



STATUS REPORT 2013-2018

Implementation of the Paix des Braves' Adapted Forestry Regime

By the Cree-Québec Forestry Board

Detailed report

February 10, 2020

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Preamble

The detailed status report on the implementation of the Adapted Forestry Regime (AFR) for the 2013-2018 period presents the approach used, a synthesis of the results obtained and the recommendations aimed at the continuous improvement of AFR implementation. The findings presented are the result of the synthesis of responses obtained from various stakeholders who were interviewed. It was drafted by the Cree-Québec Forestry Board (CQFB) Secretariat mainly for the use of its members and stakeholders involved in Chapter 3's Adapted Forestry Regime of the Paix des Braves. A summary publication addressing the general public and containing the main conclusions and recommendations of the status report is available on the CQFB's internet site.

1. Introduction

The *Status Report 2013-2018 on the implementation of the Paix des Braves' Adapted Forestry Regime* marks the third status report produced by the Cree-Québec Forestry Board since its creation in 2003. The purpose of this exercise is to report on the progress that the Governments of Québec and the Cree Nation have made in terms of their relationship and in the realization of their activities related to the implementation of the Adapted Forestry Regime (AFR).

Since the last status report (2008-2013), several fundamental changes have greatly influenced the character and implementation of the Adapted Forestry Regime. In 2013, Québec's Sustainable Development Forest Act (SFDA) came into force, which significantly changed Québec's forest management approach. Notably, the new law transferred responsibility for forest planning from the forestry companies to the Ministry of Forests, Wildlife and Parks (MFFP). Thus, while previously the Ministry had played a facilitator/mediator role, now, under the SFDA, it assumes the role of facilitator/promoter of its own forest management plans.

This change has created a significant challenge to the implementation of the Agreement, since the original AFR provisions relating to consultation were based on an approach where forestry companies planned and consulted on forest activities. On a day-to-day basis, this change has upset the dynamic of consultations. The impact of this change is significant.

In addition to the changes brought about by the SFDA, in 2012, the Cree Nation and Québec governments signed the *Regional Governance Agreement in the Eeyou Istchee James Bay Territory between the Crees of Eeyou Istchee and the Québec Government*. This regional governance agreement provides that, as part of the harmonization of the AFR and the SFDA, a collaborative forest resource management regime on Category II lands (JBNQA) between the Cree Nation Government and the MFFP would be established. This agreement opens the door for the Crees to play a greater role in forest management planning on these lands. In addition to this new collaborative regime on Category II lands, this regional governance agreement created the Eeyou Istchee James Bay Regional Government (EIJBRG) and allows this government to play a role in the management of forest resources on Category III lands. The composition of this government's Board is divided equally between representatives of the Eeyou Istchee James Bay Territories and those of Jamésie.

These important changes have necessitated the parties to agree on amendments to the AFR to ensure coherence between these legislative instruments. Thus, from 2013 to 2015, the parties had to ensure the implementation of an adapted regime, some of whose provisions were obsolete, while negotiating its amendments. As a result, the period between 2013 and 2015 in this report should largely be considered as a 'transitional implementation period', as the elements of the



amended forestry regime were gradually implemented during this period. These fundamental changes and the interim nature of this period play a significant role in the results presented in this status report.

1.1 The Board's mandate

The Cree-Québec Forestry Board (CQFB) is responsible for monitoring, analyzing and assessing the implementation of Chapter 3 of the *Agreement concerning a new relationship between the Gouvernement du Québec and the Crees of Québec* (Paix des Braves).

In keeping with its mandate, in its 2018-2019 operating year, the Board prepared a third status report (covering the period 2013-2018) on implementation of the Adapted Forestry Regime.

1.2 Overall approach

To ensure a degree of continuity with the two previous status reports and the findings presented in them, it was agreed that production of the report would again include two levels of analysis: (1) factual analysis of the implementation of all Adapted Forestry Regime provisions, commonly called “detailed analysis”, and (2) a series of interviews aimed at getting the parties’ and stakeholders’ viewpoints on achievement of Chapter 3’s objectives, where they are concerned.

During the harmonization process of the Paix des Braves Agreement and in order to reflect certain provisions of the SFDA and the new Agreement on Regional Governance, the addition of a fourth objective on collaboration in the form of concerted action was added to the Paix des Braves. This fourth objective implies the establishment, as everywhere else in Quebec, of Integrated Resource and Land Management Panels (TGIRTs) aimed at establishing common objectives for forest management among land users. Although the panels were created in 2016, the CQFB also wanted to look into the implementation of these panels. Therefore, the questionnaire was adapted to gather the stakeholders’ initial impressions of this new mechanism that involves the Crees. The Secretariat also familiarized itself with the available documents related to the TGIRTs, interviews of Eeyou Istchee James Bay Regional Government (EIJBRG) personnel and certain observations made at TGIRT meetings.

The preceding status report on AFR implementation, produced for the period 2008-2013, identified three specific issues that AFR stakeholders were to tackle. These priority issues involved:

1. Strengthening collaboration between the actors and implementation mechanisms
2. Implementing adaptive management focused on AFR assessment and evolution
3. According greater importance to the AFR’s economic component.

A new part of the questionnaire was also developed, therefore, in order to obtain the opinion of respondents on the evolution and improvement of the regime in relation to these three priority issues. Particular attention was given in the analysis to the follow-up of these issues, the results being presented in section 5 of this current report.



2. Analysis of the implementation of forestry-related provisions (provision by provision)

The period 2013-2018 was very unique since it was during this time that the negotiations to harmonize Chapter 3 of the Paix des Braves with the new Québec Forest Regime took place. It is often referred to as an interim period because the entity in charge of forest-related planning changed and the parties agreed on a transitional planning process. Via these forest management plan development mechanisms, provisions contained in the amended version of Schedule C-4 of the Agreement, which was still being negotiated, were gradually implemented even before the Harmonized Agreement was officially signed.

2.1 Methodology

Although certain provisions of the amended Harmonized Agreement were applied during the period, the Secretariat conducted a detailed, section-by-section analysis of the provisions of the previous version of the Agreement, that is, those that were in effect before implementation of the new Québec Forest Regime.

The Board Secretariat carried out a first exercise in which the analysis grid produced in the 2008-2013 status report was reviewed in order to identify the provisions requiring monitoring in 2013-2018.

This time, there was no systematic review of each provision with a committee since consolidation of the Adapted Forestry Regime had already been noted in the 2008-2013 status report.

2.2 Review of findings

The preceding analysis had shown that certain groups of provisions still remained to be implemented. The 2013-2018 analysis shows that work was done on many of these provisions with a view to their implementation. The parties' diligent work during the period made it possible to develop files related to these provisions, which are currently under way, but which were still being developed at the end of the period 2013-2018:

- Alternative silvicultural treatments / mixed stands strategy / wildlife habitat directives;
- Harmonization measure implementation and monitoring ;
- Compliance with the conciliation process.

Some provisions warrant greater attention. The parties should step up their efforts to implement the following groups of provisions:

- Development of the road access network;
- Employment and contracts;
- JWG involvement in monitoring.



With the end of the transitional period and the signing of the Harmonized Agreement, the parties committed to implementing the new provisions using an approach aimed at continuous improvement during the next five-year period.

3. Viewpoint of party representatives and other stakeholders

3.1 Methodology

To conduct a more global analysis, validate and complete some of the preliminary observations taken from the detailed analysis and elaborate on the main issues related to the Adapted Forestry Regime’s implementation, the Board, through its Secretariat, consulted a sample of the Agreement’s party representatives and main stakeholders (tallymen, JWG members and coordinators, Board members, technical advisors and forestry industry representatives) in the context of a tour of the stakeholders.

The Board Secretariat surveyed the groups of stakeholders using two questionnaires. One was adapted to the tallymen (group 1) and the other was intended for the other groups (group 2).

The Board mandated the firm FaunENord to conduct a series of interviews of the tallymen of the five communities affected by the territory covered by Chapter 3.

Tallymen’s community of origin	Number of tallymen met / Number of traplines (Chap. 3)
Mistissini	11 / 31
Nemaska	2 / 7
Oujé-Bougoumou	7 / 13
Waskaganish	2 / 8
Waswanipi	17 / 62
Total number of interviews	39 / 121

The tallymen were interviewed by the FaunENord project leader accompanied by a Secretariat representative when possible. The Cree JWG members attended and helped with translation. The interviews took place in the tallymen’s respective communities.

A Secretariat representative then interviewed the other groups (group 2) in person or by telephone.

Other groups questioned	Number of interviews
Cree JWG members	6 / 11
Québec JWG members	3 / 5
Cree coordinators / technical advisors	2 / 2
Québec coordinators / technical advisors	2 / 2
Cree Board members	3 / 5
Québec Board members	5 / 5
Cree forestry industry representatives	0 / 3
Non-Cree forestry industry representatives	4 / 7
Total number of interviews	25 / 40



3.2 Review of findings

Since two different questionnaires were used for the interviews, the findings have been presented in two groups, first for the tallymen and then for the party representatives and other stakeholders. A special section has been reserved in the second part to address implementation of the TGIRTs.

Various analysis documents were produced in compiling the interviews. They can be consulted in the Appendix to this document. The detailed questionnaires are available on request from the Secretariat.

3.2.1 Main findings resulting from the interviews of a sample of the tallymen

The results of this section are grouped by the broad themes (titles in bold) addressed with the tallymen. Several questions were asked under each broad theme. The findings presented here are the result of the synthesis of the responses given by the tallymen interviewed.

Forest management approach

- ❖ The tallymen's opinions are divided as to whether there has been greater consideration of the Cree traditional way of life since the Agreement was signed. Some agree and others mention that it was better before;
- ❖ The tallymen still do not always clearly understand the provisions linked to the 25%. They do not perceive any difference between the management practised in the 25 % and outside of them;
- ❖ They have not noticed a difference in the management approach over the past five (5) years;
- ❖ Forest activities continue to significantly impact wildlife presence and abundance, which is very important for their traditional activities;
- ❖ Certain types of work in the field, such as silviculture work and the presence of piles of debris, remain problematic.

Sites of special interest to the Crees

- ❖ The 1% sectors are respected although the tallymen would sometimes like to have more than 1% of the area of the trapline that is totally protected;
- ❖ Wildlife habitat quality is not really better in the 25% area compared to the rest of the trapline;
- ❖ The 75-hectare areas identified for firewood are not used much by the tallymen. They cut their firewood where they wish, since the 75 hectares can be far from their main camps;
- ❖ The CLUMs are useful for the tallymen and respected by the planners when they are used during consultations. They should be brought to all consultations.

Riparian areas

- ❖ Riparian buffers are one of the main concerns linked to forest activities in the territory covered by Chapter 3;
- ❖ The tallymen would like to have wider riparian buffers (40, 60, 75 meters and more);
- ❖ Trees fall to the ground or into watercourses due to wind when the buffer strips are narrow (20 meters). This affects wildlife habitats (mainly fish habitat);
- ❖ The new biological refuge relocation provision is known only to tallymen who have some of these areas on their territory and to the Mistissini tallymen.



Access

- ❖ The tallymen's opinions are divided regarding roads;
- ❖ Many consider there are too many and that this allows other users (Native and non-Native) to come hunt and fish on their trapline. The tallymen are very concerned about this;
- ❖ More access has consequences such as poaching, vandalism, theft, etc.;
- ❖ The tallymen would like to be consulted more with regard to road network development.

Zoning – Consideration of Cree traditional way of life

- ❖ The tallymen seem to have accepted and adapted to the way the forests are managed;
- ❖ A number of tallymen confirmed that the Agreement helps maintain their way of life and gives them the opportunity to teach it;
- ❖ Wildlife numbers remain a source of concern: if wildlife is not very abundant, it is difficult to teach the traditional way of life to the younger generations.

Recognition of the tallyman's stewardship role

- ❖ The tallymen are generally satisfied with the consultation process. It is one of the key improvements brought about by the Paix des Braves;
- ❖ The tallymen feel respected and listened to during the consultation process;
- ❖ The overall consultation process has not changed much since the MFFP took over planning;
- ❖ They have the impression that the harmonization process is long.

Effectiveness of the consultation mechanisms and conflict settlement process

- ❖ The tallymen are generally satisfied with the way the MFFP manages their harmonization requests, but are sometimes less satisfied with the companies' work in carrying out the harmonization measures in the field;
- ❖ The degree of satisfaction regarding the requests depends in large part on the company working on their trapline;
- ❖ The tallymen want to know what is happening on their trapline, even if this means they have to take part in more meetings every year;
- ❖ Most tallymen still do not know the conflict resolution process, often because they have not had to use it yet.



3.2.2 Main findings resulting from the interviews of a sample of the other AFR stakeholders

This section's structure reflects the structure of the questionnaire used for the interviews. Each point in bold corresponds to a question. The numbering is the same as in the questionnaire. The findings presented here are the result of the synthesis of the responses given by the stakeholders interviewed.

1. Main strengths

- ❖ Changes have been made as a result of the new Québec Forest Regime.
 - Conclusion of negotiations leading to the 6th amendment of the Paix des Braves Agreement;
 - The MFFP has taken over planning;
 - All stakeholders now sit at the same table during tallyman consultations. They can hear and discuss the tallymen's interests, concerns and requests;
 - These consultations are greatly appreciated by the tallymen and the communities.

- ❖ The dynamic between the parties, communication and discussions have improved.
 - More and more, the parties address the issues head on. Discussions are more frank and cordial;
 - Stakeholder involvement during the period was increasingly directed at implementation, with a willingness and vision to move things forward, a more proactive attitude. The attitude of those involved is the key;
 - Stakeholders succeeded in pursuing their joint efforts and getting through the long interim period, with its changes and uncertainties;
 - Although the key files are still under development, they arose and progressed during the period thanks to the parties' work (wildlife directives and mixed stands strategy; harmonization measure monitoring; woodland caribou; JWG training, workshops and meetings).

2. Main weaknesses

- ❖ Long interim period without long-term forest-related planning. Numerous changes and new rules created confusion and uncertainty among the JWGs and tallymen. Over time, these translated into their loss of confidence in and distrust of the planning process.

- ❖ Certain sensitive, unresolved political files were predominant and sometimes hindered effective implementation of the processes provided for in the Agreement.
 - Roads subject to environmental and social impact assessment (H and I) under section 22 of the JBNQA and protected area claims;
 - Lack of recognition of Paix des Braves provisions by certain key stakeholders;
 - Vague, diverging interpretation of some Agreement provisions;
 - Parties were slow to carry out their commitments (caribou, Baril-Moses, directives and strategy).



- ❖ Not all Timber Supply Guarantee Holders¹ worked the same way.
 - Representatives were sometimes absent from consultations or were unable to accept or refuse requests on-site or did not speak English;
 - The harmonization measures agreed on were sometimes not carried out even if they were indicated on the authorized annual programming PRAN (permit);
 - The quality of work in the field was sometimes inconsistent when harmonization measures were carried out.
- ❖ Various issues linked to the consultation and conflict resolution processes.
 - It is long and laborious to settle conflicts. During this period, conflicts have accumulated;
 - The process is long, takes a lot of energy and deadlines are not respected;
 - Certain Cree concerns of broader scope than the tallymen's preoccupations are brought to the tallymen consultations because there are no other forum in which to address them. This takes a lot of time and energy in the consultation meetings although this is not the venue for these discussions;
 - Some respondents mentioned that, with the new planning process, it is now harder for the tallymen to obtain the harmonization measures hoped for and longer to receive answers to their requests.

3. Forest management approach's evolution over the past 15 years

- ❖ The great majority of stakeholders questioned felt that the management approach has not evolved since the beginning of Adapted Forestry Regime application on the territory.
- ❖ Many attribute this to the long interim period, which prevented having a long-term vision of forest-related planning.
- ❖ However, some stakeholders, both on the Cree and Québec sides, mentioned that some steps in the right direction had been taken during the period with the implementation of new provisions (variable retention harvesting, post-fire timber recovery, 2 years in 1 harvesting, MFFP planners granted access to the CLUMs).
- ❖ The Cree JWG, however, spoke of problems that had increased during the period: negative impacts linked to scarification; Debris left in the field after cutting, generating problems for travel and access in addition to having a negative visual impact.
- ❖ It is interesting to note that many CQFB and JWG stakeholders, both Crees and Québec, mentioned that although the management approach did not really evolve, the attitude and relations between the individuals involved improved significantly.

4. Comments about implementation mechanisms' smooth operation

Joint Working Groups

- ❖ The JWGs are central to the AFR. Their role is essential and implementation occurs through them.
- ❖ Their role is not always properly understood or applied and is sometimes contested.
- ❖ The stability of members is important to develop trust and an effective work method.
- ❖ Sometimes, political influence from the community interferes in the consultations and is felt as far as the tallyman, who is no longer free to express his own concerns.
- ❖ Training and knowledge transfer must continue with regard to forest-related concepts, but also JWG roles and mandates and the new provisions of the Harmonized Agreement.

¹ The term Timber Supply Guarantee holder is also used in the text to designate representatives of the forest industry who are holder of a harvest permit for the purpose of supplying a wood mill (PRAU).



- ❖ Field monitoring and presence with the tallymen need to be improved.
- ❖ The JWG's should not be affected by their community and files other than their JWG mandates, but they lack the budgets needed to work on their JWG mandates full-time.
- ❖ Increased funding must be devoted to training, and updating equipment and technology.

JWG Coordinators

- ❖ Officialization of the coordinators' role is a strong point of the period. Their work is now recognized and legitimized.
- ❖ They work well; their role is important for the JWG's, consultations and conflict settlement to run smoothly. If need be, they are available to answer questions and provide technical support. They are guides and resource persons.
- ❖ Operation, accountability and legitimacy need to be clarified. Some Cree JWG's do not recognize their coordinator's authority.
- ❖ A number of JWG members, both on the Québec and Cree sides, feel that the coordinators could be more present, more involved and proactive, because, for the time being, they often seem to be observers in conflict resolution meetings. They could also come to these meetings better prepared in order to move conflict resolution forward.

Category III lands TGIRT (too few comments on the Category II lands TGIR)

- ❖ There is a lot of confusion about the panels' mandates, duties and importance.
- ❖ Too few Cree community representatives take part in meetings.
- ❖ There are too many panels. This reduces their effectiveness and undermines participation.
- ❖ The Cree JWG's reported that it is good to have all stakeholders gathered together to discuss their respective concerns and set common goals. The TGIRTs also allow issues that cannot be solved at in tallyman consultations to be addressed and make a wider audience aware of the traditional way of life.
- ❖ The TGIRTs are a key element of the new AFR. Efforts must be made for these mechanisms to work. It is important to devote the necessary financial (including incentive to participate) and human (expertise) resources to them. Stability must also be ensured where coordination is concerned.

Cree-Québec Forestry Board

- ❖ The majority of stakeholders questioned feel that the CQFB plays an important, much-appreciated role by monitoring the implementation of the ARF, producing advice letters, creating ties between the parties and maintaining good relations.
- ❖ More specifically, among JWG members, many see the CQFB in a positive light, since they know it is there, if need be, to resolve broader issues.
- ❖ Other JWG's and certain industry representatives indicated that they have few ties to the CQFB, have no comments and/or do not know what its mandate is.
- ❖ Individuals directly involved in the CQFB mentioned that ties were created and consolidated during the period, stressing the importance of having individuals who want to be involved, and have the willingness and vision to move AFR implementation forward, around the table.
- ❖ Finally, for the CQFB to continue fully playing its role, it is hoped that all members will increasingly attend and participate.



5. Achievement of Agreement objectives

A. Objective 1: Greater consideration for the Cree traditional way of life

- ❖ Practically all stakeholders interviewed feel that using the trapline as the territorial reference unit achieves the objective of consideration for the Cree traditional way of life.
- ❖ Almost all of them also think that the sites of interest to the Crees (1%) achieve the objective.
- ❖ This is not the case for the areas of wildlife interest (25%), for which the majority feels that the objective has not been achieved.
 - A minority of respondents on the CQFB Québec side or from the industry stated that these provisions achieve the objective;
 - However, the majority disagrees and indicated that although the provisions are applied, considerable dissatisfaction remains among the tallymen, who hope for more influence and less disturbance in these areas;
 - Not all tallymen have the same understanding of what a 25% is. Some still believe that the 25% are protected lands. Consequently, this should be better explained.
- ❖ The mosaic cutting management approach is preferable to the former harvesting method with cut separators and is better adapted to the Cree traditional way of life. However, the objective is considered partially achieved because:
 - Not many new silvicultural strategies are proposed: the parties seem hesitant to put them in place;
 - There is a lack of coherence between the caribou protection discourse and the current management approach;
 - The wildlife habitat management directives and mixed stands management strategy are not yet in place. This causes dissatisfaction among the tallymen since there is no alternative to mosaic cutting for sensitive areas;
 - The current management approach requires the construction of many roads, thereby fragmenting habitats and increasing hunters' access.
- ❖ Some provisions related to protection of riparian zones are not effective even if they are implemented. From the tallymen's viewpoint, 20- metre riparian buffers are insufficient to meet wildlife needs and to enable the tallymen to practice their traditional way of life.
 - Some respondents mentioned that positive steps had been taken by ceasing partial cutting in the buffer strips and being able to move biological refuges. However, the tallymen feel that this is not enough;
 - A good many respondents from all groups wanted to point out that riparian buffers are important wildlife habitats and are very vulnerable to disturbances;
 - Some Cree respondents specified certain issues linked to forest cover density in the riparian buffer strip and the way this strip's width is measured.
- ❖ With regard to development of the road access network, deciding whether these adaptations meet the objective or not is complex, since needs vary from one tallyman to another and the traditional way of life has evolved significantly.
 - Two (2) schools of thought are generally reported. There are those who do not want increased access or more summer roads so as not to open up access to other users. Cree JWG and industry respondents also indicated that hunters are increasingly numerous in the territory, thereby negatively impacting wildlife;



- Other tallymen are happy because access to the territory is easier. It is also easier for elders with loss of mobility, allowing them to continue to practice their way of life. (Generally speaking, the tallymen further north want more access and those further south want less.);
- Other issues often mentioned are related to road network planning: development is not well managed, no long-term reflection or planning. Mosaic cutting does not help limit roads. It is contradictory to what is stipulated in Chapter 3, section 3.15. Finally, many highlighted the interconnection issue, which is sensitive and complex, in part because the forest companies are responsible for road planning and, in order to limit costs, help create more interconnections.

B. Objective 2: Greater integration of sustainable development principles

- ❖ *Economic component:* This sub-objective is generally considered not to have been achieved.
 - There was little economic development of Cree communities linked to the Adapted Forestry Regime of the Paix des Braves during the period. Some respondents mentioned the addition of 15% of the regional sylvicultural work reserved for Cree companies and the creation of certain small companies in the communities as positive points. However, the majority indicated that although the tools and incentives exist, the spinoffs are far from being maximized and increased Cree involvement is needed to optimize the advantages resulting from these tools;
 - Despite the incentives offered, there was very little job creation on the Cree side, since the tools developed had not yet had the anticipated results. There was still a lot of sub-contracting and name-lending within Cree forestry companies. Numerous respondents mentioned that some Crees work in forestry – sylviculture, road construction or transport – but none for harvesting companies;
 - Certain respondents from Cree communities and from the industry pointed out that the revenues coming from the 350 000 cubic metres³ are not optimized, as the wood is essentially sold standing and the process for adding value lacks transparency;
 - With regard to forest sector viability in the region, many stakeholders responded that it was difficult for them to comment on this subject. Others pointed out that this element was more influenced by external factors, such as market fluctuations, and that the Paix des Braves had little impact;
 - However, the industry respondents mentioned that application of the AFR and the many constraints in the territory make their work much more complex and significantly increase their operating costs. They also talked about the uncertainty linked to strategic files under development (caribou, protected areas, directives and strategy, land-use conflicts) that create considerable concern for them for the future.
- ❖ *Social component: (considering all land users):* This sub-objective is generally considered to be partially achieved.
 - The mechanisms are in place, but are not fully operational (TGIRT) or not used to their full potential (public consultations). Understanding of the importance of these mechanisms and participation need to be perfected;
 - This aspect improved during the period with the implementation of new TGIRTs that now involve Crees and Jamesians and enable them to discuss their interests and issues in order, ultimately, to agree on common objectives;
 - A minority of respondents felt that the social aspect had not been considered much to date, since the Paix des Braves gives precedence to Cree interests, especially those of the tallymen.



- ❖ *Environmental component*: This sub-objective is generally considered to be partially achieved.
 - Where biodiversity protection is concerned, the majority of respondents stated that the situation improved during the period with the onset of the Sustainable Development Forest Act, which increasingly protects biodiversity elements. However, it is not perfect, since the caribou still has no recovery plan and the wildlife habitat management directives and mixed stands management strategy are still not in place;
 - In terms of the integrity of habitats of species of importance to the Crees, the objective is considered achieved by the majority of respondents, since the Paix des Braves was put in place specifically for this purpose. However, some people mentioned that this is probably not the case for marten and caribou, making it important to undertake monitoring studies to ensure that the objective is achieved. Other stakeholders highlighted that mosaic cutting favours moose to the detriment of other species and that, by creating more roads, this type of cutting generates habitat fragmentation and increases harvesting, thereby, ultimately, putting more pressure on wildlife;
 - With regard to broadening the body of knowledge about the territory, the interviews showed that there has been an improvement, but that more efforts are required. Traditional knowledge is shared more than before, but few assessments have been made of habitats and biodiversity. Others mentioned that research is being conducted in the territory, but that there is not enough knowledge transfer to Paix des Braves stakeholders. It was also pointed out that knowledge, both Occidental and traditional, is not sufficiently integrated into planning.

C. Objective 3: Allow participation, in the form of consultation, by the Crees in the various forest activity operations planning and management processes

- ❖ The majority of respondents mentioned that recurring problems remain with the consultation and dispute settlement mechanisms. Disputes were amplified by the interim period, which was difficult for everyone. Hence, the CQFB's development of a diagnostic tool for the harmonization process and harmonization measure monitoring. Many of the stakeholders questioned took part in the diagnostic and stated that they were very much counting on the recommendations resulting from the exercise to resolve the various issues observed.
 - Many respondents involved in the consultations mentioned that conflict files take a long time to move forward to the next stages. This process must have clear deadlines that are met to avoid issues stagnating and remaining unresolved;
 - Others mentioned that in one community in particular, many difficulties interfere with tallyman consultations. These include problems brought to the table that are outside the Paix des Braves context, tallymen who refuse planning, refuse to participate in the consultations on principle or who are absent without giving a reason;
 - Finally, close to half of the stakeholders stressed the fact that while there continue to be problems, the mechanism is, nevertheless, positive for the tallymen, who, most of the time, succeed in harmonizing forest-related planning to meet their needs. They recall that the AFR is an excellent model for taking the First Nations' interests into consideration and that it is unique in the world.
- ❖ All agree that the tallyman's stewardship of the land is recognized. His role is considered important and he is listened to when he expresses his needs.
 - There are, however, still some difficulties when politics interferes in the consultations and the community wants to dictate its interests via the tallyman. It was reported that some Cree JWG members tried to influence the tallymen on several occasions, sometimes even preventing them from expressing their own needs;



- It was also reported that the tallyman concept was changing with the evolution of the traditional way of life and the arrival of young tallymen.
- ❖ The status reports shows that the means exist, within Chapter 3 of the Paix des Braves, for Cree institutions, especially the communities, to be able to take part in forest management planning activities on their territory. However, these means are not used very much yet.
 - It was mentioned that the contribution to governance of Cree institutions will occur increasingly with the implementation of collaborative management on Category II lands.
- ❖ As concerns development of individual and institutional capabilities, we noted that there were improvements during the period, due, in particular, to the stability of employees on the Cree side and strengthened relations and discussions between the parties.
 - Much remains to be done, however, especially with regard to Cree JWG training as to their mandate and the increase needed in budgets for developing expertise and updating equipment and technology.
- D. Objective 4: Allow collaboration, in the form of concerted action, by the CNG and EIJBRC in the participation process for the planning contemplated by Schedule C-4 of Chapter 3 of the Paix des Braves.

Objective 4 will be addressed separately, in Section 4 of this status report.

6. 2008-2013 status report follow-up

With this question, the Secretariat wanted to recap the main issues identified in the 2008-2013 status report by asking stakeholders how they view progress made in achieving these objectives over the last five (5) years.

A. Strengthen collaboration between implementation mechanisms

- ❖ All stakeholders agreed that collaboration between the parties improved during the period but that there is still much to be done. Continuous improvement must be targeted.
 - The period was marked by significant progress, with the officialization of the coordinators' role;
 - Collaboration and information transfer between JWGs also improved;
 - Progress was also observed in the increasingly close relations between the parties. The people in place made the difference through their vision and desire to implement the AFR.
- ❖ However, some people recalled that there were still shortfalls at the conflict management level and in developing individual capabilities.
 - Many noted that the JWGs should play a bigger role in conflict resolution before referring conflicts to the coordinators;
 - Other respondents felt that developing forestry-related expertise among the Crees must be pursued as well regarding the technological tools used and the understanding of Chapter 3 of the Paix des Braves, especially among JWG members.



B. Initiate adaptive management focused on assessment and evolution of the AFR

- ❖ Almost all respondents felt that AFR evolution had been initiated during the period, but that little real progress had been observed. Development of key files, including the wildlife habitat management directives and mixed stands management strategy, began, but have not been implemented yet. All hope that the results will be felt in the next five-year period.

C. Greater concern for the economic component

- ❖ Despite the efforts made, no real progress was observed. The tools exist, but are still not optimized. Many respondents place great hope in implementation of the Cree-Québec Forestry Economic Council (CQFEC), a new entity created when the Agreement was harmonized.

7. Stakeholders' recommendations for improving implementation of Chapter 3 in the future

- ❖ Most recommendations resulting from the interviews target knowledge-sharing and continuing to develop individual capabilities.
 - The majority of respondents talked about stressing understanding the AFR harmonizations, particularly at the JWG level;
 - They also highlighted the importance of stressing human resources and developing expertise among the Crees. To do so, among others, the parties must work on freeing up the budgets needed to carry out the JWG mandates so that the JWG members can devote themselves to these mandates full-time;
 - Many respondents stated that more work is required on sharing knowledge, both traditional and Occidental, and having all AFR stakeholders understand the Cree traditional way of life. They proposed several ways of doing this, namely:
 - Review studies about the territory and share the results with the stakeholders involved in the implementation mechanisms
 - Plan more joint field outings to exchange knowledge (Occidental and traditional) on site
 - Develop demo sites on different types of forest treatments
 - Produce visual documents to present and explain forest-related concepts to the Cree JWGs and tallymen;
 - Many people questioned wished to recall the importance of stability in JWG membership. Personnel turnover on the Québec side jeopardized the work's effectiveness during the period, since the relationship of trust and way of working together needs to be established each time.
- ❖ A good many respondents proposed working on perceptions related to the AFR. It is important to have key people in contact with the communities to share information on the harmonized adapted regime and show that it is effective and benefits the Crees.
- ❖ Also, on several occasions, the participants involved repeated that the number of cat III TGIRTs must be decreased to ensure that the Crees and Jamesians sit on the same panels. This would allow a broader vision in addition to reducing costs and lack of participant involvement.
- ❖ Finally, some people hoped for more follow-up to the observations and recommendations of past status reports in order to ensure that the work undertaken to continuously improve the AFR is ongoing.



4. Main observations and findings linked to Objective 4: Collaboration in the form of concerted action

4.1 Contextualization and factual elements related to the TGIRTs

4.1.1 Category III lands TGIRTs

In the context of Adapted Forestry Regime harmonization during the five-year period and following the coming into effect of the *Sustainable Forest Development Act* (S DFA) and the Agreement on Governance in the Eeyou Istchee James Bay Territory, a 4th objective was added to Chapter 3 of the Paix des Braves, namely:

Allow collaboration, in the form of concerted action, by the Cree Nation Government (hereinafter referred to as “CNG”) and by the Eeyou Istchee James Bay Regional Government (hereinafter referred to as “EIJBRG”) in the participation process for the planning contemplated by Schedule C-4 of this agreement.

In the period 2013-2018, more specifically as of 2016, new entities – integrated land and resource management panels (TGIRTs) – were gradually set up in the territory.

- ❖ Under section 55 of the S DFA, for the category III lands, the EIJB RG was responsible for implementing TGIRTs in the territory.
- ❖ Despite this provision of the S DFA, the EIJB RG’s Natural Resources Committee recommended creating 10 TGIRTs in 2015.
- ❖ The operating rules drafted included the panels’ composition, mandates and goals as well as the meeting procedure.
- ❖ The following are the mandates, as stipulated in the operating rules and reiterated in Schedule C-4 of the Paix des Braves:
 - Ensure that the interests and concerns of people and organizations involved with planned forest management activities are taken into consideration;
 - Establish local goals for sustainable forest development;
 - Agree on usage harmonization measures.
- ❖ The operating rules also stipulate that the TGIRT must collaborate with the regional branch of the MFFP for the development of PAFITs and PAFIOs.
- ❖ The goal cited in the rules is to gain valid, credible input from the users of the territory and the general public, including Native communities, to serve as a guide for the development of sustainable forest management on the TGIRT’s territory;
- ❖ Since concerted action is involved, as far as possible, decisions must be made by consensus. The operating rules mention seeking a consensus. If need be, a vote is taken and a 75% majority is considered a consensus;
- ❖ A dispute settlement process is also established in the rules in case one or more delegates is not satisfied and wishes to appeal decision made by the panel.

- ❖ Each TGIRT held between 6 and 11 meetings during the period (between 2016 and 2018).



- ❖ A first report analyzing TGIRT operations was produced by the EIJBRG in January 2017, after one (1) year of implementation. The main recommendations noted are as follows:
 - Improve Cree representatives' participation in TGIRT meetings;
 - Make efforts to ensure quorum at TGIRT meetings;
 - Respect bilingual nature (presentations – explanations – documents);
 - Improve meeting procedure (schedule – chairing – participants' involvement);
 - Merge TGIRTs, since there are currently too many of them in the region.

- ❖ The conclusion of this first analysis also highlighted challenges and issues:
 - Optimize the planning process and improve the participatory mechanisms;
 - Strengthen participants' ability to fully play their role;
 - Promote information-sharing between stakeholders;
 - Set up the required monitoring to measure whether objectives have been achieved;
 - Ensure harmonization of Category II and III lands TGIRTs;
 - Support the process' evolution in a context of adaptive management and sustainable development.

- ❖ No new analysis has been produced since this time and the EIJBRG has issued no communication regarding implementation of these recommendations. However, the EIJBRG plans to conduct a new analysis of TGIRT cat III operations in the short term.

4.1.2 Category II lands TGIR

As part of the reform of the Québec Forestry Regime, the *Sustainable Forest Development Act* (SFDA), the Agreement on Governance and the Paix des Braves, the Cree Nation Government (CNG) and the Ministère des Forêts, de la Faune et des Parcs (MFFP) are required to set up an integrated resource management panel (TGIR) and sit as exclusive partners. This TGIR is established pursuant to section 55 of the SFDA for Category II lands created under the James Bay and Northern Québec Agreement.

The Category II lands TGIR was created near the end of the period 2013-2018, in early 2017.

- ❖ The operating rules were set up, mirroring the requirements cited in section 55 of the SFDA and section 65 of the Agreement on Governance regarding the mandates, goal, operations and expected results.
- ❖ They specify that the Crees and Québec shall establish a collaborative management regime for the forestry resources on the Category II lands situated in the territory contemplated by Chapter 3 of the Paix des Braves. This collaborative management regime will consist of collaboration between the MRNF (today the MFFP) and the Cree Nation Government in order to develop the integrated forestry management plans concerned.
- ❖ This panel's main objectives are:
 - Ensuring that Cree interests and concerns are taken into account;
 - Determining local objectives for sustainable development of forests;
 - Agreeing on measures for harmonization of usages;
 - Identifying issues specific to Category II lands and draw out agreed values and objectives;
 - Discussing issues relevant to sustainable forest management and agreeing on joint solutions to address them.
- ❖ The goal cited in the rules is to gain valid, credible input from a variety of Cree stakeholders including Cree land users, the Cree Trappers Association, Band Councils, the CNG, etc. to guide the development of sustainable forest



development in the area covered by the TGIR, in compliance with the requirements regulating the participation of the forest and public land users and the exclusive nature of the Cree rights on Category II lands under the James Bay and Northern Québec Agreement.

- ❖ The panels' composition is based on equal representation, with five (5) representatives appointed by the MFFP and five (5) representatives appointed by the CNG.
- ❖ Currently the MFFP representatives are heads of management units, members of the regional forest management team and a representative of the Wildlife Sector. The CNG representatives are representatives from the natural resources departments of the three (3) communities concerned and members of the CNG's forest and environmental personnel.
- ❖ The first meeting of the Category II lands TGIR took place on March 28, 2017. There were three (3) other meetings during the period (June 9, 2017, January 10, 2018 and April 4, 2018).

4.2 Findings

The Secretariat familiarized itself with the minutes of certain meetings, attended some Category II and III lands TGIRT meetings and discussed operations and achievement of objectives with those responsible for the TGIRTs, who stressed the time needed for these new mechanisms to be fully operational before judging their effectiveness. For the Category III lands TGIRTs, the EIJBRG committed to conducting a new analysis within a relatively short time frame.

Since the period covered by the analysis is too short to allow conclusions to be drawn, it has been agreed that it would be better to wait for the results of the EIJBRG assessment before conducting a comprehensive analysis of these key entities. This activity and some others actions will be scheduled in the Board monitoring framework.

The answers to the questions asked AFR stakeholders in this regard have, nevertheless, been reported in the following section.

4.3 Main observations and challenges to meet for cat II and III TGIRTs mentioned in the interviews

During interviews conducted in the context of the 2013-2018 status report, stakeholders were asked two questions regarding Objective 4. They were asked for their main observations regarding the Category II and III lands TGIRTs and what, in their view, were the main challenges to meet with regard to implementing these panels and the concerted action hoped for within them.

- ❖ The respondents' main observations concerning the Category III lands TGIRTs are to the effect that the participants do not understand the panels' role, which should be better explained.
- ❖ Problems at the participation level were also noted.
 - The participation of Cree representatives is insufficient;
 - The fact that there are too many panels contributes to lack of participant involvement;



- Too many delegates are absent. A large number of electoral colleges was determined at the outset, but, in the end, few of these delegates feel concerned by the panel's work and, therefore, no longer attend. This makes quorum difficult to reach.
- ❖ Some mentioned that it was optimistic to think that the TGIRTs would be operational quickly enough to contribute to planning for 2018-2023. The TGIRTs need time to put themselves in place and for people to get to know and trust each other and learn to work together.
- ❖ Many of the Crees questioned also pointed out the language problem in most Category III lands TGIRTs. Most of the meetings are held in French and the documents are not always translated.
- ❖ There were few comments concerning Category II lands TGIR, apart from the fact that it has still not been in place long enough to comment or that people know little about them. However, it would be interesting to know more about it.
- ❖ The main challenges mentioned with regard to implementing the Category III lands TGIRTs are all related to participation:
 - Keep participation and interest high is not easy when the panels' role and importance are not clearly understood;
 - Cree representatives must come from the entire community, not just the JWG;
 - Ensure key persons' (people who have a certain amount of expertise but who are also in a position to make decisions) participation in the panel on behalf of their organization.
- ❖ With regard to the Category II lands TGIR, the people who commented on the subject stated that implementation of the collaborative regime is a significant challenge in itself. The panel must move beyond the current informational stage into action mode. The members must decide what they want to work on and begin working for the file to move forward.



5. Conclusion and recommendations

5.1 Main concerns coming from the assessment

During the period 2013-2015, the Paix des Braves' AFR was implemented in an interim context in which the parties agreed on the gradual implementation of new mechanisms, processes and provisions. Early in the period, when the parties were negotiating AFR harmonizations and when new planning and consultation processes were emerging, the AFR implementation framework was vague, the processes were unclear and relations were often fragile. In 2016, the negotiations came to an end, the amendments to the AFR were decided on, specifying the processes, mechanisms and provisions to be implemented, thereby resulting in a clear framework for action.

The preceding status report on AFR implementation, produced for the period 2008-2013, identified three specific issues that AFR stakeholders were to tackle. These priority issues involved:

1. Strengthening collaboration between the players and implementation mechanisms
2. Implementing adaptive management aimed at AFR assessment and evolution
3. According greater importance to the AFR's economic component.

The analysis of AFR provision implementation and the viewpoints expressed by 2013-2018 status report participants show a definite improvement in implementation of the Paix des Braves' forestry-related chapter and make it possible to affirm that the relation between the parties and AFR stakeholders is moving forward.

A number of key elements of the AFR and this relation are deemed very positive:

- The negotiations were completed with success and the parties agreed on the AFR harmonizations
- The parties' commitment and the role played by certain key individuals, who were willing to work in keeping with Paix des Braves objectives
- Improvement of communication and collaboration between the parties
- Officialization of the Joint Working Group coordinators' role
- Initiatives aimed at improving the forest plan development and consultation process
- Implementation of projects aimed at assessing the effectiveness of certain AFR provisions.

However, the long interim period (2013-2015) brought its share of uncertainties, changes and expectations. Many sensitive, political or unresolved files gathered importance during the period and impacted AFR implementation, while fueling certain stakeholders' frustrations. They include:

- The provisions related to zoning, AFR wildlife objectives and management approaches that clearly impact the Cree traditional way of life (25%, riparian area protection, road network development)



- The problems remaining with regard to the consultation and conflict resolution mechanisms
- The provisions related to the economic component that do not procure the anticipated spinoffs for the Crees.

Officialization of AFR amendments late in the period (2016-2018) and the commitment, expressed since then by the parties, to collaborate on implementing the existing provisions and new harmonizations aimed at responding to the concerns expressed over time constitute major progress. This new AFR implementation context offers a most interesting outlook for the future.

5.2 Recommendations

In the wake of the analyses conducted, although we can rejoice that certain aspects of the AFR and its implementation improved during the period, unsurprisingly, challenges remain. The issues identified in the previous status report continue to be relevant and an approach aimed at continuous improvement must be pursued.

To continue in this direction, general recommendations and action priorities are proposed.

1. Pursue collaboration and strengthen communication between the AFR implementation mechanisms
 - a. Ensure appropriate monitoring of the priority actions identified in the forest plan development and consultation process monitoring project;
 - b. Ensure implementation of the forest management plan monitoring processes;
 - c. Step up development of individual capabilities and expertise among the Crees, especially the JWG's
 - d. Support the JWG coordinators in carrying out their mandate;
 - e. Develop the mechanisms needed to make good use of the planning-support maps (CLUM), while respecting the maps' confidentiality (specific element raised in the preceding status report);
 - f. Promote understanding of the TGIRTs' mandate and their effective operation.
2. Remain open to the AFR adaptations required and step up monitoring aimed at AFR assessment and evolution
 - a. Continue efforts so that the strategic files under development (wildlife habitat management directives, mixed stands management strategy, woodland caribou recovery) meet AFR objectives and are implemented as soon as possible;
 - b. Implement the monitoring required to assess how effective these strategies are for responding to the issues and concerns expressed in the past;
 - c. Analyze and question certain AFR provisions that generate dissatisfaction or raise concern with regard to management of the 25% riparian buffers, certain silvicultural treatments and the second mosaic cutting pass;
 - d. Structure knowledge acquisition, ongoing monitoring and information transfer and use this knowledge to help management approaches evolve.
3. Ensure implementation of the AFR's economic component
 - a. That the parties ensure that the Cree-Québec Forestry Economic Council (CQFEC) can contribute significantly to the improvement of the anticipated economic benefits for the Crees;
 - b. Implement the appropriate monitoring in order to be able to assess the AFR's economic spinoffs for the Crees.



APPENDIX 1



FINAL REPORT

**TALLYMEN INTERVIEWS AND ISSUES ANALYSIS
CONCERNING THE ADAPTED FORESTRY REGIME OF THE
PAIX DES BRAVES AGREEMENT (2013-2018 REPORT)**

PRESENTED TO



**Conseil Cris-Québec sur la foresterie
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APPENDIX 2

- 1) From your point of view, what are the most positive elements resulting from the implementation of the Paix des Braves agreement (Chapter 3 - Forestry) in 2013-2018?

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Changes made to Paix des Braves through negotiation of 6th amendment	4	5			1	10
All stakeholders now sitting at the same table during consultations	1			2	3	6
MFFP took over responsibility for planning again	2		1	2		5
Parties address issues more directly, discussions are more frank and cordial	4	1				5
Changes in CQFB members, increasingly directed at implementation	4	1				5
People continued working together despite long interim period	4		1			5
Consultation process much appreciated by tallymen and communities		1	1	3		5
Return of JWG meetings to discuss PdesB application all together	1		1	1		3
Harmonization measure monitoring improved significantly over the period			2	1		3
Wildlife files became increasingly important	1	1				2
Very promising governance agreement, but enormous challenge to meet (resources)	1	1				2
Key files moved forward during the period, discussions were begun	1	1				2
Introduction of facilitating elements (2 yrs in 1, PRAN 200%, management gaps grid)					2	2

- 2) From your point of view, what are the main problems resulting from the implementation of Chapter 3 in 2013-2018?

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Political files are predominant and prevent effective implementation	4	1	1		4	10
Long interim period, without long-term planning, created confusion	3	1	3	1	2	10
Roads subject to assessment and review procedure (H and I) and protected areas had a negative impact on implementation	5				1	6
Certain communities do not recognize PdesB and do not want to apply it		2	2		2	6
TSGHs not included in consultations or inadequately represented (not decision-makers, unilingual)		1		4		5
Harmonization measures agreed on sometimes not carried out in the year, even if on permit			1	4		5
Vague, diverging interpretation, negative impact on planning and effectiveness	1	1	2		1	5
Before, conflicts were settled; now they persist although tools are available			2	1	2	5
Parties' commitments take a long time to carry out (caribou, Baril-Moses, Schedule C-3)	1		1	2		4
No venue other than consultations to express various Cree concerns	3	1				4
Quality of fieldwork inconsistent among TSGHs				3		3
Consultation process too long, requires a lot of energy, timelines not met					3	3
MFFP took over planning again without knowing TSGHs' and tallymen's needs			1		2	3
Tallymen do not like scarification, causes problems accessing camps				3		3
Now more difficult for tallymen to obtain harmonizations requested from MFFP		1		2		3
Before, it was easier to get responses to harmonization requests				2		2
Timber marketing board (BMMB) process unclear, not much information shared and at the last minute				2		2

3) Can you identify one or more contextual factors that had a significant impact (positive or negative) on the implementation of Chapter 3 in 2013-2018?

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Interim period generated uncertainty and confusion among JWGs and tallymen	4	2	2	1	1	10
MFFP took over planning again; this affected the consultations		1	2	2	3	8
Politically sensitive and/or unresolved files interfere with implementation	3	1	1		1	6
Willingness and vision of individuals on CQFB definitely affect implementation	1	2		1		4
MFFP has trouble complying with its own rules and meeting its deadlines; a number of files are behind schedule		2	1	1		4
Community in "demand" mode not "implementation" mode, JWG influences tallymen		2	1		2	4
Changes in consultation process: JWGs and tallymen no longer trust it, distrust			2	1	1	4
Many changes, but their long-term impact is positive	3					3
All work on new amendment, provisions already used during the period	2	1				3
Settlement of Baril-Moses dispute: positive impact for some and negative for others	1	1				2
Crees not sufficiently involved in the upstream planning process and field studies				2		2
QC JWG changes often; this prevents effective work. Cree way of life takes a long time to understand				2		2
Key files postponed for too long (caribou, directives, etc.), harms habitats		1		1		2

4) Do you consider that the forestry management approach has evolved on Agreement territory over the last 15 years?

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
No, but planning method and relations between individuals, yes (more openness)	4	1	2	1		8
No, too bad because PdesB provided for such evolution, but it has not yet occurred	1	2		1	3	7
No, the interim period prevented a long-term vision for planning	1	2	1	1	1	6
Yes, some provisions implemented (post-fire recovery, variable retention harvesting)	2		2			4
MFFP took over planning again, allowing the common good to be better taken into consideration	1			2		3
No, but problems linked to scarification and piles of debris have increased				3		3
Yes, the 2 yrs in 1 harvest leaves the 25% lands untouched longer		1		1		2
Hasn't changed much, but use of CLUMs is a step in the right direction		1		1		2



Implementation mechanisms

5) What are your comments or observations regarding operation of the Adapted Forestry Regime's implementation mechanisms?

➤ Joint Working Groups (JWGs)

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Role in PdesB implementation not always properly understood or applied, some contest	1	4	2		3	10
Importance of stability in members to develop trust and an effective work method	1	1	2	4	1	9
Continue training and knowledge-transfer efforts to ensure that PdesB is understood	5		1		2	8
Certain JWGs influence the tallymen. Want as little cutting as possible, satisfied if harvesting blocked		1	2		3	6
To avoid problems, important to conduct field monitoring and ensure presence with tallymen	1		2	2		5
Harmonization measures agreed on sometimes not carried out in the year, even if indicated on permit			1	4		5
JWGs are central to the AFR, play a key role; implementation occurs via them	3	1			1	5
Quality of relations and trust rudely tested, but maintained	2	1		1	1	5
Don't have budgets needed to work on their JWG mandates full-time	1	1		2		4
Their community should not assign them to other files apart from their mandates	1	2		1		4
Deadlines better met when all members work to move files forward	2		1		1	4
Significant difference in smooth JWG operations from one community to another		1	1		2	4
Challenge in terms of human resources, disparity between parties: organization and supervision	1	1			1	3
Delay in report production; all must work to meet deadlines		1	1			2
More training will not improve things since the problem is certain people's attitude		1		2		2
Collaboration is good during the consultations; afterwards, it is difficult	1	1				2

➤ Joint Working Group Coordinators

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Strong point of the period; they work well; their role is important for the JWGs, consultations and conflict settlement to run smoothly	4	4	1	1	2	12
With recognition of the coordinators' role, their work becomes legitimized and valued	5	2	2		1	10
Available to answer questions and provide technical support. Are guides, resource persons		1	3	3	1	8
Legitimacy difficult for some to accept, since JWGs appointed by the communities not the CNG	4	1	1		1	7
Operation, accountability (superior? CQFB?) and legitimacy vis-à-vis JWGs to be clarified	2	1	1		2	6
Should be more proactive and better prepared to move conflicts forward. More than observers			2	1	2	5
Cree coordinator not very involved; should be more involved, be there to listen to the tallymen				3		3



2013-2018 Status Report on AFR Implementation Participants' responses

➤ Category II and III lands TGIRTs

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
A lot of confusion about panels' mandates, duties and importance	2	3		3	2	10
Too few Cree community representatives take part in meetings	2	2		3	2	9
Too many panels, reduces their effectiveness and undermines participation	5	1			3	9
Good to have all stakeholders gathered together to discuss concerns and set common goals		1		4	1	6
TGIRTs are a key element in the new AFR; efforts must be made for things to work	2	2			1	5
Lack of stability in terms of coordination	1	2		1	1	5
Important to devote financial (incentive to participate) and human (expertise) resources to them	2	1		1		4
Category III lands TGIRTs lands are completely dysfunctional	1	1			2	4
Allow issues that cannot be solved in tallyman consultations to be addressed				2	1	3
Forum to make a much wider audience aware of traditional Cree way of life				3		3
Important to have influential people on panels in order to be able to make decisions		3				3
Those who drafted panel operations do not seem to be aware of Eeyou Istchee reality	1	2				3
Not involved, have only heard talk about them, cannot comment			3			3
Does not meet goal of gathering Crees and Jamesians to work together; they are on different panels	1				1	2
When interests differ, time is needed to get to know one another, come to trust one another and succeed in working effectively together on determining common objectives	2					2
Cat. II lands panel very recent. Significant potential for influence, but currently information-sharing		2				2
Will be very complex to coordinate (Cat. II) since boundaries do not correspond to MUs or traplines		1			1	2
Lack of coordination between Category II and III lands panels because different entities are responsible		1		1		2

➤ Cree-Québec Forestry Board

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Plays an important, much-appreciated role by monitoring implementation and issuing advice letters	3	3	1	1	1	9
Advisory role, not decision-making. Many discussions, but still too timid. More teeth and decision-making weight hoped for, for it to be more prescriptive and coercive	2	2	2		1	7
Plays an important role in creating ties between the parties and maintaining good relations	2	1		3		6
Have few ties to CQFB, do not really have comments/do not know its purpose			2	1	2	5
Positive, since they know the CQFB is there, if need be, to resolve broader issues			1	3	1	5
There are not enough annual meetings between all stakeholders to discuss our experiences	1			3		4
Important to have individuals who want to implement the AFR around the table	2	2				4
Difficult to achieve quorum: compromises implementation and monitoring. Would like to see members attend regularly	2	1		1	1	4
Good monitoring projects created during the period (Diagnostic, Assessment)	1	2	1			4
Ties created/consolidated during the period	2	1				3
New Chairman breathes new life. He is concerned about the 3 SD components, which is excellent	1	1				2
Additional involvement desired in the field, communications with the other mechanisms	1			1		2
Members increasingly attend and participate. Members' involvement is important	1	1				2
Meeting procedure needs to be optimized. A lot of info vs. lack of time for discussions	2					2



Achievement of objectives

1) From your perspective (your role in the implementation of the Agreement), to what extent do you think that Chapter 3 (Forestry) objectives were achieved in 2013-2018?

A. Allow adaptations to the forestry regime to better take into account the Cree traditional way of life;

Categories of adaptations to consider

i. Trapline as the territorial reference unit

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Does the job, objective achieved	6	4	3	3	2	18
Partially achieved, there are still problems with some boundaries between traplines				1	1	2
Partially achieved, in Waskaganish not all traplines are covered by the AFR				1		1
Hard to say, should stress monitoring framework for assessment and not base on perceptions	1					1
In the tallyman's opinion, harvesting will occur regardless of the boundaries. So, does not really respect his way of life		1				1

ii. Sites of special interest to the Crees (1% and 25%)

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Sites of interest to the Crees (1%) do the job	2	4	2	5	4	17
Not achieved for the 25%. Tallyman hopes for more influence and less disturbance in these areas	2	1		4	3	10
Not all tallymen have the same understanding of the 25%; should be better explained	2	1	2	1	1	7
These provisions do the job; objective achieved	2			1	1	4
Objective achieved on paper but, in reality, considerable dissatisfaction remains			1	1	2	4
Certain tallymen would like to have more than 1% under total protection	1	1		1		3
25% partially achieved since wildlife moves and area is fixed. Tallymen might want to change its location: no provision for this			1	1	1	3
Creation of 25% should have been better regulated. Fragmented into small parcels: hinders planning			1		1	2
Tallyman may wish to modify his 1% in case of a disaster or change: not aware of options		2				2
Impact on operating costs, harmonization requests exploded during the period. Mosaic cutting forces travel throughout the territory; difficult to adjust to Cree way of life					2	2
Not achieved since tallyman not listened to when he wants to protect what remains of his 25%				2		2



iii. Management approach (mosaic cutting and other specific approaches)

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Mosaic cutting better adapted to way of life. Negotiated by Crees, who prefer this option	3	3	2	2	1	11
Other approaches not yet implemented; both sides seem reluctant to do so	3	1	1		1	6
Lack of coherence between caribou protection discourse and current approach	1	1	1	1	1	5
Since directives and strategy not yet in place, tallyman dissatisfied: no alternative to mosaic cutting	1	2	1	1		5
Not achieved, mosaic cutting creates too many roads, increases hunters' access and habitat fragmentation		1		1	2	4
Better for tallymen if cutting is concentrated in one area rather than spread out (less disruptive for wildlife)				1	2	3
Important to remain open to other approaches since, in 2019, normative forestry is outdated	2				1	3
Elements that confirm this does the job (moose harvesting rate). Assessment will confirm	1	2				3

iv. Protection of riparian zones

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Provision implemented, but from tallyman's viewpoint 20 m is insufficient	5	5	3	2	4	19
Riparian buffers are very important wildlife habitats and are vulnerable to disturbances	2	1		2	1	6
Good step forward by ceasing partial cutting and with biological refuges, but not enough as far as tallymen are concerned	1		2	1	2	6
Problem when 20 m are not dense enough; trees tend to fall				4		4
Relocating biological refuges seems like a solution, but has not yet been used; causes frustration	1			1	2	4
Not achieved, planners should leave more room for accommodating the tallymen, depending on the type of terrain	1			1	2	4
Procedure used to measure the 20 m is problematic; should begin at treeline not water's edge		1		1		3
All tools are available; they just have to be used optimally	1	1			1	3
Partially achieved; the 20 m is a minimum. CNG negotiated hard to have more, unsuccessfully		1		1		2
If request targets a sensitive area, MFFP accepts, but refuses broader request (loss of volume)			2			2

v. Development of the road access network

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Certain tallymen don't want increased access or more summer roads so as not to open up access to other users (two schools of thought: in the North, they want more; in the South, they want fewer)	4	2	2	4	2	14
Other tallymen are happy because access to territory is easier. Easier for elders with loss of mobility	4	1	2	3		10
Mosaic cutting does not help limit roads, contradicts 3.15. Favours predators	1	1	2	1	4	9
Interconnection issue sensitive and complex. Planning by TSGHs helps create interconnections because they are concerned with limiting costs	3	1		1	1	6
More access allows harvesting by non-Native, too numerous and concentrated: negative for wildlife				3	2	5
Development of network not well managed, too many roads, no long-term reflection or planning		3		1	1	5
Needs differ from one tallyman to another; traditional way of life has evolved significantly			3		1	4
Approach too strict, should be adapted to tallymen's requests: tallymen not sufficiently listened to	1	1	1	1		4
Reopening old roads leaves a lot of debris along road's edge and creates an access problem		1		2		3
Improvement needed with regard to tallyman's level of influence on road closing	1			2		3
Blocks planned by MFFP and roads by TSGHs; not optimal for taking tallymen's needs into account	2	1				3



Provision aimed at limiting interconnections contributes positively	1	1	2
Improved since MFFP has been planning; more concern for wildlife and fragmentation	2		2
Difficult to satisfy everyone's requests; there are more and more; TSGHs cannot keep up			2

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B. Allow greater integration of concerns relating to sustainable development;

Economic component

i. Economic development of Cree communities

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Incentives and tools exist, but are not fully effective. Spinoffs could be better optimized, currently in communities' hands	7	2	2		4	14
Partially achieved, some small silvicultural companies, but 350 000 m ³ is not optimized	1	1	2	2	1	7
Not achieved, but creation of CQEFC will definitely help maximize spinoffs	3	2	1			6
Adding 15% in silvicultural treatments is a good thing, a good start	2	1	2	1		6
Not achieved		2	1	1	1	5
Greater Cree involvement is necessary. They know their needs and winning conditions	1	1			2	4
The money from the m ³ sold is reinvested in the community (e.g. walking trail)	1			1		2

ii. Job creation and maintenance (Crees and Jamesians)

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Despite incentives, few Crees work in forestry; a lot of sub-contracting and name-lending	2	1	2	1	4	10
Not achieved	2	2		3		7
Some jobs for NCSW, road construction and transport, but none for harvesting companies		1	1	2	2	6
Tools developed have never had the results hoped for on the Cree side, but OK for Jamesians and Jeannois		2			2	4
There should be more jobs there but no access to m ³ since all are controlled by the same entity				2	1	3
No job creation because m ³ are sold standing				2		2
Not easy; MFFP can encourage TSGHs to hire Crees but not force them	2					2
Best that has been done is to require TSGHs to produce declarations of Cree employees	1			1		2



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iii. Forest sector viability in the region

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Difficult for them to comment on this	1	1	1	3		6
Not easy since there are many constraints in the territory (protected areas, caribou, claims), but the industry manages. Need TSGHs to be involved to diversify the industry	2	1			3	6
More influenced by market and other external factors; PdesB has little impact	2	1			1	4
Uncertainty regarding roads H and I and caribou plan have a negative impact on viability	1				3	4
No mill closure during the period, sector viable despite PdesB provisions	1	1	1			3
Objective achieved		1		1	1	3
Period of stability, allowable cuts remained the same, companies now used to the situation	1	1			1	3
Difficult for TSGHs since AFR makes their work more complex (conflict sectors blocked, consultations, harmo)	1				2	3
Costs constantly rising for TSGHs, should not be up to them alone to pay for harmo (fund)					2	2

Social component

iv. Considering the needs of all land users

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Mechanism in place, but still under development; understanding and participation need to be perfected	1	1	1	1	2	6
Improved during period with new TGIRTs that now involve Crees and Jamesians	2				3	5
TGIRTs are a plus since they bring together all of the territory's users to discuss their usages, interests and issues, in order, ultimately, to agree on common objectives	2			1	1	4
Aspect not really considered to date. Hope that PdesB will help	1	1			1	3
Cree interests come first, especially those of the tallymen; Agreement based on that	2	1				3
Not certain that objective has been achieved since TGIRTs are not yet fully operational	3					3
Process built with several levels of consultations in order to take all users into consideration, but are not all used to their full potential (e.g. public consultations)	1		1		1	3
Social acceptability of cutting difficult for Crees; easier for Jamesians, who live from it		1			1	2
Not achieved, since certain White hunters and fishers close off roads and exclude other users with signs and warnings. Great deal of illegal fishing; lack of game wardens and surveillance				1	1	2



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Environmental component

i. Biodiversity protection

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Yes, SFDA there to ensure sustainable forestry and AFR is part of this	2	1	2	2	3	10
Achieved in large part except for caribou since there is no recovery plan yet; time is running out	3	2	1		1	7
Not achieved as long as wildlife directives and mixed stands strategy are not in place	1	1	3	1		6
Not perfect but moving in the right direction; Improving	2	2		1		5
Not really achieved; Chapter 3 directed at satisfying the Crees and their species of interest	1	1	1			3

v. Integrity of key socioecological ecosystems

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Objective achieved with mosaic cutting, 1% and 25%; AFR implemented for this	2		2	1	3	8
Objective achieved for all species, except marten and caribou	1	1	1		1	4
Mosaic cutting creates more roads, generates more fragmentation and harvesting + pressure on species	1			1	1	3
If 25% properly located, goal is achieved	2		1			3
PdesB as a whole targets integrity of these ecosystems; whether it does the job remains to be seen	1			1	1	3
Mosaic cutting favours moose but is not good for all species; restrictive		1	1		1	3
More access and openings have negative effect on beaver (as soon as it is seen, it is killed)				2		2
Objective partially achieved		1		1		2
Not achieved after recent cutting but, in medium term, favours moose; Good hunting success		1			1	2

vi. Broadening the body of knowledge about the territory

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Traditional knowledge is shared more than before	1		1		4	6
Few assessments of habitats and biodiversity; people are interested but this remains to be done	3	2			1	6
Yes, but insufficient. Studies and knowledge not sufficiently integrated into planning. Tallyman is expert		1	1	3		6
Objective partially achieved	1	1		2		4
A number of researchers in the territory but little knowledge transfer to AFR mechanisms	1			1	1	3
Not many things, except that, finally, planners have access to the CLUMs, that is, Cree knowledge		2	1			3
Knowledge regarding specific species has improved. Work on directives and strategies will help		2	1			2
Opening the territory will allow access to and knowledge of new areas			1		1	2



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C. Ensure participation, in the form of consultation, by the Crees in the various forest activities operations planning and management processes;

Characteristics of participation to consider

i. Effectiveness of the consultation mechanisms and dispute resolution

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
See Diagnostic's conclusions	3	2	3	3	2	13
Certain conflict files take a long time to move forward to the next stages	1		3	1	3	8
Positive consultation mechanism for tallyman, allows planning to be harmonized according to his needs	1		2	2	1	6
Many problems brought to the table that are outside PdesB; must work within confines of PdesB	1	1	1		3	6
Not achieved, many recurring problems amplified in interim period, hence Diagnostic	1		1		4	6
Interim period, mechanism not totally effective. Was difficult for tallymen since vague and poorly understood	1	1	1	1		4
AFR: interesting model for taking Aboriginal interests into consideration; unique in the world	2	1	1			4
Many difficulties cause bypassing: tallyman refuses to participate or refuses planning	1		1		2	4
Conflict settlement process must have deadlines that are met to avoid stagnating			2		1	3
Not many conflicts during this period	1		1			2
Objective achieved, even if not everyone is satisfied with results		2				2
Tallyman absenteeism is a recurring problem				1	1	2

ii. Acknowledgement of the tallymen's stewardship of the land

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Tallyman is recognized and listened to when he expresses his needs	3	2	1	3	2	11
Difficulty with certain JWGs' influence over tallymen; important to let them express themselves	3	1	2		4	10
Sometimes, the community dictates its interests in consultations via the tallyman	3	1	1		3	8
Concept is changing with the arrival of young tallymen; must ask themselves about the meaning of being a steward. Who is best placed to play this role and ensure information is redistributed to others?	2		3		1	6
Role recognized as important, but not always clearly understood. Tallyman's opinion not always taken into consideration	1	1	1	1		4
Concept eroding over time, especially through political vision the community wants to impose		1	1		2	4
On Cree side, tallyman's stewardship has always been recognized	1	1		1		3
Before, tallyman had more influence, since TSGHs were in "accommodation" mode		1		1		2
MFFP clearly understands tallyman's role; that is why it wants to consult him	1		1			2
Tallyman not always present during consultations; is represented but must then live with the decision			1		1	2



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iii. Contribution to governance of Cree institutions

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Tools exist in PdesB for institutions to comment, but are not used much by the communities	3	2	1		3	9
Political files definitely impact planning and way of life. Contribute negatively	3				1	4
Objective achieved		1		2	1	4
Link between governance and CNG's influence on certain communities needs to be improved	3					3
Governance will be exercised increasingly with collaborative management on Cat. II lands. Tools available to be used		1	2			3
Agreement was signed by the Crees for the Crees; they must implement it	1			1		2
Not really achieved: where forestry is concerned, the only other groups involved are the JWGs		2				2
Difficult for them to comment on it since it is more on a political level			1	1		2

iv. Individual and institutional capability development

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Capability being developed; still a long way to go. Communication is essential; information exchange and training must be stepped up	4	1	3	2	3	14
Institutional capabilities achieved; we need to work at the individual level. JWG mandate	3	2			1	6
Need budgets for training, developing expertise, updating equipment and technology	1	1		3		5
Thanks to stability of employees on the Cree side, the work has become more effective		1	1	1	1	4
Tallymen are proud and pleased to be able to participate in decision-making on their territory					3	3
Did not really change during the period. Coordinators help on technical side, but if political vision goes against PdesB, it doesn't work, even if more employees are better trained		1			1	2
PdesB and governance agreement enable increasing development of Cree capabilities		1	1			2



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- D. As part of Adapted Forestry Regime harmonization and following the coming into force of the *Sustainable Forest Management Act* and the Agreement on Governance in the Eeyou Istchee James Bay Territory, a fourth objective was added to Chapter 3 of the Paix des Braves, namely:
To allow for collaboration, in the form of concerted action, by the CNG and by the EIJBRG on the participation process for the planning contemplated by Schedule C-4 of the Agreement.

Thus, over the period 2013-2018, new entities, the integrated land and resource management panels (TGIRT), were gradually put in place in the territory. The purpose of these panels is to ensure that the users of the forests within the territory are taken into account by setting local objectives for sustainable forest management and by agreeing on harmonization measures for usage.

For the period in question, what are your main observations regarding the panels for Category II and Category III lands?

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Panels' role is not easy for participants to understand; should be better explained, in everyday language and summarized (participant's booklet: summary and easy)	2	4	3	2		11
Large number of panels contributes to lack of participant involvement	6	1		2		9
Optimistic to think that TGIRTs would be operational to contribute to 2018-2023 planning	2	2		2		5
Too many people appointed are absent, not concerned by the subjects; difficult for quorum.		1	2	2		5
Need to give TGIRTs time to be put in place before saying they don't work	4					4
Language problem on Cat. III lands TGIRTs: meetings are in French, documents are not translated		2	2			4
Not have much information from Cat. II lands TGIRTs; would be interesting to have more	2				1	3
Are Cat. III lands TGIRTs representative of all users' interests? Unclear	2					2
Money paid for Cat. II lands TGIRTs will allow impetus for development of Cree expertise	1	1				2
Cat. II lands TGIRTs have not been in place long enough to comment		1			1	2

In your opinion, what are the main challenges to be faced in terms of setting up these panels and the consultation that is needed?

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Keep participation and interest high; not easy when role and importance are not understood	3	2	4	1		10
Cree representation must come from entire community, not just JWGs	3	1	3	2		9
Ensure participation of key individuals, that they understand their role and the TGIRTs' importance	1	2	2	2		7
Always the same people involved in numerous files; this hinders participation	2	1	1	1		5
Difficult to convince people they will truly influence decisions	1	1				2
Cat. II lands TGIRT: ensure good cohesion between members; more than informational; move files ahead	1	1				2



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Status report follow-up and perspective

7) The 2008-2013 status report highlighted three main issues arising from the implementation of Chapter 3. How do you view the progress made towards the achievement of these objectives over the last five years?

A. Strengthen the collaboration between implementation mechanisms.

(e.g. formalizing the coordinators' role, intensifying joint efforts, increasing the Crees' individual and institutional capabilities, respecting and improving the conflict resolution process, clarifying the processing of harmonization measures, etc.)

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Joint efforts have improved somewhat, but still much to be done (continuous improvement)	4	3	3	2	2	14
Coordinators' role is now official; so, significant progress at this level	4	3	3		1	11
Collaboration and information transfer between JWG members has improved	3	1	2	3	1	10
Interim period not favourable for significant progress because it ran a long time	2	2	1	2	2	9
Lack at conflict management level; JWGs should play a bigger role in conflict resolution; they tend to refer matters to the coordinators too quickly. Positions and procedure need to be clarified	3		1		2	6
More work to be done in terms of developing individual capabilities and expertise	2		1	1	2	6
Progress in increasingly close collaboration between the parties; the people in place, their vision and their desire to implement the AFR make the difference	2	2				4
Always working on improving; do not think that it works so efforts can cease		1	1	1	1	4
More progress to be made to clarify harmonization measure processing and monitoring		1	1			2
Little progress. After assessments and reports, issues known but little effort made to resolve them	1			1		2

B. Initiate adaptive management focused on the assessment and evolution of the AFR

(Some provisions not really implemented, the desire to question certain provisions provoking dissatisfaction, reconsideration of the mosaic cutting approach, the desire of the parties to change the regime, etc.).

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Initiated, but no real progress. Current files must be implemented. Progress will come in next period. Must not stagnate: intentions and observations must translate into actions	5	4	2	1	4	16
Progress: since Agreement has been amended to correct certain provisions that were not working	3	2		1	1	7
No progress with regard to improving AFR; Status quo	1			3		4
Room for evolution: harvesting too dispersed over the territory. If more concentrated, less impact on wildlife				1	1	2
Progress through CQFB intervention and vision of members in place: helps AFR evolve	1	1				2
Monitoring framework implemented during the period; now, want to measure its effectiveness	1	1				2
Current provisions do not allow evolution hoped for. Openness and flexibility needed		1		1		2



Greater concern for the economic component

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
No real progress; tools exist, but are not optimized	3	2	2	3	4	14
Positive evolution during the period even though the mechanism was not yet operational; creation of CQFEC	6	3	2			11
Improvement: more Crees in silviculture, companies involved in road construction and harvesting		2		2		4
Progress with the 15% implemented and declarations of Cree jobs by TSGHs in their reports	2	1	1			4
Efforts made, but unsuccessful. Opportunities for Crees to get involved but they did not take them		1			3	4
Sylviculture funds will help improve Cree perceptions regarding Paix des Braves		1		1		2
Significant evolution in MFFP's vision in this regard during the period	1	1				2
Aspect that does not progress; the 350 000 m ³ was sold standing, does not maximize spinoffs	1			1		2
Economic spinoffs for Crees are key to enabling their self-determination and, ultimately, helping change their perceptions regarding forestry	1				1	2
Money paid for Cat. II lands TGIRTs will allow impetus for developing Cree expertise	1	1				2
Cat. II lands TGIRTs not in place long enough to comment		1			1	2

8) Have you any recommendations for improving the implementation of Chapter 3 (Forestry) for the future?

Responses	CQFB Québec	CQFB Crees	JWGs Québec	JWGs Crees	TSGH Industry	Total
Stress common understanding of AFR harmonizations, especially at JWG level	3	3	2		3	11
Stress human resources, development of Crees' individual capabilities	2	2	2	1	2	9
Work more on knowledge-sharing (review studies about territory and share results with stakeholders) and mutual understanding (Québec does not understand the traditional way of life), without cutting corners. Plan field outings among JWGs	1	2	3	2		8
Work on perceptions related to the Agreement; have key people in constant contact with the communities to share information and show that PdesB is effective	1	3	1		2	6
Work to free up more budgets for JWG mandates since insufficient for being full-time	2	1	1	2		6
Reduce number of TGIRTs: would allow broader vision and reduce costs and lack of involvement	4				2	6
Visit demo sites for knowledge-sharing (traditional and Occidental)	1		2	1	1	5
JWG stability; personnel turnover jeopardizes work's effectiveness. Relationship of trust needs to be established			1	2	1	4
Practices to review to meet deadlines, for both JWG reports and MFFP files	1		1		1	3
Produce visual documents to present and explain concepts to JWGs and tallymen	1	1	1			3
CQFB could be more of an agent for evolution, play a greater role. Its work is too timid	1	1			1	3
Promote increased ties between harvesting companies and Cree communities	1				2	3
Together, find innovative ways to manage forests in order to maintain their functions				2	1	3
Dispose of piles of debris that accumulate along roadsides (unsightly and make access difficult)					3	3
Move into action mode. Recommendations resulting from many projects; not enough implementation	1	1		1		3
Have studies conducted by the Crees on impacts of territorial development. Department within CNG					2	2
Improve relations between communities and CNG, especially those that do not believe in PdesB		2				2
Implement strategy and directives in a way that the Crees see a positive impact on habitats		2				2
Allow increased harvesting flexibility, e.g. issue permits for PRAN 200% that can be harvested over 2 years at TSGH's choice, optimize worksite grouping (better respond to harmo requests), divide trapline into COS and go into only one COS/yr					2	2
Ensure that new projects do not increasingly weaken the industry. Share PdesB-related costs					2	2
Use better machinery to resolve issues linked to scarification				2		2
Make land development plan rather than acting piecemeal, for both planning and monitoring	1			1		2
Conduct impact studies for cutting, road and culvert construction linked to water quality				2		2
Work more effectively on HMs requested by tallyman so as to do it right the first time		1		1		2
There should be a financing program for removing snow from roads in springtime (Goose Break)		1		1		2



