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

The Board is responsible for monitoring, reporting on and assessing implementation of the AFR. In April 2014, the Board adopted its AFR monitoring framework, a rigorous, structured tool, and an action plan for its implementation. Designed to gather information for assessing, on an ongoing basis, the extent to which the objectives of the AFR and the Agreement are being attained, this tool was developed in close collaboration with the parties' representatives and stakeholders from the research sector.

The assessments performed should enable the Board to make recommendations to the parties on adjustments and modifications needed to help the AFR applicable on Agreement territory evolve, in keeping with an approach aimed at ongoing improvement. The monitoring framework, which is flexible and evolving, allows monitoring criteria and indicators to be defined, while limiting their number.

For circumstantial reasons, including changes in the incumbent of the position of Board Chairman and the resulting modification in the Secretariat's work plan, the action plan was only partially implemented.

At its October 2016 meeting, the Board reactivated the monitoring framework's implementation. The members agreed on a preferred approach for implementing the monitoring framework adopted in April 2014. They took into consideration the addition of the new objective pursued by implementation of the AFR and the harmonization measures adopted. The members also discussed the criteria and indicators to be given precedence in order to ensure monitoring of the AFR's 4<sup>th</sup> objective on the collaboration, in the form of concerted action, of the CNG and the EIJB RG in the participation process for the forest plans provided for in the Agreement.

The Board will update the monitoring framework once the new agreement has been signed and formalized and when the parties' leaders have informed the Board of the harmonization measures agreed on.

### Forest Plan Analysis

The Board is mandated to monitor the development and finalization of PAFITs and PAFIOs, to analyze these plans and to ensure that they comply with the provisions of the Agreement governing AFR territory. A new generation of PAFITs and PAFIOs for 2018- 2023, currently being prepared by the MFFP, is scheduled to take effect on April 1, 2018. According to MFFP planning, the Board should receive the first PAFITs for analysis in June 2017 and the PAFIOs in fall 2017. The Board will have 60 days after receiving the plans to forward its comments.

At the October 2016 meeting, the Board Secretariat proposed a forest plan analysis approach based on the structure and workings of the AFR monitoring framework adopted by the CQFB in 2014. The Board supported the approach and mandated a committee composed of Board members, members of the Secretariat and party representatives to implement this plan analysis framework. Efforts under way were also reported on to ensure that the Board Secretariat has the right tools to analyze the first version of the PAFITs and PAFIOs.

A draft forest plan analysis framework based on the AFR monitoring framework already prepared by the Board, was presented to the members by the committee and discussed at the January 2017 meeting. Because this meeting was unofficial, the Board adopted this analysis framework only at the March 2017 meeting.

The document proposed takes into account the new provisions of the harmonized agreement, which were negotiated in recent years under the SFDA's implementation. Like the monitoring framework, the 2018-2023 forest plan analysis framework targets two monitoring levels: monitoring of application of Agreement provisions and monitoring of effectiveness of some of these provisions designed to contribute to achieving AFR objectives. The forest plan analysis framework is intended to be a tool for detecting problems that might arise in relation to the provisions of the Agreement.





The need for working closely with the different groups concerned was raised so that they could provide the information required to allow plan analysis in keeping with the indicators identified by the Board. This involves setting up collaboration with the different stakeholders to ensure that the reports they present will answer the questions the Board asks in its analysis framework. The stakeholders identified are the JWG coordinators and members, the CNG, the EIJB RG, the integrated land and resource management panel (TGIRT) participants and the MFFP.

### Riparian Buffers

In fall 2013, the CQFB decided to look more closely at the issue of riparian buffers bordering lakes and rivers. The first stage—characterizing the problem—was carried out in 2014-2015 after the Cree trappers expressed numerous concerns in this regard, making recurrent harmonization requests for these sensitive areas. These riparian buffers are where the trappers practice their traditional activities and are used by wildlife.

Following this first step, the Board wanted to explore the riparian buffer issue in the context of wildlife workshops, which the Secretariat helped organize with the JWG coordinators and the parties' representatives. These workshops took place in April 2016 in Chibougamau and members of the Board and the Secretariat participated. The Board used this opportunity to question the JWG Cree members and tallymen on the riparian buffer issue.

In summer 2016, the Board Secretariat conducted a consultation tour of two communities' tallymen to allow them to comment directly on the issue's importance and on the reasons for their dissatisfaction. The preliminary results of this exercise were presented at the October 2016 meeting and it was agreed that the exercise would be carried out in all of the communities. When the consultation was completed, the Secretariat produced a report on the actions taken, observations, new knowledge and results in the file to date so as to arrive at recommendations and potential actions.

Since the document could not be tabled in March 2017 (given that the meeting took the form of a conference call), the results will be presented and discussed by the Board members at the June 2017 meeting and action priorities will be explored.

### Monitoring the Priorities of the Status Report on the Implementation of the Forestry-Related Provisions (2008-2013)

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.

Since the transitional context's inception, with the SFDA's implementation in April 2013 and the AFR's harmonization, the Board has reaffirmed its wish to get closer to the stakeholders involved in or affected by forestry activity on Agreement territory. The Board's purpose is to permit close consultation of the Crees during the different steps of planning and managing forest management activities in order to implement the AFR, in keeping with the new processes agreed on.

In the context of their discussions on AFR harmonization, the parties agreed to include a new objective targeting collaboration, in the form of concerted action, between the stakeholders involved in AFR implementation and forest plan development. This objective brings in new regional stakeholders (EIJB RG – TGIRT), and the harmonized agreement will recognize the JWG coordinators' role and responsibilities in AFR implementation.

Led by its new Chairman, the Board's priority to help strengthen ties between stakeholders has translated into holding a number of meetings with the parties' representatives, the JWGs, and members of the EIJB RG and the CNG. In November 2016, in two meetings (one with the JWG members, the other with EIJB RG members), the Board Chairman defined each one's roles and mandates. These discussions allowed this collaboration to be promoted and set up so that all involved could carry out their mandate as best possible, while respecting the other stakeholders' mandates, in order to ensure that the issues identified in the 2008-2013 report are taken into consideration.



While waiting for the new agreement to be signed, the Board wishes to begin attributing a preferential role to the JWG coordinators. Throughout the operating year, at each Board meeting, it ensured that they were able to inform the Board and discuss JWG activities and issues with the Board members. Once the new agreement has been formalized, the coordinators' collaboration is expected to be increased so that they can fully carry out their mandate.

### 2018-2023 Allowable Cut on Agreement Territory

At its January 2017 meeting, the Board wished to meet the new Chief Forester to get a report on the results of the 2018-2023 allowable cut calculations for Agreement territory.

The Chief Forester presented his mandate and responsibilities as well as the main components of his office. He explained the steps that had led to his being able to announce, in November 2016, the results of the allowable cut calculation for 2018-2023. Although the harmonized agreement has not yet been formalized, he confirmed that he had considered the new harmonization measures agreed on by the parties in his calculations. The issues taken into account for this new five-year period and the decisions made by the Chief Forester's office were explained. The results for Québec as a whole and for Agreement territory management units (MU) were presented, and further details were provided on certain decisions and recommendations made with regard to the Agreement territory MUs. The Chief Forester indicated that, for 2023-2028, new calculations will be carried out for 13 of the territory's 15 MUs, stating that the new elements to be integrated into the 2023-2028 calculations should be available as of 2021. The Board will be vigilant to promote optimal consideration of harmonized AFR elements in these next calculations as well as Cree participation in developing these elements.

### Woodland Caribou Recovery

The woodland caribou was designated a vulnerable species by the Québec government in 2005. Since October 2011, the Board has considered woodland caribou recovery a strategic issue on which the parties must agree in order to take the species' situation into account in the context of forest management on Agreement territory. The Québec government informed the stakeholders concerned that, following the provincial recovery team's tabling of the woodland caribou recovery plan in May 2013, it was working on developing a strategy. A precautionary approach was developed and implemented by the MFFP on Agreement territory in October 2013.

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. This committee had been formed by the parties in 2010 to ensure implementation of a precautionary approach and a recovery plan on AFR territory. In June 2013, the committee suspended its meetings for a variety of reasons and each party has moved forward on its own in this file. For the species' recovery, the Board felt it was urgent to act to provide the Chief Forester with the strategies, statistics and territories required to perform his calculations before proceeding with preparation of the 2018-2023 PAFITs. The Board's advice went unanswered and the parties have taken no action to reactivate the special committee.

In late November 2015, before its public announcement, the MFFP informed the Board of the broad lines of the government's directions for woodland caribou habitat management. 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 the date on which the government intended to make its strategy public.

In early April 2016, the government publicly released its woodland caribou habitat management action plan. The Board approached the MFFP to obtain information on the action plan's implementation, more specifically on AFR territory.

At the April 2016 Board meeting, an MFFP representative explained this action plan to the Board, stating that the document released presents the government's vision and the broad lines of the plan being pursued. The next steps that the government intends to implement to develop the different aspects of its plan were then explained.

While waiting for the development and release of a Québec government woodland caribou habitat management strategy, the Board will continue to monitor progress made in this file, which it considers a priority for the species' recovery.

### Access Roads Subject to Environmental Impact Assessment

In the context of analysis of the 2008-2013 forest plans, the Board had noted that some of the major forest road projects planned on Agreement territory ran through habitats deemed to be of interest for woodland caribou. The Cree party had 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 certain sections of 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 late March 2016, the Board read the analysis report and recommendations tabled by COMEX for one of the territory's major forest road projects. In keeping with its mandate, the Board will take these recommendations into account in analyzing the forest plans in question. Over the coming year, the Board will monitor the other forest road construction projects that COMEX is currently reviewing.

The Board Chairman and members of the Secretariat met with the members of COMEX in November 2016 to discuss the organizations' respective mandates and the road projects under review.



## Strategic Direction 3

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

#### Meetings with the JWGs and the Territory's Stakeholders

One of its main responsibilities requires the Board to monitor the implementation processes used by the JWGs 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 facilitate joint JWG meetings. Through its Secretariat, the Board also brought together the main stakeholders involved in AFR implementation. It ensured that the stakeholders concerned followed up on the issues raised in the 2008-2013 Status Report on the Implementation of Forestry-Related Provisions, and discussed potential actions and activities to be implemented with them.

In the transitional context established with SFDA implementation in April 2013 and AFR harmonization, the Board continues to prioritize monitoring the JWGs' role and activities. In particular, this means observing and promoting their involvement, and that of the Crees, in developing all forest management plans applicable on Agreement territory and ensuring plan-related consultation and monitoring.

During the operating year, the Board held a single meeting on Agreement territory, in Oujé-Bougoumou in October 2016. At the meeting, the members of the Oujé-Bougoumou JWG and their coordinators were invited to present the special characteristics and issues related to certain traplines and to discuss them with the Board members.

In the context of specific meetings, the Board Secretariat helped organize and follow up on the wildlife workshops held in April 2016 in Chibougamau, at which the Cree JWG members and trappers were invited to comment on wildlife-related issues of concern to the Crees. The goal of these workshops was to gather the tallymen's concerns in order to fuel future processes, including PAFIT development. With this in mind, the Cree party intends to present some of the issues identified at

the TGIRTs. Some Board members participated in these workshops as stakeholders, while others participated as observers. The Board's involvement in this event resulted from the conclusions of the 2008-2013 Status Report on the Implementation of the Forestry Related Provisions, one of whose priority findings was the need to increasingly take wildlife issues into account along with strengthening collaboration between stakeholders. Participants assessed the event positively and supplemented the results presented. The importance of this type of event, from the perspective of promoting discussions between JWGs, was highlighted.

The Board Secretariat participated, as an observer, in the workshop on Cree Land Use Maps held on July 5, 2016. Attended by representatives of the Cree Nation and the MFFP, including a number of professionals involved in PAFIT development, the meeting was aimed at explaining how these maps, which are based on Cree knowledge and land use, were developed and how they work. Discussions with MFFP planners permitted exploring how these maps could be used optimally for plan development and in consulting the JWGs.

The Board sees these land-use planning maps as a key tool for better taking the Cree traditional way of life into account in forest plan development. Together with the parties, the Board intends to put in place initiatives aimed at ensuring the maps' updating and optimal use.

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. Regular discussions with the JWG coordinators will continue, among other things via the Board Secretariat.



## Strategic Direction 4

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

### Board Meetings

One of the Board's priorities during the operating year was to help strengthen ties and communication between stakeholders through meetings with representatives of the parties, the JWGs, the members of the EIJB RG and the CNG. The presentations made in November 2016 by the Board Chairman and the members of these governments reflect this desire to communicate.

Once the harmonization agreement has been signed and the parties to the agreement have communicated on this subject, the Board members wish to act in complementarity to ensure that the harmonization measures agreed on are known and clearly understood.

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

### Board Advice to the Parties

The Board forwarded no specific advice to the parties during the operating year.

### Adoption of the Board's Second Sustainable Development Action Plan (2015-2020)

The Sustainable Development Act, passed by the Québec government in January 2007, requires all government departments and public bodies governed by the Public Administration Act to adopt a sustainable development action plan (SDAP). Given the Board's composition and the fact that part of its funding comes from the Québec government, the Board is subject to the SDA and the obligations arising from it.

In 2009, the Board adopted its first SDAP, which initially covered the period 2008-2013 and was then extended until 2015. From 2012 to 2015, the government held consultations and worked on revising its strategy, as provided for in the SDA. The government's new strategy is based on the 2008-2015 results. The 2015-2020 Strategy constitutes the reference framework in which the government indicates its target goals and how it intends to achieve them.

The Board must develop its second action plan in keeping with the reference framework and instructions developed by the Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques, which is responsible for coordinating implementation of the government's sustainable development strategy. In 2015-2016, the Board developed the draft 2015-2020 SDAP but was unable to have it adopted that year due to the context prevailing at the Board (decease of the Board Chairman in December 2015 and subsequent vacant position for several months). This SDAP was revised and adopted in 2016-2017 and, in keeping with the Board's obligations, published on the Board website.

Every year, the Board will report on the Sustainable Development Action Plan in a separate section of its annual report. Chapter 4 of this document discusses the plan's implementation for the 2016-2017 operating year.

### Board Annual Report

The Board's 13<sup>th</sup> annual report, for the 2015-2016 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.



## CHAPTER

# 4

## SUSTAINABLE DEVELOPMENT

### **The Cree-Québec Forestry Board's 2015-2020 Sustainable Development Action Plan**

Promote consistent, coherent sustainable  
development-related actions

In keeping with its obligations under the *Sustainable Development Act*, in 2016-2017, the Cree-Québec Forestry Board adopted its second Sustainable Development Action Plan (SDAP). Given the exceptional circumstances prevailing within the Board from late 2015 to fall 2016, this second plan, which covers the period 2015-2020, could be adopted only at the end of the 2016-2017 operating year. We nevertheless chose to apply it retroactively to the year that has just ended.

The following is a short summary of the actions taken during the year to carry out this action plan. The CQFB will be able to carry out some aspects only after certain conditions, over which it has no control, have been implemented, in particular the signing of the agreement harmonizing the Adapted Forestry Regime (AFR) and the new Québec Forest Regime. We are confident that this agreement will be signed in the coming year.

The Sustainable Development Action Plan can be downloaded on the Board website.



## Government direction 1

## Strengthen sustainable development governance throughout the civil service

Government objective 1.1	Strengthen the use of ecoresponsible management practices in the public administration		
CQFB objective	Implement ecoresponsible practices and activities in keeping with the organization's environmental management framework		
Actions	Indicators	Targets	Results
Include conditions linked to the use of ecoresponsible goods and services in our procurement and call for tender policies	% of relevant documents updated	100% Achieved	All call for tender documents produced included clauses linked to the use of ecoresponsible goods and services.
Procure electronic equipment recognized as less harmful to the environment	Goods are procured by integrating environmental criteria defined by reliable organizations	100%	No electronic equipment was acquired.
Use 100% post-consumer recycled paper	% of employees who apply the practice	100% Achieved	Employees were made aware of the recommended practices and applied them.
Define a printing practice with staff members			
Recover residual materials and dispose of hazardous waste, e.g. batteries, in designated recovery sites	% of employees who use the appropriate locations to dispose of hazardous waste  % of employees who are aware of the preferred practices		
Encourage and favour holding meetings using a minimum of paper documents	Mention in notice convening meeting	100% Partially achieved	More and more members consult the meeting documents on their laptop, but efforts must continue, especially by promoting use of the electronic binder rather than paper.
Apply electronic document management	Number of documents	100% Partially achieved	Use of document management software enables us to cut back on printing, but improvements are still required to reach the 100% goal.
Minimize the amount of waste produced during meetings	% of ecoresponsible events	90% Achieved	All events are organized by applying an ecoresponsible approach.
Optimize participants' travel to Board and other meetings (location and mode of transport)	% of travel	100% Partially achieved	The members carpooled in most cases. We also alternated meeting locations.

<b>Government objective 1.2</b>	Strengthen use of the principles of sustainable development by government ministries and public bodies
<b>CQFB objective</b>	Throughout the organization, continue efforts to include sustainable development principles

Actions	Indicators	Targets	Results
Develop and implement an AFR monitoring framework	Report on achievements in annual report	One status report per year Achieved	Although the monitoring framework has not yet been implemented, the CQFB reports on its actions in every annual report.
Develop and implement a forest plan analysis framework that takes sustainable development (SD) concerns into account	% of Board advice letters that take SD principles into account	100% Partially achieved	Because forest plan filing was postponed, the Board has not been able to analyze the plans and issue advice letters. However, the forest plan analysis framework, which takes SD principles into consideration, has been prepared.

<b>Government objective 1.3</b>	Foster the adoption of a public participation approach when setting and implementing government policies and measures
<b>CQFB objective</b>	Promote close consultation with the Crees during forest activity planning and management based on sustainable development on AFR territory

Action	Indicators	Targets	Results
Support implementation of participation processes under the harmonized AFR and ensure monitoring	Report on actual Cree participation	One status report per year Achieved	The coordinators report on participation at each meeting.
	Number of meetings between the CQFB and the JWG coordinators to discuss and circulate information	At least two meetings per year Achieved	The Secretariat and coordinators held three official meetings over the year.



<b>Government objective 1.4</b>		Continue to develop sustainable development knowledge and skills throughout the public administration	
<b>CQFB objective</b>		Pursue development of Cree knowledge and skills	
<b>Actions</b>	<b>Indicators</b>	<b>Targets</b>	<b>Results</b>
Promote information-sharing and knowledge-sharing linked to Cree use of the territory and protection of sites of interest for Cree users in this territory	Contribute to developing a method or tool for optimizing Cree land use map (CLUM) use by regional Ministère des Forêts, de la Faune et des Parcs planners and JWGs	One status report per year Achieved	Discussions are under way with the person responsible for planning on the subject.
Ensure active participation of JWG coordinators in Board meetings	% of Board meetings in which JWG coordinators participated	100% Achieved	The coordinators participated in all Board meetings.



### Government direction 3

### Manage natural resources in ways that are responsible and respectful of biodiversity

<b>Government objective 3.1</b>		Manage natural resources efficiently and concertedly to support economic vitality and maintain biodiversity	
<b>CQFB objective</b>		Contribute to implementing principles arising from the Sustainable Forest Management Strategy within the AFR	
<b>Actions</b>	<b>Indicators</b>	<b>Targets</b>	<b>Results</b>
Promote implementation of initiatives aimed at increasing economic spinoffs for the Crees	File discussed at Board meetings	At least once a year Not achieved	Was not discussed.
Promote development of wildlife directives protecting species of interest to the Cree and ensure that forest management takes these directives into account	% of forest plan analysis that address that topic	100% of analyses Not achieved	Postponement of forest plan tabling forced the analyses to be postponed.
Contribute to the woodland caribou recovery file and monitor it closely	File addressed at Board meetings	At least twice a year Achieved	The file was addressed on two occasions. Waiting for provincial action plan to be tabled.

<b>Government objective 3.2</b>	Preserve and showcase biodiversity, ecosystems and ecological services by improving societal interventions and practices		
<b>CQFB objective</b>	Promote best practices on Agreement territory to foster the traditional Cree way of life, based on hunting, fishing and trapping		
<b>Actions</b>	<b>Indicators</b>	<b>Targets</b>	<b>Results</b>
Promote development of solutions to the riparian buffers management issue	Report on the file's progress	At least once a year Achieved	The file's progress was addressed on two occasions during the year.
Promote and contribute to developing popularization tools linked to AFR implementation	Number of tools developed	Two Not achieved	This aspect has not yet been implemented but actions in this regard are planned for 2017-2018.



## Government direction 6

Ensure sustainable land development and support community vitality

<b>Government objective 6.1</b>	Foster the implementation of best land development practices		
<b>CQFB objective</b>	Contribute to AFR evolution by analyzing issues and specific problems		
<b>Actions</b>	<b>Indicator</b>	<b>Targets</b>	<b>Results</b>
Monitor application and effectiveness of AFR provisions and evolution	Report on evolution of the application of the provisions in the Status Report, as well as in the annual reports, and follow-up on chart containing issues and possible improvements at Board meetings	In each annual report and in the Status Reports Achieved	The evolution of AFR implementation is discussed in this annual report.
Monitor issues and possible improvements arising from the 2008-2013 Status Report on the Implementation of the Forestry-Related Provisions (Status Report)		Every meeting Achieved	Follow-up on elements of the chart containing issues and possible improvements is carried out at each Board meeting.

<b>Government objective 6.3</b>		Support public participation in community development	
<b>CQFB objective</b>		Support public participation of Cree users on Agreement territory	
Action	Indicator	Target	Result
Analyze application and effectiveness of the processes involving Cree participation in the various forest-related consultations	At the plan analysis stage	100% of plans analyzed Not achieved	Plan tabling was postponed so the analyses were as well.



### Government framework for integrating culture into sustainable development

<b>CQFB objective</b>		Recognize and respect the close relationship between culture and land for the Cree Nation. Promote preserving the Crees' traditional way of life	
Action	Indicator	Target	Result
Monitor application of the terms and conditions governing the Agreement and AFR implementation, notably those linked to preserving the Crees' traditional way of life	Report on evolution of application of these terms and conditions in the Board's five-year assessment as well as in the annual reports and advice letters	Every year Achieved	The evolution of AFR implementation is discussed in this annual report.



# FINANCIAL STATEMENTS

## 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, 2017 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, 2017 on which we have issued an unmodified review engagement report dated of May 24, 2017.

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".



Gill Comtois, CPA auditor, CA  
Quebec, May 24, 2017

**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, 2017  
(unaudited)

	2017	2016
	\$	\$
<b>REVENUES</b>		
Partner's contributions -		
Quebec Government	200,000	200,000
Grand Council of the Crees (Eeyou Istchee)	200,000	200,000
Insurance settlement	1,343	-
Interests	1,848	1,801
	403,191	401,801
<b>EXPENSES</b>		
Salaries	272,637	249,333
Internal management	78,320	75,533
Board meetings	15,139	16,407
Services contracts	19,619	49,009
	385,715	390,282
<b>EXCESS OF REVENUES OVER EXPENSES</b>	17,476	11,519

### Summary balance sheet

As at March 31, 2017  
(unaudited)

	2017	2016
	\$	\$
<b>CURRENT ASSETS</b>		
Cash	143,477	124,591
Goods and services tax	3,861	9,221
Prepaid expenses	4,258	1,347
	151,596	135,159
<b>INVESTMENTS</b>	314,443	312,600
<b>CAPITAL ASSETS</b>	7,068	7,213
	473,107	454,972
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable	14,772	14,113
	458,335	440,859
<b>FUND BALANCES</b>		
Invested in capital assets	7,068	7,213
Internally restricted	145,000	145,000
Unrestricted	306,267	288,646
	473,107	454,972

### 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, 2017 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

In the transitional context implemented in 2013, with the coming into force of the *Sustainable Forest Development Act*, the Board continued to devote its energy to ensuring that forestry activity could be maintained on Paix des Braves territory and to adapting to the mechanisms of the interim process adopted by the parties to the Agreement.

In spring 2016, the parties indicated that they had finished their negotiations on forest regime harmonization and carried out the administrative procedures required to take the legal steps that would lead to the new agreement's signing. In the context of the parties' harmonization-related discussions, the Board closely monitored the harmonization measures' implementation, in particular the new processes allowing Cree consultation and participation at the forest activity planning and finalization stages. The Board considered 2016 a decisive year to be marked by Cree stakeholders' adequate participation in developing and finalizing the 2018-2023 PAFITs, scheduled to take effect on April 1, 2018.

In a perspective of ongoing improvement, the Board reviewed some of its operating procedures when the new Chairman took up his duties, defining its approach to finalizing draft advice and to following up on its actions.

In keeping with the position expressed in its August 20, 2015 advice letter, the Board issued no advice on forest plans in 2016-2017. As it waits for the AFR harmonization agreement to be signed and formalized, the Board is ready to fulfil its obligation to review the forest management plans, notably those for 2018-2023. The Board helped prepare and inform the stakeholders involved in developing and analyzing these plans.

The Board adopted the analysis framework for the new generation of forest plans, based on the AFR monitoring framework it had developed. It is ensuring close collaboration with the different stakeholders concerned so that the analysis reports they are to produce answers the Board's questions.

By holding a number of meetings with the representatives of the parties, the JWGs, the members of the EIJBRG and the CNG, the Board helped promote discussions and strengthen ties between these different stakeholders. This collaboration is aimed at ensuring that stakeholders respect each other's mandates while carrying out their own, in keeping with the issues identified in the Status Report on the Implementation of the Forestry-Related Provision (2008-2013).

The Board continues to prioritize monitoring the JWGs' role and activities so as to promote their involvement, and that of the Crees, in preparation of all forest management plans applicable on Agreement territory as well as forest plan-related

consultation and monitoring. Throughout the operating year, at each of its meetings, the Board attached great importance to enabling the JWG coordinators to inform the Board members and discuss JWG issues and activities with them. This began while waiting for the new agreement to be signed, given that it provides for greater collaboration with the JWG coordinators once the agreement is formalized.

The Board considers woodland caribou recovery a priority. When the Québec government released its woodland caribou habitat management action plan, in April 2016, the Board made certain to obtain information on the action plan's implementation, more specifically on AFR territory.

The Board helped organize and follow up on the wildlife workshops at which Cree JWG members and trappers were invited to comment on wildlife issues of concern to the Crees in keeping with the conclusions of the 2008-2013 Status Report on the Implementation of Forestry-Related Provisions. The need to take wildlife issues into account was one of the priorities discussed in the report.

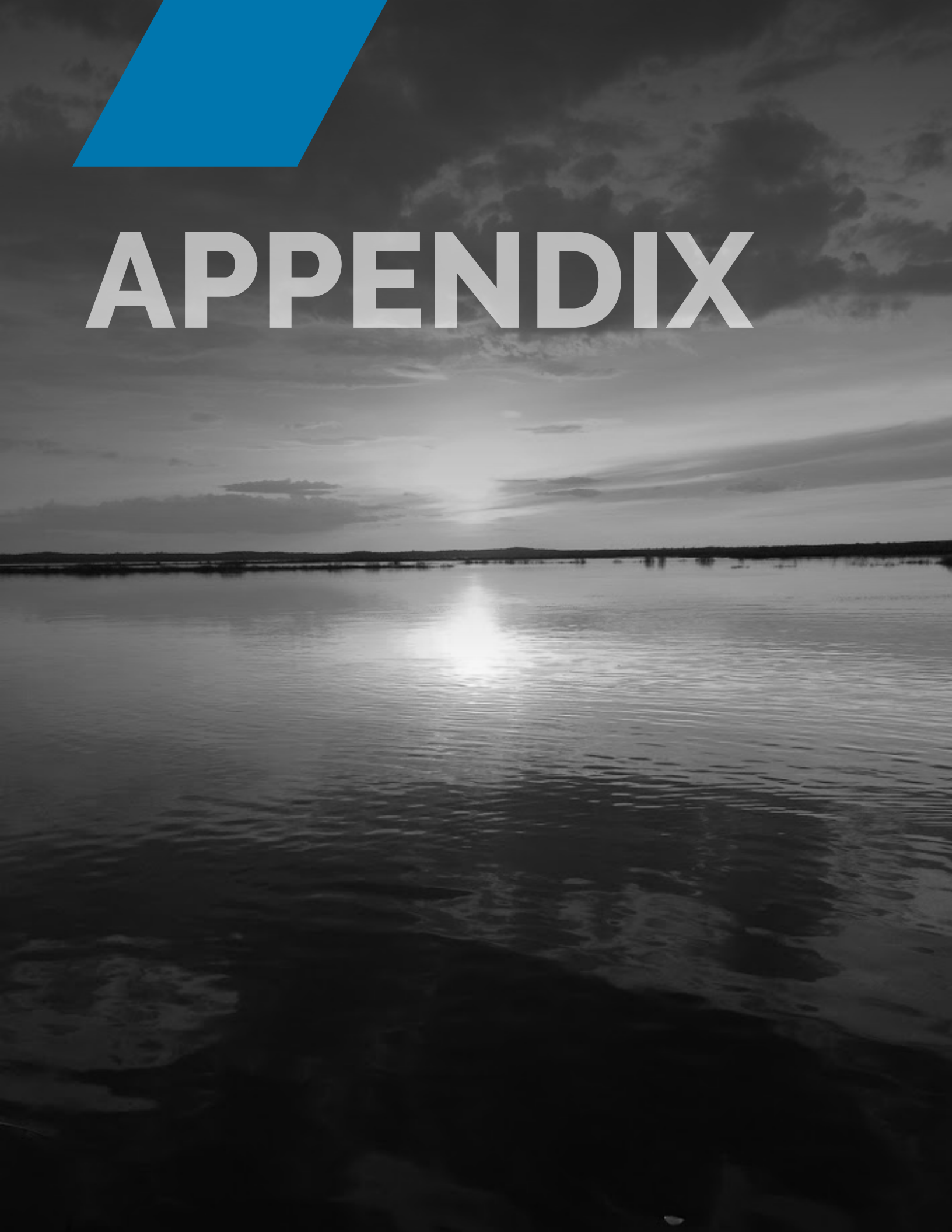
The Board reactivated the Adapted Forestry Regime monitoring framework's implementation. The members took into account the addition of the new objective targeted by implementing the AFR and the harmonization measures adopted. They also discussed the preferred criteria and indicators for CNG and EIJBRG collaboration, in the form of concerted action, in the forest plan participation process provided for in the Agreement. Once the new agreement has been signed and formalized, the Board will update its monitoring framework.

The Board's 2016-2017 operating year was marked by the arrival of a new Chairman and completion of the forest regime harmonization negotiations between the parties to the Agreement. This year was decisive for putting in place new processes permitting Cree participation and consultation at the forestry activity planning and management stages.

The Adapted Forestry Regime harmonization agreement will probably be signed and formalized in the coming operating year. The Board and Board Secretariat will continue pursuing their mandate with a strong sense of motivation and commitment in order to help achieve the Agreement's objectives.



# APPENDIX



# 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, 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.

As of March 31, 2017, the members of the Joint Working Groups were:

Communities	Representatives – MFFP	Representatives – Cree
Mistissini	Carolann Tremblay <b>Local Coordinator</b> Pascal Perreault	Dion Michel <b>Local Coordinator</b> Matthew Longchap
Nemaska	Jean-Sébastien Audet <b>Local Coordinator</b> Thomas Bourbonne	Matthew Tanoush <b>Local Coordinator</b> Rose Wapachee
Oujé-Bougoumou	Carolann Tremblay <b>Local Coordinator</b> Pascal Perreault	Arthur Bosum <b>Local Coordinator</b> Tommy Rabbitskin
Waskaganish	Jean-Sébastien Audet <b>Local Coordinator</b>	Wayne Cheezo <b>Local Coordinator</b>
Waswanipi	Jacynthe Barrette <b>Local Coordinator</b> Carolann Tremblay Thomas Bourbonne Jean-Sébastien Audet (Technical Support)	Allan Saganash Jr. <b>Local Coordinator</b> Georgette Blacksmith Sydney Ottereyes
JWG Coordinators	Sabrina Morissette	Nicolas Lemieux





*Cree-Québec Forestry Board*

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