



ANNUAL REPORT

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Luc Blanchette, Minister
Ministère des Forêts, de la Faune et des Parcs

Abel Bosum, Grand Chief
Grand Council of the Crees

Dear Minister Blanchette,
Dear Grand Chief Bosum,

I am pleased to present the Cree-Québec Forestry Board annual report for 2017-2018. Over the year, the Board held five meetings and continued to work in keeping with its strategic plan and the action priorities identified by the members. The Board also took into account the priorities identified by the parties' authorities after concluding discussions on the Harmonized Agreement.

As planned, the Ministère des Forêts, de la Faune et des Parcs (MFFP) tabled the 2018-2023 tactical and operational integrated forest plans for consultation. The Board analyzed these plans and prepared advice on them. Its comments and suggestions were very well received by those responsible for forest plans within the MFFP and by MFFP authorities.

The Board intensified its efforts to ensure that all of the groups involved in developing and finalizing the plans understood the process and had the tools needed to carry out their responsibilities. To ensure ongoing improvement, the Board also initiated a project for analyzing the operational forest plan development and consultation process and harmonization measure monitoring. Carried out in close collaboration with both parties' representatives, the project involved the majority of stakeholders concerned by each step in the planning process. The project is still under way and, over the coming year, will make it possible to identify the avenues for improvement to prioritize.

The parties' representatives have undertaken several important projects, including developing wildlife habitat management directives and a mixed stands management strategy. These projects, which reflect longstanding Cree concerns, should be completed in the coming year and, as far as possible, the MFFP has agreed to incorporate the results of these discussions into future modifications to the 2018-2023 plans. Throughout the year, the Board collaborated on and closely monitored the development of these key files.

The Board deemed it essential to clearly understand the effect management efforts since 2002 have had on wildlife habitat quality, particularly in areas identified as sites of wildlife interest for the Crees. Consequently, it mandated a committee of experts and party representatives to develop a project to assess wildlife habitat quality and change over the past 15 years. The project was approved late in the year and Phase One will be implemented from June 2018 to January 2019. The project is being carried out in close collaboration with the parties' representatives, who are working to develop wildlife habitat management directives and a mixed stands management strategy.



Implementing the Adapted Forestry Regime as envisioned by the Agreement's signing parties is a forward-looking project, allowing innovation in ways of planning and carrying out forest operations while incorporating practical and scientific knowledge acquired over many years of forest management, coupled with the traditional knowledge of those living in and off the forest. Communication and information sharing are definitely one of the challenges of such a project. In keeping with its mandate, the Board is responsible for communicating and informing. However, this responsibility must be shared with the signing parties. The Board has adopted a five-year communications plan and invited the parties to develop their own communications activities based on their respective roles and responsibilities.

The past year has been rich in all manner of accomplishments, thanks to the participation and collaboration of all stakeholders: tallymen, Joint Working Group members and coordinators, both governments' personnel and authorities, Board Secretariat staff and Board members. Just as the results achieved throughout the year derive from the efforts of all involved, each and every one of them shares in these successes.

A handwritten signature in black ink, appearing to read 'Hervé Deschênes'.

Hervé Deschênes
Chairman

Chairman's Statement

To the best of my knowledge, the 2017-2018 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 2017-2018 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 2017-2018.

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



Hervé Deschênes
Chairman





CHAPTER

The Agreement and Chapter 3 on Forestry

THE ADAPTED FORESTRY REGIME'S OBJECTIVES AND ITS MAIN ADAPTATIONS

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

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

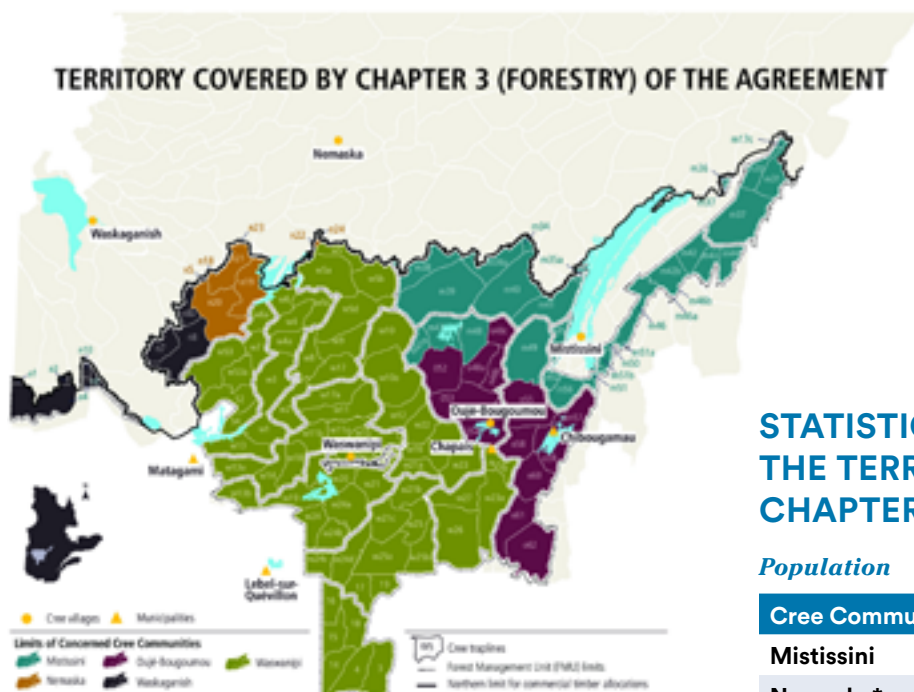
Chapter 3 of the Agreement, commonly called the Adapted Forestry Regime (AFR), is devoted to forestry, defining the objectives and setting out the specific provisions for managing forest activities in Agreement territory. The Québec Forest Regime (QFR) applies throughout Agreement territory with adaptations. The AFR seeks to better reflect the Crees' traditional way of life and accords 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. During the year after the new QFR took effect, the parties to the Agreement agreed on AFR harmonization and added a fourth objective, which allows adaptations to promote 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 groups are to contribute to the development of forest management plans, conduct consultations and perform monitoring, these implementation mechanisms work on different, but complementary, levels.



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 COVERED

The territory covered by the Agreement's forestry regime is included in the territory governed by the James Bay and Northern Québec Agreement. Bordered by Québec's northern limit for commercial timber allocations to the north, the Adapted Forestry Regime includes the five Cree communities of Mistissini, Nemaska, Oujé-Bougoumou, Waskaganish and Waswanipi. The territory defined in Schedule C of the Agreement spans a total of 67,625 km². Its productive forests account for almost 9.1% of Québec's allowable cut.

Territory

	Chapter 3	Québec	Proportion
Size of the territory* (km ²)	67,625	451,895	15 %
Forest area used to calculate allowable cut* (km ²)	34,023	269,417	12.6 %

Number of forest management units: 15

Number of Cree traplines affected: 121

Forest Resource

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

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

** Fir, Spruce, Pine, Larix group

CHAPTER

The following list shows the members that sat on the Cree-Québec Forestry Board during the operating year (April 1, 2017 to March 31, 2018).

Chairman	
Hervé Deschênes (2016-08-17 to –)	
Québec members	Cree members
Marco Trudel (2017-06-07 to –) Director of Forest Management, Nord-du-Québec region Ministère des Forêts, de la Faune et des Parcs <i>Replacing Geneviève Brunet</i> <i>National Parks Branch</i> Ministère des Forêts, de la Faune et des Parcs	Andy Baribeau (2015-09-10 to –) Director, Department of Commerce and Industry Cree Nation Government Grand Council of the Crees (Eeyou Istchee)
Hugo Jacqmain (2014-11-19 to –) Director, Relations with First Nations Ministère des Forêts, de la Faune et des Parcs	Steven Blacksmith (2017-01-19 to –) Director of Natural Resources Cree First Nation of Waswanipi
Geneviève Labrecque (2014-11-19 to –) Forestry Manager, Rayonier Advanced Materials	Geoff Quaille (2009-06-04 to –) Senior Environment Advisor Cree Nation Government Grand Council of the Crees (Eeyou Istchee)
Jacques Robert (2014-11-19 to –) Retired - consultant	Nadia Saganash (2012-04-16 to –) Administrator, Wildlife Management Cree Nation Government Grand Council of the Crees (Eeyou Istchee)
Denis Vandal (2015-08-11 to –) Retired - consultant	Isaac Voyageur (Vice-Chairman) (2007-01-24 to –) Director – Environment and Remedial Works Cree Nation Government Grand Council of the Crees (Eeyou Istchee)

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

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

In carrying out their mandates, the members of the Cree-Québec Forestry Board and its Chairman can count on the support of a Secretariat, headed by the Executive Director, who oversees the organization's human, financial, material and informational resources. The Secretariat is in charge of preparing Board meetings, producing minutes, and following up on decisions and measures that have been formally approved by Board members. With the support of consultants and other collaborators, depending on the nature of the file involved, the Secretariat develops and analyzes the files, identifying the problems and issues submitted for the Board's consideration, and drafts the CQFB's official documents (letters of advice, comments, reports), including the annual report for Board members' review and approval. The Secretariat is also responsible for document management and archiving. In addition, it supports the Board members' communications activities and provides outreach and liaison with various bodies and organizations.

As at March 31, 2018, three employees made up the Secretariat team: Marie Gosselin, Executive Director, Amélie Dussault, Analyst/Advisor, and Souad El Alami, Administrative Assistant.



3 CHAPTER

Review of Board Activities

BOARD CONTEXT IN 2017-2018

The 2017-2018 operating year was the Board's fifteenth.

The past three years constituted a transition period due to the implementation of the new Québec Forest Regime, made necessary after the *Sustainable Forest Development Act* (SFDA) came into force on April 1, 2013. During this time, the parties to the Agreement Concerning a New Relationship Between the Gouvernement du Québec and the Crees of Québec (Paix des Braves) agreed on a Harmonized Agreement that, as of March 31, 2018, was in the final stages of the signing process.

In this Harmonized Agreement, a fourth objective was added to the 2002 Agreement's three objectives, which are described in Chapter 1, paragraph 3 of this report. This new objective addresses the stakeholder collaboration sought—an approach involving collaboration in the form of concerted action by the Cree Nation Government (CNG) and the Eeyou Istchee James Bay Regional Government (EIJBRG) in the forest plan development, consultation and monitoring process. This collaborative forest resource management regime applies to AFR territory Category II and III lands. The objective seeks to reflect the parties' commitments under the [Agreement on Governance in the Eeyou Istchee James Bay Territory Between the Crees of Eeyou and the Gouvernement du Québec](#) signed on July 24, 2012.

The Board held five meetings: June 7-8, 2017 (Waswanipi); September 13-14, 2017 (Oujé-Bougoumou); November 27-28, 2017 (Québec City); January 24, 2018 (Mistissini); and March 23, 2018 (Oujé-Bougoumou).

In 2017-2018, the Board's actions and mandate were carried out in keeping with the harmonizations to the harmonized AFR's mechanisms and provisions. The Board was able to analyze and review the forest plans that the Québec government submitted to it and pursue its activities based on the strategic directions adopted since 2014 and the priorities to be assigned.



Direction 1

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

BOARD OPERATIONS

The Board's mandate remained identical while the Harmonized Agreement, which required no changes, was being officialized. For the operating year, the revised work plan, which was based on the Board's strategic directions and action priorities, took the parties' and Board's activities into account.

List of conciliators

At its June 2017 meeting, the Board confirmed that the list of conciliators it had adopted in 2012 would be updated. The Agreement requires the Board to provide the Minister with such a list when the Joint Working Group (JWG) coordinators set a conciliation process in motion in the context of operational integrated forest management plan (PAFIO) preparation.

Relocating the Board Secretariat to Waswanipi

In the 2002 Agreement, the parties committed to locating the Board Secretariat in Waswanipi. In the context of AFR harmonization, the parties agreed to create a bipartite committee mandated to analyze this file and make recommendations to the parties. The Board will monitor the parties' discussions in this regard.

FOREST REGIME HARMONIZATION

When the *Sustainable Forest Development Act* (SFDA) came into force on April 1, 2013, a transitional context came to prevail for three years (2013-2016). During this time, the parties adopted an interim process for developing and finalizing operational integrated forest management plans (PAFIO) so that forest operations could continue on Paix des Braves territory. They also agreed that the harmonizations they had agreed on would be phased in.

The parties' commitments and the Board's work plan

Early in the year, the Board presented its 2017-2018 work plan, which was based on its strategic directions, prioritization of actions linked to the Harmonized Agreement and the parties' commitments regarding AFR implementation. The Board's work plan was revised in November 2017 based on the priorities and action plans that the parties had committed to carry out.

The party authorities answered the Board's invitation and attended the November 2017 meeting to share their vision of the main AFR harmonizations and their new commitments. The meeting allowed participants to define short-, medium- and long-term objectives, priorities, approaches, mechanisms and timetables for implementing the harmonized AFR and the collaborative forest resource management regime provided for in the Agreement on Governance in the Eeyou Istchee James Bay territory. These objectives were presented to the Board, whose main responsibility is to ensure Agreement compliance and monitoring.

In response to the concerns expressed by the Crees, the party leaders reiterated their commitments linked to taking wildlife issues and mixed stands management into account in the Harmonized Agreement and confirmed that development of wildlife habitat management directives and a mixed stands management strategy was a priority.

The working group mandated by the parties is now operational. In the context of its work, working group members became familiar with the work done by the Board in 2005-2006, in particular with regard to identifying wildlife issues. At the time, the Board had been mandated to develop draft directives to maintain and improve wildlife habitats.

The Board reiterated that it intends to closely monitor both of these files and contribute to the parties' work. Throughout the operating year, it regularly monitored progress on the wildlife habitat management directives and mixed stands management strategy development file.

In the context of a Board project to assess the forest plan development and consultation processes, it was decided to focus on ensuring that forest planning takes wildlife habitat protection and improvement into consideration.



The Board also monitored the parties' commitments regarding:

- the mechanism for having tallymen indicate the location of biological refuges, the main goal of which is to protect riparian buffers and shoreline environments;
- the mechanism for identifying the Cree enterprises that will be awarded contracts for silvicultural operations;
- establishment of the Cree-Québec Forestry Economic Council;
- relocating the Board Secretariat to Waswanipi;
- the parties' communications with forestry stakeholders regarding the Harmonized Agreement and its new mechanisms.

FOREST PLANS

The Board is mandated to monitor forest plan development and analyze the plans in order to adopt and issue advice to the parties' authorities. Since the SFDA's coming into force in 2013 and while awaiting officialization of the new AFR-QFR Harmonization Agreement, the parties applied an interim process for implementing these plans, running until the middle of the 2016-2017 operating year. The Board had adapted its forest management plan review process to reflect this change. However, it was unable to complete its mandate in 2016-2017, considering it somewhat pointless to focus on specific plans, given that AFR implementation and achievement of AFR objectives had become uncertain due to the interim context.

For the 2018-2023 plans scheduled to take effect on April 1, 2018, the Ministère des Forêts, de la Faune et des Parcs prepared a new generation of tactical (PAFIT) and operational (PAFIO) integrated forest management plans. In accordance with MFFP planning, the Board received the 2018-2023 PAFITs for analysis in late 2017 and the 2018-2023 PAFIOs in January 2018. In keeping with the process stipulated in the Harmonized Agreement and the new provisions and timetables specified in the Board's mandate, the Board analyzed these forest management plans within the new 60-day time frame. This analysis sought to detect problems that might arise in relation to Paix des Braves provisions, taking the new provisions of the Harmonized Agreement into consideration. Analysis of the 2018-2023 forest plans addressed two monitoring levels: monitoring of the implementation of the Harmonized Agreement provisions and monitoring the provisions' effectiveness in helping to achieve AFR objectives.

BOARD ADVICE

February 26, 2018 advice: Analysis of 2018-2023 PAFIT for Management Unit 084-62

The Board received the 2018-2023 PAFIT for Management unit (MU) 084-62 (Abitibi-Témiscamingue region) from the MFFP for analysis purposes, in December 2017, analyzed and reviewed the plan within the prescribed 60-day time frame and issued advice on February 26, 2018, stating that the Waswanipi Crees had not been involved and did not participate in the steps leading up to the plan's development or finalization.

The Board's comments also addressed the special status of this MU, which is located on AFR territory but outside the area covered by the Agreement on Governance in the Eeyou Istchee James Bay territory. The Board drafted four recommendations applying to this MU:

- that the parties clarify the forest plan development and finalization processes, in particular so that Cree collaboration is effective and communicated;
- that the MFFP representatives continue their efforts, in collaboration with the Cree Nation Government (CNG) representatives, in order to strengthen the Waswanipi Crees' participation in the consultation and concerted action mechanisms of this FMU's forest plans;
- that the MFFP obtain the concerns of the Waswanipi Crees or their CNG representatives before the location of preliminary analysis sectors for increased timber production areas (AIPL) is finalized;
- that those responsible for MU 084-62 (Abitibi-Témiscamingue region) continue to collaborate with their Nord-du-Québec region counterparts to ensure consistency in MFFP activities linked to implementing the AFR and amending the PAFITs in order to incorporate Cree concerns and the wildlife habitat management directives and mixed stands management strategy, once they are available.

In its May 14, 2018, response, the MFFP stated that it agrees with the Board's comments and will take the four recommendations into account when it finalizes the forest plans and in subsequent amendments to them. It assured the Board of its support and of the efforts made by MFFP representatives to coordinate actions integrating Cree consultation and collaboration in this MU's PAFITs.





**January 31, 2018 advice:
Analysis of the 2013-2018 PAFITs renewed for 2018-2023**

The Board received the fourteen 2013-2018 PAFITs for the Nord-du-Québec region renewed for 2018-2023 in order to include the new allowable cut calculated to reflect recent AFR harmonization. The Board reviewed these plans within the prescribed 60-day time frame. Since the MFFP had indicated that these plans were very similar to the 2013-2018 PAFITs, the Board invited the MFFP to refer to the comments it had issued with regard to the 2013-2018 PAFITs on August 20, 2015. The Board supported the MFFP's decision to give itself more time to produce a new generation of PAFITs scheduled to take effect in August 2019 in order to incorporate the elements provided for in the Harmonized Agreement as far as possible. The Board mentioned that it was confident that these revised versions of the 2018-2023 PAFITs would better reflect the parties' commitments, in particular with regard to the partners' collaboration in identifying regional concerns and integration of the wildlife habitat management directives and mixed stands management strategy. The Board stated that it was prepared to analyze these amended versions using the analysis framework it had developed.

The MFFP acknowledged receipt of this advice letter on April 6, 2018 and will ensure follow-up as soon as possible.

**February 6, 2018, and April 10, 2018, advice:
Analysis of 2018-2023 PAFIOs**

Since the SFDA came into force in 2013, this is the first time that the MFFP has developed five-year PAFIOs. On December 20, 2017, the Board received the 2018-2023 PAFIOs for the 15 forest management units constituting AFR territory, for analysis purposes. In a letter of February 6, 2018, the Board asked the MFFP to extend the 60-day analysis period so that the members could discuss the plans at the March 21-22, 2018, meeting, given that the Board had received only one analysis report for these PAFIOs issued by the JWG and that it hoped to have all of the JWG reports to enable it to carry out its own analysis.

Although only a few JWG reports were received by the prescribed deadline, the Board sent its comments on the fifteen 2018-2023 PAFIOs to the MFFP on April 10, 2018, pointing out that the consultation and finalization processes for this first generation of PAFIOs could not be implemented entirely in keeping with Agreement processes. The Board's analysis showed that certain harmonization measures agreed on with the tallymen could not be integrated within the prescribed time frame and that some of the issues voiced during the consultations cannot be resolved at the level of the tallymen or Agreement implementation mechanisms (JWGs, coordinators, Board). The main issues expressed concerned wildlife habitat and mixed stands management; the Mishigamish protected area project; the roads H and I construction projects, which are subject to the environmental and social impact assessment and review procedure provided for in Section 22 of the James Bay and Northern Québec Agreement; and the woodland caribou recovery plan. This situation affected the proper functioning of the forest plan consultation and finalization process.

In its advice, the Board addressed four recommendations 1) on the 2018-2023 PAFIOs scheduled to come into force on April 1, 2018, consultation and harmonization with the tallymen, and harvesting sectors in the mixed stands; 2) on future PAFIO modifications: that the MFFP integrate the harmonization measures agreed on with the tallymen and all AFR stakeholders (MFFP, CNG, Cree communities concerned) to allow them to plan and implement the consultation processes so that everyone can play their full role, as provided for in the Agreement; 3) that the PAFIOs be modified once the parties have finalized the wildlife habitat management directives and mixed stands management strategy agreed on in the Agreement; 4) that, as soon as possible, the MFFP pursue its efforts in the consultation process with the CNG and authorities concerned in order to resolve the issues mentioned in the advice.

The Board is waiting for the MFFP's reply to the advice.

**Draft Consultation Policy on Sustainable Forest
Development and Forest Management Orientations**

On March 29, 2017, the Board received a request from the MFFP for comments on the draft Consultation Policy on Sustainable Forest Development and Forest Management Orientations, whose goal is to promote the participation of individuals and organizations concerned by the orientations and to plan for means of consultation specific to Native communities.

In its June 15, 2017, reply, the Board informed the MFFP that its members were unable to develop a common vision for analysis of the draft policy and that the Board would not comment on it.



Direction 2

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

ADAPTED FORESTRY REGIME MONITORING FRAMEWORK

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

Following harmonization of the Agreement, the monitoring framework will have to be updated to incorporate the harmonizations agreed on and integrate the fourth AFR objective targeting collaboration, in the form of concerted action, by the CNG and ELJBRG in the forest plan participation process provided for in the Harmonized Agreement. However, in preparing a comprehensive review, the Board updated the first three objectives of the 2002 Agreement, giving precedence to the approach agreed on and used in previous years.

At the same time, the Board signed a cooperation agreement with Université Laval and Université de Moncton in the context of an action research project aimed at finding indices for assessing spinoffs from Cree involvement in forest territory management. For instance, the research team seeks to support the Board in developing an approach for monitoring cooperation processes and assessing its monitoring framework in addition to assisting the Board in processing and analyzing indicator-related data.

The Board will prioritize actions linked to updating and implementing the monitoring framework over the coming year.

FOREST PLAN ANALYSIS

The Board adopted the forest plan analysis process, based on the AFR monitoring framework already developed by the Board, late the preceding year. The need for working closely with the various groups of stakeholders concerned (JWG members and coordinators, CNG, ELJBRG, TGIRT participants, MFFP) was recognized so that they could supply the information required for forest plan (PAFIT and PAFIO) analysis in keeping with the Board's indicators. This involves establishing collaboration with the various stakeholders to ensure that the reports they produce can contribute, as best as possible, to answering the questions contained in the analysis framework.

The Board and its Secretariat worked very closely with the JWG coordinators on the content of the forest plan analysis reports that the JWGs submit to the MFFP and the Board so that the JWGs' review corresponds to what the Board requires for its own PAFIT and PAFIO analysis. Although the Board received only one JWG report, it analyzed and reviewed the forest plans within the given 60-day time frame (see Board advice under Direction 1 of this report and the details of the actions carried out under Direction 3).

WILDLIFE HABITAT QUALITY ASSESSMENT


Since AFR implementation on Agreement (Paix des Braves) territory, consideration of wildlife habitats in forest plans has been linked to better taking the traditional Cree way of life into account. At the September 2017 meeting, a presentation highlighted the work done by the Waswanipi community to increasingly consider the needs associated with wildlife species of interest for the Crees. The Board members began reflecting on the need for a portrait of wildlife habitat quality on AFR territory after 15 years of management.

In November 2017, the Board mandated a committee comprising Board members and a scientific advisor to develop a proposal for a project aimed at assessing wildlife habitat quality on AFR territory. At its January 2018 meeting, the Board adopted the project for Eeyou Istchee James Bay territory wildlife habitat quality assessment presented by the committee.

The project's overall objective is to assess AFR provisions' effectiveness for maintaining or improving the habitat of wildlife species of importance for the Crees, 15 years after the Paix des Braves was signed. The two specific objectives pursued are: to evaluate changes in wildlife habitat quality in forest territories of wildlife interest for the Crees; and to evaluate changes in moose habitat quality, in particular in wildlife areas of special interest for the Crees.

An initial project phase, conducted on two traplines, will begin in spring 2018 and make it possible to obtain more specific information, among others, on methodological approaches, resources required, timelines, processes and collaboration required, before undertaking phase two and extending it over more traplines.

The Board will continue monitoring this priority project, which will eventually be tied in to the monitoring framework. Wildlife habitat



quality assessment on AFR territory will constitute a key step that should allow recommendations to be made to improve the Adapted Forestry Regime, if need be.

RIPARIAN BUFFERS

In recent years, the Board has studied the issue of riparian buffers, given that the tallymen regularly express harmonization requests for these sensitive areas used by wildlife and constituting sites where they practice their traditional activities. A progress report, drafted by the Secretariat and presented at the June 2017 meeting, detailed current and future response standards applicable in riparian buffers and identified results and observations resulting from study of the issue, which was carried out in three stages. The first stage, carried out in 2014-2015, sought to clearly understand and describe the issue. The second stage consisted of the Secretariat, the JWG coordinators and the parties' representatives organizing wildlife workshops while interviews were held with the JWG members and tallymen. In the last stage, interviews were organized with the tallymen during a tour of Cree communities.

Although no formal recommendation resulted from this exercise, four potential focus areas were suggested: optimize implementation of participation and monitoring mechanisms; improve planning-support tools; acquire and share knowledge applying to riparian buffers; and conduct research and establish collaboration, if need be. The Board made the information gathered available to the parties and those responsible for the wildlife habitat management directives. It intends to continue monitoring this file.

WOODLAND CARIBOU RECOVERY

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

In January 2018, the Québec government file coordinator informed the Board of the status of work linked to developing the government action plan, scheduled to be carried out in two phases. Phase 1, which entailed immediate action in the field, and the activities of Phase 2, which addressed analysis of the socioeconomic consequences and adoption of a long-term woodland caribou habitat management strategy, were reported on.

Given the developments in the file, government authorities authorized MFFP regional representatives to renew discussions with the Crees in order to reactivate the parties' work aimed at agreeing on the approach and strategies to promote woodland caribou recovery on Agreement territory. The woodland caribou recovery file will move forward alongside the wildlife habitat management directives development file. The MFFP and Cree party representatives were designated and, in March 2018, the committee's activities began.

The Board will remain attentive to the work of the woodland caribou recovery committee for Agreement territory.

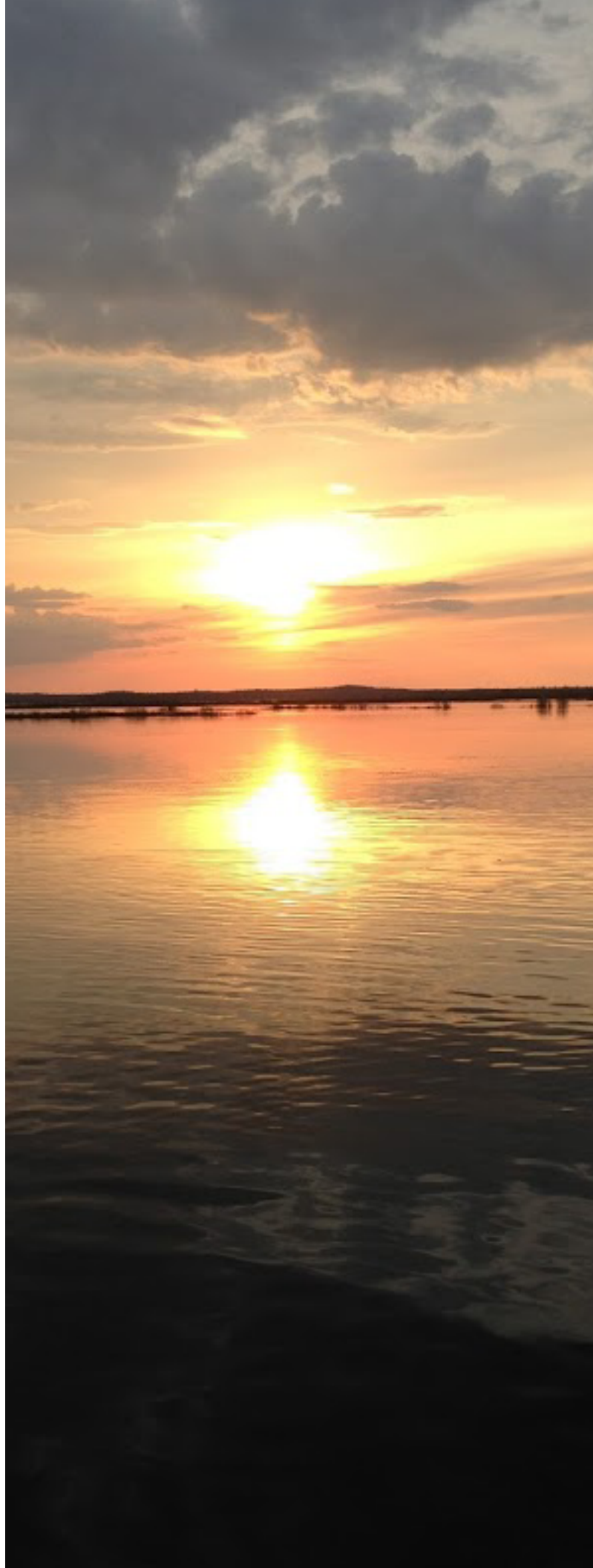
BROCK RIVER BRIDGE

In November 2013, the Board was informed of the conflict linked to repairing the Brock River bridge, damaged by spring flooding and located near a sturgeon spawning ground whose productivity has declined significantly since the bridge was built in 2001. The Board had felt that the issue should be dealt with by the parties, given that numerous stakeholders were working on resolving the issue. In keeping with its responsibilities, it had, however, decided to monitor their actions. In late 2014, the file was again brought to the Board's attention, which began monitoring it again and, after analyzing the situation, issued two recommendations: 1) let the stakeholders involved in the file continue their discussions and work and, if need be, bring the file to the Board's attention again; 2) promote an approach aimed at strengthening good practices and processes linked to repairing and building stream crossings and support actions aimed at preventing such a problem from reoccurring.

In 2017-2018, the Board withdrew this specific file from its monitoring and prioritized working increasingly on the processes and tools to implement (e.g. practices linked to repairing or building stream crossings) to prevent such a situation from reoccurring.

MFFP 2008-2013 REPORT ON VERIFICATION AND MONITORING OF AFR IMPLEMENTATION

At the September 2017 Board meeting, the MFFP tabled and presented its second five-year report on verification and assessment of application of the standards and measures provided for in the Agreement. An analysis of this report, by the Board Secretariat and Cree representatives, was presented to Board members in November 2017. After the members' discussions on the report and its analysis, the Board forwarded the results of its analysis and its recommendations to the MFFP.



Direction 3

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

MEETINGS WITH THE JWGS AND THE TERRITORY'S STAKEHOLDERS

In keeping with its mandate, the Board must monitor the implementation processes used by the JWGs in integrated forest management plan development, consultations and monitoring. At each Board meeting, the JWG coordinators must report to the Board on their activities and those of the JWGs so that Board members have concrete, ongoing information on AFR implementation. The JWGs are mandated to analyze the 2018-2023 PAFITs and PAFIOs developed for the territory, to report to the Minister and, when appropriate, to communicate the information the Board requires for its forest plan analysis.

In 2017-2018, the Board continued its efforts to meet in the field with forestry sector players operating on Agreement territory as well as the communities affected by forestry activity. Throughout the year, the Secretariat organized and participated in several meetings with the JWG coordinators to ensure that the Harmonized Agreement and its mechanisms are better known and understood and to promote optimal cooperation between them for AFR implementation. The Board also monitored the potential solutions proposed to improve this implementation.

The coordinators had regular discussions with the Board members at Board meetings. Their participation was included on each meeting's agenda, among other things, to allow them to regularly report on the JWGs' forest plan analysis-related progress. The Secretariat worked closely with the coordinators on the format of the plan analysis report to be adopted in order to facilitate and standardize data collection in the field and its accurate transmission to the Board. The Secretariat will continue to collaborate to promote an adequate review of the forest plans analyzed by the JWGs.

This monitoring led the Board to organize a JWG workshop-meeting scheduled for June 2018 to agree on a more formal cooperative approach and define an action plan designed to optimize the complementary work done by the JWGs, the coordinators and the Board. This workshop will address analysis of the modified 2018-2023 PAFITs scheduled to take effect in August 2019.

At its January 2018 meeting, the Board agreed to discuss a tool with the coordinators for monitoring mediation files and forest-related issues. In March 2018, the Board Secretariat and coordinators held discussions to find concrete solutions to present the information contained in the coordinators' and JWG activity reports more accurately and clearly, both at Board meetings and meetings with collaborators.

The Secretariat will maintain its support for and collaboration with the coordinators and JWGs so that the latter can finalize their 30-day reports by the deadline prescribed in the forest plan analysis timeline. The Board will continue to prioritize monitoring the JWGs' activities and role to ensure that they can carry out their mandated actions and to ensure Cree involvement in all Agreement territory forest management plan development, consultations and monitoring.

ASSESSMENT OF THE PARTICIPATION PROCESSES AND MONITORING OF THE HARMONIZATION MEASURES

Since 2013, the operational integrated forest management plans (PAFIO) have been produced according to the process defined in Schedule C-4 of the Harmonized Agreement. Based on an annual cycle, they involve several steps: development; consultation of the tallymen; establishment of harmonization measures; dispute settlement (if usage conflicts exist); finalization; public consultation; and determination of the annual program (PRAN). The same process applies to the annual modifications made to the plans.

Among the Board's priorities in 2017-2018, its members decided to conduct a clarification exercise designed to identify the strengths and weaknesses of the PAFIO development and consultation processes and of monitoring of the harmonization measures agreed on in the context of implementation of the tallymen consultation meetings.

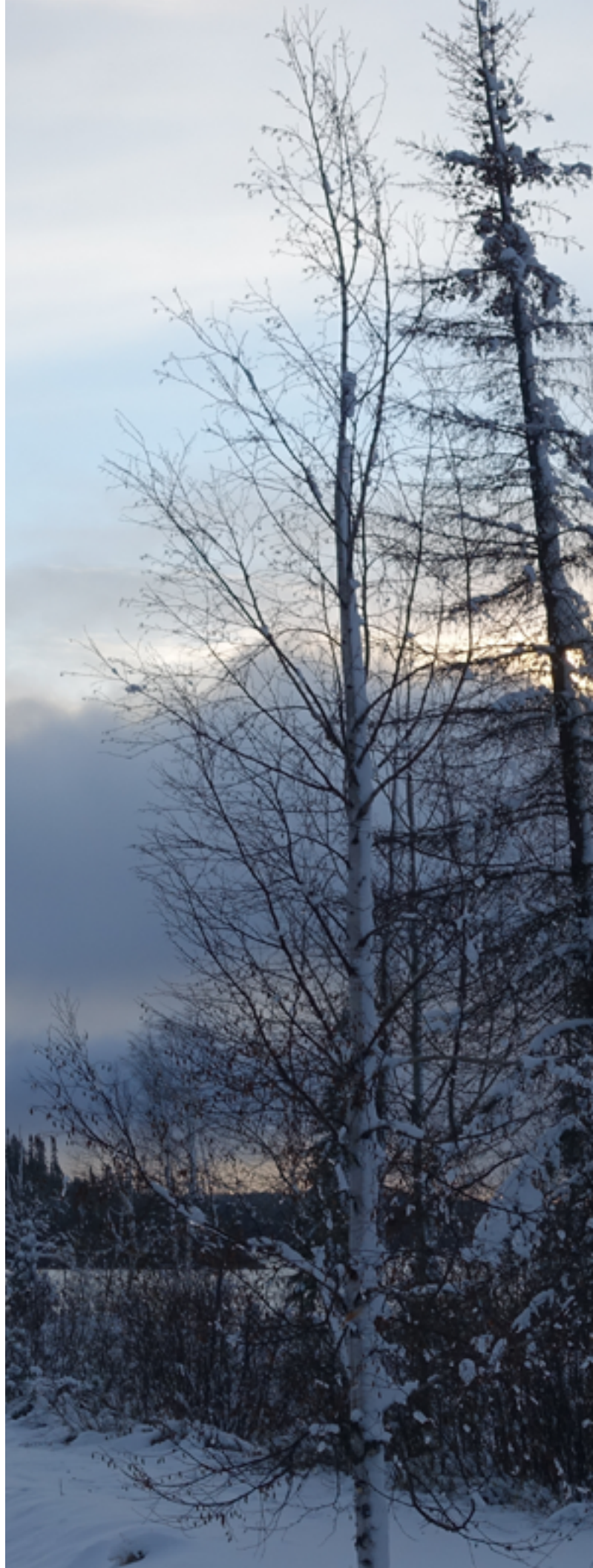
The exercise's overall and secondary objectives were proposed and adopted at the September 2017 Board meeting. The target collaborators, stakeholders to be met with, implementation steps and calendar were also agreed on.

The Board Secretariat carried out the exercise by meeting with the main stakeholders concerned, began analyzing the results obtained and will draft an assessment for use in characterizing the issues and comparing them to the process described in Schedule C-4. The Secretariat will organize meetings with the collaborators for the coming operating year in order to share the findings and work with them to improve implementation of the participation and harmonization measure monitoring processes.

REGULATION RESPECTING THE SUSTAINABLE DEVELOPMENT OF FORESTS IN THE DOMAIN OF THE STATE

On April 1, 2018, the Regulation respecting sustainable development of forests in the domain of the State (RADF), introduced by the Québec government, replaced the Regulation respecting standards of forest management for forests in the public domain (RNI), which had been in effect since 1988. This was the last milestone in SFDA implementation.

A French version of the RADF application guide and a self-directed training session have been available online since summer 2017. To allow JWG members to familiarize themselves with these new requirements and to be able to benefit from these new tools, the Board deemed it important that an English version of the guide be produced. The MFFP agreed to this request and the English version of the guide will be available in early Spring 2018.





Direction 4

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

2018-2023 COMMUNICATIONS PLAN AND ANNUAL PRIORITIES

As provided for in its 2017-2018 work plan, the Board adopted a communications plan for 2018-2023. The preliminary version, presented by the Chairman at the January 2018 meeting, was sent to the members for consultation and approval. The annual priorities were discussed in March 2018 and discussions with a view to their adoption continued at the June 2018 meeting. The Board wishes to help promote a better understanding of the AFR and discussions between the stakeholders concerned and interested parties. Successful AFR implementation is based on an overall communications plan. Those directly or indirectly affected by the Agreement must be aware of and understand all AFR elements, implementation mechanisms, all stakeholders' roles and responsibilities and the results achieved. The Board's 2018-2023 communications plan essentially describes the elements for which it is responsible and which supplement the parties' communications. The parties' representatives committed to developing communications activities based on their objectives and responsibilities.

The Board members agreed to prepare a five-year report on AFR implementation for 2013-2018. Discussion on its scope and the production schedule is included in the next operating year's work plan.

PRESENTATION OF LEADERSHIP CHAIR IN ABORIGINAL FORESTRY EDUCATION

The Board took the opportunity offered by its November 2017 meeting in Québec City to invite the incumbent of Université Laval's Leadership Chair in Aboriginal Forestry Education, launched on September 18, 2017, who presented the Chair (mission, governance and financing structures) and indicated his goal of promoting Native worker participation in the forest sector and contributing to the development of Native entrepreneurship. The components of the course on introduction to Native forestry and the other training opportunities organized by the Chair were explained, along with an overview of various research projects linked to First Nations involvement in forestry. The Board stated that it is open to potential collaboration.

2015-2020 SUSTAINABLE DEVELOPMENT ACTION PLAN

In keeping with its status as a Québec public sector organization, the Board had to implement its Sustainable Development Action Plan (SDAP) and submit it to the Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques (MDDELCC). In developing the plan, the Board chose the strategic directions linked to its mission from among the eight directions of the Government Sustainable Development Strategy 2015-2020 (containing 27 objectives and 5 essential activities). The Board's 2015-2020 Sustainable Development Action Plan was adopted in March 2017 and forwarded to the MDDELCC. It can be downloaded on the Board website.

Chapter 4 of this annual report discusses the results of SDAP implementation for the 2017-2018 operating year.

BOARD WEBSITE

The Board updated the Adapted Forestry Regime section of its website, revising certain texts, creating new sections and drafting new texts. This update will be published once the Harmonized Agreement is official and has been signed.

www.ccqf-cqfb.ca

BOARD ADVICE TO THE PARTIES

The three advice letters the Board sent to the parties can be downloaded on the Board website: Advice on analysis of the 2018-2023 PAFIT for FMU 084-62 issued on February 26, 2018; Advice on analysis of the 2018-2023 PAFITs renewed for 2018-2023 issued on January 31, 2018; Advice on analysis of the 2018-2023 PAFIOs issued on February 6, 2018 and April 10, 2018.

BOARD ANNUAL REPORT

The Board's 14th annual report, for the 2016-2017 operating year, was forwarded to the parties and disseminated to the partners and stakeholders concerned by application of the Agreement's forestry component. This report can be downloaded on the [Board website](#).



CHAPTER

Sustainable Development

THE CREE-QUÉBEC FORESTRY BOARD'S 2015-2020 SUSTAINABLE DEVELOPMENT ACTION PLAN

Promote consistent, coherent sustainable development-related actions

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

The following is a summary of the actions taken in 2017-2018 to help carry out the Board's SDAP. As in the previous year, it will be possible to carry out some aspects of the plan only after certain provisions of the agreement harmonizing the Adapted Forestry Regime to the new Québec Forest Regime have been implemented. While this new agreement was signed in 2017, certain conditions related to it are still being developed.

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	A laptop was purchased from an ISO 14001-certified company that has made solid commitments to sustainable development.
Use 100% post-consumer recycled paper	% of employees who apply the practice	100% Achieved	Employees were made aware of the recommended practices and applied them.
Define a printing practice with staff members			
Recover residual materials and dispose of hazardous waste, e.g. batteries, in designated recovery sites	% of employees who use the appropriate locations to dispose of hazardous waste % of employees who are aware of the preferred practices		
Encourage and favour holding meetings using a minimum of paper documents	Mention in notice convening meeting	100% Partially achieved	Mention in notices convening meetings: 100% More and more members consult the meeting documents on their laptop, but efforts must continue, especially by promoting use of the electronic binder rather than paper.
Apply electronic document management	Number of documents	85% Partially achieved	Use of document management software enables us to cut back on printing, but improvements are still required to reach the 100% goal.
Minimize the amount of waste produced during meetings	% of ecoresponsible events	90% Partially achieved	As far as possible, events are organized by applying an ecoresponsible approach.
Optimize participants' travel to Board and other meetings (location and mode of transport)	% of travel	85% Partially achieved	The members carpooled in most cases. We also alternated meeting locations and held phone meetings.

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

Government objective 1.2

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

CQFB objective

Throughout the organization, continue efforts to include sustainable development principles

Actions	Indicators	Targets	Results
Develop and implement an AFR monitoring framework	Report on achievements in annual report	One status report per year Achieved	Although the monitoring framework has not yet been updated, the CQFB reports on its actions in every annual report.
Develop and implement a forest plan analysis framework that takes sustainable development (SD) concerns into account	% of Board advice letters that take SD principles into account	100% Achieved	All Board advice tabled over the year took sustainable development principles into account.

Government objective 1.3

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

CQFB objective

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

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

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 JWG	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, but the parties have still not held a meeting on it.
Promote development of wildlife directives protecting species of interest to the Cree and ensure that forest management takes these directives into account	% of forest plan analysis that address that topic	100% of analyses Achieved	All Board advice tabled during the year mentioned this subject.
Contribute to the woodland caribou recovery file and monitor it closely	File addressed at Board meetings	At least twice a year Achieved	The file was addressed on three occasions. Still waiting for the provincial action plan to be tabled.

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 report on this subject was tabled in June 2017 and monitoring-related actions were integrated into the Board's 2017-2018 action plan.
Promote and contribute to developing popularization tools linked to AFR implementation	Number of tools developed	Two Partially achieved	A survey to identify needs related to the tools was initiated during the year.



Government direction 6

Ensure sustainable land development and support community vitality

Government objective 6.1

Foster the implementation of best land development practices

CQFB objective

Contribute to AFR evolution by analyzing issues and specific problems

Actions	Indicator	Targets	Results
Monitor application and effectiveness of AFR provisions and evolution	Report on evolution of the application of the provisions in the Status Report, as well as in the annual reports, and follow-up on chart containing issues and possible improvements at Board meetings	In each annual report and in the Status Reports Achieved	The evolution of AFR implementation is discussed in this annual report.
Monitor issues and possible improvements arising from the 2008-2013 Status Report on the Implementation of the Forestry-Related Provisions (Status Report)		Every meeting Achieved	Follow-up on elements of the chart containing issues and possible improvements is carried out at each Board meeting.

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.



Government framework for integrating culture into sustainable development

Government framework for integrating culture into sustainable development

CQFB objective

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

Action	Indicator	Target	Result
Monitor application of the terms and conditions governing the Agreement and AFR implementation, notably those linked to preserving the Crees' traditional way of life	Report on evolution of application of these terms and conditions in the Board's five-year assessment as well as in the annual reports and advice letters	Every year Achieved	The evolution of AFR implementation is discussed in this annual report and in Board advice on forest plans.



Financial statements

May 30th, 2018

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

To the members of the
Cree-Québec Forestry Board

The accompanying summary financial statements, which comprise the summary balance sheet as at March 31, 2018 and the summary statement of operations for the year then ended are derived from the unaudited financial statements of the Cree-Québec Forestry Board for the year ended March 31, 2018 on which we expressed an unmodified review engagement report dated of May 30th, 2018.

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 a summary of the unaudited financial statements on the basis described in Note "Basis of presentation".

Practitioner's Responsibility

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

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

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

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that these summary financial statements derived from the unaudited financial statements of the Cree-Québec Forestry Board for the year ended March 31, 2018 are not a fair summary of those financial statements, on the basis described in Note "Basis of presentation".

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Partnership of Chartered Professional Accountants

¹ CPA auditor, CA permit n° A110274

CREE-QUÉBEC FORESTRY BOARD

Summary statement of operations (unaudited)

For the year ended March 31, 2018

	2018 \$	2017 \$
REVENUES		
Partners' contributions -		
Québec Government	200,000	200,000
Grand Council of the Crees (Eeyou Istchee)	200,000	200,000
Insurance settlement	–	1,343
Interests	2,692	1,848
	402,692	403,191
EXPENSES		
Salaries	294,842	272,637
Internal management	78,219	78,320
Board meetings	16,466	15,139
Services contracts	23,759	19,619
	413,286	385,715
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	(10,594)	17,476

Summary balance sheet (unaudited)

As at March 31, 2018

	2018 \$	2017 \$
ASSETS		
Current assets		
Cash	131,175	143,477
Goods and services tax recoverable	3,918	3,861
Prepaid expenses	5,815	5,094
	140,908	152,432
Investments	317,137	314,443
Capital assets	6,073	7,068
	464,118	473,943
LIABILITIES		
Current liabilities		
Accounts payable	16,377	15,608
FUNDS BALANCES		
Operating	296,668	306,267
Capital assets	6,073	7,068
Reserve	145,000	145,000
	447,741	458,335
	464,118	473,943

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, 2018 prepared in accordance with Canadian public sector accounting standards. The information contained in the summary financial statements have been prepared by management and do not include the statements of funds balances and cash flows as well as Notes to financial statements. However, these information are included in the unaudited financial statements.

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



Conclusion

The 2017-2018 operating year was marked by officialization of the agreement to harmonize the Agreement Concerning a New Relation between the Gouvernement du Québec and the Crees of Québec's (Paix des Braves) Adapted Forestry Regime. Given that the Board's main responsibility is to ensure Agreement compliance and monitoring, it prioritized consideration of the fourth objective, added to the Agreement during the harmonization process, which provides for Cree collaboration, in the form of concerted action, in the forest plan development, consultation and monitoring process.

The Board was able to fully carry out its 2018-2023 tactical and operational integrated forest management plan analysis and review mandate and forward its advice to the MFFP by the deadlines provided for in the Harmonized Agreement. The Board closely monitored the activities carried out and role exercised by the Joint Working Groups and collaborated with their coordinators to ensure that they could take the action required by their mandate and to ensure Cree involvement in Agreement territory forest management plan development, consultation and monitoring.

In 2017-2018, the Board began two key assessment projects: one on wildlife habitat quality and one to analyze the plan development and finalization processes and harmonization measure monitoring. These projects, which will continue over the coming year, will definitely shed light on the Adapted Forestry Regime's effectiveness in meeting Agreement objectives.

The Board monitored the parties' commitments to pursuing their goals related to the implementation of the harmonized AFR and the collaborative forest resource management regime, in particular those linked to taking wildlife issues and mixed stands management into consideration in response to the concerns expressed by the Crees.



Since successful AFR implementation requires effective overall communication, the Board decided to adopt a five-year communications plan (2018-2023) and drafted the preliminary version. In this way, the Board intends to contribute to a better understanding of the AFR and exchanges between all AFR stakeholders. This plan will complement the communications issued by the parties to the Agreement.

As the Board's 15th year came to a close, the Board members and Secretariat measured the ground covered since its creation, in particular its adaptability, considering the end of the transitional context, implemented in 2013 with the coming into force of the Sustainable Forest Development Act. It is with renewed motivation that they pledge to maintain their efforts and continue to take action to achieve the Agreement's objectives.



Appendix



Appendix I

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

Chapter I

Purpose and field of application

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

Chapter II

Principles of ethics and bylaws of professional conduct

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

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

6. The Board member is required to exercise discretion concerning what he knows in or during the performance of his duties and is required to respect the confidential nature of the information received in this manner at all times.
7. The Board Chairperson must show reserve in the public expression of his political opinions.

8. The Board member must avoid placing himself in a situation of conflict between his personal interest and his official duties.

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

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

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


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

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

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

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

10. The Board member must abstain from participating in any deliberation or decision involving any organization, enterprise or



association in which he has an interest as set out in Articles 8 and 9. Furthermore, he must withdraw from the meeting during the length of the deliberations and vote on this question.

11. The Board Chairperson ensures that the minutes of Board meetings mention any abstention of one of its members from the decisions concerning any organization, enterprise or association in which he has an interest, for the purpose of transparency.
12. The Board member must not mistake Board property for his own and cannot use it to the advantage of himself or a third party.
13. The Board member cannot use any information obtained in or during the performance of his duties to the advantage of himself or a third party.
14. The duties set out in Articles 5, 6 and 13 do not have the effect of preventing a Cree Regional Authority representative from consulting nor reporting to the Cree Regional Authority, nor does it prevent consulting nor reporting to the members of the Cree Nation (Eeyou Istchee) or the organizations or associations which represent it, unless the information is confidential under the law and that such confidentiality is in accordance with the James Bay and Northern Québec Agreement or the Agreement concerning a New Relationship between the Crees of Québec and the Government of Québec.
15. A Board member is allowed to accept and keep a gift, or accept a token of hospitality or other benefit as long as the present is of modest use and value and is offered during an event attended by the receiving member.

Any other gift, token of hospitality or benefit received must be returned to the donor or government.

16. The Board member cannot, either directly or indirectly, grant, solicit or accept an undue favour or benefit for himself or a third party.

17. The Board member must not allow himself to be influenced in his decision-making by outside considerations such as the possibility of an appointment or job openings and offers.

18. The Board member who has ceased to hold office must behave in a manner in which he does not gain any undue benefits from his previous Board duties.

19. The Board member who has ceased to hold office must not disclose confidential information he has received nor give anyone advice based on information unavailable to the public concerning the Board or another organization or enterprise with which he had important and direct relations during the year preceding the end of his mandate.

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

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

Chapter III

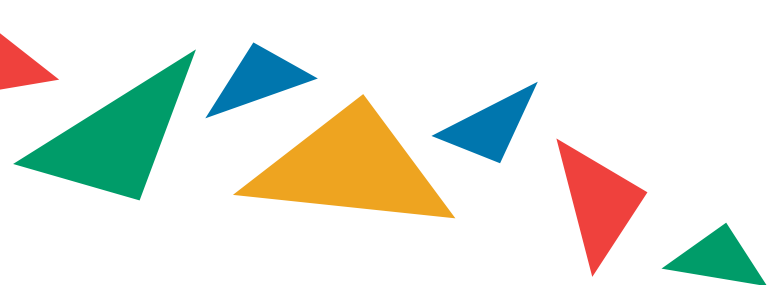
Political activities

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

Chapter IV

Remuneration

23. Each party shall assume the remuneration and the travel costs of its own members, in compliance with Article 3.48 of the Agreement concerning a new relationship between the Gouvernement du Québec and the Crees of Québec and, in the



case of a member named by the Gouvernement du Québec, in compliance with the order in force, if the case may be.

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

Chapter V
Certification

24. The Board member must observe the rules and principles set out in this code. At the time of his appointment, the member must sign the certification document produced in the appendix confirming that he has read and understood the present code and that he agrees to respect it. The signing of the certification by the member already in office must be done within 60 days following the effective date of the present code.

Chapter VI
Effective date

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

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

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

I the undersigned, _____

member of the Board: _____

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

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

Signed at, _____ the _____
day of _____, 20__.

Appendix II

MEMBERS OF THE JOINT WORKING GROUPS AND THEIR COORDINATORS

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

The JWGs are mandated to

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

As at March 31, 2018, the members of the Joint Working Groups were:

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

