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Beesum Communications – Cree Translation

Christine Gilliet – Writing

Cabinet de traduction Dialangue – French-English Translation

Pro-Actif – Graphic Design and Computer Graphics

Prose Communications – Proofreading

Solisco – Printing

Photos – CQFB and collaborators

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Pierre Dufour, Minister
Ministère des Forêts, de la Faune et des Parcs

Abel Bosum, Grand Chief
Grand Council of the Crees

Dear Minister Dufour,
Dear Grand Chief Bosum,

I am pleased to present to you the Cree-Québec Forestry Board annual report for 2018-2019, the sixteenth year of the organization's existence. Over the year, the Board held four meetings and continued its assessment and monitoring of the implementation of the Adapted Forestry Regime (AFR) of the Agreement (Paix des Braves) in accordance with its strategic plan and action priorities identified by the members. The implementation of new mechanisms, processes and provisions provided for in Amendment 6, recently agreed to by the parties to the Agreement, has also been at the heart of the Board's monitoring activities.

In keeping with its mandate, the Board analyzed the tactical and operational forest plans for the period 2018-2023 and forwarded a number of advices to the Minister of Forests, Wildlife and Parks within the new deadlines provided for in the Harmonized Agreement. At the request of the Minister, the Board has also provided advice on the new national wood production strategy.

The Board continued to closely monitor the activities of the Joint Working Groups and to work with their coordinators. Under their mandate, the coordinators must coordinate these groups so that the Crees are more involved in the development, consultation and monitoring of all forest management plans on Agreement territory. In close collaboration with them and with other representatives of both parties, the Board conducted a comprehensive diagnostic exercise related to operational forest planning development and consultation processes and the harmonization measure monitoring process. An action plan to implement desired improvements has been developed and will be progressively implemented over the next year.

The Board has given priority to monitoring activities related to the fourth objective that was added to the AFR during the harmonization process. This new objective provides for Cree collaboration, in the form of concerted action, in the process of development, consultation and monitoring of forest plans. Criteria and monitoring indicators based on a common understanding of this new objective have been proposed and will be incorporated shortly into the Board's monitoring framework.

The protection and development of wildlife habitats in the Eeyou Istchee James Bay territory is at the heart of the Agreement. Consideration of wildlife habitats in forest planning is closely linked to taking better account of the Cree traditional way of life. As a result, the Board continued its project to assess habitat quality for species of interest to the Crees, starting with the moose habitat. This project aims to develop a methodology to assess the evolution of wildlife habitat quality according to ecological criteria and the evaluation or assessment of Cree users. The periodic monitoring of wildlife habitat quality on AFR territory will be an important step that could lead to recommendations on forest management practices that meet both wildlife and forestry objectives.



The parties to the Agreement are actively involved in the development of several important files, including the development of a mixed stands management strategy and directives for better wildlife habitat management, locating the Board Secretariat within the territory and establishing the Cree-Québec Forestry Economic Council. The Board continued to monitor the progress of these strategic files and to contribute as and when it was required.

In terms of overall communication, the Board adopted a five-year communication plan (2018-2023) aimed at contributing to a better understanding of the AFR. Various actions that are complementary to the communication activities of the parties have been carried out.

The Board began to prepare the third five-year status report on the implementation of the Adapted Forestry Regime for the period 2013-2018. This status report will be completed by the fall of 2019. It will allow findings to be established and priority issues related to the implementation of the AFR to be identified.

The past year has been rich in all manner of accomplishments, thanks to the participation and collaboration of all stakeholders concerned. The constructive attitude of every one of them in the development of the files, as well as the good communication that exists between them, are certainly success factors in this exciting collective project.

Hervé Deschênes

Chairman



Chairman's Statement

To the best of my knowledge, the 2018-2019 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 Board's activities and indicates the extent to which the target objectives were achieved.

Throughout the 2018-2019 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 2018-2019.

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

Hervé Deschênes

Chairman

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 a historic 50-year Agreement defining a new relationship between the Gouvernement du Québec and the Crees of Québec and marking 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 on 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, commonly called the Adapted Forestry Regime (AFR), is devoted to forestry and defines the objectives and sets out the specific provisions for managing forest activities in Agreement territory. The Québec Forest Regime applies throughout Agreement territory with adaptations. The AFR seeks 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 and collaboration, in the form of concerted action, by the Cree Nation Government (CNG) and the Eeyou Istchee James Bay Regional Government (EIJBRG) in the participation process for the planning provided for in Schedule C-4 of the current Agreement.

The main adaptations to the Québec Forest Regime deal with, among other things, defining the management units formed by grouping traplines and identifying and protecting sites of interest for the Crees. They also deal with 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.

Where economic development is concerned, certain Agreement provisions confirm that timber volumes will be made available to the Crees and that Cree access to forest management activity-related employment, contracts and partnerships will be promoted.

To ensure implementation of the Agreement's chapter on forestry, three mechanisms were created: the Joint Working Groups (JWGs), the JWG coordinators and the Cree-Québec Forestry Board (CQFB). As set out in Chapter 3 and Schedule C of the Agreement, these mechanisms 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 these mechanisms are to contribute to the development of forest management plans, conduct consultations and perform monitoring, these implementation mechanisms work on different, but complementary, levels.

TERRITORY COVERED BY CHAPTER 3 (FORESTRY) OF THE AGREEMENT



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 9.1% of Québec's allowable cut.



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

Population

Cree Communities	
Mistissini	3,523
Nemaska*	760
Oujé-Bougoumou	737
Waskaganish*	2,196
Waswanipi	1,759
Non-Native Communities	
Chapais	1,499
Chibougamau	7504
Lebel-sur-Quévillon*	2,187
Matagami*	1,453

Statistics Canada,
Census of Canada, 2016

* Outside the territory covered by Chapter 3

Territory

	Chapter 3	Québec	Proportion
Total area of forest management units* (km ²)	67 625	451 895	15 %
Forest area used to calculate allowable cut* (km ²)	34 023	269 417	12.6 %

Number of forest management units: 15
Number of Cree traplines affected: 121

Forest Resource

	Chapter 3	Québec	Proportion
Allowable cut* (m ³) FSPL**	2 710 400	22 975 500	11.8 %
All species	3 106 000	34 200 700	9.1 %

* Chief Forester's data (modified in 2016 and 2018)

** Fir, Spruce, Pine, Larix group

Board 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)/Cree Nation Government, 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 2018-2019, the

representatives designated by the Québec government included two officers from the MFFP and three other members with expertise in the areas of wildlife, First Nations and the forest industry respectively. For the Cree party, four Cree members from communities on Agreement territory and one non-Native representative, all appointed by the executive committee of 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, 2018 to March 31, 2019).

CHAIRMAN

Hervé Deschênes (2016-08-17 to --)

QUÉBEC MEMBERS

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 Québec, Rayonier A. M. Canada S.E.N.C

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

Marco Trudel (2017-06-07 to --)
Director of Forest Management, Nord-du-Québec region
Ministère des Forêts, de la Faune et des Parcs

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

CREE MEMBERS

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

Michael Petawabano (2018-08-09 to --)
Assistant Executive Director
Cree Nation Government

Geoff Quale (2009-06-04 to --)
Senior Environment Advisor
Cree Nation Government

Nadia Saganash (2012-04-16 to --)
Administrator, Wildlife Management
Cree Nation Government

Isaac Voyageur (vice chairman) (2007-01-24 to --)
Director – Environment and Remedial Works
Cree Nation Government

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, identifies the problems and issues submitted for the Board's consideration, and drafts the CQFB's official documents (letters of advice, comments, reports), including the annual report for Board members' review and approval. The Secretariat is also responsible for document management and archiving. In addition, it supports the Board members' communications activities and provides outreach and liaison with various bodies and organizations.

As at March 31, 2019, four employees made up the Secretariat team: Marie Gosselin, Executive Director, Amélie Dussault, Analyst/Advisor, Nicolas Lecomte, Project Leader, and Annette Hayden, Administrative Assistant.





Chapter

3

Review of Board Activities

Board context in 2018-2019

The 2018-2019 operating year was the Board's sixteenth. It occurred in the context of implementation of the new mechanisms, processes and provisions of the amended Agreement of the Paix des Braves' Adapted Forestry Regime (AFR), following a four-year transitional period that began when the new Québec Forest Regime was implemented with the coming into force of the *Sustainable Forest Development Act* (SFDA), on April 1, 2013.

In addition to the 2002 Agreement's three objectives, the amended Agreement provides for a fourth objective: collaboration, in the form of concerted action, by the Cree Nation Government (CNG) and Eeyou Istchee James Bay Regional Government (EIJBRG) is required in the forest plan development, consultation and monitoring process. This collaborative forest resource management regime applies to AFR territory Category II and III lands. This objective seeks to reflect the parties' commitments under the Agreement on Governance in the Eeyou Istchee James Bay Territory between the Crees of Eeyou Istchee and the Gouvernement du Québec, signed on July 24, 2012.

For the 2018-2019 operating year, the parties agreed to implement the provisions of the amended Agreement in keeping with their commitments and the approach and timeline for their actions.

In keeping with its mandate, in carrying out its actions in the 2018-2019 operating year, the Board complied with harmonizations to the AFR implementation mechanisms and conducted thorough, ongoing monitoring of the parties' commitments and resulting actions. It analyzed and reviewed the forest plans that the Québec government submitted to it and carried out specific projects to assess the effectiveness of certain AFR-specific participation mechanisms and provisions. It carried out its activities in keeping with the strategic directions adopted since 2014 and with the priorities set in its files.

The Board held three official meetings and one unofficial meeting between April 1, 2018 and March 31, 2019: July 6, 2018 (unofficial meeting/conference call); September 12-13, 2018 (Waswanipi); November 27-28, 2018 (Québec City); February 6, 2019 (Chibougamau).

Direction 1

The Board adapts its modes of operation to effectively meet the requirements of its mandate and its responsibilities under the parties' harmonized Agreement.

Board operations

The Board's main responsibilities include ensuring compliance with and monitoring the Agreement. The Board's operations remained unchanged over the 2018-2019 operating year. In the context of the officialized amended Agreement and in keeping with its mandate, the Board monitored the parties' work plan and its achievement on an ongoing basis.

Relocation of Board Secretariat

A section of the 2002 Agreement stipulated that the Board Secretariat would be located in Waswanipi. In the context of Agreement harmonization, the parties expressed their willingness to proceed with this relocation. A bipartite Cree-Québec committee was set up to analyze this file and make recommendations to the parties. The Board Chairman sits on this committee, which met three times. The committee's work is progressing well and fruitful discussions are continuing among its members. The Board will monitor the parties' discussions in this regard and follow up on their recommendations.

Reactivation of a Finance Committee

At the September 2018 meeting, the Board members studied the Finance Committee reactivation file and recalled its background. In 2004, at the Chairman's recommendation, the members had agreed to create a Finance sub-committee mandated to review changes in the Board's budgetary activities. The sub-committee's activities ceased in 2008 since the designated members agreed that the Board's administrative management was running smoothly. Given the envisaged Board Secretariat relocation to Waswanipi and the resulting transition, the Board decided to broaden the sub-committee's mandate to make it more of an Administrative Committee rather than exclusively a Finance Committee.

At the November 2018 meeting, the Board members discussed the Administrative Committee's objectives, activities, composition and operations. The Chairman recalled the advisory role it was hoped the committee would play. It was agreed that the matters the committee members would be called on to address could be adjusted, as needed, and that the designated members could get support if they wished. Each party designated one of its members to sit on this committee.

The Administrative Committee held its first meeting in early 2019 and discussed action priorities and the preliminary budget for the 2019-2020 operating year.

Forest regime harmonization

When the *Sustainable Forest Development Act* (SFDA) came into force on April 1, 2013, a transitional context came to prevail for four years (2013-2017). During this time, the parties adopted an interim process for developing and finalizing operational integrated forest management plans (PAFIO) so that forest operations could continue on Paix des Braves territory. They also agreed that the harmonizations they had agreed on would be phased in. In fall 2017, the amended Agreement was officialized and all of its main mechanisms, processes and provisions were implemented by the various stakeholders involved.

Parties' commitments and Board work plan

With the implementation of the amended AFR and the collaborative forest resource management regime, the parties made new commitments. Since late 2017, the parties have set their short-, medium- and long-term target objectives, priorities, approaches, mechanisms and timelines. For 2018-2019, as in the previous operating year, the Board drew up its work plan taking the parties' and its own activities into consideration. This work plan is based on the Board's strategic directions and action priorities. In early February 2019, the Secretariat supplied a report on the implementation of the Board's annual work plan.



Wildlife Habitat Management Directives and Mixed Stands Management Strategy

In the previous operating year, the Board closely monitored progress made in developing the two files “wildlife habitat management directives” and “mixed stands management strategy”; it also supported the parties. The parties committed to taking wildlife and mixed stand management issues into account in the context of Agreement harmonization, in response to concerns expressed by the Crees. The parties gave precedence to developing the directives and strategy to be integrated into the tactical (PAFIT) and operational (PAFIO) integrated forest management plans and mandated a working group to carry out the work linked to these two files. The first step – identifying wildlife issues – consisted of exchanging information and becoming familiar with work done by the Board in 2005-2006, since these two files were mentioned in the original Agreement (2002). At the time, the Board had been mandated to develop draft directives for maintaining and improving wildlife habitats.

At the September 2018 meeting, Ministère des Forêts, de la Faune et des Parcs (MFFP) representatives reported on the parties’ collaborative approach and implementation of the joint action plan for developing the wildlife habitat management directives and mixed stands management strategy. Explanations were given regarding the exercise to identify the habitat needs of wildlife species of interest, along with their habitat variables, critical thresholds and methods for analyzing habitat quality and management strategy impact. The action plan’s steps and timeline were specified, the target being to produce a practical planning and harmonization support guide for planners and Joint Working

Group (JWG) members. Details were provided on work linked to developing a mixed stands management strategy that pursues both wildlife and forest-related objectives. The MFFP representatives explained the preferred approach for integrating the directives and strategy into the PAFITs and PAFIOs. To obtain Cree endorsement of the strategies proposed by the parties, it was agreed that the Cree party should hold consultations with the communities concerned and their tallymen. In summer 2018, Board representatives participated in a workshop (with Cree trappers and Cree JWG members) to validate the work linked to these two files. A second workshop is scheduled for spring 2019.

At the November 2018 meeting, the Board was informed that the parties intended to give a presentation on the directives and strategy in winter 2019 and summer 2019 respectively so that, in keeping with the Agreement, the Board could analyze them and produce its comments. The members felt that the Crees should be consulted before the Board so that these files are properly understood and well received by the stakeholders concerned. They invited the parties’ representatives to inform the JWG members of progress made on the files. It was proposed that the Board be consulted on a version of these files that has been accepted by the parties. During discussions, the members deemed that it would be useful to eventually adopt a monitoring process to assess whether the directives and strategy implemented meet the target objectives.

Cree-Québec Forestry Economic Council

The Cree-Québec Forestry Economic Council (CQFEC) was created to facilitate implementation of AFR provisions of an economic nature. This new mechanism, introduced into the amended Agreement, is designed to promote the development of economic and business opportunities for the Crees related to forest management activities. Through the Agreement, Québec commits to encouraging forestry companies working on AFR territory to employ Crees, and Cree companies, in their forestry activities and give them contracts, while facilitating these jobs and contracts. Québec will also encourage Cree companies' access to contracts for non-commercial silviculture work.

Each party designated three members to form the CQFEC. Forestry companies may also be invited to participate in the Council's work. The Council's activities began in mid-December 2018 and several meetings have been held since then. The parties plan to produce activity reports for the Board on an ongoing basis. In keeping with its mandate, the Board will monitor the Council's activities and, when needed, support its members' work.

Relocation of biological refuges and review of sites of interest for the Crees

The Board monitored these files throughout the operating year. As provided for in the amended Agreement, the parties carried out an exercise to relocate biological refuges identified in 2008 that have not been registered and agreed to make a certain number of hectares available to meet the Cree tallymen's requests, including those related to developing forests adjacent to watercourses (key sector of wildlife interest).

At the same time, the parties reviewed areas of specific interest for the Crees (1% and 25%) previously identified in the 2002 Agreement. During the exercise, an issue that had arisen when the eligible surface areas were initially determined was noted. The project leaders developed a proposal to resolve the issue and recommended it to the parties, who must agree on a solution. The Board will continue to monitor this file.

Forest plans

The Board is responsible for monitoring forest plan development and conducting forest plan analyses in order to issue advice to the parties' authorities. Now that the Agreement harmonizing the AFR and the Québec Forest Regime (QFR) has been officialized, the interim plan implementation process linked to the SFDA's coming into force in 2013 is no longer in effect.

In the 2018-2019 operating year, the Board was able to fully carry out its PAFIT and PAFIO analysis mandate in keeping with the process agreed on in the amended Agreement and the new provisions and timelines set out in its mandate, in particular the 60-day period for issuing its advice and comments. Analysis of the 2018-2023 forest plans targets two types of monitoring: monitoring the application of Agreement provisions and monitoring certain provisions' effectiveness in contributing to the achievement of AFR objectives.

For the 2018-2023 plans that came into effect on April 1, 2018, the MFFP prepared a new generation of tactical and operational plans. According to MFFP planning, the Board received the 2013-2018 PAFITs, renewed for 2018-2023, and the 2018-2023 PAFIOs in late 2017 for analysis.

In its advice to the Minister on the new generation of 2018-2023 PAFITs, the Board supported the MFFP's decision to give itself an extension for producing the modified 2018-2023 PAFITs scheduled to take effect in 2019 and corresponding to the harmonization of AFR objectives. This extension was intended to give Cree and regional stakeholders a further opportunity to contribute to integrating values and objectives reflecting local issues into the plans and was supposed to give the parties to the Agreement more time to ensure the integration of key strategic AFR files (e.g., wildlife habitat management directives and mixed stands management strategy) into these PAFITs. It was then decided that the modified tactical forest plans to be tabled for pre-consultation would incorporate the conclusions to the concerted regional objectives and the AFR's strategic files.





Board advice

April 10, 2018, advice: Analysis of 2018-2023 PAFIOs – Minister's response of June 6, 2018

On December 20, 2017, the Board received the 2018-2023 PAFIOs developed for each of the 15 management units (MUs) located in Agreement territory. Pursuant to its mandate, the Board analyzed these plans and related documents. Since the 2018-2023 PAFIOs and associated 2018-2019 annual plans (PRAN) were scheduled to come into force on April 1, 2018, the Board members agreed to forward their comments to the MFFP, even though the majority of the analysis reports for these plans, to be produced by the JWG, were not yet available and, consequently, could not be taken into consideration.

The Board observed that, despite the efforts and collaboration of the main stakeholders concerned, the consultation and finalization processes for this first generation of five-year PAFIOs (2018-2023) could not be fully implemented in accordance with Agreement processes. Among other things, the Board's analysis showed that some of the harmonization measures agreed on with the tallymen could not be integrated into the 2018-2023 PAFIOs within the prescribed time frames. It noted that files that are broader in scope hindered the smooth workings of the tallymen consultation and forest plan finalization process. These specific concerns, expressed during the consultations, cannot be resolved by the tallyman or the Agreement implementation mechanisms (JWGs, coordinators and Board). They include in

particular: wildlife habitat management and mixed stands management; the Mishigamish protected area project; the roads H and I construction projects subject to the social and environmental impact assessment and review procedure under Section 22 of the James Bay and Northern Québec Agreement; and the woodland caribou recovery plan.

For the PAFIOs scheduled to come into force on April 1, 2018, the Board recommended that the MFFP ensure that the 2018-2019 authorized programs (PRAN 100%) associated with the 2018-2023 PAFIOs contain only sectors that have undergone consultation and been harmonized with the tallymen and that, over a trapline, the harvesting sectors identified in the mixed stands be planned in accordance with discussions with the CNG representatives aimed at minimizing harvesting in this type of stand.

For future rounds of PAFIO modifications, the Board recommended that the MFFP ensure that the modified 2018-2023 PAFIOs integrate all of the harmonization measures agreed on with the tallymen. It also recommended that all AFR stakeholders, particularly the MFFP, the CNG and the Cree communities concerned, cooperate to plan and implement the AFR consultation processes so that all can play their role fully, as provided for in the Agreement.

The Board recommended that the PAFIOs be modified once the parties have finalized the wildlife habitat management directives and mixed stands management strategy agreed on in the Agreement.



Finally, the Board recommended that the MFFP continue its efforts in collaboration with the CNG and the authorities concerned in order to resolve the above-mentioned special concerns.

The MFFP welcomed the comments in the Board's advice letter and stated that it would take them into account in finalizing its forest plans and their subsequent modifications and take the consultation process and resulting usage harmonization into consideration. The MFFP confirmed that the authorized annual programs (PRAN 100%) for AFR territory include only sectors that have been the subject of consultation and been harmonized with the Cree tallymen. In addition, all the agreed harmonization measures have been integrated into the 2018-2023 PAFIOs. Furthermore, the 2018-2019 annual programs (PRAN 200%), which underwent consultation regarding this territory with the Cree tallymen, implement the proposals made by the MFFP and CNG with respect to mixed stands management, particularly on sites of special wildlife interest for the Crees (25%).

These proposals, discussed between November 2017 and March 2018, have been applied pending finalization of the wildlife habitat management directives and the mixed stands management strategy. The development of the directives and the strategy is being coordinated by the Nord-du-Québec region in close collaboration with the CNG. These files will be integrated into the forest plans of the 15 MUs located on AFR territory.

December 19, 2018, advice: Analysis of modified 2018-2023 PAFITs for the 14 Nord-du-Québec region management units (MUs)

On receiving the 14 modified 2018-2023 PAFITs for the Nord-du-Québec region from the MFFP, the Board focused mainly on how these tactical plans integrate certain strategic amended AFR files and on the regional community's participation. The Board's analysis made it possible to highlight the MFFP's efforts to ensure Cree involvement upstream of forest plan development and to align the concerns and issues expressed by the Crees with the objectives and management strategies that already exist at the national and regional levels. However, the Board noted that strategic tactical files had not been fully integrated into the PAFITs submitted for pre-consultation.

The analysis confirmed that the concerns and concerted objectives of the local community stakeholders were included in the Values and Objectives (VO) resulting from the integrated land and resource management panels (TGIRTs) but that their status was yet to be confirmed and that the criteria and indicators that will be used to monitor them need to be clarified.

The plans indicate that the development of the wildlife habitat management directives and mixed stands management strategy provided for in the amended Agreement will continue in collaboration with the Cree party and that they will eventually be integrated into the forest plans.

As a result, for the modified 2018-2023 PAFITs tabled for pre-consultation, the Board was unable to determine whether these tactical plans will effectively address the concerted issues presented by the Crees and other regional stakeholders. Similarly, the Board was unable to make an informed decision regarding AFR wildlife habitat management directives and mixed stands management strategy integration into the plans. The Board therefore recommended that the MFFP step up its efforts to complete the work on these major strategic files that are to be included in the modified 2018-2023 PAFITs and, if need be, reconsider the August 2019 deadline for the modified PAFITs' coming into force.

The Board was informed that the MFFP is assessing its proposals and awaits the Minister's position on the recommendations made. The Board will continue to monitor finalization of these first tactical plans developed in the context of AFR harmonization. If need be, it will forward new comments or recommendations.

October 3, 2018, advice : Analysis of 2018-2023 PAFIO for the Abitibi-Témiscamingue region's MU 084-62 – Minister's response of December 14, 2018

On July 20, 2018, the Board received the modifications to the 2018-2023 PAFIO for forest management unit (MU) 084-62. In accordance with its mandate, the Board reviewed the modifications and related documents. Its recommendation and comments result primarily from analysis of the information provided by the MFFP and verbal exchanges with members of the Waswanipi JWG, since the latter did not produce an analysis report.

During its review, the Board noted that, despite efforts by the Waswanipi community in recent years to identify and formalize areas of special interest for Cree users of this MU, in not one of the MU's six traplines has the MFFP officially recognized areas of interest. Moreover, identification of areas of special interest for the Crees has been completed for three of the MU's traplines. With respect to the other three, as set out and illustrated in Schedule C-1 of the Paix des Braves, which defines AFR territory, discussions among the Aboriginal entities affected are still ongoing.

To promote development of forest plans that allow for optimal application of specific provisions designed to ensure that the Cree traditional way of life is better taken

into consideration, the Board recommended that the representatives of the parties concerned continue their efforts to formalize the areas of special interest for the Crees (1% and 25%) on all of the MU's traplines as soon as possible, as set out in Schedule C-1.

Analysis of the information also identified two specific elements. First, the fact that Cree representatives were designated for given traplines in this MU, although they make more use of other traplines in it, generated certain difficulties during consultation meetings. The Board intends to follow up with the Cree representatives concerned so that local Cree Trappers Association representatives are informed of the situation regarding the designation of Cree trappers.

Second, analysis of this modification revealed, for the first time since the application of AFR provisions, questions related to implementing the second pass of mosaic cuttings, particularly regarding the objectives on developing forests adjacent to watercourses. After 15 years of mosaic cutting, the harvesting of residual blocks created over this period presents new challenges, many aspects of which will require special attention. The Board will monitor these elements with interest, in keeping with its mandate.

In his December 14, 2018, response, the Minister noted the comments and recommendations made and assured that they are taken into consideration in his dealings with the Cree party.

The Minister specified that, on three of MU 084-62's six traplines, the areas of special interest for the Crees (1% and 25%) could be formalized. However, for the other three traplines, the MFFP is awaiting the conclusion of discussions between the Crees and other Aboriginal entities affected. The MFFP noted and supported the approach proposed by the Board regarding designation of the Cree tallymen for MU 084-62 territory, although this does not fall within MFFP jurisdiction. The MFFP considers this approach to be potentially beneficial in ensuring that the consultation process envisaged runs smoothly.

With regard to the Board's observation concerning the second pass of mosaic cuttings on AFR territory, the MFFP acknowledges that it is an aspect for which the parties will have to develop a shared understanding. The MFFP will keep the Board informed of developments in this file.



**February 27, 2019, advice:
Analysis of 2018-2023 PAFIOs for the 15 MUs**

In June and December 2018, the Board received the 2018-2023 PAFIOs for the 15 MUs located in AFR territory from the MFFP and analyzed the modifications and related documents. At their February 6, 2019 meeting, the Board members agreed not to send the MFFP any comments or recommendations in addition to those contained in the Board advice letter of April 10, 2018 on the 2018-2023 PAFIOs that came into force on April 1, 2018. This position is based on the fact that the latest analyses show that many of the comments made in the April 2018 advice letter were taken into consideration in developing these modifications. Improvements were also observed with regard to implementing the plan consultation and finalization process and in communications between planners and tallymen. Furthermore, the Board recognized the work done by the parties on usage conflicts and the development of strategic files.

The Board will review subsequent operational forest plan modifications and the JWG analysis reports and will forward additional comments to the Minister when required.

**September 28, 2018, advice: Analysis
of the National Wood Production Strategy**

The goal of the proposed National Wood Production Strategy is to increase the value of and create wealth generated by Québec's timber supply. The Board expressed its great interest in this file and how pleased it was to be invited to comment on the project. The Board analyzed the proposed strategy, focusing on how it relates to the AFR's main objectives. In the Board's view, overall, the national strategy presents interesting objectives and approaches for maximizing benefits for the regional communities. The Board understands that a number of steps remain to be taken to clarify how, in keeping with the strategy's main objectives, these benefits can be generated at the regional level. For AFR territory, the main challenge consists of implementing and enabling deployment of the strategy's objectives in accordance with the Agreement's specific features.

The Board will monitor the file's evolution and encourage the Cree representatives' contribution to the processes of developing the regional dimension of the strategy and its implementation. The Board also encouraged the parties to continue their efforts to establish the CQFEC so that it can contribute to this development.

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

In keeping with its mandate, the Board is responsible for monitoring, reporting on and assessing AFR implementation. In 2014, the Board adopted an AFR monitoring framework – a rigorous, structured tool – and an action plan for its implementation. This tool, designed to gather information for assessing the achievement of AFR and Agreement objectives and provisions on an ongoing basis, was developed in close collaboration with the parties' representatives and research-community stakeholders.

Now that the amended Agreement has been officialized, the monitoring framework will have to be updated in order to take into account the harmonizations adopted by the parties. An initial updating exercise carried out by the Board Secretariat confirmed that it will be possible to integrate a number of the harmonizations into one of the three initial Agreement objectives. The monitoring framework committee met in June 2018 to discuss the monitoring framework's update and a preliminary action plan for its implementation. In July 2018, the committee agreed on updates to be made to the first three AFR objectives, which were part of the monitoring framework adopted in 2014. At the September 2018 Board meeting, the committee presented the monitoring framework update for the first three AFR objectives, along with the development of an implementation plan for 2018-2019.

In the previous operating year, the Board signed a cooperation agreement with Université Laval and the Université de Moncton for action research by a PhD candidate to find indicators for assessing the repercussions of Cree involvement in forest territory management. The research seeks to support the Board and its Secretariat in developing an approach for monitoring collaboration processes and a process for assessing its monitoring framework in addition to assisting the Board in processing and analyzing monitoring indicators.

As for taking into consideration the new objective provided for in Schedule C-4 of the amended Agreement, the fourth AFR objective, which targets Cree (CNG and EIJBRG) collaboration and participation in the forest plans, in the form of concerted action, the action research experts proposed a

separate approach. The PhD candidate conducted a round of interviews with the Board members, party representatives and main stakeholders involved in negotiating and implementing the amended Agreement and reviewed the literature to shed light on the concepts of "participation" and "collaboration, in the form of concerted action". The members of the Board Secretariat and the PhD candidate then turned to developing monitoring criteria and indicators based on a common understanding of the fourth AFR objective that may be adopted by the Board. They presented the MFFP's definition of the key words "collaboration", "concerted action" and "consensus" contained in the wording of the objective and related to TGIRT activities. The Board members discussed this subject.

At the February 2019 Board meeting, the Secretariat tabled an informational report on progress made on the monitoring framework implementation plan. The main activities have been carried out or have begun and will continue in the next year. Also, the monitoring committee will continue to work on developing monitoring criteria and indicators related to the fourth objective and the achievement of priority monitoring activities.

Forest plan analysis

In 2017, the Board approved a forest plan analysis approach, based on the AFR monitoring framework it had already developed. The need to work closely with the various groups of stakeholders concerned (JWG coordinators and members, CNG, EIJBRG, TGIRT participants and the MFFP) was raised so that they could supply the information required for forest plan (PAFIT and PAFIO) analysis in keeping with the relevant indicators identified by the Board. This involves establishing collaboration with the various stakeholders to ensure that the reports they produce answer the questions the Board asks in its analysis framework.

During the operating year, the Board and its Secretariat continued working closely with the JWG coordinators on the content of the plan analysis reports that the JWGs submit to the MFFP and the Board so that the JWG review corresponds to what the Board requires for its own PAFIT and PAFIO analysis. The main results of the analysis, grouped by Agreement objective, were presented. Although some documents, in particular the JWG 30-day reports, were not available, the Board was able to analyze the forest plans and forward its advice to the parties (see Board advice under Direction 1 of this Annual Report and the details of the actions carried out under Direction 3).



Wildlife habitat quality assessment

Since 2002 and AFR implementation on Agreement territory, consideration of wildlife habitats in forest plans has been linked to better taking the traditional Cree way of life into account. In November 2017, the Board mandated a steering committee comprising Board members and a scientific advisor to develop a proposal for a project to assess wildlife habitat quality on AFR territory. In January 2018, the Board adopted the outline of a project to assess wildlife habitat quality on Eeyou Istchee James Bay territory presented by the committee. The project's overall objective is to assess AFR provisions' effectiveness for maintaining or improving the habitat of wildlife species of importance on AFR territory, 15 years after the Paix des Braves was signed. The two specific objectives pursued are: to assess changes in wildlife habitat quality in forest areas of wildlife interest for the Crees (25%) and to assess changes in moose habitat quality, in particular on sites of special wildlife interest for the Crees (25%).

An initial project phase, carried out on one trapline, was begun in spring 2018 in order to develop methodological approaches and obtain more specific information, for instance, on resources, timelines, processes and collaboration required, before undertaking phase two and extending it to more traplines. The steering committee is in charge of project direction and development.

At the November 2018 meeting, the committee presented a progress report on implementing each of the project's first four steps. A meeting was held with a tallyman and the study for a trapline in Waswanipi was completed. The tallyman expressed his main observations and

concerns, especially with regard to wildlife, wildlife habitat quality and forest management on his trapline. The approach selected for habitat assessment using geomatics databases for the territory and the approach for establishing convergence of results are becoming clearer, while raising fundamental questions. The situation regarding remote-sensing analysis of moose habitat quality has been updated.

At the end of project phase 1, the members will agree on whether or not to broaden the scope of the exercise to additional traplines. The Board will closely monitor this priority project, which will eventually be linked to the monitoring framework. Wildlife habitat quality assessment on AFR territory will be an important step that should allow any needed recommendations to improve the AFR to be made.

Moose habitat quality and its management

In September 2017, the Board was informed that the MFFP was working on developing a project to increase knowledge of moose and moose habitat on Nord-du-Québec territory.

Given the moose's importance for the Crees and the common goals of the Board's wildlife habitat quality assessment project and that of the MFFP, at the March 2018 Board meeting, an MFFP representative presented the MFFP's project, explaining its specific target objectives, anticipated results, chosen implementation approach, main project steps and timeline. The project seeks to develop a moose habitat quality assessment

model in black spruce-moss forests. A preliminary model could be available in three years but it will take at least five years to obtain a validated model, which will probably not apply to the southern part of the territory. The Board expressed its interest in the project and will monitor it to stay apprised of its main steps.

Preliminary analysis of the 2008-2013 report on verification and assessment of monitoring of the application of AFR standards and provisions

In June 2017, in compliance with Schedule C-4 of the AFR, the MFFP tabled its 2008-2013 report on verification and assessment of monitoring implementation of Agreement standards and provisions with the JWGs. At the September 2017 Board meeting, a presentation was given on the report's main elements.

At the November 2018 Board meeting, Cree party and Board Secretariat representatives presented the preliminary results of the analysis, as well as areas for report follow-up and improvement, to the members. These results and recommendations were forwarded to the MFFP for consideration.

In accordance with its mandate, the Board monitored this file in order to remain informed of the MFFP's work plan that aimed to follow-up on the preliminary analysis of the 2008-2013 report on AFR monitoring and application.

The work plan the MFFP is implementing to take the Board's and CNG's analysis of the 2008-2013 report into account was presented in September 2018. The corrective measures and improvements proposed for the 2008-2013 report were retained for the production of future five-year reports.

The MFFP favours development of a 2013-2018 report that meets the expectations and needs of the JWGs and the Board. It intends to table the 2013-2018 report in spring 2019. The Board recalled the importance of these five-year reports as reference documents for AFR implementation for the JWGs, the parties and the Board. The Board invited the stakeholders concerned to finalize the 2008-2013 and 2013-2018 reports by the deadlines set. The Board will monitor implementation of the MFFP action plan and ensure the collaboration of its Secretariat.

Woodland caribou recovery

In 2005, the Québec government designated the woodland caribou a vulnerable species under the *Act Respecting Threatened or Vulnerable Species*. 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 consideration in the context of forest management on Agreement territory. In April 2016, the Québec government adopted the Woodland Caribou Habitat Stewardship Plan.

In February 2018, the government authorities authorized MFFP regional representatives to renew discussions with the Crees in order to reactivate the parties' work aimed at agreeing on the approach and strategies to implement to promote woodland caribou recovery on Agreement territory. Woodland caribou recovery will move forward alongside the wildlife habitat management directives. MFFP and Cree party representatives have been designated. In March 2018, the committee's activities began and, over the year, the parties held a number of meetings and discussions.

The Board will monitor the work of the committee on woodland caribou recovery for Agreement territory.

2013-2018 status report on AFR implementation

One of the Board's main responsibilities is to monitor, report on and assess AFR implementation. The Board produced a first status report on AFR implementation, for 2002-2008, at the end of the first cycle of forest plans produced in the AFR context. A second status report, for the 2008-2013 general forest management plan (GFMP) cycle, was published in 2014.

The third forest plan cycle ended on March 31, 2018. Although 2013-2018 was marked by an interim period for the negotiation of forest regime harmonization measures, a Board action priority for 2018-2019 was the production of a third status report on AFR implementation.

At the September 2018 Board meeting, the Board members agreed that, since the Board's monitoring framework had not yet been formally implemented in 2013-2018, the new status report will be produced based on the new approaches implemented in the preceding status reports. It will also be adapted to take

implementation of new collaboration mechanisms – the TGIRTs – into account, reflecting the addition of a fourth AFR objective on collaboration with the Crees, in the form of concerted action. The members specified that the recent years' interim context would have to be taken into account along with the activities carried out and issues raised during this time. Issues identified in the past will be monitored.

Activities to produce the status report began in fall 2018. Many AFR stakeholders were interviewed and meetings were held with EIJBRG and TGIRT representatives. However, action plan planning had to be revised due to a resource's absence for an undetermined period of time. The goal of interviewing the tallyman before the spring *goose break* was maintained. To do so, a new approach was adopted for conducting these interviews in the short term.

The Board will disseminate the 2013-2018 status report, which will be completed in the 2019-2020 operating year, as soon as possible.



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.

Support for JWGs and JWG coordinators in analyzing forest plans

One of the Board's objectives is to encourage implementation of initiatives to establish a climate of dialogue and concerted action among the Agreement's three implementation mechanisms: the JWGs, JWG coordinators and Board. The amended Agreement has officialized the JWG coordinators as the third AFR implementation mechanism and defined their mandate. One of the coordinators' responsibilities is to periodically report to the Board on JWG operations. At each Board meeting, a period is set aside to allow the coordinators to report to the Board on progress made on the JWGs' forest plan analysis.

In the previous operating year, the Board ensured that it met regularly with the JWG coordinators in the field in order to make the amended Agreement and its mechanisms better known and to contribute to the best possible concerted action for AFR implementation among them. One of its action priorities was to agree with the JWG coordinators on mechanisms allowing them to report periodically to the Board on JWG operations and implementation of these mechanisms. The Secretariat

worked closely with the coordinators on the format of the forest plan analysis reports produced by the JWGs in order to facilitate and standardize data collection in the field and rigorous data transmission to the Board.

At the September 2018 meeting, the coordinators presented their action plan for 2018-2019, that is, the three action priorities, two specific objectives and means they intend to implement to meet the action priorities. Throughout the year, the coordinators informed the Board of the JWGs' activities and of usage conflicts that were undergoing mediation, suspended or in the conciliation process. The main cases were explained. A summary report of the discussions and outcome of the joint JWG meeting held in July 2018 was given.

In February 2019, the coordinators reported on the production of the JWG analysis reports on modifications to the 2018-2023 PAFIOs. They expressed their confidence regarding the majority of the reports that were to be forwarded to the Board by the deadlines set (or with a small delay), which constitutes an improvement in this file. However, it was reported that the nature of the analysis reports the JWGs are to produce, notably for the PAFITs, remains poorly understood in one community.

Conversely, the coordinators confirmed that they will soon send a request for conciliation to the Minister that includes several usage conflicts for a trapline and that this request should be dealt with in keeping with the process provided for in the Agreement. The Board will monitor this request to the Minister.



The Board felt that the work done on PAFIOs during the operating year by the JVGs and coordinators could contribute to producing the upcoming analyses of the modified 2018-2023 PAFIOs scheduled to come into force in August 2019. The Board will continue to provide its support and collaboration to the coordinators and JVGs so that they can finalize their reports within the 30-day period provided for in the forest plan analysis timeline.

Assessment of participation and harmonization measure monitoring processes

Since 2013, the PAFIOs and their annual modifications have been produced according to the process defined in Schedule C-4 of the amended Agreement. Based on the decision made in September 2017 to strengthen this process, the Board Secretariat had, in the previous operating year, begun a clarification exercise to identify the strengths and weaknesses of the PAFIO development and consultation processes and to monitor the harmonization measures agreed on in the context of implementation of the tallymen consultation meetings. The Board met with the main stakeholders and began analyzing the results obtained. This exercise underpins the work done on the monitoring framework (see Direction 2 of this Annual Report).

In summer and fall 2018, in collaboration with the representatives of the parties involved in implementing the AFR, the Secretariat identified issues, after collating all of the data. The observations and issues identified, as well as potential solutions were discussed with the stakeholders interviewed as part of the exercise. The Secretariat presented these results and an action plan at the February 2019 Board meeting. Four issues require particular attention: definition of harmonization measures; calendar and timelines for developing PAFIOs and PRANs; JVG governance; process support tools and training. Different types of action were identified: agree on approaches and common understanding of certain elements of the AFR and define certain elements; produce tools (diagrams, charts, guides and instructions); communicate and transfer data to the stakeholders concerned. The specific issues that the actions identified should address were reiterated. The actions proposed and the timelines were discussed and those responsible and the collaborators were identified. It was agreed that each group concerned by the actions identified should familiarize itself with the plan, assess its priorities and agree on the next steps to be implemented.

In keeping with the Board's mandate, the Board and its Secretariat were identified as the entities that should produce and monitor the action plan. Production of a monitoring report is scheduled for spring 2019.



Direction 4

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

2018-2023 communications plan

The Board adopted its 2018-2023 communications plan in September 2018. The Secretariat ensured implementation of the communications priorities in 2018-2019. With this communications plan, the Board wishes to help promote a better understanding of the AFR and foster discussions between the stakeholders concerned and interested parties. Successful AFR implementation is based on an overall communications plan. Those directly or indirectly affected by the Agreement must be aware of all AFR elements, the implementation mechanisms, all stakeholders' roles and responsibilities and the results achieved. The Board's 2018-2023 communications plan essentially describes the elements for which it is responsible and which supplement the parties' communications. The parties' representatives committed to developing communications activities based on their objectives and responsibilities.

Communications activities

The Board organized a booth on the AFR at the MFFP's Carrefour Forêts 2019 event, held April 2-4, 2019, in Québec City under the banner "Moving from knowledge to creating value".

Board website

The Board updated the Adapted Forestry Regime section of its website, revising and drafting certain texts and creating new sections. This updated version will be published once the amended Agreement has been officialized and signed. www.ccqf-cqfb.ca

Board advice to the parties

The five advice letters the Board sent to the parties can be downloaded on the Board website: April 10, 2018, advice: Analysis of 2018-2023 PAFIOs, followed by the Minister's response of June 6, 2018; September 28, 2018 advice: Analysis of the National Wood Production Strategy; October 3, 2018, advice: Analysis of 2018-2023 PAFIT for the Abitibi-Témiscamingue region's MU 084-62, followed by the Minister's response of December 14, 2018; December 19, 2018 advice: Analysis of modified 2018-2023 PAFITs for the 14 Nord-du-Québec region management units (MUs); February 27, 2019, advice: Analysis of 2018-2023 PAFIOs for the 15 MUs.

Board annual report

The Board's fifteenth Annual Report, for the 2017-2018 operating year, was forwarded to the parties and distributed 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 Forest 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.

The following is a summary of the actions taken in 2018-2019 that contributed to the realization of the Board's SDAP.

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% Achieved	Electronic equipment was acquired after having considered environmental criteria.
Use 100% post-consumer recycled paper Define a printing practice with staff members	% of employees who apply the practice	100% Achieved	Employees were made aware of the recommended practices and applied them.
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	Mention in notices convening meetings: 100% More and more members consult the meeting documents on their laptop, but requests to have access to paper presentations have resulted in the printing of extra copies. Recently, we have tried to make presentations available in digital format for members to view on their laptops.
Apply electronic document management	Number of documents	85% 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% Partially achieved	As far as possible, events are organized by applying an ecoresponsible approach.
Optimize participants' travel to Board and other meetings (location and mode of transport)	% of travel	85% Partially achieved	The members carpooled in most cases. We also alternated meeting locations and held phone meetings or videoconferences.

Results: Throughout the year, the members of the organization took preferred ecoresponsible action in the context of their everyday material resources management and waste management operations. Efforts were made to reduce the amount of paper used, but improvements can still be made in this regard. In certain communities where our meetings were held, disposable dishes and cutlery were used, but we always ask that, when possible, reusable, or at least recyclable, dishes be used.

Government objective 1.2

Strengthen use of the principles of sustainable development by government ministries and public bodies

CQFB objective

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 updated, 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% Achieved	All Board advice tabled over the year took sustainable development principles into account.

Government objective 1.3

Foster the adoption of a public participation approach when setting and implementing government policies and measures

CQFB objective

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 amended 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 two official meetings over the year, in addition to numerous telephone communications. A Board project to improve the participation process is underway in collaboration with the coordinators.

Government objective 1.4

Continue to develop sustainable development knowledge and skills throughout the public administration

CQFB objective

Pursue development of Cree knowledge and skills

Actions	Indicators	Targets	Results
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) for use by regional Ministère des Forêts, de la Faune et des Parcs planners and JWGs	One status report per year Achieved	The maps are currently viewed by the planners when the plans are developed and are used as a basis for discussion during consultations.
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

Government objective 3.1

Manage natural resources efficiently and concertedly to support economic vitality and maintain biodiversity

CQFB objective

Contribute to implementing principles arising from the Sustainable Forest Management Strategy within the AFR

Actions	Indicators	Targets	Results
Promote implementation of initiatives aimed at increasing economic spinoffs for the Crees	File discussed at Board meetings	At least once a year Partially achieved	The subject was included in the Board's annual action plan. The Cree-Québec Forestry Economic Council was created under the amended Agreement. The Board will monitor the activities of this new entity.
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	Partially achieved	All Board advice tabled during the year mentioned this subject.
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 three occasions. Still waiting for the provincial action plan to be tabled. The government announced the broad outline of its strategy at the end of the year.

Government objective 3.2

Preserve and showcase biodiversity, ecosystems and ecological services by improving societal interventions and practices

CQFB objective

Promote best practices on Agreement territory to foster the traditional Cree way of life, based on hunting, fishing and trapping

Actions	Indicators	Targets	Results
Promote development of solutions to the riparian buffers management issue	Report on the file's progress	At least once a year Achieved	The monitoring of forest plans shows us that some solutions are implemented on a case-by-case basis but that many Cree users are still dissatisfied with the current regulation. The implementation of the solutions provided for in the amended Agreement is closely monitored by the Board.
Promote and contribute to developing popularization tools linked to AFR implementation	Number of tools developed	Two Partially achieved	Tools are being developed following a diagnostic exercise to assess the strengths and weaknesses of the consultation process.



Government direction 6

Ensure sustainable land development and support community vitality

Government objective 6.1

Foster the implementation of best land development practices

CQFB objective

Contribute to AFR evolution by analyzing issues and specific problems

Actions	Indicator	Targets	Results
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 Partially achieved	Follow-up on elements of the chart containing issues and possible improvements has not been carried out at each Board meeting this year.

Government objective 6.3

Support public participation in community development

CQFB objective

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 Achieved	This subject was addressed in all Board advice in addition to undergoing assessment of the strengths and weaknesses of the consultation processes. An action plan was tabled and accepted by the Board.



Government framework for integrating culture into sustainable development

Government framework for integrating culture into sustainable development

CQFB objective

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 and in Board advice on forest plans.

Summary financial statements

INDEPENDENT PRACTITIONER'S REVIEW ENGAGEMENT REPORT ON THE SUMMARY FINANCIAL STATEMENTS

To the members of Cree-Québec Forestry Board

The accompanying summary financial statements, which comprise the summary balance sheet as at March 31, 2019 and the summary statement of operations and changes in fund balances for the year then ended are derived from the unaudited financial statements of Cree-Québec Forestry Board for the year ended March 31, 2019 on which we expressed an unmodified review conclusion in our independent practitioner's review engagement report dated of June 10th, 2019.

The summary financial statements do not contain all the disclosures required by Canadian public sector accounting standards. Reading the summary financial statements, therefore, is not a substitute for reading the unaudited financial statements of Cree-Québec Forestry Board.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of a summary of the unaudited financial statements on the basis described in Note "Basis of presentation".

Practitioner's Responsibility

Our responsibility is to express a conclusion on the summary financial statements based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on these summary financial statements.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that these summary financial statements derived from the unaudited financial statements of Cree-Québec Forestry Board for the year ended March 31, 2019 are not a fair summary of those financial statements, on the basis described in Note "Basis of presentation".

Other matter

The financial statements of Cree-Québec Forestry Board for the year ended March 31, 2018, and the summary financial statements presented for comparative purposes were reviewed by another practitioner who expressed on those financial statements unmodified conclusions on May 30, 2018.

Raymond Chabot Grant Thornton LLP

Québec

June 10th, 2019

¹ CPA auditor, CA public accountancy permit n° A118291



CREE-QUÉBEC FORESTRY BOARD

SUMMARY STATEMENT OF OPERATIONS AND CHANGES IN FUNDS BALANCES

(unaudited)

FOR THE YEAR ENDED MARCH 31, 2019

	2019	2018
	\$	\$
REVENUES		
Partners' contributions –		
Québec Government	200,000	200,000
Grand Council of the Crees (Eeyou Istchee)	200,000	200,000
Interests	4,963	2,692
	404,963	402,692
EXPENSES		
Salaries	353,260	294,842
Internal management	75,926	78,219
Board meetings	15,861	16,466
Services contracts	42,176	23,759
	487,223	413,286
DEFICIENCY OF REVENUES OVER EXPENSES	(82,260)	(10,594)
FUNDS BALANCES – BEGINNING OF YEAR	447,741	458,335
FUNDS BALANCES – END OF YEAR	365,481	447,741

SUMMARY BALANCE SHEET

(unaudited)

AS AT MARCH 31, 2019

	2019	2018
	\$	\$
ASSETS		
CURRENT ASSETS		
Cash	45,629	131,175
Goods and services tax recoverable	8,767	3,918
Prepaid expenses	8,012	5,815
	62,408	140,908
INVESTMENTS	322,101	317,137
CAPITAL ASSETS	5,445	6,073
	389,954	464,118
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable	24,473	16,377
FUNDS BALANCES		
Operating	215,036	296,668
Capital assets	5,445	6,073
Reserve	145,000	145,000
	365,481	447,741
	389,954	464,118

BASIS OF PRESENTATION

The summary financial statements are derived from the unaudited financial statements of Cree-Québec Forestry Board for the year ended March 31, 2019 prepared in accordance with Canadian public sector accounting standards. The information contained in the summary financial statements have been prepared by management and do not include the statement of cash flows as well as Notes to financial statements. However, this information is included in the unaudited financial statements.

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

Conclusion

In the 2018-2019 operating year, after officialization of the amended AFR Agreement, the Board was able to fully carry out its mandate.

The Board continued to closely monitor JWG activities and collaborated with their coordinators, who must carry out the actions provided for in their mandate to increase Cree involvement in the development, consultation and monitoring of forest management plans on Agreement (Paix des Braves) territory. Among the Board's main responsibilities is ensuring compliance with and monitoring of the Agreement. The Board prioritized monitoring consideration of the fourth objective, added to the Agreement during the harmonization process, which provides for Cree collaboration, in the form of concerted action, in the forest plan development, consultation and monitoring process.

Since the interim plan implementation process linked to the SFDA's implementation in 2013 is no longer in effect, the Board was able to carry out its 2018-2023 PAFIT and PAFIO modification analysis and review mandate. The Board forwarded its advice to the MFFP within the time frame provided for in the amended Agreement.

In accordance with its mandate, the Board must monitor, report on and assess AFR implementation according to a monitoring framework it has developed in close collaboration with the parties' representatives and university research-community stakeholders. Monitoring criteria and indicators based on a common understanding of the fourth AFR objective remain to be identified and

accepted by the Board. During the operating year, numerous activities with respect to the monitoring framework criteria and indicators were carried out. The Secretariat presented a report on progress made on the plan to implement the monitoring framework. The main activities of this file have been completed or started and will continue during the following year.

One of the main projects prioritized was a diagnostic of implementation of the forest plan development and consultation process and harmonization measure monitoring. The Board is confident that this key exercise, carried out in close collaboration with the stakeholders involved in AFR implementation, will make it possible to improve implementation of the forest plan and Cree participation processes.

The Board continued assessing wildlife habitat quality on Eeyou Istchee James Bay territory, deeming this project a priority that can tie in with the monitoring framework. Assessment of wildlife habitat quality on AFR territory will constitute an important step that could result in recommendations to improve the AFR. Taking wildlife habitats into account in the forest plans is linked to better taking the Cree traditional way of life into consideration.

The Board continued to follow two strategic files, namely, developing the wildlife habitat management directives and mixed stands management strategy, and to collaborate with the parties on implementing the action plan agreed on jointly in the previous operating year.

Where overall communications are concerned, the Board adopted its five-year communications plan (2018-2023) designed to contribute to a better understanding of the AFR and of dialogue among all AFR stakeholders. This plan complements communications issued by the parties to the Agreement. The Board undertook producing the third status report on AFR implementation, covering the period 2013-2018. This status report, which will be available in the next operating year, will allow observations to be made and priority issues linked to AFR implementation to be identified.

Throughout the Board's sixteenth year, the Board members and Secretariat acted in keeping with their mandate and responsibilities and renewed their commitment to and motivation for achieving 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, promoting 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 from consulting nor reporting to the Cree Regional Authority, nor does it prevent consulting nor reporting 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 he 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 linked 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 AND THEIR COORDINATORS

The Joint Working Groups (JWGs) and their coordinators are two of the three 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, and are central to communications and information-sharing by the tallymen and Agreement territory timber supply guarantee holders.

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 at March 31, 2019, the members of the Joint Working Groups were:

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





Cree-Québec Forestry Board

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Cree-Québec Forestry Board

2875, boulevard Laurier, Édifice Le Delta 1
Bureau 1180, Québec (Québec) G1V 2M2

Telephone : 418 528-0002

Fax : 418 528-0005

www.ccqf-cqfb.ca