



*Cree-Québec Forestry Board*

ᐃᓕᓕᓕᓕ-ᓂᓂᓂ ᓂ ᓂᓂᓂᓂᓂ ᓂ ᓂᓂᓂᓂᓂᓂ

# Annual Report

## 2019-2020



Printed on Rolland Enviro 100, which contains 100% recycled post-consumer fibre, processed chlorine-free and recycled, is Ecologo certified and manufactured using biogas energy.™

**Beesum Communications** – Cree Translation

**Christine Gilliet** – Text

**Cabinet de traduction Dialangue** – French-English Translation

**Pro-Actif** – Graphic Design and Computer Graphics

**Prose communication** – Proofreading

**Solisco** – Printing

**Photos** – CQFB and collaborators

ISSN 1712-3100

Legal Deposit – Bibliothèque et Archives nationales du Québec, 2020

Legal Deposit – Library and Archives Canada, 2020

# Table of Contents

<b>Letter from the Chairman of the Board</b>	<b>4</b>	Direction 3	23
<b>Chairman's Statement</b>	<b>6</b>	Operational forest plan process and harmonization measures diagnostic project	23
<b>Chapter 1 - The Agreement and Chapter 3 on Forestry</b>	<b>7</b>	JWG coordinators' report	23
The Adapted Forestry Regime's objectives and main adaptations	7	Direction 4	24
Territory covered	8	Implementation of the 2018-2023 communications plan	24
Statistics pertaining to the territory covered by Chapter 3 of the Agreement	9	Board website	24
<b>Chapter 2 - The Cree-Québec Forestry Board</b>	<b>10</b>	Board advice to the parties	24
Board mission	10	Board annual report	24
Board mandate	11	<b>Chapter 4 - Sustainable Development</b>	<b>25</b>
Board strategic directions	11	The Cree-Québec Forestry Board's 2015-2020 sustainable development action plan	25
Board composition and administrative organization	12	<b>Summary Financial Statements March 31, 2020</b>	<b>30</b>
<b>Chapter 3 - Review of Board Activities</b>	<b>14</b>	<b>Conclusion</b>	<b>32</b>
Board context in 2019-2020	14	<b>Appendix I</b>	<b>34</b>
Direction 1	15	Code of ethics and professional conduct of the Cree-Québec Forestry Board	34
Board operations	15	<b>Appendix II</b>	<b>37</b>
Forest plans	17	Members and coordinators of the Joint Working Groups	37
Adjustment to the timelines in Amendment No. 6 to the Agreement	18		
Specific strategic file monitoring	18		
Board advice	20		
Direction 2	21		
2013-2018 status report on AFR implementation	21		
Adapted Forestry Regime monitoring framework	21		
Wildlife habitat quality assessment	22		
2013-2018 report on verification and assessment of monitoring of the application of standards and provisions provided for in the Agreement	22		



## Letter from the Chairman of the Board

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

Abel Bosum, Grand Chief  
Grand Council of the Crees

Dear Minister Dufour,  
Dear Grand Chief Bosum,

I am pleased to present to you the Cree-Québec Forestry Board annual report for 2019-2020. Throughout this 17<sup>th</sup> year of activities, the Board fully performed its mandate in compliance with the harmonizations made to the amended Adapted Forestry Regime (AFR) of the Paix des Braves Agreement, which was formalized in December 2019. Its work plan and achievements, based on the action priorities identified in consultation with the parties as well the monitoring of activities related to their commitments, were satisfactorily implemented.

As part of its main activities, the Board produced a third status report of the implementation of the AFR. This report, which covers the 2013-2018 period, shows a definite improvement in the implementation of the provisions of the regime and positive progress in the relations between the parties and the regime's stakeholders. In a perspective of continuous improvement, findings and recommendations were presented to the parties and detailed and summary documents were produced to disseminate the results of the report. The retrospective exercise also contributed to fueling elements of the AFR monitoring framework.

The Board reviewed the modified 2018-2023 forest plans for the 15 management units (MUs) of the territory covered by the Agreement and sent its comments to the MFFP. It closely monitored the development by the parties of two major strategic files, namely the wildlife habitat management directives and the mixed stands management strategy. As part of a pre-consultation on the mixed stands management strategy, the Board sent the MFFP its comments on an initial working document.

Taking wildlife objectives into account during forest planning is an important element of the regime. The first phase of a project to assess the quality of wildlife habitats 15 years after the implementation of the AFR provisions was completed. A report outlining recommendations, methodologies and tools has been produced and will be used to ensure that the project's objectives are met over the next year.

At the end of the year, the members revised the Board's strategic directions to take into account major adjustments to the external context of the organization and changes planned for the coming years, notably the implementation of the Cree-Québec Forestry Economic Council and the relocation of the Board Secretariat to Agreement territory. To properly fulfill the mandate entrusted to the Board by the parties, a new strategic plan for the period 2020-2025 will be adopted in the coming year.

In closing, I wish to emphasize the dedication and constant determination of the members of the Board and its Secretariat to contribute to compliance with and evolution of the Adapted Forestry Regime, in collaboration with the parties' stakeholders.

Hervé Deschênes  
Board Chairman

ለጥናት ጋራ፣ ጥራት ለማረጋገጥ ለሚችሉት ለሰው ጥራት

ለጥናት ጋራ፣ በህዝብ ጥራት ለሚችሉት ለሰው ጥራት ለሚችሉት ለሰው ጥራት

የሰው ጥራት ለሚችሉት ለሰው ጥራት ለሚችሉት ለሰው ጥራት

የሰው ጥራት ለሚችሉት ለሰው ጥራት ለሚችሉት ለሰው ጥራት

መሥሪያ ቤቱ ለሰው ጥራት ለሚችሉት ለሰው ጥራት ለሚችሉት ለሰው ጥራት

መሥሪያ ቤቱ ለሰው ጥራት ለሚችሉት ለሰው ጥራት ለሚችሉት ለሰው ጥራት

መሥሪያ ቤቱ ለሰው ጥራት ለሚችሉት ለሰው ጥራት ለሚችሉት ለሰው ጥራት

በሰው ጥራት ለሚችሉት ለሰው ጥራት ለሚችሉት ለሰው ጥራት

በሰው ጥራት ለሚችሉት ለሰው ጥራት ለሚችሉት ለሰው ጥራት

በሰው ጥራት ለሚችሉት ለሰው ጥራት ለሚችሉት ለሰው ጥራት

በሰው ጥራት ለሚችሉት ለሰው ጥራት ለሚችሉት ለሰው ጥራት

የሰው ጥራት ለሚችሉት ለሰው ጥራት ለሚችሉት ለሰው ጥራት

የሰው ጥራት ለሚችሉት ለሰው ጥራት ለሚችሉት ለሰው ጥራት

## Chairman's Statement

To the best of my knowledge, the 2019-2020 annual report:

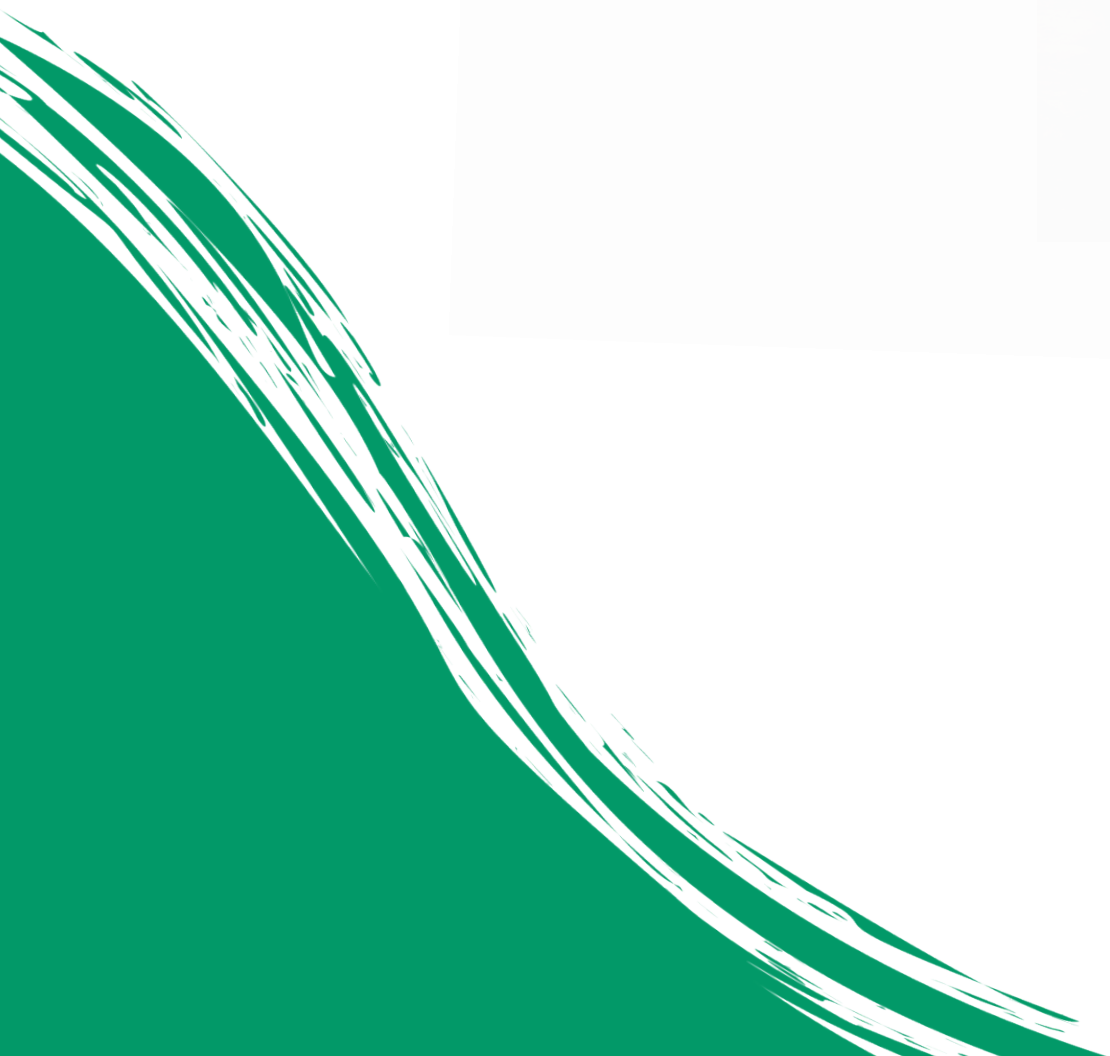
- accurately describes the Cree-Québec Forestry Board's mission, sectors of activity, strategic directions, and priorities;
- presents accurate, reliable data covering all of the Board's activities and indicates the extent to which the target objectives were achieved.

Throughout the 2019-2020 fiscal year, in accordance with its mandate, Management maintained internal accounting and management information control systems to facilitate sound management of its operations and ensure accountability with respect to the commitments resulting from its strategic directions and objectives for 2019-2020.

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



Hervé Deschênes  
Chairman



# Chapter

# 1

## The Agreement and Chapter 3 on Forestry

### The Adapted Forestry Regime's objectives and main adaptations

On February 7, 2002, the Québec government and the Crees of Québec (Eeyou Istchee) signed the Agreement concerning a new relationship between the Gouvernement du Québec and the Crees of Québec. This historic 50-year agreement marked a new era in Cree-Québec relations.

Negotiated on a nation-to-nation basis, this agreement, commonly called the Paix des Braves, is intended to forge a common desire to harmonize management of Northern Québec's natural resources, thereby promoting greater autonomy among the Crees and encouraging them to take charge of their nation's development. It includes provisions linked to forestry, mining, hydroelectric development, and the Crees' economic and community development based on the respective commitments made by the parties under the James Bay and Northern Québec Agreement.

Chapter 3 of the Agreement, commonly called the Adapted Forestry Regime (AFR), is devoted to forestry, defining the objectives and setting out the specific provisions for managing forest activities in Agreement

territory. The Québec Forest Regime applies throughout Agreement territory with adaptations. The AFR seeks to better reflect the Crees' traditional way of life and accord greater attention to sustainable development concerns, paving the way for increased participation by the Crees, via consultation, in forestry activity planning and management processes, ranging from planning to implementing and monitoring forest management plans and collaboration, in the form of concerted action, by the Cree Nation Government (CNG) and the Eeyou Istchee James Bay Regional Government (EIJBRG) in the participation process for the planning provided for in Schedule C-4 of the current Agreement.

The main adaptations to the Québec Forest Regime deal with, among other things, defining the management units formed by grouping traplines, identifying and protecting sites of interest for the Crees, allotting a greater percentage to mosaic cutting, introducing maximum forest operations thresholds and rates per trapline, including additional terms and conditions for protecting forests adjacent to watercourses, protecting and developing wildlife habitats, developing the road access network and siting residual forest blocks in conjunction with the tallymen.

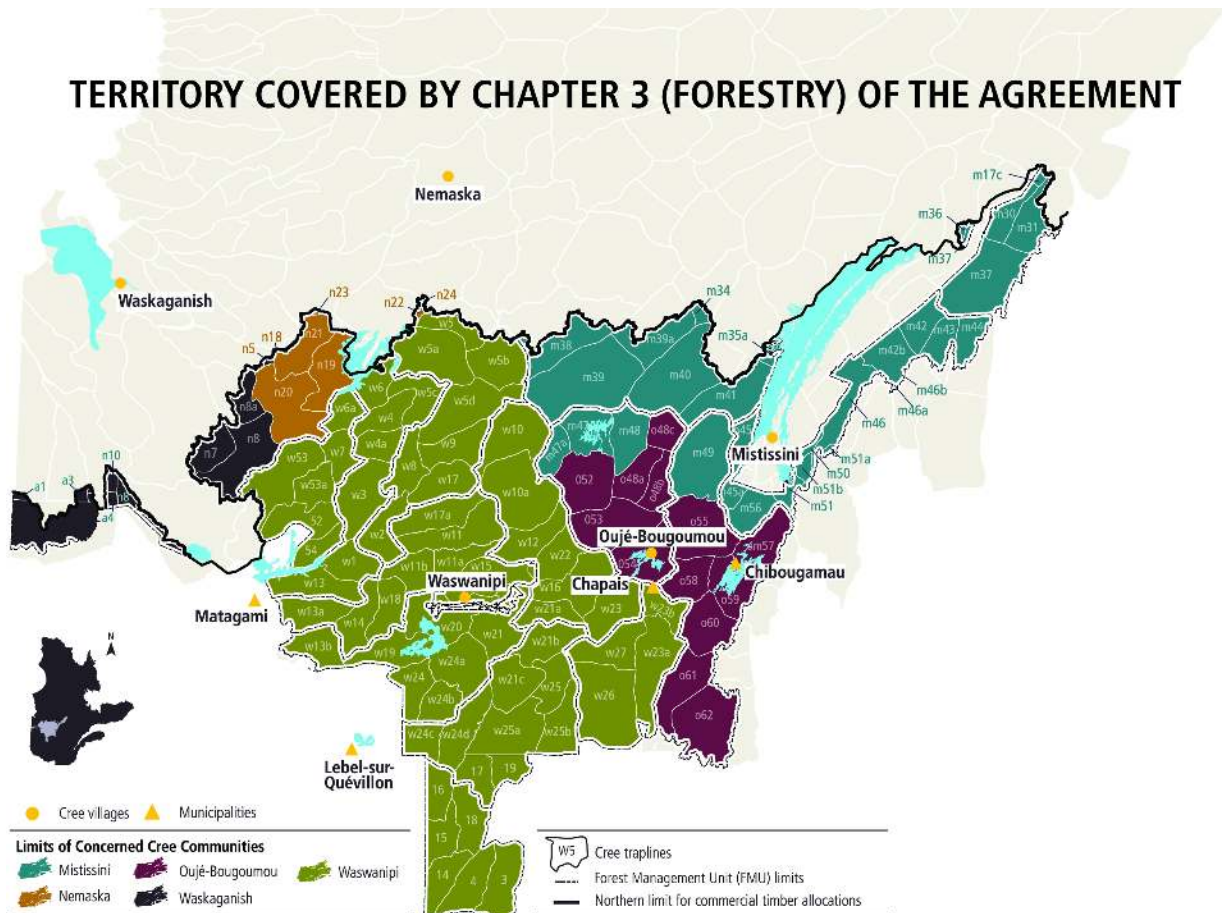
Where economic development is concerned, certain Agreement provisions confirm that timber volumes will be made available to the Crees and that Cree access to forest management activity-related employment, contracts and partnerships will be promoted.

To ensure implementation of the Agreement’s chapter on forestry, three mechanisms were created: the Joint Working Groups (JWGs), the JWG coordinators and the Cree-Québec Forestry Board (CQFB). As set out in Chapter 3 and Schedule C of the Agreement, these mechanisms have specific, separate duties but must work closely together to implement various provisions of the Adapted Forestry Regime, promote, where relevant, development of new operating approaches among stakeholders and mediate and manage conflicts that may arise. While the core activities of these mechanisms are to contribute to the development of forest management plans, conduct consultations and perform monitoring, these implementation mechanisms work on different, but complementary, levels.

## Territory covered

The territory covered by the Agreement’s forestry regime is included in the territory governed by the James Bay and Northern Québec Agreement. Bordered by Québec’s northern limit for commercial timber allocations to the north, the Adapted Forestry Regime includes the five Cree communities of Mistissini, Nemaska, Oujé-Bougoumou, Waskaganish and Waswanipi. The territory defined in Schedule C of the Agreement spans a total of 66,010 km<sup>2</sup>. Its productive forests account for almost 9.1% of Québec’s allowable cut.

### TERRITORY COVERED BY CHAPTER 3 (FORESTRY) OF THE AGREEMENT





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

### Population

Cree Communities	
Mistissini	3,523
Nemaska*	760
Oujé-Bougoumou	737
Waskaganish*	2,196
Waswanipi	1,759
Non-Native Communities	
Chapais	1,499
Chibougamau	7,504
Lebel-sur-Quévillon*	2,187
Matagami*	1,453

Statistics Canada, Census of Canada, 2016

\* Outside the territory covered by Chapter 3

### Territory

	Chapter 3	Québec	Proportion
Total area of Chapter 3	66,010		
Total area of forest management units* (km <sup>2</sup> )	51,787	451,895	11,4%
Forest area used to calculate allowable cut* (km <sup>2</sup> )	34,023	269,080	12,6%
Number of forest management units: 15			
Number of Cree traplines affected: 121			

### Forest Resource

	Chapter 3	Québec	Proportion
Allowable cut* (m <sup>3</sup> ) SEPM**	2,710,400	22,975,500	11,8%
All species	3,106,000	34,200,700	9,1%

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

\*\* Fir, Spruce, Pine, Larix group





## Board composition and administrative organization

The Board is an independent body made up of eleven members: five designated by the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government, five by the Québec government and a Chairman appointed by the Québec government after consultation with the Cree party.

The Board's composition benefits from the wide range of interests and skills of its members. In 2019-2020, the representatives designated by the Québec government included two officers from the MFFP and three other members

with expertise in the areas of wildlife, First Nations and the forest industry respectively. For the Cree party, four Cree members from communities on Agreement territory and one non-Native representative, all appointed by the executive committee of the Grand Council of the Crees, complete the Board's ranks.

The following list shows the members that sat on the Cree-Québec Forestry Board during the operating year (April 1, 2019, to March 31, 2020).

CHAIRMAN	
<b>Hervé Deschênes (2016-08-17 to --)</b>	
QUÉBEC MEMBERS	CREE MEMBERS
<b>Marco Trudel (2017-06-07 to --)</b>	<b>Steven Blacksmith (2017-01-19 to --)</b>
Director of Forest Management, Nord-du-Québec region Ministère des Forêts, de la Faune et des Parcs	Director of Natural Resources Cree First Nation of Waswanipi
<b>Hugo Jacqmain (2014-11-19 to --)</b>	<b>Michael Petawabano (2018-08-09 to --)</b>
Director, Relations with First Nations Ministère des Forêts, de la Faune et des Parcs	Assistant Executive Director Cree Nation Government
<b>Geneviève Labrecque (2014-11-19 to --)</b>	<b>Geoff Quaille (2009-06-04 to --)</b>
Director, Forestry, Conseil de l'industrie forestière du Québec	Senior Environment Advisor Cree Nation Government
<b>Jacques Robert (2014-11-19 to --)</b>	<b>Nadia Saganash (2012-04-16 to --)</b>
Retired - consultant	Administrator, Wildlife Management Cree Nation Government
<b>Denis Vandal (2015-08-11 to --)</b>	<b>Isaac Voyageur (Vice-Chairman) (2007-01-24 to --)</b>
Retired - consultant	Director – Environment and Remedial Works Cree Nation Government



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

The Agreement defines the Board's main operating terms and conditions, stipulates very specific duties concerning the Adapted Forestry Regime's implementation and requires production of an annual report that must be submitted to the parties.

In carrying out their mandates, the Chairman and members of the Cree-Québec Forestry Board can count on the support of a Secretariat, headed by the Executive Director, who oversees the organization's human, financial, material and information resources. The Secretariat is in charge of preparing Board meetings, producing minutes, and following up on decisions and measures that have been

formally approved by Board members. With the support of consultants and other collaborators, depending on the nature of the file involved, the Secretariat develops and analyzes the files, identifying the problems and issues submitted for the Board's consideration, and drafts the CQFB's official documents (letters of advice, comments, reports), including the annual report for Board members' review and approval. The Secretariat is also responsible for document management and archiving. In addition, it supports the Board members' communications activities and provides outreach and liaison with various bodies and organizations.

As at March 31, 2020, three employees made up the Secretariat team: Marie Gosselin, Executive Director, Amélie Dussault, Analyst/Advisor, and Karine Drolet, Administrative Assistant.



# Chapter

# 3

## Review of Board Activities

### Board context in 2019-2020

The 2019-2020 operating year was the Board's seventeenth, occurring in the context of implementation of the mechanisms, processes and provisions of the amended Agreement of the Paix des Braves' Adapted Forestry Regime (AFR), which was officially published in December 2019, following a four-year transitional period that began in 2013, when a new Québec Forest Regime was implemented with the coming into force of the *Sustainable Forest Development Act* (SFDA).

The Board carried out its mandate fully in 2019-2020, as in the previous operating year, performing its actions in keeping with harmonizations to the AFR implementation mechanisms, closely and continually monitoring the parties' commitments and resulting actions, and carrying out specific

projects aimed at assessing the effectiveness of certain participation mechanisms and specific AFR provisions. The Board analyzed and reviewed the forest plans submitted to it by the Québec government according to the timeline stipulated in the amended Agreement and pursued its activities in keeping with the strategic directions adopted since 2014 and the priorities defined in its files.

The Board held four official meetings between April 2, 2019 and February 4, 2020: April 2, 2019 (Québec City); September 11-12, 2019 (Montréal); December 4, 2019 (Val-d'Or); and February 4, 2020 (Montréal). A fifth meeting, scheduled for March 26, 2020, was cancelled following Government directives issued due to the COVID-19 pandemic.

## Direction 1

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

### Board operations

The Board's main responsibilities include ensuring compliance with and monitoring the Agreement. In the context of the amended Agreement and in keeping with its mandate, the Board reviewed various aspects of its operations and strategic directions in 2019-2020 and was able to follow the work plan the parties had adopted.

### Administrative Committee

In the previous operating year, the Board members had formed an administrative committee, given the review of the parties' annual financial contribution and potential relocation of the Board Secretariat to AFR territory. This committee replaced the former Finance Committee, set up in 2004, which had ceased its activities in 2008 since the members agreed that it was no longer needed for the Board's day-to-day management. It was agreed that the activities the Administrative Committee members would be called on to address could be adjusted, as needed, and that the designated members could receive support, if they wished. Each party designated one of its members to sit on this committee, supported by a technical advisor. The Administrative Committee held its first meeting in early 2019 and discussed action priorities and the preliminary budget for the 2019-2020 operating year.

In 2019-2020, the Administrative Committee held three meetings, between July 2019 and March 2020. Given the Committee's advisory role, Board management shared its directions and views on administrative files with the designated Administrative Committee members before transmitting them to the Board. Among these files, Board members studied review of financial planning in the coming years, review of the Board's strategic plan and relocation of the Board Secretariat.

### Board strategic plan

On February 7, 2002, the Agreement Concerning a New Relationship Between the Gouvernement du Québec and the Crees of Québec, commonly called the Paix des Braves, was signed. Chapter 3 of this Agreement, which is devoted to forestry, provided for creation of the Cree-Québec Forestry Board (CQFB). The mandate and specific responsibilities of this mechanism for implementing the Adapted Forestry Regime (AFR) defined in the Agreement were clearly specified by the parties to the Agreement.

In September 2003, the Cree-Québec Forestry Board was created. The organization's members gave it a vision, a mission and strategic directions. Over the years, the Board's mission and vision remained the same whereas its strategic directions were revised from time to time, to adapt them to the prevailing context, and action priorities were identified annually. The current strategic directions covered the period 2014-2019.

Over the past five years, changes occurred in the environment inside and outside the Board and Board Secretariat; others are foreseen in the short and medium terms. While, in the context of their recent years' discussions on forest regime harmonizations, the parties maintained the Board's initial mandate and responsibilities, the members wished to take an in-depth look at the Board's strategic directions, 15 years after its creation.

At the September 2019 meeting, the members were invited to discuss the approach to implement to review the Board's mission, vision and strategic directions, taking into account the changes in the Board's environment. They deliberated on the fundamental questions to ask themselves in the context of this exercise.

On February 5, 2020, the Board members and their collaborators participated in a day of deliberations on renewing the Board's strategic directions for 2020-2025. Following their discussions, a revised version of the Board's strategic plan was produced. Since the meeting scheduled for March 26, 2020, was cancelled because of Government directives due to the COVID-19 pandemic, the members deferred their discussions on this file to the next face-to-face Board meeting.

### **Consultation of tallymen and their financial honorarium**

At the December 2019 Board meeting, the members agreed that a discussion should take place on paying financial honorarium when the Board consulted Cree representatives affected by the AFR regarding a Board project or file. In February 2020, the members discussed the issue, taking into consideration the financial compensation or incentives granted by the Band Councils of the communities in question and the history of compensation granted by the Board in the past. A proposal on the payment and means of granting financial honorarium to Cree stakeholders participating in a specific Board project or consultation was approved.

### **Review of the parties' financial contribution**

At the December 2019 Board meeting, after receiving the Administrative Committee's comments and an estimate of the Board's financial reserve at the end of 2018-2019, the members agreed that it was necessary to establish a

projection of the Board's financial requirements for the next five-year period. Subsequently, Board management worked with the Administrative Committee to prepare a financial planning projection for 2020-2025. The parties were then approached to ask that their respective annual financial contributions be increased. At the February 2020 meeting, Cree party representatives confirmed that, like the Québec government, the Cree Nation Government (CNG) had authorized an adjustment of its financial contribution to Board activities for 2020-2025, in the amount of the budget requested by the Board.

### **Conciliation request**

On February 19, 2019, the Joint Working Group (JWG) coordinators forwarded a conciliation request to the MFFP in the context of the AFR conflict resolution process provided for in the Agreement. The MFFP officially mandated the Board Chairman to conciliate the conflicting uses in question and to share his recommendations with it. On March 12, 2020, the Chairman sent the MFFP his conciliation report. The Board will monitor this file in keeping with the process.





## Forest plans

The Board is responsible for monitoring forest plan development and analyzing forest plans in order to adopt and issue advice to the parties' authorities.

In the 2018-2019 operating year, the Board was able to fully carry out its tactical integrated forest management plan (PAFIT) and operational integrated forest management plan (PAFIO) analysis mandate in keeping with the process agreed on in the amended Agreement. In the context of AFR harmonization, new provisions and timelines were set out in the Board's mandate, in particular the 60-day period for issuing its advice and comments. Analysis of the 2018-2023 forest plans targets two monitoring levels: monitoring application of Agreement provisions and monitoring certain provisions' effectiveness for contributing to achieving AFR objectives. For the 2018-2023 plans that came into effect on April 1, 2018, the MFFP had prepared a new generation of tactical and operational plans. According to MFFP planning, the Board received the 2013-2018 PAFITs, renewed for 2018-2023, and the 2018-2023 PAFIOs for analysis in late 2017.

In its advice to the Minister on the new generation of 2018-2023 PAFITs, the Board supported the MFFP's decision to grant itself an extension for producing the modified 2018-2023 PAFITs scheduled to take effect in August 2019 and corresponding to the harmonization of AFR objectives. This extension was intended to give Cree and regional stakeholders a further opportunity to contribute to integrating values and objectives reflecting local issues into the plans and was supposed to give the parties to the Agreement more time to ensure the integration of key strategic AFR files, especially the wildlife habitat management directives and mixed stands management

strategy, into these PAFITs. At the time, it was envisaged that the modified tactical forest plans to be tabled for pre-consultation would incorporate the conclusions to concerted regional objectives and the AFR'S strategic files.

In December 2018, in the context of the pre-consultation, the Board submitted advice on the modified 2018-2023 PAFITs for the Nord-du-Québec region management units (MU) to the MFFP. In mid-2019, the MFFP submitted additional documents to the Board so that it could continue the pre-consultation on significant new elements to be incorporated into the modified PAFITs and to come into force in August 2020. These involve key strategic AFR files, namely the wildlife habitat management directives and mixed stands management strategy, and the conclusions to the concerted regional objectives.

In September and December 2019, additional pre-consultations were held for the 14 MUs in Region 10 (Nord-du-Québec). The MFFP invited the Board to review the elements to include in the PAFITs, in preparation for the public consultation scheduled for early 2020.

The public consultation on the modified 2018-2023 PAFITs for the Nord-du-Québec region MUs took place from January 20 to February 20, 2020. Based on the comments received and the modifications to be made, the modified 2018-2023 PAFITs could take effect in early August 2020.

### **Analysis of modifications to the 2018-2023 PAFIOs**

Modifications were made to the 2018-2023 PAFIOs in fall 2019. The Board analyzed these PAFIOs partially, given the 30-day JWG reports were not available. The Board will be able to complete its analysis once these reports have been received.



## Adjustment to the timelines in Amendment No. 6 to the Agreement

The parties agreed on new timelines for the Agreement Concerning a New Relationship Between the Gouvernement du Québec and the Crees of Québec, formalized by the parties in fall 2017, given that the timelines presented in Amendment No. 6 had expired. The amended Agreement was published on December 11, 2019 in Part 2 of the *Gazette officielle du Québec*. The Board will ensure monitoring of the parties' commitments, in keeping with the timelines agreed on.

## Specific strategic file monitoring

With the implementation of the amended AFR and the collaborative forest resource management regime, the parties made new commitments, setting short-, medium- and long-term objectives, and defining priorities, approaches, mechanisms and timelines. As it had for the two previous operating years, the Board developed its work plan based on its strategic directions and action priorities, taking into account the parties' activities to which it contributes.

## Wildlife habitat management directives and mixed stands management strategy

In response to concerns expressed by the Crees, the parties committed to prioritizing development of the directives and strategy to be integrated into the PAFITs and PAFIOs. The previous operating year, the parties had mandated a working group to carry out the work linked to these two files. The first step – identifying wildlife issues – consisted in exchanging information and becoming familiar with work done by the Board in 2005-2006, since these two files were mentioned in the original Agreement (2002). The action plan's steps and timeline were specified, the target being to produce a practical planning and harmonization support guide for planners and JWG members. Details were provided on work linked to developing a mixed stands management strategy that pursues both wildlife and forest-related objectives. To obtain Cree endorsement of the strategies proposed by the parties, it was agreed that the Cree party should hold consultations with the communities concerned and their tallymen.

Throughout the 2019-2020 operating year, the Board closely monitored the development of these two strategic files on which, in keeping with the information supplied by the parties' representatives, significant progress is being made. The MFFP, which is responsible for developing these strategies, in close collaboration with the CNG, was regularly invited to report on the files' development, steps that had been completed, future steps, the deliverables expected and new adjustments made to the MFFP-CNG committee's joint action plan. In November 2019, in response to a request from the MFFP, the Board forwarded its comments on an initial working document on the mixed stands management strategy.

## Woodland caribou recovery

During the 2018-2019 operating year, government activities linked to developing an action plan targeting woodland caribou recovery in Québec continued. A regional committee comprising MFFP representatives and Cree nation representatives resumed its activities to discuss the unique situation in the context of the Agreement's Adapted Forestry Regime. At the regional level, it had been specified that work and discussions would continue with the Cree party representatives.

In May and June 2019, the Minister toured the province to consult the public on knowledge and issues in order to develop the woodland caribou recovery strategy. Territories envisaged by this strategy were presented on AFR territory for 2019-2023. Forestry activities will be adapted in them. Board participation in these consultations was ensured by a representative of the Secretariat.

For Agreement territory, a bipartite committee composed of MFFP and Cree representatives continued its activities. It was reiterated that the precautionary approach would be applied on AFR territory until the Québec government and the Crees of Québec had agreed on a woodland caribou recovery plan.

During the operating year, the Board monitored the developments made by the parties in this file and will continue to do so.

### **Relocation of the Board Secretariat**

A section of the 2002 Agreement stipulated that the Board Secretariat would be located in Waswanipi. In the context of Agreement harmonization, the parties expressed their willingness to proceed with this relocation. A bipartite Cree-Québec committee, on which the Board Chairman sits, was set up the previous year and met three times to analyze this file and share its recommendations with the parties.

During the operating year, the CNG created its own Forestry Department, which was set up in Waswanipi. Its implementation introduced broader considerations in Board Secretariat relocation, in particular regarding the need for infrastructures to receive it (offices, housing). The parties agreed to extend the deadline for receiving the recommendations from the bipartite committee to December 2019.

### **Review of the sites of interest for the Crees (1%) and relocation of biological refuges**

As provided for in the amended Agreement, the parties carried out an exercise to review the sites of interest for the Crees (identified in the 2002 Agreement) and relocation of biological refuges (identified in 2008). They had agreed to make a certain number of hectares available to meet the Cree tallymen's requests, including those related to developing forests adjacent to watercourses (key sectors of wildlife interest). In the previous operating year, the parties noted an issue that had arisen when the eligible surface areas were initially determined. A proposal designed to resolve the issue was developed by the project leaders and recommended to the parties, who were to agree on a solution.

The Board monitored this file throughout the operating year. Early in the year, the CNG representatives indicated that the biological refuge relocation file and the review of sites of interest for the Crees (1%) file were dealt with separately. The process of reviewing the sites of interest for the Crees went well in most communities, with the exception of the

community of Waswanipi, where discussions must continue. With regard to relocation of biological refuges, the exercise moved forward and meetings with the tallymen are foreseen for early next year. The Board will continue to monitor the parties' discussions and the processes concerning these two files.

### **Concentration of forestry activities**

In the context of the amended Agreement, the parties agreed to introduce provisions allowing the surface areas available annually for harvesting to exceed the annual rates applicable, in compliance with various parameters. The parties held discussions to arrive at a better understanding of the implementation of these new provisions. The Board monitored these discussions and will be informed of the approach decided on by the parties.

### **Cree-Québec Forestry Economic Council**

A new mechanism introduced into the amended Agreement, the Cree-Québec Forestry Economic Council (CQFEC) was created to promote the development of economic and business opportunities related to forest management activities for the Crees. Through the Agreement, Québec commits to encouraging forestry companies working on AFR territory to employ Crees and Cree companies in their forestry activities. Québec also wishes to encourage Cree companies' access to contacts for non-commercial silviculture work. The Council began its activities in December 2018 and held several meetings.

CQFEC members' meetings and discussions continued. The minutes of the meetings held since the Council's creation are being compiled. The preliminary version of a specific mandate for the CCFEC was developed by the MFFP and shared with the Cree members. Each community was invited to designate a resource person to contribute to deliberations and development of the forestry economic file for the Cree nation. In keeping with its mandate, the Board will monitor the Council's activities and, when needed, support its members' work.

## Board advice

### Comments on the proposed mixed stands management strategy - November 1, 2019

In the November 1, 2019 document, the Board members addressed their comments to the MFFP on the proposed mixed stands management strategy, recognizing that there is no doubt that mature mixed and deciduous stands play an important role in maintaining biodiversity in the region, that mixed and deciduous stands are very important for moose habitat quality, and that the proportion of mixed and deciduous stands, all ages combined, has increased in the territory since the first moose inventories were taken.

Regarding the terms proposed for the strategy, they asked questions concerning the thresholds proposed for the proportions of mature mixed stands, the impact on the territory's moose populations, the management approach for young stands and the need to integrate the woodland caribou management strategy into the mixed stands management strategy. The Board members also feel that it would be interesting to include university studies in activities to monitor the new strategy's effectiveness.

The Board's comments are preliminary and were made in the context of an MFFP pre-consultation. In keeping with AFR provisions, the Board will be asked to officially provide its comments on the mixed stands management strategy once the parties have agreed on the strategy. The same will be true once the parties have agreed on the wildlife habitat management directives that the parties are also developing.

### February 11, 2020 advice: analysis of modifications made to the 2018-2023 tactical integrated forest management plans (PAFITs) for the Nord-du-Québec region

On December 20, 2019, the Board was invited to review the modifications made to the 2018-2023 PAFITs for the Nord-du-Québec region, which underwent public consultation from January 20 to February 20, 2020. In keeping with its mandate, the Board analyzed the documents tabled for the public consultation, the Cree section of these plans and other documents of interest linked to the plans' finalization. At the February 4, 2020, Board meeting, the members discussed the main results of the exercise and, in a perspective of continuous improvement, deemed it interesting to forward this analysis to the MFFP in the context of the public consultation and to share it with the CNG representatives in charge of AFR implementation.

The Board's analysis document presented: the main elements of the preliminary analysis of the 2020 version of the modified 2018-2023 PAFITs and the Cree section of these PAFITs, analysis of how the comments made in fall 2018 in the JWG analysis reports (30-day reports) on an earlier version of the PAFITs were taken into consideration, and the main findings and comments resulting from the analysis.



## Direction 2

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

### 2013-2018 status report on AFR implementation

One of the Board's main responsibilities is to monitor, report on and assess AFR implementation. In this operating year, the Board produced a third status report, the 2013-2018 status report on AFR implementation. Two documents were produced: a report presenting detailed results for the five-year period and a synthesis intended for the general public.

The 2013-2018 status report on AFR implementation is positive overall. In terms of progress, both the stakeholders interviewed and the Board observed a definite improvement in implementation of the provisions of Chapter 3 of the Agreement, and progress was made in relations between the parties and AFR stakeholders. However, some misunderstandings, uncertainties, expectations and frustrations were expressed, notably regarding files that were not resolved in the context of the long interim period.

A number of recommendations and action priorities were formulated. The Board proposes actions according to the three focuses identified in the 2008-2013 status report: pursue collaboration and strengthen communication between the AFR implementation mechanisms, remain open to the AFR adaptations required and step up monitoring of AFR assessment and evolution, and ensure implementation of the AFR's economic component.

The Board began implementing, and will continue to implement, the status report communications plan (details under Direction 4 of this annual report).

### Adapted Forestry Regime monitoring framework

In 2014, the Board adopted an AFR monitoring framework – a key rigorous, structured tool – and an action plan for its implementation. This tool is designed to gather information for assessing achievement of AFR and Agreement objectives and provisions on an ongoing basis.

In the 2018-2019 operating year, the monitoring framework's criteria and indicators related to the first three AFR objectives adopted in 2014 were updated to reflect the harmonizations discussed by the parties. The monitoring committee also identified action priorities.

A new objective was added to Schedule C-4 of the amended Agreement. This 4th AFR objective targets collaboration and participation of the Crees of the Cree Nation Government (CNG) and the Eeyou Istchee James Bay Regional Government (EIJBRG) in the forest plans, in the form of concerted action. In the 2018-2019 operating year, a round of interviews was conducted with the Board members, party representatives and main stakeholders involved in negotiating and implementing the harmonized AFR in order to identify monitoring criteria and indicators, based on a common understanding of the 4th AFR objective. Interviews also addressed the terms "collaboration", "concertation" and "consensus" contained in the wording of the objective and related to the activities of the integrated land and resource management panels (TGIRT).

In 2019, the assessment exercise carried out to produce the 2013-2018 status report on AFR implementation supplied additional information for several elements of the monitoring framework. Analysis of this assessment highlighted pressing issues requiring more monitoring in the short term and allowed progress to be made on deliberations on the criteria and indicators used to monitor the TGIRTs, an essential mechanism for the 4th objective. All of these elements were used in preparation of the monitoring framework implementation plan, carried out by the monitoring committee and implemented by the Board.

In fall 2019, a meeting of the monitoring committee allowed a common understanding of the notion of “concertation” linked to the 4th AFR objective to be agreed on and the objective’s monitoring criteria and indicators to be identified. The monitoring committee produced a working document presenting its recommendations to the Board. The monitoring framework’s monitoring criteria and indicators for the 4th objective addressing collaboration, in the form of concerted action, were to be approved by the Board members at the April meeting. Since this meeting was cancelled, the approval was postponed to a future meeting. The monitoring implementation plan for the first three AFR objectives was reviewed and action priorities were identified for the period 2020-2023.

At the February 2020 Board meeting, action priorities linked to the monitoring framework implementation plan were presented to the Board. It was specified that the members of the monitoring committee were to continue their discussions in order to define monitoring priorities for the 2020-2021 operating year. The monitoring framework implementation plan is an important tool for orienting certain Board priorities, in particular to carry out the next strategic planning exercise.

The Secretariat will continue its collaboration with the monitoring committee members so that the priority activities for 2020-2021 can be specified.

## **Wildlife habitat quality assessment**

Since AFR implementation on Agreement territory, consideration of wildlife habitats in forest plans has been linked to better taking the traditional Cree way of life into account. The overall objective of the project to assess wildlife habitat quality, undertaken by the Board in early 2018, is to assess AFR provisions’ effectiveness for maintaining or improving the habitat of wildlife species of importance on AFR territory, 15 years after the signing of the Paix des Braves. It focuses on two specific concerns: assessing changes in wildlife habitat quality in forest areas of wildlife interest for the Crees (25%) and assessing changes in moose habitat quality, in particular on sites of special wildlife interest for the Crees (25%). This project is central to the Board’s mandate.

In the previous operating year, implementation of an initial project phase began on a Waswanipi trapline. A steering committee was set up and a project leader was hired. The main goal of Phase 1 was to define the project’s different stages, to develop and test methodological approaches and to obtain specific information, especially on the resources, timelines, processes and collaboration required. Assessment of wildlife habitat quality is based on the tallymen’s perceptions and knowledge as well as a scientific viewpoint.

In December 2019, project Phase 1 was completed. The project’s steering committee presented its final report to the Board members. Henceforth armed with methodologies and tools, it issued its proposals on implementation of a second project phase intended to cover several traplines.

The Board will continue to closely monitor this priority project. Assessment of wildlife habitat quality on AFR territory could be integrated into the monitoring framework and constitute an important step in drawing up recommendations aimed at improving the AFR.

## **2013-2018 report on verification and assessment of monitoring of the application of standards and provisions provided for in the Agreement**

In compliance with Schedule C-4 of the AFR, the MFFP produces five-year reports on verification and assessment of monitoring of the application of standards and provisions provided for in the Agreement. The Board deems that these reports constitute reference documents for AFR implementation for the JWG, the parties and itself.

At the February 2020 meeting, an MFFP representative presented the main content elements of the preliminary version of the 2013-2018 report on verification and assessment of monitoring of the application of standards and provisions provided for in the Agreement. This third report produced by the MFFP takes into account the comments made in the analysis of the previous five-year report (2008-2013) and Amendment No. 6 of the Adapted Forestry Regime.

The Board Secretariat will analyze the preliminary 2013-2018 report and share the results at a future Board meeting.

## Direction 3

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

### Operational forest plan process and harmonization measures diagnostic project

Since 2013, the PAFIOs and the annual modifications made to them are prepared in keeping with the process defined in Schedule C-4 of the amended Agreement. This multi-step process involves: elaboration, consultation of the tallymen, establishment of harmonization measures, dispute settlement (in case of conflicting uses), finalization, public consultation, and determination of the annual plan (PRAN).

The previous year, the Board developed an action plan aimed at improving the operational forest plan process in collaboration with the parties. This plan was approved at the February 2019 Board meeting. Three categories of actions were identified and discussed by the parties' representatives, collaborators and Board members: agree on approaches and common understanding and detail certain elements; produce tools (diagrams, charts, guides and instructions); and share, communicate and transfer information to the stakeholders concerned. Each action category has specific issues it must try to resolve.

During the operating year, the Secretariat worked closely with the parties' collaborators and authorities, in working meetings held in summer 2019, to discuss monitoring for the action plan's action priorities and to agree on how to implement some of these actions as of the next round of consultations in fall 2019. In fall 2019, party and Secretariat representatives

worked on documents aimed at improving conflict management and harmonization measure management. An initial version of two guides (one on harmonization measure management and one on conflict resolution management) was presented to the JWG members at a workshop held in late October. This meeting also gave the Secretariat an opportunity to present the diagnostic project implementation plan to the JWGs, to answer their questions and to talk about the next steps to implement.

### JWG coordinators' report

The amended Agreement formalized the JWG coordinators as the third AFR implementation mechanism and defined their mandate. Among their responsibilities, the coordinators must report periodically to the Board on the JWGs' operations.

In keeping with its mandate, the Board supports the JWG coordinators and collaborates with them. The Board is responsible for implementing initiatives aimed at facilitating dialogue and concertation among the three Agreement implementation mechanisms: the JWGs, the coordinators and the Board. Consequently, the Board invites the JWG coordinators to Board meetings so that they can report on JWG activities, progress on forest plan analyses, issues and problems encountered.

In February 2019, the coordinators reported on production of the JWG analysis reports on modifications to the 2018-2023 PAFIOs, expressing their confidence regarding the majority of reports to be forwarded to the Board in keeping with the timelines established. The coordinators also forwarded a request for conciliation to the Minister regarding several conflicting uses for a trapline.

During the operating year, the Board continued to receive the coordinators at each Board meeting to facilitate information exchange concerning their activities and those of the JWGs and to monitor issues that arose.

## Direction 4

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

### Implementation of the 2018-2023 communications plan

During the operating year, the Board continued to implement its overall 2018-2023 communications plan and to inform the Agreement's main stakeholders. With this communications plan, the Board wishes to help promote a better understanding of the AFR and its implementation mechanisms, all stakeholders' roles and responsibilities and the results achieved. The communications plan seeks to foster discussions between the stakeholders concerned and interested parties.

#### 2013-2018 status report on AFR implementation

A communications plan for the Board's third five-year status report was approved by the members along with a calendar for implementing the various means of distribution to target clientele. A synthesis was produced in the form of a pamphlet (described in detail under Direction 2 of this annual report) to provide information on the status report results, in particular to the parties' authorities and collaborators, Band Council members and their community, TGIRT participants and members of the Cree Trappers' Association. It will be distributed to a broad public. Both the detailed version of the status report and the synthesis were published on the Board website.

#### Carrefour Forêts 2019

The Board organized a booth on the AFR at this MFFP event, held April 2-4, 2019 in Québec City under the banner "Moving from knowledge to creating value". At this time, the Board members and Secretariat met with Agreement stakeholders and the general public, and provided information about the Agreement.

### Board website

The Board published the amended Agreement on its website. [www.ccqf-cqfb.ca](http://www.ccqf-cqfb.ca)

### Board advice to the parties

The Board sent two advice letters to the parties: its November 1, 2019, comments on the preliminary version of the mixed stands management strategy; and its February 11, 2020 advice: analysis of the modifications made to the 2018-2023 PAFITs for the Nord-du-Québec region.

### Board annual report

The Board's 16<sup>th</sup> annual report, for the 2018-2019 operating year, was distributed to the partners and stakeholders concerned by application of the Agreement's forestry component. This report is available on the Board website.



# Chapter

# 4

## Sustainable Development

### The Cree-Québec Forestry Board's 2015-2020 sustainable development action plan

#### Promote consistent, coherent sustainable development-related actions

In keeping with its obligations under the Sustainable Forest Development Act, in 2016-2017 the Cree-Québec Forestry Board adopted its second sustainable development action plan (SDAP).

The following is a summary of the actions taken in 2019-2020 that contributed to the realization of the Board's SDAP.

The sustainable development action plan can be downloaded on the Board website.





Government direction 1

## Strengthen sustainable development governance throughout the civil service

### Government objective 1.1

Strengthen the use of ecoresponsible management practices in the public administration

### CQFB objective

Implement ecoresponsible practices and activities in keeping with the organization's environmental management framework

Actions	Indicators	Targets	Results
Include conditions linked to the use of ecoresponsible goods and services in our procurement and call for tender policies	% of relevant documents updated	100% Achieved	All call for tender documents produced included clauses linked to the use of ecoresponsible goods and services.
Procure electronic equipment recognized as less harmful to the environment	Goods are procured by integrating environmental criteria defined by reliable organizations	100% Achieved	Electronic equipment was acquired after having considered environmental criteria.
Use 100% post-consumer recycled paper	% of employees who apply the practice	100% Achieved	Employees were made aware of the recommended practices and applied them.
Define a printing practice with staff members			
Recover residual materials and dispose of hazardous waste, e.g. batteries, in designated recovery sites			
	% of employees who use the appropriate locations to dispose of hazardous waste  % of employees who are aware of the preferred practices		
Encourage and favour holding meetings using a minimum of paper documents	Mention in notice convening meeting	100% Achieved	Mention in notices convening meetings: 100%  All members consult the meeting documents on their laptop. This year, we have succeeded in establishing paperless meetings where all participants follow the presentations made available in digital format on their laptops.
Apply electronic document management	Number of documents	100% Achieved	Use of document management software enables us to cut back on printing, but a certain number of documents still need to be printed in some cases.
Minimize the amount of waste produced during meetings	% of ecoresponsible events	90% Partially achieved	As far as possible, events are organized by applying an ecoresponsible approach.
Optimize participants' travel to Board and other meetings (location and mode of transport)	% of travel	100% Achieved	The members carpooled in most cases for face-to-face meetings. A few meetings were held by telephone or videoconference which reduced travel.

**Government objective 1.2**

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

**CQFB objective**

Throughout the organization, continue efforts to include sustainable development principles

Actions	Indicators	Targets	Results
Develop and implement an AFR monitoring framework	Report on achievements in annual report	Each year Achieved	The CQFB reports on its actions in every annual report.
Develop and implement a forest plan analysis framework that takes sustainable development (SD) concerns into account	% of Board advice letters that take SD principles into account	100% Achieved	All Board advice tabled over the year took sustainable development principles into account.

**Government objective 1.3**

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

**CQFB objective**

Promote close consultation with the Crees during forest activity planning and management based on sustainable development on AFR territory

Action	Indicators	Targets	Results
Support implementation of participation processes under the amended AFR and ensure monitoring	Report on actual Cree participation	One status report per year Achieved	The coordinators report on Cree participation at each meeting.
	Number of meetings between the CQFB and the JWG coordinators to discuss and circulate information	At least two meetings per year Achieved	The Secretariat and coordinators held three official meetings over the year, in addition to numerous telephone communications. A Board project to improve the participation process is underway in collaboration with the coordinators.

**Government objective 1.4**

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

**CQFB objective**

Pursue development of Cree knowledge and skills

Actions	Indicators	Targets	Results
Promote information-sharing and knowledge-sharing linked to Cree use of the territory and protection of sites of interest for Cree users in this territory	Contribute to developing a method or tool for optimizing Cree land use map (CLUM) for use by regional Ministère des Forêts, de la Faune et des Parcs planners and JWGs	One status report per year Achieved	The maps are currently viewed by the planners when the plans are developed and are used as a basis for discussion during consultations.
Ensure active participation of JWG coordinators in Board meetings	% of Board meetings in which JWG coordinators participated	100% Achieved	The coordinators participated in all Board meetings.



Government direction 3

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

### Government objective 3.1

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

#### CQFB objective

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

Actions	Indicators	Targets	Results
Promote implementation of initiatives aimed at increasing economic spinoffs for the Crees	File discussed at Board meetings	At least once a year  Partially achieved	The subject was included in the Board's annual action plan. The Cree-Québec Forestry Economic Council is now in place. The Board monitors the activities of this new entity.
Promote development of wildlife directives protecting species of interest to the Crees and ensure that forest management takes these directives into account	% of forest plan analyses that address that topic	100% of analyses  Achieved	All Board advice tabled during the year mentioned this subject.
Contribute to the woodland caribou recovery file and monitor it closely	File addressed at Board meetings	At least twice a year  Achieved	The file was addressed on two occasions. Still waiting for the provincial action plan to be tabled. The government announced the broad outline of its strategy at the beginning of the year. A presentation was made by the file's regional manager to present the orientations specific to the region.

### Government objective 3.2

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

#### CQFB objective

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

Actions	Indicators	Targets	Results
Promote development of solutions to the riparian buffers management issue	Report on the file's progress	At least once a year  Achieved	The results of the 2013-2018 five-year review of the implementation of the Agreement show that dissatisfaction persists among the Cree users of the territory about the management of riparian strips. Monitoring the application and effectiveness of the provisions of the Agreement on this subject is a priority for the coming year.
Promote and contribute to developing popularization tools linked to AFR implementation	Number of tools developed	Two  Partially achieved	Tools are being developed following a diagnostic exercise to assess the strengths and weaknesses of the consultation process.





## Government direction 6

### Ensure sustainable land development and support community vitality

#### Government objective 6.1

Foster the implementation of best land development practices

#### CQFB objective

Contribute to AFR evolution by analyzing issues and specific problems

Actions	Indicator	Targets	Results
Monitor application and effectiveness of AFR provisions and evolution	Report on evolution of the application of the provisions in the status report and the annual reports, and follow-up on chart containing issues and possible improvements at Board meetings	In each annual report and in the status reports  Achieved	The evolution of AFR implementation is discussed in this annual report and was the subject of a detailed five-year report filed during the year.
Monitor issues and possible improvements arising from the 2008-2013 Status report on the Implementation of the Forestry-Related Provisions (status report)		Every meeting  Partially achieved	Follow-up on elements of the chart containing issues and possible improvements has not been carried out at each Board meeting this year, but the Board updated its priorities for actions, issues and possible solutions following the filing of the new implementation report for the period 2013-2018.

#### Government objective 6.3:

Support public participation in community development

#### CQFB objective:

Support public participation of Cree users on Agreement territory

Action	Indicator	Target	Result
Analyze application and effectiveness of the processes involving Cree participation in the various forest-related consultations	At the plan analysis stage	100% of plans analyzed  Achieved	This subject was addressed in all Board advice in addition to undergoing assessment of the strengths and weaknesses of the consultation processes. An action plan was tabled and accepted by the Board.



## Government framework for integrating culture into sustainable development

### Government framework for integrating culture into sustainable development

#### CQFB objective

Recognize and respect the close relationship between culture and land for the Cree Nation. Promote preserving the Crees' traditional way of life

Action	Indicator	Target	Result
Monitor application of the terms and conditions governing the Agreement and AFR implementation, notably those linked to preserving the Crees' traditional way of life	Report on evolution of application of these terms and conditions in the Board's five-year assessment as well as in the annual reports and advice letters	Every year  Achieved	The evolution of AFR implementation was the subject of a detailed five-year review for the period 2013-2018 which was tabled during the year. This subject is also addressed in this annual report and in Board advice on forest plans.

## Summary Financial Statements March 31, 2020

### Independent Practitioner's Review Engagement Report on the Summary Financial Statements

To the Members of the  
Cree-Québec Forestry Board

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2020 and the summary statement of operations and net assets for the year then ended, are derived from the unaudited financial statements of the Cree-Québec Forestry Board for the year ended March 31, 2020, on which we expressed a qualified opinion on those financial statements in our independent practitioner's review engagement report dated July 21, 2020.

#### Summary financial statements

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

#### Management's responsibility for the summary financial statements

Management is responsible for the preparation of the summary financial statements in accordance with the basis of presentation described in Note 1 to the summary financial statements.

#### Practitioner's responsibility

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

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

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian Auditing Standard (CAS) 810, *Engagements to Report on Summary Financial Statements*. Accordingly, we do not express an audit opinion on these summary financial statements.

#### Conclusion

Based on our review, nothing has come to our attention that causes us to believe that these summary financial statements, derived from the unaudited financial statements of the Cree-Québec Forestry Board for the year ended March 31, 2020, are not a fair summary of these unaudited financial statements, in accordance with the basis of presentation described in Note 1 to the summary financial statements.

*Raymond Chabot Grant Thornton S.E. N.C. R. L.*<sup>1</sup>

Québec  
July 21, 2020

<sup>1</sup> CPA auditor, CA public accountancy permit n°. A118291

## Cree-Québec Forestry Board

### Summary of Operations and Net Assets

Year ended March 31, 2020

(Unaudited)

	2020	2019
	\$	\$
<b>REVENUES</b>		
Partners' contributions		
Quebec Government	200,000	200,000
Grand Council of the Crees (Eeyou Istchee)	200,000	200,000
Money market funds	4,057	4,963
	<b>404,057</b>	<b>404,963</b>
<b>EXPENSES</b>		
Salaries	355,215	353,260
Internal management	78,700	75,926
Board meetings	18,123	15,861
Service contracts	52,270	42,176
	<b>504,308</b>	<b>487,223</b>
<b>DEFICIENCY OF REVENUES OVER EXPENSES</b>	<b>(100,251)</b>	<b>(82,260)</b>
Net assets, beginning of year	365,481	447,741
Net assets, end of year	<b>265,230</b>	<b>365,481</b>

The accompanying note is an integral part of the summary financial statements.

### Summary of Financial Position

March 31, 2020

(Unaudited)

	2020	2019
	\$	\$
<b>ASSETS</b>		
Current		
Cash	105,281	45,629
Trade and other receivables	11,954	8,767
Prepaid expenses	4,431	8,012
	<b>121,666</b>	<b>62,408</b>
Long-term		
Investments	151,151	322,101
Tangible capital assets	5,440	5,445
	<b>278,257</b>	<b>389,954</b>
<b>LIABILITIES</b>		
Current		
Trade and other payables	13,027	24,473
<b>NET ASSETS</b>		
Funds balance		
Unrestricted	114,790	215,036
Invested in tangible capital assets	5,440	5,445
Internally restricted	145,000	145,000
	<b>265,230</b>	<b>365,481</b>
	<b>278,257</b>	<b>389,954</b>

### Note to Summary Financial Statements

March 31, 2020

(Unaudited)

#### 1 - BASIS OF PRESENTATION

The summary financial statements are derived from the unaudited financial statements of the Cree-Québec Forestry Board for the year ended March 31, 2020, prepared in accordance with Canadian public sector accounting standards. The information contained in the summary

financial statements has been prepared by management and does not include the statement of cash flows as well as notes to the financial statements. However, this information is included in the unaudited financial statements.

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

# Conclusion



This operating year was a year of continuity, as the Board fully performed its mandate in compliance with the harmonization of the AFR. It developed its work plan, based on its strategic orientations and action priorities, taking into account and contributing to the activities of the parties. It conducted close, continuous monitoring of the commitments made by the parties and their actions carried out under the amended AFR of the Paix des Braves, which was published on December 11, 2019, in the Gazette officielle du Québec.

The Board reviewed its strategic directions and several administrative files, including the organization's strategic plan and financial planning for the coming years and the relocation of its secretariat. The revised version of its strategic plan for the period 2020-2025 will be discussed during the next year of activities.

With its new obligations related to its status as an organization of the Québec public administration, the Board has completely revised its Policy on managing the risks of corruption and collusion during the process of awarding supply and service contracts, as well as the management of potential complaints.

With regard to forest planning, the Board reviewed and sent its comments to the MFFP on elements to be included in the amended 2018-2023 PAFITs and PAFIOs for the 14 management units (MUs) in Region-10 (Nord-du-Québec). The amended 2018-2023 PAFIT are expected to come into force in early fall 2020.

The Board closely monitored various files developed by the parties, including two strategic files to be integrated into the PAFITs and PAFIOs: the wildlife habitat management directives and the mixed stands management strategy. It sent the MFFP its comments on an initial working document on the mixed stand strategy. It also monitored the process of reviewing sites of interest (1%) for the Crees, the relocation of biological refuges and the activities of the Cree-Québec Forestry Economic Council (CQFEC). An action plan to improve the operational forest planning process had been developed by the Board the previous year, in collaboration with the parties; its implementation was the responsibility of the parties and the Board contributed to its implementation.



The Board produced the 2013-2018 status report on the implementation of the AFR (the third report since its establishment), which is positive overall. In addition to the detailed report, it has produced a summary document intended for the general public and wide distribution. The exercise of producing the report contributed to several elements of the Adapted Forestry Regime monitoring framework. The Monitoring Committee presented its recommendations to the Board on the priorities for action to be pursued. They specified the monitoring criteria and indicators for the fourth objective of the AFR dealing with collaboration, in the form of concerted action, which will have to be approved by Board members.

Concerning the project to assess the quality of wildlife habitats 15 years after implementation of the provisions of the AFR, a first phase of the project was completed. A report presenting recommendations, methodologies, and tools to be considered for carrying out the second phase of this priority project for the Board, which is central to its mandate, was produced. The results of this first phase will be used to ensure the continuity of the project over the next year.

The Board continued to receive JWG coordinators at each of its meetings to facilitate the exchange of information on their activities and those of the JWGs, the progress of forest planning analyses, and the issues and problems encountered.

It continued deploying its overall 2018-2023 communications plan designed to inform the Agreement's main stakeholders and foster discussions between concerned and interested stakeholders. For the year 2019-2020, this plan notably included the production of the 2013-2018 status report on the Implementation of the AFR, hosting a booth at the Carrefour Forêts 2019 event and updating the Board's website to present the amended Agreement.

For this 17<sup>th</sup> year, the actions carried out by the Board members and Secretariat, in accordance with its mandate and responsibilities, testify to their renewed commitment and motivation to contribute to achieving the Agreement's objectives.



# Appendices

## Appendix 1

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

#### CHAPTER I

##### Purpose and field of application

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

#### CHAPTER II

##### Principles of ethics and bylaws of professional conduct

4. The contribution of Board members to the realization of its mandate must be made in respect of the law, with honour, loyalty, rigour, caution, diligence, efficiency, assiduity and fairness.
5. The Board member is required, in the performance of his duties, to respect the principles of ethics and professional conduct set out in the present code of ethics and professional conduct. A Board member who is also governed by other standards of ethics and professional conduct is also subject to the present code of ethics and professional conduct. In the event of divergence, the most demanding principles and rules apply.  
  
The Board member must, if in doubt, act according to the spirit of these principles and rules. He must also organize his personal affairs so that they cannot hinder the performance of his duties.
6. The Board member is required to exercise discretion concerning what he knows in or during the performance of his duties and is required to respect the confidential nature of the information received in this manner at all times.

7. The Board Chairperson must show reserve in the public expression of his political opinions.
8. The Board member must avoid placing himself in a situation of conflict between his personal interest and his official duties.

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

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

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

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

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

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

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

10. The Board member must abstain from participating in any deliberation or decision involving any organization, enterprise or association in which he has an interest as set out in Articles 8 and 9. Furthermore, he must withdraw from the meeting during the length of the deliberations and vote on this question.

11. The Board Chairperson ensures that the minutes of Board meetings mention any abstention of one of its members from the decisions concerning any organization, enterprise or association in which he has an interest, for the purpose of transparency.
12. The Board member must not mistake Board property for his own and cannot use it to the advantage of himself or a third party.
13. The Board member cannot use any information obtained in or during the performance of his duties to the advantage of himself or a third party.
14. The duties set out in Articles 5, 6 and 13 do not have the effect of preventing a Cree Regional Authority representative to consulting to the Cree Regional Authority, nor does it prevent to consult nor reporting to the members of the Cree Nation (Eeyou Istchee) or the organizations or associations which represent it, unless the information is confidential under the law and that such confidentiality is in accordance with the *James Bay and Northern Québec Agreement* or the Agreement concerning a New Relationship between the Crees of Québec and the Government of Québec.
15. A Board member is allowed to accept and keep a gift, or accept a token of hospitality or other benefit as long as the present is of modest use and value and is offered during an event attended by the receiving member.  
  
Any other gift, token of hospitality or benefit received must be returned to the donor or government.
16. The Board member cannot, either directly or indirectly, grant, solicit or accept an undue favour or benefit for himself or a third party.
17. The Board member must not allow himself to be influenced in his decision-making by outside considerations such as the possibility of an appointment or job openings and offers.
18. The Board member who has ceased to hold office must behave in a manner in which he does not gain any undue benefits from his previous Board duties.
19. The Board member who has ceased to hold office must not disclose confidential information he has received nor give anyone advice based on information unavailable to the public concerning the Board or another organization or enterprise with which he

had important and direct relations during the year preceding the end of his mandate.

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

- 20. The Board chairperson must ensure the respect of the principles of ethics and rules of professional conduct by the Board members.

### CHAPTER III

#### Political activities

- 21. The Board Chairperson intending to run for an elected public function must inform the general secretary of the Executive Board of the Gouvernement du Québec.
- 22. The Board Chairperson intending to run for an elected public function must leave office.

### CHAPTER IV

#### Remuneration

- 23. Each party shall assume the remuneration and the travel costs of its own members, in compliance with Article 3.48 of the Agreement concerning a new relationship between the Gouvernement du Québec and the Crees of Québec and, in the case of a member named by the Gouvernement du Québec, in compliance with the order in force, if the case may be.

The Board member can receive other remuneration for the performance of duties other than those linked to the Board.

### CHAPTER V

#### Certification

- 24. The Board member must observe the rules and principles set out in this code. At the time of his appointment, the member must sign the certification document produced in the appendix confirming that he has read and understood the present code and that he agrees to respect it. The signing of the certification

by the member already in office must be done within 60 days following the effective date of the present code.

### CHAPTER VI

#### Effective date

- 25. The present code of ethics and professional conduct of the Board members along with the here-attached certification form were adopted during the meeting of June 15, 2004 and are rendered effective as of August 3, 2004.

### CERTIFICATION

WHEREAS the Cree-Québec Forestry Board adopted, on June 15, 2004, a Code of ethics and professional conduct for its members;

WHEREAS article 24 of this Code makes provision that the Board members must certify that they acknowledged the document mentioned above and that they commit themselves to follow the rules enacted in it;

I the undersigned, \_\_\_\_\_

member of the Board: \_\_\_\_\_

certify to have acknowledged the Code of ethics and professional conduct of the Cree-Québec Forestry Board;

and commit myself to follow the rules provided for in this document so as to preserve the integrity of the Board.

Signed at \_\_\_\_\_, the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.



## Appendix II

### MEMBERS AND COORDINATORS OF THE JOINT WORKING GROUPS

The Joint Working Groups (JWGs) and their coordinators are two of the three main implementation mechanisms prescribed under the provisions of Chapter 3 (forestry) of the Agreement. The JWG members are a cornerstone of efforts to implement the Agreement, and are central to communications and information-sharing by the tallymen and Agreement territory timber supply guarantee holders.

The JWGs are mandated to

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

As at March 31, 2020, the members of the Joint Working Groups were:

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









*Cree-Québec Forestry Board*

ᐃᓕᓕᓕᓕ-ᓕᓕᓕᓕ ᓃ ᓕᓕᓕᓕᓕᓕ ᓕᓕ ᓕᓕᓕᓕᓕᓕᓕᓕ

**Cree-Québec Forestry Board**

2875, boulevard Laurier, Édifice Le Delta 1, 11<sup>e</sup> étage, local 1180  
Québec (Québec) G1V 2M2

Telephone : 418 528-0002

Fax : 418 528-0005

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

