


2020-2021 Annual Report



Cree-Québec Forestry Board

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Letter from the Board Chairman

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 the Cree-Québec Forestry Board's 2020-2021 Annual Report to you. Throughout its 18th operating year, the Board performed its mandate fully, in compliance with the Paix des Braves' amended Adapted Forestry Regime (AFR). The Board's work plan, based on the action priorities identified in collaboration with the parties as well as the monitoring of activities related to

the parties' commitments, was implemented in a highly satisfactory manner.

Since mid-March 2020, and throughout the operating year, the Board had to adapt to the COVID-19 pandemic context to conduct its activities and organize its meetings as best possible. To comply with Government directives, all Board meetings were held by video conference.

The activities carried out are presented in this report under the four main strategic directions. Significant progress was made on all files deemed priorities by the representatives of the Board's two parties. Both tactical (PAFITs) and operational (PAFIOs) integrated forest management plans were discussed very constructively in consultations at all levels. The Mixedwood Stands Management Strategy was formally adopted and the Board provided favourable advice to the Minister. The development of the Wildlife Habitat Management Directives is progressing well, and it is encouraging to see that the working team includes representatives from both parties to the Agreement. Significant progress has also been made in the files initiated by the Board: analyses related to the monitoring framework, the second phase of the Moose Habitat Quality project and monitoring of activities aimed at optimizing the PAFIOs. To properly fulfil the Board's mandate, the members finalized the Board's 2020-2025 strategic plan during the operating year.

Successfully establishing an Adapted Forestry Regime on such an extensive territory as that covered by the Paix des Braves requires the work, expertise and commitment of many professionals working within the two governments that signed the Agreement and of the Board Secretariat. I would like to take this opportunity to thank them for their generous contribution to this collective project. I would also like to highlight the Board members' dedication and determination in contributing to compliance with the Agreement and to the Agreement's evolution for the benefit of the groups that inhabit this wonderful territory and practice activities there that contribute to its development.

Hervé Deschênes
Board Chairman

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Chairman's Statement

To the best of my knowledge, the 2020-2021 Annual Report:

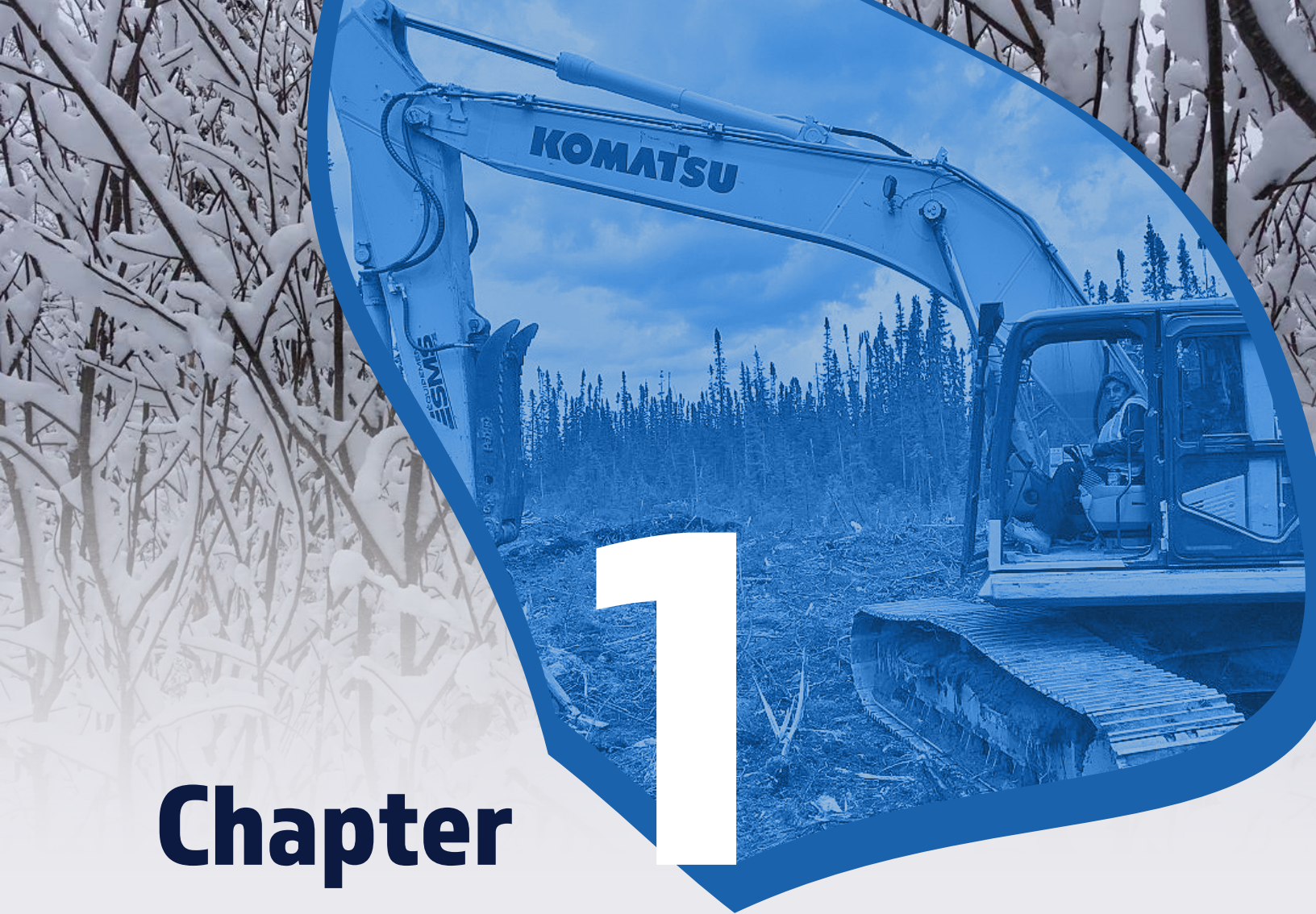
- accurately describes the Cree-Québec Forestry Board's mission, sectors of activity, strategic directions, and priorities;
- presents accurate, reliable data covering all of the Board's activities and indicates the extent to which the target objectives were achieved.

Throughout the 2020-2021 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 2020-2021.

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 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.

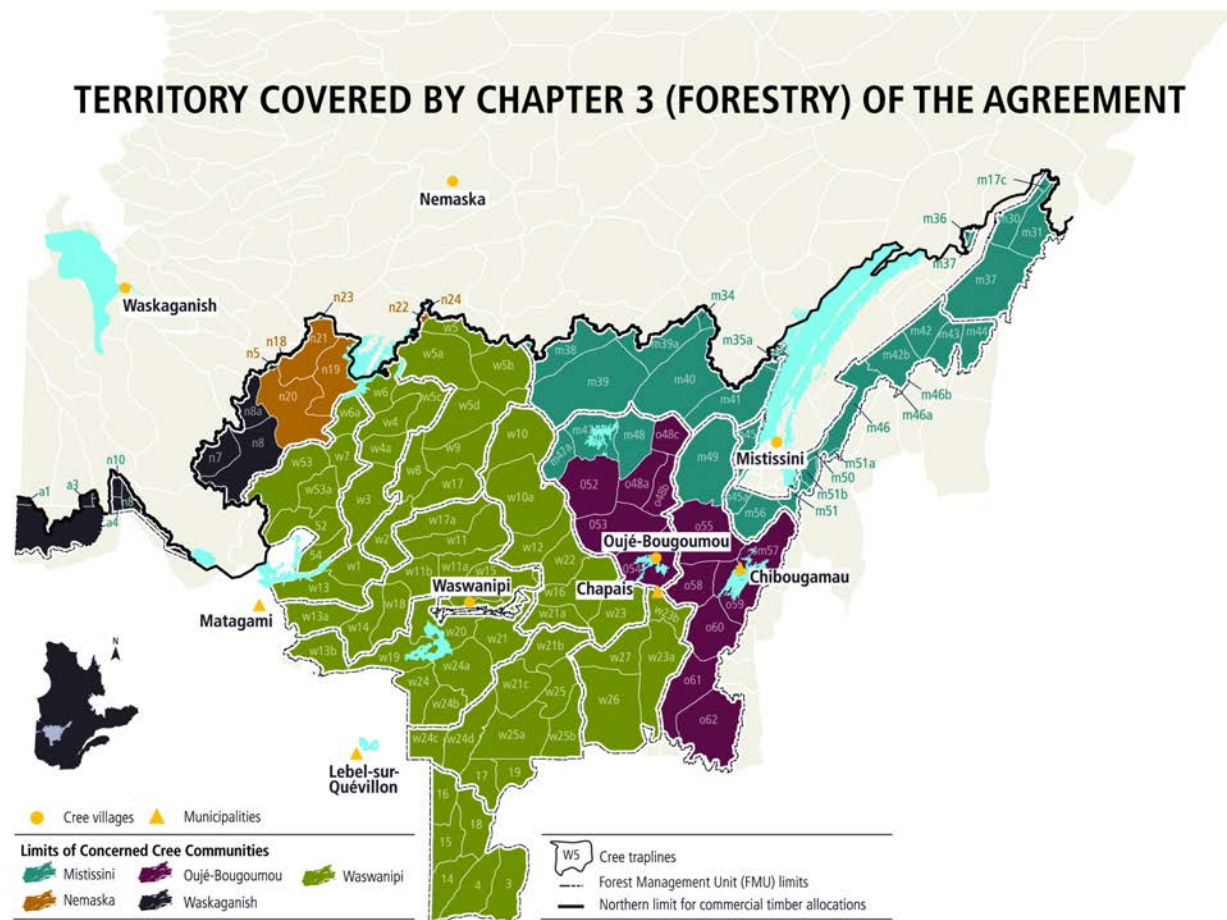
Where economic development is concerned, certain Agreement provisions confirm that timber volumes will be made available to the Crees and that Cree access to forest management activity-related employment, contracts and partnerships will be promoted.

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 km². Its productive forests account for almost 9.1% of Québec’s allowable cut.



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

Population

Cree Communities	
Mistissini	3,523
Nemaska*	760
Oujé-Bougoumou	737
Waskaganish*	2,196
Waswanipi	1,759
Non-Native Communities	
Chapais	1,499
Chibougamau	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 (km ²)	66 010		
Total area of forest management units* (km ²)	51 787	451 895	11.4%
Forest area used to calculate allowable cut* (km ²)	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 ³) 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



Chapter

2

The Cree-Québec Forestry Board

Board Mission

In accordance with the responsibilities it is entrusted with, the Board is responsible for monitoring, analysing and assessing the implementation of the Agreement's forestry component. It carries out this mission with a view to sustainable development, better taking the Cree traditional way of life into account and ensuring the Crees' participation and collaboration in the forest activity planning and management processes.

The Board makes recommendations to the parties to ensure compliance with the provisions and spirit of the Agreement and evolution of the Adapted Forestry Regime.

It is involved in the planning processes of forest management activities in the Territory of the Agreement and participates in the various stages of management and

review of these activities. It submits its advice on forest planning to the Minister of Forests, Wildlife and Parks. It is responsible for informing the Minister of its proposals, preoccupations and comments related to the laws, regulations, policies, programs, management guides and field guides related to forestry, as well as the guidelines, directives or instructions related to the preparation of all forest management plans.

The Minister of Forests, Wildlife and Parks shall consider the comments and views of the Board and shall inform it directly of his position or, as the case may be, of the main reasons justifying his decision.

As regards the Joint Working Groups present in each of the communities affected by the Adapted Forestry Regime, the Board monitors their implementation processes regarding the development, consultations and monitoring of all forest management plans applicable in the Territory.

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 2020-2021, 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, 2020 to March 31, 2021).

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	Steven Blacksmith (2017-01-19 to --) Director of Natural Resources Cree First Nation of Waswanipi
Hugo Jacqmain (2014-11-19 to --) Director, Relations with First Nations Ministère des Forêts, de la Faune et des Parcs	Gillman Ottereyes (2020-11-04 to --) Director of Forestry Cree Nation Government
Geneviève Labrecque (2014-11-19 to --) Chief Forester, Québec – RYAM Forest Management Rayonier Advanced Materials	Geoff Quaille (2009-06-04 to --) Senior Environment Advisor/Analyst Cree Nation Government
Jacques Robert (2014-11-19 to --) Retired – consultant	Nadia Saganash (2012-04-16 to --) Senior Advisor Cree-Quebec Governance Agreement Implementation Cree Nation Government
Denis Vandal (2015-08-11 to --) Retired – consultant	Isaac Voyageur (Vice-Chairman) (2007-01-24 to --) Director – Environment and Remedial Works Cree Nation Government

Administratively speaking, each party to the Agreement covers the cost of its designated members' participation on the Board and half of the organization's operating budget. The Chairman's salary 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 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 informational resources. The Secretariat is in charge of preparing Board meetings, producing minutes, and following up on decisions and measures that have been

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

As of March 31, 2021, three employees made up the Secretariat team: Patrick Léveillé-Perreault, Executive Director, Amélie Dussault, Analyst/Advisor, and Karine Drolet, Administrative Assistant.





Chapter

3

Review of Board Activities

Board context in 2020-2021

The 2020-2021 operating year, the Board's 18th, was marked by implementation of all of the mechanisms, processes and provisions of Amendment No. 6 to the Agreement Concerning a New Relationship Between the Gouvernement du Québec and the Crees of Québec, officially published in December 2019. Implementation of a new Québec Forest Regime, when the *Sustainable Forest Development Act* (SFDA) came into force in 2013, required the signing parties to rework the Agreement. The parties applied some of the amended provisions during the transitional period.

The Board carried out its mandate fully in keeping with the harmonizations to the AFR implementation mechanisms,

continuing to closely monitor the parties' commitments and resulting actions and carrying out specific projects, implemented in previous years, aimed at assessing the effectiveness of certain participation mechanisms and specific AFR provisions. The Board pursued its activities in keeping with its strategic directions and the file priorities defined in its action plan.

In mid-March 2020, the Board had to adapt to the exceptional, COVID-19 pandemic context in carrying out its activities and holding its meetings, in compliance with Government directives. The face-to-face meeting scheduled for April 2, 2020 was cancelled and the Board later held four official meetings by video conference: June 3 and 4, 2020; September 16 and 17, 2020; December 2 and 3, 2020 and February 2 and 3, 2021.

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

Administrative Committee

The Administrative Committee met four times in 2020-2021. In addition to ensuring budget tracking, the Administrative Committee members approved the succession plan for the position of Executive Director, reviewed the position's job description and classification, and approved its working conditions. The Committee members also studied and approved the two-year lease entered into to relocate the Secretariat offices in Québec City while waiting for the bipartite committee set up by the parties to issue recommendations allowing the Secretariat to be definitively moved to its new offices in Waswanipi.

Change in Board Executive Director and Board Secretary

The year 2020-2021 was marked by an important change in Board management. The Board's Executive Director and Secretary, Marie Gosselin, who had served the organization's interests since joining the Secretariat in 2004, took a well-deserved retirement. The Board would like to thank her for her incredible devotion and contribution to the Agreement's implementation. The new Executive Director and Secretary, Patrick Léveillé-Perreault, took office on October 19, 2020. The Board members wished him every success in his new duties.

Board strategic plan

The Board was created in 2003, after the Agreement Concerning a New Relationship Between the Gouvernement du Québec and the Crees of Québec, commonly called the Paix des Braves, was signed, on February 7, 2002. The mandate and specific responsibilities of this mechanism for implementing the Adapted Forestry Regime (AFR) defined in Chapter 3 of the Agreement were clearly specified by the signing parties.

The Board 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 the action priorities identified annually.

Over the past six 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 took an in-depth look at the Board's strategic directions.

In 2019, the Board members discussed the approach to implement to review the Board's mission, vision and strategic directions, taking into account the changes in the Board's environment. In February 2020, the Board members and their collaborators participated in a day of deliberations on renewing the Board's strategic plan for 2020-2025. Following their discussions, a revised version of the Board's strategic plan was produced. Since the meeting scheduled for March 2020 was cancelled due to the COVID-19 pandemic, the members deferred their discussions on this important file to the next face-to-face Board meeting.

In the February 2021 Board video conference, the members scheduled discussion and approval of the preliminary 2020-2025 strategic plan for the April 7 and 8, 2021 Board meeting. Since the 2021-2022 operating year began on April 1, they also scheduled presentation of the Board's annual work plan and provisional budget, which were prepared in keeping with the new strategic plan, for this meeting.

Forest plans

In keeping with its mandate, the Board monitors forest plan development and analyzes the tactical integrated forest management plans (PAFIT) and operational integrated forest management plans (PAFIO) in order to issue advice and, if need be, transmit it to the parties' authorities. This analysis also helps further certain elements of the Adapted Forestry Regime (see Direction 2 of this annual report).

Analysis of modifications to the 2018-2023 PAFITs and PAFIOs

A new generation of tactical plans for 2018-2023 was scheduled to take effect on April 1, 2018. Since the amended Agreement was formalized in fall 2017, the parties had agreed on new timelines for producing the 2018-2023 PAFITs to give the Cree and regional stakeholders the opportunity to contribute, via the integrated land and resource management panels (TGIRT), to integrate values and objectives reflecting local issues into the plans.

The parties to the Agreement felt that this extension would allow key strategic AFR files, in particular the Wildlife Habitat Management Directives and Mixedwood Stands Management Strategy, to be integrated into these PAFITs. The Board supported this decision and submitted comments in the context of an MFFP pre-consultation.

Throughout the operating year, the Board ensured monitoring of the parties' commitments with regard to application of the amended Agreement forest plan-related provisions and monitoring of certain provisions' effectiveness for contributing to achieving AFR objectives. It also closely monitored TGIRT activities and evolution of strategic files.

In early 2020, public consultations were held on modifications to the 2018-2023 PAFITs for the 14 Nord-du-Québec region management units (MU). The Board analyzed the revised version of the 2018-2023 PAFITs presented in these consultations and looked at the comments made during the consultations. It was noted that the new Mixedwood Stands Management Strategy was integrated into the forest plan process. Development of the Wildlife Habitat Management Directives progressed and they will be integrated once they have been completed.

The MFFP tabled the revised 2018-2023 PAFITs in December 2020 and announced that they would come into effect in the following weeks.

Analysis of the modifications to the operational plans, or PAFIOs, is based on various documents supplied by the parties, in particular the Joint Working Group (JWG) reports, tallymen consultation meeting minutes, public consultation minutes and elements gathered from the JWGs.

Modifications were made to the 2018-2023 PAFIOs in fall 2020. They were submitted to the Board, which analyzed them. Although the information was incomplete and the consultation reports to be produced by the JWGs were not available, the main analysis results were discussed. The Board deemed that there were no particular elements to bring to the parties' attention but that collaboration with the stakeholders concerned should continue in order to optimize implementation of certain Agreement provisions, notably the JWGs' production of reports.

The Board is carefully monitoring the production of these reports in order to complete its analysis and, if need be, submit its comments to the parties.

Specific strategic file monitoring

Mixedwood Stands Management Strategy and Wildlife Habitat Management Directives

The parties continued to develop two key strategic files linked to the AFR's wildlife-related and forest-related objectives: the Mixedwood Stand Management Strategy and the Wildlife Habitat Management Directives. In response to concerns expressed by the Crees, the parties committed to prioritizing development of the Directives and Strategy, which are to be integrated into the PAFITs and PAFIOs. The parties had mandated a working group to carry out the work linked to these two files.

In keeping with its mandate, the Board continued to closely monitor these two files in 2020-2021. It helped the parties, in particular by drafting comments and recommendations.

On November 9, 2020, the MFFP sent the Board the final version of its Mixedwood Stands Management Strategy, developed in collaboration with the Cree Nation Government. The Board analyzed the Strategy in keeping with the assessment criteria it had adopted in September 2020. The Board drafted an advice letter on December 16, 2020 (discussed in detail under "Direction 1 – Board advice" of this annual report). The Strategy was then published by the MFFP in February 2021.

In the two years previous, the parties had developed an action plan for the Wildlife Habitat Management Directives file to ensure long-term maintenance of these habitats. The Directives' goal is to produce a practical forest planning support and forest plan harmonization guide for forest planners and JWG members. In 2019, a document was produced by the wildlife issues committee. To obtain Cree endorsement of the strategies proposed, the parties had agreed that the Cree party should hold consultations with the communities concerned and their tallymen.

During the operating year, the Board monitored the committee's work on each wildlife species' habitat-related needs based on scientific data gathered and exchanges with the Crees.

Relocation of the Board Secretariat

In the context of Agreement harmonization, the parties expressed their willingness to relocate the Board Secretariat to Waswanipi, since this project had been written into the 2002 Agreement. A bipartite Cree-Québec committee, created two years ago, continued to work on the project, in particular as concerns construction of offices and staff housing. Since the project was behind schedule, due to the pandemic, and since the lease for the Board offices expired on March 31, 2021, the Board decided to move its Secretariat to smaller, less costly offices in Québec City for two years, based on the estimated time required to finalize the proposed relocation to Waswanipi, as explained in the section "Administrative Committee". The move took place on April 1, 2021.

Review of the sites of interest for the Crees (25%) and relocation of biological refuges (1%)

As provided for in the amended Agreement, the parties had reviewed the sites of interest for the Crees identified in the 2002 Agreement and relocation of the 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 valorizing forests adjacent to watercourses, which are key sectors of wildlife interest.

During the operating year, the Board monitored these files, which are now addressed at the same time, according to the indications of the Cree Nation Government representatives. Meetings were held with the tallymen and are scheduled to continue. The process of reviewing the sites of interest for the Crees and the relocation of biological refuges require significant geomatics work and consultation, which were not facilitated by the COVID-19 context. The Board will continue to monitor these files.

Cree-Québec Forestry Economic Council

The Cree-Québec Forestry Economic Council (CQFEC) is a new mechanism of the amended Agreement intended to promote the development of economic and business opportunities for the Crees with regard to forest management activities on Agreement territory. The Council, which began its activities in December 2018, seeks to encourage forestry companies to hire Crees and Cree companies and to promote Cree companies' access to contracts for non-commercial silviculture work.

CQFEC members' meetings and discussions continued in 2020-2021. Each community selected a local representative to contribute to deliberations and development of the forestry economic file for the Cree nation. The Council plans to organize an economic forum. In keeping with its mandate, the Board will continue to monitor CQFEC activities.

Board advice

December 16, 2020 advice: Analysis of the Mixedwood Stands Management Strategy on AFR territory

In accordance with the process defined in the Agreement, on November 9, 2020, the Board received the version of the Mixedwood Stands Management Strategy developed with the Cree Nation Government for comment. The Secretariat analyzed it in keeping with an approach agreed on by the Board members in September 2020. This approach is based on three elements: compliance with AFR provisions relating to the Mixedwood Stands Management Strategy; Cree collaboration in developing the Strategy and taking Cree concerns into account; and monitoring the Strategy's implementation.

The Board members discussed this analysis at the December 2020 meeting. On December 16, 2020, they forwarded their comments and recommended that the Minister implement the Strategy. In this advice letter, the Board members highlighted the excellent work done by the joint committee in charge of developing the Strategy. This far-reaching collaboration perfectly reflects the spirit of the Paix des Braves and sets a precedent for AFR implementation and evolution in the territory.

Among other things, the Board deemed that the Strategy fully addresses all Agreement provisions dealing with this issue. The Strategy describes the approach to managing mixedwood stands to maintain the quality of wildlife habitats in the territory. It takes into account scientific knowledge on the subject and the Cree vision of the importance of these stands for the maintenance of Cree traditional activities in the long term. The Strategy was developed by the MFFP in close collaboration with the Cree Nation Government, through a joint committee of professionals and experts representing the two parties to the Agreement. In its advice letter, the Board highlighted the fact that, throughout the drafting period, the committee ensured that Cree stakeholders were consulted, in order to incorporate their concerns and take their suggestions into account. The Strategy provides for ongoing monitoring activities to ensure compliance with its implementation and maintenance of the quality of wildlife habitats in Agreement territory and on each trapline.

However, the Board members drew the Minister's attention to elements that their analysis showed could be improved or clarified. The members suggested further refining specific silviculture scenarios to ensure that the Strategy's objectives are achieved. The Board wishes to suggest to the joint committee responsible for developing the future Wildlife Habitat Management Directives that it define specific objectives or targets making it possible to provide clear instructions to forest managers concerning the importance of maintaining connectivity between mixedwood stands considered suitable habitats, the surrounding forest cover and nearby wetlands or riparian areas. The Board recommends using the results of Strategy monitoring, collected over time, as inputs for the overall monitoring of wildlife habitat quality in the territory, particularly in the context of the Directives' implementation.



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 implementation of forestry-related provisions

In keeping with its mandate, the Board produced the 2013-2018 status report on AFR implementation, a third such report, in the previous operating year. Achievement of the four Agreement objectives, as seen by the stakeholders questioned, was presented in a detailed report and a synthesis document intended for the general public. These four objectives are:

- Objective 1: Greater consideration for the Cree traditional way of life
- Objective 2: Greater integration of concerns relating to sustainable development
- Objective 3: Participation, in the form of consultation, by the Crees in the various forest activity operations planning and management processes
- Objective 4: Collaboration, in the form of concerted action, by the Cree Nation Government and the Eeyou Istchee James Bay Regional Government in the participation process for the planning provided for in Schedule C-4 of Chapter 3 of the Agreement.

The 2013-2018 status report is considered positive overall and shows that progress has been made. The stakeholders questioned observe a definite improvement in implementation of the provisions of Chapter 3 of the Agreement and a positive progression in relations between the parties and AFR actors. However, extension of the transitional period, between 2013 and 2018, raised a number of issues, which are addressed in the status report. In this regard, the status report presents recommendations and action priorities. The Board proposes action based on the three main 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 aimed at AFR assessment and evolution; and ensure implementation of the AFR's economic component.

A synthesis document intended for the general public was printed in early 2020-2021 and forwarded to the authorities, collaborators and partners in summer 2020. The Board will continue implementing the status report communications plan; the report was not widely distributed in the 2020-2021 operating year due to the pandemic context (details under Direction 4 of this annual report).

Adapted Forestry Regime monitoring framework

The Board is responsible for monitoring, analyzing and assessing implementation of the Agreement's forestry-related provisions in order to recommend necessary adjustments and modifications to the parties to ensure that the AFR applicable to Agreement territory evolves in keeping with a continuous improvement approach. The monitoring framework is a rigorous, flexible, adaptable tool adopted by the Board in 2014 and amended in 2018 to take the amended Agreement into account. It monitors implementation of the forestry-related provisions of Chapter 3 of the Agreement and has continuous access to information related to the achievement of its objectives. The monitoring framework is based on the four objectives set out in section 1 of Chapter 3 (Forestry). Each objective is expressed as a series of criteria allowing assessment of the extent to which the objective has been attained from a range of perspectives.

The framework includes two monitoring levels: implementation monitoring, which establishes a portrait of AFR deployment over Agreement territory, and effectiveness monitoring, which assesses whether this implementation contributes to achieving the objectives of Chapter 3. This monitoring allows problems to be detected, potential weaknesses to be targeted accurately, and adjustments to provisions to be proposed or corrective action to be taken, if need be.

At the end of the previous operating year, the monitoring committee led deliberations aimed at exploring the priority elements to be considered for the monitoring framework's implementation. To do so, it used the 2013-2018 status report on AFR implementation drafted by the Board to identify existing issues. An implementation plan, reflecting AFR monitoring priorities, was defined for 2018-2023. The annual priorities were then approved by the Board and a 2020-2021 work plan was drawn up to ensure monitoring and achievement of the priorities identified.

At the February 2021 Board meeting, the Status Report on the Implementation of the Monitoring Framework was presented. Its goal was to report on progress made with regard to the actions and approaches taken, by monitoring priority. For each priority identified, the actions taken and results of the assessment carried out using the criteria and indicators were also presented when available. The priorities are as follows:

- A. Finalize the monitoring framework for objective 4: criteria, indicators and priorities (framework management).
- B. Document implementation of the diagnostic project action plan as concerns harmonization measurement management.
- C. Document implementation of the diagnostic project action plan as concerns stakeholders' roles and responsibilities and Joint Working Group (JWG) governance.
- D. Monitor implementation of the mechanism for relocating the biological refuges.
- E. Assess and track the economic benefits for the Crees, in collaboration with the CQFEC.
- F. Establish a benchmark for monitoring intervention and the forest's evolution.
- G. Monitor implementation of the Mixedwood Stands Management Strategy.
- H. Monitor development of the Wildlife Habitat Management Directives.
- I. Identify significant existing wildlife and biodiversity indicators.
- J. Gather information on wildlife habitat quality and disturbance levels in the areas of wildlife interest (25%).
- K. Evaluate and monitor criteria and initiatives related to road network development and management.
- L. Monitor initiatives and requests with respect to riparian buffers.

This status report contains findings and recommendations. Since achieving a number of these priorities requires the collaboration and involvement of party representatives, the Secretariat recommended increased collaboration among the parties' stakeholders, particularly as concerns sharing monitoring-related information and making available the documentation required for the analyses.

The monitoring committee will continue to meet to review the report, determine weaknesses, decide on recommendations and propose priority actions to be carried out in 2021-2022, consistent with the actions taken in 2020-2021. It will regularly inform the Board of the status of its work and will present status reports to the Board in the coming year for Board approval. A five-year report, ideally covering all monitoring framework elements, will also be prepared at the end of the period 2018-2023.

Wildlife habitat quality assessment

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 for the Crees on AFR territory. Taking wildlife habitats into consideration in the forest plans is linked to greater consideration for the Cree traditional way of life since the onset of AFR implementation on Agreement territory. The initial project 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%). Assessment of wildlife habitat quality is based on the tallymen's perceptions and knowledge as well as a scientific viewpoint. This project is central to the Board's mandate.

In the previous operating year, a steering committee was set up and a project leader was hired. Phase 1 of the project, carried out on a Waswanipi trapline, was completed in December 2019. It made it possible to define the project's different stages, to develop and test methodological approaches and to obtain specific information, especially on the resources required, timelines, processes and collaboration needed. The project's steering committee presented its final report to the Board members. Henceforth armed with methodologies and tools, it proposed that Phase 2 of the project cover several traplines.

At the December 2020 Board meeting, the research project on moose habitat quality, carried out by the MFFP in collaboration with McGill University, was presented to the members. This presentation allowed the possibility of incorporating the work of Phase 2 of the Board's project into this far-reaching project to be assessed.

Information exchanges and meetings with the Board Secretariat then took place and led the MFFP project leader and the researcher responsible for the project at McGill University to define the broad lines for potential integration of the Board project's objectives. The Board Secretariat prepared an initial version of a document describing Phase 1 of the project, presenting how to integrate it, and a research agreement between the Board and McGill University. These two documents were submitted to the Board steering committee members, who agreed to continue discussions with the MFFP and McGill University. They also suggested reviewing the criteria for selecting the traplines for Phase 2 of the project.

At the December 2020 Board meeting, the steering committee recommended to the Board members that they pursue the draft agreement in order to integrate the Board project into the MFFP/McGill University project and that they plan for the onset of interviews with the tallymen in fall 2021. The steering committee plans to present the draft agreement to the Board very early in the next year.

The Board will ensure close monitoring of this priority project. Assessment of wildlife habitat quality on AFR territory is integrated into the monitoring framework. This project should constitute an important step for making recommendations aimed at improving the AFR and for increasingly taking wildlife habitat quality into consideration in forest planning on Agreement territory.

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 JWGs, the parties and itself. 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 to the Adapted Forestry Regime.

During the operating year, the Board analyzed the preliminary version of the report, which had been presented to it in February 2020, and made its comments to the MFFP. While awaiting the report's final version, the Board will continue to monitor this file. The same is true for the 2008-2013 five-year report, whose final version remains to be completed.



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 multistep process involves: development, 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).

In 2019, the Board developed an action plan, in collaboration with the parties, aimed at improving the operational forest plan process and harmonization measure monitoring, and adopted it. The plan contains three categories of actions to be implemented: 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. These actions are paired with issues and specific objectives.

In the previous operating year, the Secretariat worked closely with the parties' collaborators and authorities to discuss monitoring of the action plan's action priorities and to agree on how to implement some of these actions as of the next round of consultations (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. The diagnostic project implementation plan was also presented at that time and members were able to get answers to many of their questions and addressed the next steps to implement.

These guides constitute essential tools for JWG supervision, operations and work, in particular during the tallymen consultations. Elements of these guides will also be integrated into the AFR monitoring framework. The Board conducted close monitoring to ensure that these tools are finalized and operational. It will continue its collaboration and monitoring so that this file, deemed a priority, can be completed as soon as possible by the parties.

JWG coordinators' report

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 amended Agreement implementation mechanisms: the JWGs, the coordinators and the Board. The coordinators' duties include periodically reporting to the Board on JWG operations. To do so, they are invited to Board meetings so that they can report on JWG activities, progress on forest plan analyses, and the issues and problems encountered.

During the operating year, the JWG coordinators reported to the Board on the consultations on modifications to the 2018-2023 PAFIOs held in fall 2020 and on consultations on the annual harvesting plan (PRAN) for 2020-2021. They monitored usage conflicts and cases of intimidation that occurred during the consultations, and also reported on and commented on the guides developed for the JWGs in collaboration with the Secretariat.



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

The Board had planned to roll out its overall 2018-2023 communications plan during the operating year in order to inform the Agreement's main stakeholders. In the pandemic context, the Board was unable to do so fully but did everything possible to communicate using the means at its disposal, in particular its website.

This communications plan seeks to help promote a better understanding of the AFR and its implementation mechanisms, all stakeholders' roles and responsibilities, and the results achieved. It also seeks to foster discussions between the stakeholders concerned and interested parties.

2013-2018 status report on AFR implementation

In the previous operating year, a communications plan for the Board's third five-year status report was approved by the members along with a calendar for the plan's implementation vis-à-vis the target clientele. However, the communications plan's implementation and calendar were compromised by the pandemic context.

The detailed version of the status report was published on the Board website.

The 2013-2018 status report pamphlet, a synthesis document, was distributed to a broad public (described in detail under Direction 2 of this annual report) and published on the Board website. It is designed 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.

The status report's main results were presented to Eeyou Istchee James Bay Regional Government representatives in a meeting held by video conference.

When face-to-face activities and travel to meet with clientele is possible again, the Board will re-implement the communications plan and adopt a new calendar.

Board advice to the parties

On December 16, 2020, the Board sent the parties an advice letter: Analysis of the Mixedwood Stands Management Strategy on AFR territory. This advice can be downloaded on the Board website.

Board annual report and financial statements

The Board's 17th annual report, for the 2019-2020 operating year, was distributed to the partners and stakeholders concerned by application of the Agreement's forestry component. This report and the summary 2019-2020 financial statements are available 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).

The following is a summary of the actions taken in 2020-2021 that contributed to the realization of the Board's SDAP.

The Sustainable Development Action Plan can be downloaded from 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			In 2020-2021, document printing has been reduced to a minimum due to the recommendation/requirement for telecommuting. Employees favored viewing and sending documents electronically.
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		During the move, the surplus computer and electronic equipment was placed in a site provided for this purpose.
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, meetings were held by teleconference. Documents are available to members in digital format on our online reference center.
Apply electronic document management	Number of documents	100% Achieved	Use of a document management software enables us to cut back on printing. However, a certain number of documents still need to be printed in some cases.
Minimize the amount of waste produced during meetings	% of ecoresponsible events	100% Achieved	This year, all meetings were held via teleconference and therefore did not generate waste.
Optimize participants' travel to Board and other meetings (location and mode of transport)	% of travel	100% Achieved	As we held the meeting remotely, there was no travel caused by the meetings this year.

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. The Monitoring Framework was officially implemented this year.
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	The Board Advice tabled during 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

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

Government objective 1.4

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

CQFB objective

Pursue development of Cree knowledge and skills

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



Government direction 3:

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

Government objective 3.1

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

CQFB objective

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

Actions	Indicators	Targets	Results
Promote implementation of initiatives aimed at increasing economic spinoffs for the Crees	File discussed at Board meetings	At least once a year Partially achieved	The subject was included in the Board's annual action plan. The Cree-Québec Forestry Economic Council is now in place. The Board monitors the activities of this new entity.
Promote development of wildlife directives protecting species of interest for the Crees and ensure that forest management takes these directives into account	% of forest plan analyses that address that topic	100% of analyses Achieved	The 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 Partially achieved	The file was addressed only once this year. The Board is still awaiting a provincial strategy that the MFFP is working on. Publications is expected in 2022.

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	Monitoring the implementation and effectiveness of the provisions relating to riparian buffers is underway, the results will be available in 2021-2022.
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	Indicators	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	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)		Achieved	Monitoring is carried out according to the priorities identified in the implementation plan of the Monitoring Framework.
		Every meeting	The Board updated its priorities for actions, issues and possible solutions following the filing of the 2013-2018 implementation report.
		Partially achieved	These issues are now being monitored through our Monitoring Framework.

Government objective 6.3

Support public participation in community development

CQFB objective

Support public participation of Cree users on Agreement territory

Actions	Indicators	Targets	Results
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	This year, the target is considered partially met since analysis of the plans could not take place. Monitoring the consultation processes was still central to our work through a related project.
		Partially achieved	



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

Actions	Indicators	Targets	Results
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	The evolution of AFR implementation was the subject of a five-year status report for the period 2013-2018. This subject is also addressed in this Annual Report as well as in the progress reports on the implementation of the Monitoring Framework.
		Achieved	

Summary Financial Statements March 31, 2021

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

To the Members of
Cree-Québec Forestry Board

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2021 and the summary statement of operations and net assets for the year then ended, are derived from the unaudited financial statements of Cree-Québec Forestry Board for the year ended March 31, 2021, on which we expressed a qualified opinion in our independent practitioner's review engagement report dated June 17, 2021.

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 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 Cree-Québec Forestry Board for the year ended March 31, 2021, 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.*¹

Québec
June 17, 2021

¹ CPA auditor, CA public accountancy permit no. 128760

Cree-Québec Forestry Board

Summary of Operations and Net Assets Year ended March 31, 2021

(Unaudited)

	2021	2020
	\$	\$
Revenues		
Partners' contributions		
Quebec Government	330,000	200,000
Grand Council of the Crees (Eeyou Istchee)	330,000	200,000
Money market funds	489	4,057
	660,489	404,057
Expenses		
Salaries	306,077	355,215
Internal management	73,502	78,700
Board meetings	10,188	18,123
Service contracts	29,636	52,270
	419,403	504,308
Excess (deficiency) of revenues over expenses	241,086	(100,251)
Net assets, beginning of year	265,230	365,481
Net assets, end of year	506,316	265,230

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

Summary of Financial Position March 31, 2021

(Unaudited)

	2021	2020
	\$	\$
ASSETS		
Current		
Cash	343,689	105,281
Trade and other receivables	7,570	11,954
Prepaid expenses	8,806	4,431
	360,065	121,666
Long-term		
Investments	151,640	151,151
Tangible capital assets	7,264	5,440
	518,969	278,257
LIABILITIES		
Current		
Trade and other payables	12,653	13,027
NET ASSETS		
Funds balance		
Unrestricted	354,052	114,790
Invested in tangible capital assets	7,264	5,440
Internally restricted	145,000	145,000
	506,316	265,230
	518,969	278,257

Note to Summary Financial Statements March 31, 2021 (Unaudited)

1 – BASIS OF PRESENTATION

The summary financial statements are derived from the unaudited financial statements of Cree-Québec Forestry Board for the year ended March 31, 2021, 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 financial statements. However, this information is included in the unaudited financial statements.

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



Conclusion

In 2020-2021, the Board fully carried out its mandate in compliance with the AFR harmonizations. It continued to conduct close, continuous monitoring of the parties' commitments and their resulting actions. It pursued specific projects, implemented in previous years, aimed at assessing the effectiveness of certain participation mechanisms and specific AFR provisions. Board activities were carried out in keeping with its strategic directions and the priorities established in the Board's action plan.

Since mid-March 2020, and throughout the entire operating year, the Board had to adapt to the COVID-19 pandemic context to carry out its activities and organize its meetings as best possible. To comply with Government

directives, the Board held all of its meetings in the form of video conferences.

For this 18th operating year, the actions carried out by the Board members and Secretariat, in accordance with the Board's mandate and responsibilities, testified to their renewed commitment and motivation to contribute to achieving the Agreement's objectives.



Appendix

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

2

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, 2021, the members of the Joint Working Groups were:

Communities	Representatives	
	MFFP	Cree
Mistissini	Carolann Tremblay <i>Local Coordinator</i>	Matthew Longchap <i>Local Coordinator</i>
	Jean-Sébastien Audet	Johnny Matoush
Nemaska	Pascal Perreault <i>Local Coordinator</i>	Matthew Tanoush <i>Local Coordinator</i>
	Jean-Sébastien Audet	Rose Wapachee
Oujé-Bougoumou	Carolann Tremblay <i>Local Coordinator</i>	Arthur Bosum <i>Local Coordinator</i>
	Jean-Sébastien Audet	Tommy Rabbitskin
Waskaganish	Moïse Guetsa <i>Local Coordinator</i>	Wayne Cheezo <i>Local Coordinator</i>
	Jacynthe Barrette	Darryl J. Salt
Waswanipi	Jacynthe Barrette <i>Local Coordinator</i>	Henry George Gull <i>Local Coordinator</i>
	Moïse Guetsa Carolann Tremblay	Allan Saganash Jr. Georgette Blacksmith
JWG Coordinators	Sabrina Morissette	Dion Michel



Cree-Québec Forestry Board

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Cree-Québec Forestry Board

Place de la Cité, Tour Belle Cour
2590, boulevard Laurier, Suite 1050
Québec (Québec) G1V 4M6

Telephone: 418 528-0002

www.ccqf-cqfb.ca