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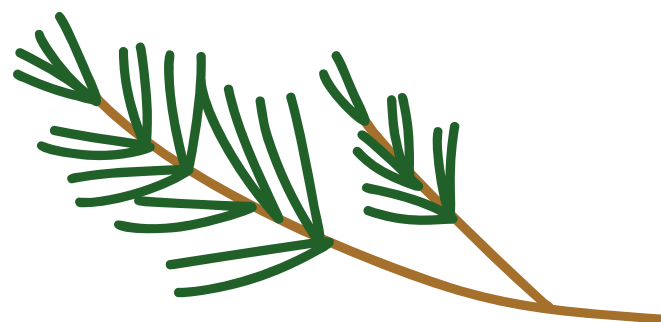
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## Board Chairman's Message

Maité Blanchette Vézina  
Minister of Natural Resources and Forests

Minister Responsible for the Bas-Saint-Laurent and the  
Gaspésie—Îles-de-la-Madeleine Regions

Mandy Gull-Masty  
Grand Chief, Grand Council of the Crees

I am pleased to present the Cree-Québec Forestry Board 2022-2023 Annual Report. Throughout its 20th operating year, the Board performed its mandate in compliance with the amended Agreement's (Paix des Braves) Adapted

Forestry Regime (AFR). It continued to closely and continuously monitor the parties' commitments and resulting actions and carried 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 compliance with the strategic directions and priorities the Board members had defined for each file.

This annual report details all activities carried out over the year for each of the Board's four main strategic directions. Significant progress was made on all files. This was especially true for the new, more effective approach to consultations, which combines PAFIO (operational integrated forest management plan) and PRAN (annual plan) consultations.

The implementation of a forestry department within the Cree Nation Government over the past three years has helped files move forward regularly and improved communications between the Joint Working Groups, communities' authorities and all AFR stakeholders.

Board-initiated files also made excellent headway. The wildlife habitat quality assessment project carried out in collaboration with McGill University is in the final phase and its findings will allow evolution of the quality of moose habitat since implementation of the Agreement's forestry-related provisions to be evaluated.

AFR implementation is based on the expertise, commitment and daily work of many professionals working within the two governments that signed the Agreement and of the Board Secretariat. I would like to thank them and congratulate them on their efforts throughout the operating year. Your contribution makes all the difference!

I would also like to thank the Board members and close collaborators for their dedication and commitment in contributing to compliance with the Agreement and to the Agreement's evolution.

Hervé Deschênes  
Board Chairman



# Chairman's Statement

To the best of my knowledge, the 2022-2023 Annual Report:

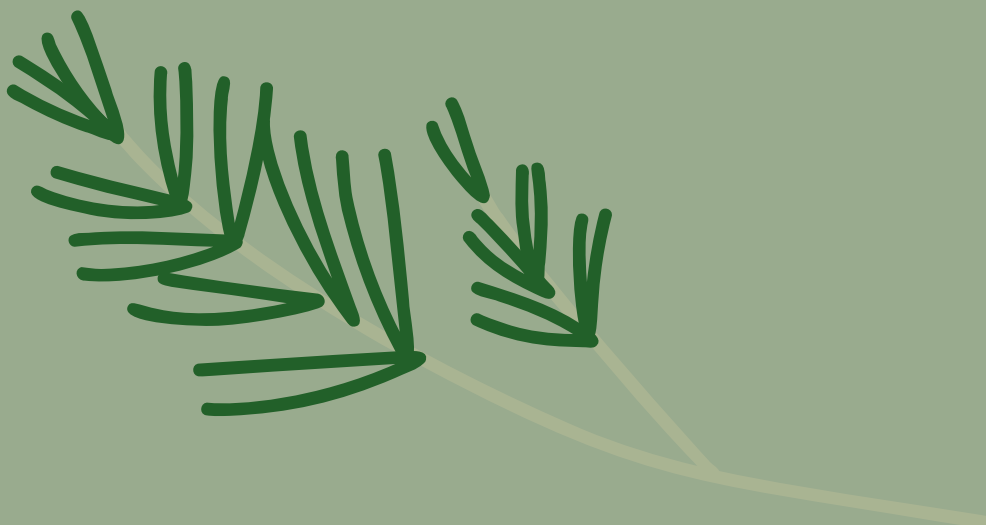
- accurately describes the Cree-Québec Forestry Board's mission, sectors of activity, strategic directions, and priorities;
- presents accurate, reliable data covering all of the Board's activities and indicates the extent to which the target objectives were achieved.

Throughout the 2022-2023 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 2022-2023.

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



Hervé Deschênes  
Chairman





# Chapter 1

## The Agreement and Chapter 3 on Forestry

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### The Adapted Forestry Regime's Objectives and Main Adaptations

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

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

the Crees' economic and community development based on the respective commitments made by the parties under the James Bay and Northern Québec Agreement.

Chapter 3 of the Agreement, commonly called the Adapted Forestry Regime (AFR), is devoted to forestry, defining the objectives and setting out the specific provisions for managing forest activities in Agreement territory. The Québec Forest Regime applies throughout Agreement territory with adaptations. The AFR seeks to better reflect the Crees' traditional way of life and accord greater attention to sustainable development concerns, paving the way for increased participation by the Crees, via consultation, in forestry activity planning and management processes, ranging from planning to implementing and monitoring forest management plans and collaboration, in the form of concerted action, by the Cree Nation Government (CNG) and the Eeyou Istchee James Bay Regional Government



(EIJBRG) in the participation process for the planning provided for in Schedule C-4 of the current Agreement.

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

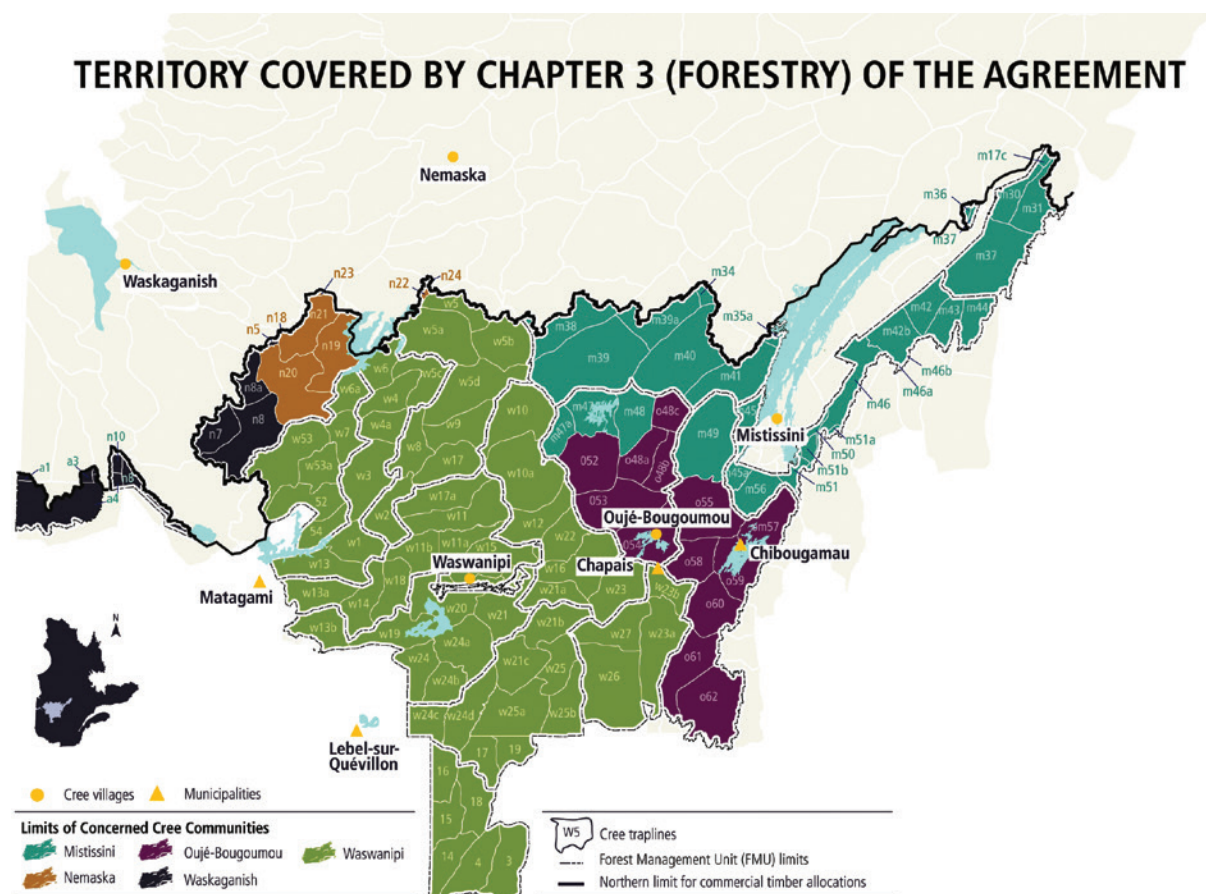
Where economic development is concerned, certain Agreement provisions confirm that timber volumes will be made available to the Crees and that Cree access to forest management activity-related employment, contracts and partnerships will be promoted.

To ensure implementation of the Agreement's chapter on forestry, three mechanisms were created: the Joint Working Groups (JWGs), the JWG coordinators and the Cree-Québec Forestry Board (CQFB). As set out in Chapter 3 and

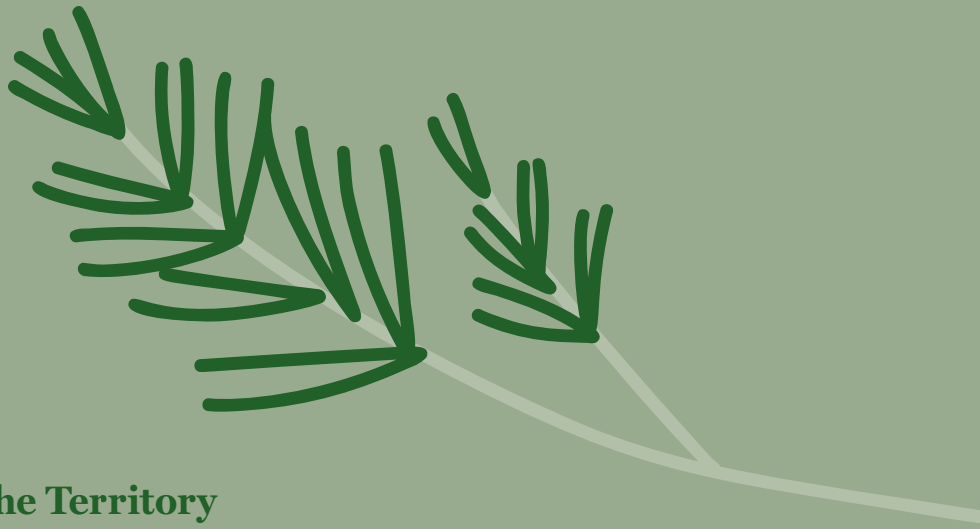
Schedule C of the Agreement, these mechanisms have specific, separate duties but must work closely together to implement various provisions of the Adapted Forestry Regime, promote, where relevant, development of new operating approaches among stakeholders and mediate and manage conflicts that may arise. While the core activities of these mechanisms are to contribute to the development of forest management plans, conduct consultations and perform monitoring, these implementation mechanisms work on different, but complementary, levels.

## Territory Covered

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







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

### Population

Cree Communities	
Mistissini	3,731
Nemaska**	832
Oujé-Bougoumou	797
Waskaganish**	2,536
Waswanipi*	1,759
Non-Native Communities	
Chapais	1,468
Chibougamau	7,233
Lebel-sur-Quévillon**	2,091
Matagami*	1,402

Statistics Canada, Census of Canada, 2021

\* Statistics Canada, Census of Canada, 2016

\*\* Outside the territory covered by Chapter 3

### Territory

	Chapter 3	Québec	Proportion
Total area of Chapter 3 (km <sup>2</sup> )	66,010		
Total area of forest management units* (km <sup>2</sup> )	51,787	451,895	11.4%
Forest area used to calculate allowable cut* (km <sup>2</sup> )	34,023	269,080	12.6%

Number of forest management units: 15

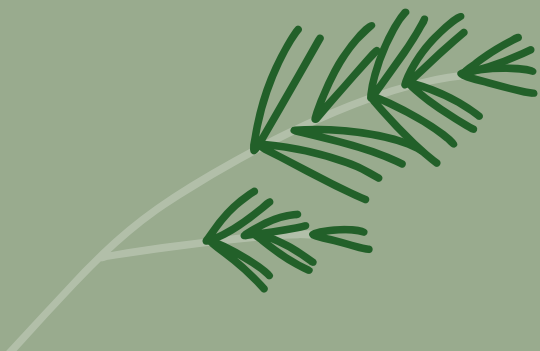
Number of Cree traplines affected: 121

### Forest Resource

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

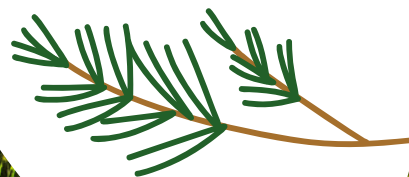
\* Chief Forester's data (modified in 2016 and 2018)

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





# Chapter 2



## The Cree-Québec Forestry Board

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### Board Mission

In accordance with the responsibilities it is entrusted with, the Board is responsible for monitoring, analyzing 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 Natural Resources and Forests. 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 Natural Resources and Forests shall consider the comments and views of the Board and shall inform it directly of her position or, as the case may be, of the main reasons justifying her 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 composition benefits from its members' wide range of interests and skills. For most of 2022-2023, the representatives designated by the Québec government included three officers from the Ministry of Natural Resources and Forests (MRNF) and two other members with respective expertise in the fields of wildlife and the forestry industry. 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, completed the Board's ranks. On November 22, 2022, the Grand Council of the Crees made the decision to replace Mr Steven Blacksmith as a member of the CQFB. His replacement became effective on March 16, 2023, when, by interim resolution, the Grand Council of the Crees appointed Mr Ian Saganash to serve on the CQFB.

The following list shows the members that sat on the Cree-Québec Forestry Board during the operating year (April 1, 2022, to March 31, 2023).

CHAIRMAN	
<b>Hervé Deschênes</b> (2016-08-17 to –)	
QUÉBEC MEMBERS	CREE MEMBERS
<b>Hugo Jacqmain</b> (2014-11-19 to –) Director of Environmental Affairs and Sustainable Development Ministère des Ressources naturelles et des Forêts	<b>Steven Blacksmith</b> (2017-01-19 to 2022-10-22) Director of Natural Resources Community of Waswanipi
<b>Geneviève Labrecque</b> (2014-11-19 to –) Forestry Engineer Chantiers Chibougamau Ltée	<b>Gillman Ottereyes</b> (2020-11-04 to –) Director of the Department of Forestry Cree Nation Government
<b>Simon St-Georges</b> (2022-03-09 to –) Respondent in Aboriginal Affairs Management of Coordination and Strategic Directions Ministère des Ressources naturelles et des Forêts	<b>Geoff Quaile</b> (2009-06-04 to –) Senior Advisor, Forestry Department Cree Nation Government
<b>Marco Trudel</b> (2017-06-07 to –) Director General of north-west Forest Management Ministère des Ressources naturelles et des Forêts	<b>Ian Saganash</b> (2023-03-16 to —) Local guardian Community of Waswanipi
<b>Denis Vandal</b> (2015-08-11 to –) Retired – consultant	<b>Nadia Saganash</b> (2012-04-16 to –) Director of Relations with Québec and Indigenous Peoples (interim) Cree Nation Government
	<b>Isaac Voyageur</b> (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 is paid by the Québec government.

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

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

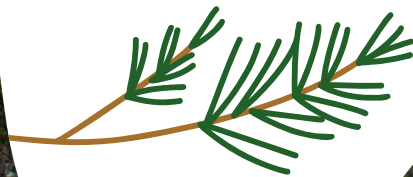
approved by Board members. With the support of consultants and other collaborators, depending on the nature of the file involved, the Secretariat develops and analyzes the files, identifying the problems and issues submitted for the Board's consideration, and drafts the CQFB's official documents (letters 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, 2023, three employees made up the Secretariat team: Patrick Léveillé-Perreault, Executive Director, Amélie Dussault, Analyst/Advisor, and Annette Hayden, Administrative Assistant.





# Chapter 3



## Review of Board Activities

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### Board Context in 2022-2023

The 2022-2023 operating year, the Board's 20th, was marked by the mechanisms, processes and provisions of the Agreement (Paix des Braves) and its Adapted Forestry Regime (AFR), as amended in 2018 and officially published in December 2019.

The Board carried out its mandate fully in compliance with the harmonizations made to the AFR implementation mechanisms, continuing to closely and continuously 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 compliance with the strategic directions and file priorities defined in its annual action plan.

In the 2022-2023 operating year, the Board held five meetings: April 5-6, 2022; May 31, 2022; October 26, 2022; February 14-15, 2023 and March 29, 2023.

Note: The Ministère des Ressources naturelles et des Forêts (MRNF) was set up on October 22, 2022, replacing the Ministère des Forêts de la Faune et des Parcs (MFFP), during the Board's 2022-2023 operating year. In this Annual Report, we have used the acronym MRNF to refer to the government department responsible for the Agreement.

# Direction 1

Rigorously, objectively and effectively evaluate the implementation and the effectiveness of the forestry chapter of the Agreement, according to a continuous improvement approach.

## Forest Plans

In keeping with its mandate, the Board monitors forest plan development and analyzes tactical integrated forest management plans (PAFITs) and operational integrated forest management plans (PAFIOs) 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 Monitoring Framework.

## Analysis of Modifications to the 2018-2023 PAFIOs

In keeping with its mandate, the Board analyzes modifications to the PAFIOs based on various documents supplied by the parties, in particular the 30-day reports and advice produced by the Joint Working Groups (JWG), tallymen consultation meeting minutes and elements gathered from the MRNF planners.

For the 2018-2023 PAFIO modifications dating from fall 2021 for 14 management units on AFR territory, a report was prepared based on the tallymen consultation meeting minutes available at the time. These PAFIO modifications affected about 100 traplines and few problems were noted. In December 2021, the MRNF had invited the Board to review and comment on these modifications.

In the previous operating year, a new initiative combined the round of PAFIO consultations with 2022-2023 annual plan (PRAN) consultations in order to make the process more efficient. This initiative, which most stakeholders appreciated, sought to extend the time period allotted for verification and to meet tallyman requests before the authorized PRAN (harvesting permit) was used, namely April 1 each year. The Secretariat had produced a preliminary analysis in January 2022, which it completed using its analysis of the 30-day JWG reports tabled in March 2022. The Secretariat presented the main observations resulting from this analysis at the May 31, 2022 Board meeting and the members were invited to discuss follow-up to be carried out.

According to the 30-day JWG reports, few problems were raised with regard to consultations on modifications to the fall 2021 PAFIOs. The analysis shows significant improvements since the 2018-2023 PAFIOs were, for the first time since 2017, presented to the tallymen. The consultation process is increasingly complied with, the work atmosphere was greatly improved and discussions between the tallymen and planners have become more and more effective in finding solutions adapted to the tallymen's needs. However, some concerns remain and lead the Board to propose that the parties' efforts focus on three elements.

1. To deal with the tallymen's dissatisfaction regarding protection of key wildlife habitats, the Board recommended that the MRNF work with the Cree Nation Government (CNG) to implement interim Wildlife Habitat Management Directives for the new 2023-2028 forest plan period while awaiting implementation of the official Wildlife Habitat Management Directives.
2. With regard to clarifying certain Paix des Braves provisions for the Cree JWGs, the Board recommends that the parties continue their efforts to transfer knowledge to and train JWG members in relation to these provisions, especially those that deal with taking the traditional Cree lifestyle into consideration as well as the JWGs' roles and mandates.
3. In reaction to the statement that it is difficult to work in a single working group, the Board recommends that the JWG coordinators and members continue their discussions and efforts to clarify operating procedures, information exchange and task-sharing between the parties. Among other things, this involves presenting the new guides intended for the JWGs (conflict management and harmonization measure management) during workshops.

## **Analysis of the 2023-2028 PAFITs and their New Format**

One of the Board's main mandates is to review the PAFITs before they take effect. Since the 2018-2023 PAFITs ended on March 31, 2023, the Board, in keeping with the MRNF's official requests, had to review the 2023-2028 PAFITs covering all AFR territory management units.

To better prepare the Board and the JVGs for future consultations, the MRNF presented the new PAFIT format proposed for 2023-2028 as well as the PAFIT implementation steps and timeline. The goals of this update were to reorganize the PAFIT's main sections into four modules plus a Cree section so as to avoid redundancies within the PAFIT, to differentiate descriptive data from strategic planning data, to integrate regional timber production strategies and to base public and Aboriginal consultations on management decisions. The first module in this new PAFIT format refers to the legal and administrative context, the second presents the land and its occupants, the third addresses analysis of issues and the fourth presents management objectives and strategies. The Board's approach to analyzing these PAFITs was agreed on at the May 31, 2022 Board meeting. The last analysis criterion consisted of assessing whether the new 2023-2028 PAFIT format allows the Board to fulfil its tactical plan review role.

On August 18, 2022, the MRNF sent the Board the fourth module and the Cree section of the 2023-2028 PAFITs for the Nord-du-Québec region and Management Unit 084-62, located in the Abitibi-Témiscamingue region, for analysis purposes and asked it to forward the results of this analysis by October 31, 2022. The other modules were also made available to the Board to support the analysis.

The Secretariat reviewed the 2023-2028 PAFITs and presented its review to the Board members for comments and adoption at the October 26, 2022 meeting. This advice and the related recommendations were sent to the MRNF on November 4, 2022 (see "Board Advice to the Parties" under Direction 3).

## **Adapted Forestry Regime Monitoring Framework**

The Board is responsible for monitoring, analyzing and assessing implementation of the Agreement's forestry-related provisions. This assessment allows it to recommend necessary adjustments and modifications to the parties to

ensure that the AFR, which applies 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 reflect the amended Agreement. It allows implementation of the forestry-related provisions of Chapter 3 of the Agreement to be monitored and contains information allowing achievement of its objectives to be tracked on a continuous basis.

The Monitoring Framework is based on four objectives set out in section 1 of Chapter 3 on forestry. Achievement of each objective is assessed using a series of indicators. The monitoring carried out allows problems to be detected, weaknesses to be specifically targeted and adjustments to provisions to be proposed or corrective action to be taken, if need be.

For 2021-2022, the Board identified and adopted 12 implementation priorities from among those contained in the Monitoring Framework. In 2021-2022, actions were carried out in keeping with these priorities and actions carried out the previous year.

At the April 2022 Board meeting, the Secretariat presented the Monitoring Framework implementation report for 2021-2022. This second year in the Monitoring Framework's official implementation allowed progress to be made on a good many priorities, even if a number of them were not completed. The observations and recommendations resulting from the 2021-2022 report were used to orient the Framework's monitoring and implementation work for 2022-2023. The Board agreed on 11 priorities that are consistent with the monitoring measures already taken in past years.

In the 2022-2023 operating year, the Secretariat presented regular status reports on the priorities to the Board members, as it had done the previous year: harmonization measure management, Mixedwood Stands Management Strategy development and intervention and forest evolution monitoring.

The Monitoring Framework's implementation is essential and involves challenges, including the fact that the Board's work depends on progress made in the files being developed by the parties to the Agreement. Further, monitoring requires gathering and analyzing a significant volume of information which, in some cases, requires specialized resources. The Secretariat is assessing the need to add human resources in this regard.



## Specific File Monitoring

### Mixedwood Stands Management Strategy and Wildlife Habitat Management Directives

The parties continued to develop two key strategic files linked to the Agreement's AFR wildlife-related and forest-related objectives: the Mixedwood Stands Management Strategy and the Wildlife Habitat Management Directives. In response to concerns expressed by the Crees, the parties committed to prioritizing development of the Strategy and Directives, which are to be integrated into the next generation (2023-2028) of PAFITs and PAFIOs and mandated a Committee to carry out the work linked to these files.

In the three previous operating years, the Board had closely monitored the Mixedwood Stands Management Strategy file and helped the parties, analyzing the strategy and drafting an advice letter on December 16, 2020. That same year, the MRNF sent the Board the final version of its Strategy, developed in collaboration with the CNG, and published the Strategy in February 2021. The Mixedwood Stands Management Strategy was officially implemented in February 2021 and was fully integrated into the 2023-2028 PAFITs.

In the three previous operating years, the parties had continued their work on developing the Wildlife Habitat Management Directives and on a production, consultation and implementation schedule. To ensure long-term maintenance of wildlife habitats, these Directives seek to produce a practical forest planning support and forest plan harmonization guide for forest planners and JWG members. The Board monitored the Committee's work on each wildlife species' habitat-related needs based on scientific and traditional knowledge. In 2021-2022, the Board made monitoring this file a priority.

In the 2022-2023 operating year, Bipartite Committee discussions continued regarding the content of these directives. At the March 29, 2023 meeting, the Board was informed that the fact sheets were almost completed. The Board distributed a work plan for the next operating year after the March 28, 2023 Committee meeting. While waiting for these directives to be finalized (scheduled for December 2023), the MRNF put interim measures in place to address the concerns of the JWGs and the Crees.

### Relocation of Biological Refuges and Review of Sites of Interest for the Crees (1%)

The processes related to relocation of biological refuges and review of sites of interest for the Crees (1%) continued in

2022-2023. At the March 29, 2023 Board meeting, the Cree party announced that the work was almost completed and that 10 traplines remained to be finalized – 5 in Mistissini, 3 in Waswanipi, 1 in Nemaska and 1 in Waskaganish.

### Moose Habitat Quality Assessment Project

One of the Board's main responsibilities is to monitor, analyze and assess implementation of the Agreement's forest-related provisions. Specific management standards are applied to maintain or improve the habitat of wildlife species of key importance for Cree trappers. Parts of each trapline enjoy specific protection (25%) in order to better harmonize forest management activities and traditional activities, including hunting, fishing and trapping.

The Board is interested in assessing whether these specific management standards were applied and, if so, in assessing their effectiveness in maintaining or improving wildlife habitats in the traplines and the forested areas of wildlife interest for the Crees (25%). Moose was chosen from among all species of interest since it is of significant concern to the Crees.

Pursuant to Phase 1 of this project, carried out under the auspices of the Board to assess the effectiveness of these management standards, in June 2021, the Board approved the signing of a research agreement with McGill University. This agreement targeted assessment of moose habitat quality in Agreement territory and development of a Habitat Quality Index (HQI) for this species based on Cree knowledge and scientific knowledge.

Throughout the previous operating year, the members of the Board project steering committee met several times with the members of the McGill project steering committee to jointly develop the project and ensure that the Board's expectations were taken into account. Certain project partner members were even interviewed to clarify project goals and priorities.

Finally, 37 traplines were chosen based on certain criteria and, especially, tallymen's interest in participating in the project. Meetings were organized and interviews conducted with the Cree trappers in the communities in October-November 2021 to collect Cree knowledge on moose behaviour and moose habitat-related requirements. The complete results of these interviews were presented to the Board steering committee members and, then, to the Board members. The McGill University research team presented updates to the Board on the project's evolution, integration of the Board's goals and the trapline selection methodology in the research proposal.

Early in the 2022-2023 operating year, meetings continued in order to monitor the project. The conceptual framework, reiterated and detailed by the research team, emphasizes how the Habitat Quality Index (HQI) will be developed by taking scientific knowledge and Cree knowledge into account. Two main research questions guided the project design: “What are the key variables affecting moose habitat quality based on these two types of knowledge?” and “Have management strategies in the 25% areas been effective in maintaining or improving moose habitat?”.

In July 2022, the McGill University research team toured the communities to present the results of analysis of the data collected in the interviews and meetings and to validate these results with the initial participants. The research team presented an update on the latest project developments at the October 26, 2022 Board meeting.

After the February 2023 Board meeting, the project steering committee met to start taking action to organize a workshop designed to determine the variables identified by the two project phases (analysis of GPS collars and acquisition of Cree knowledge) that will be part of the HQI. This workshop was scheduled for May 2023. Just before the workshop, the research team planned to table reports containing the results of its research in order to fuel discussions between the participants.

### **Partial Report on Verification and Assessment of Monitoring of the Application of Standards and Provisions Provided for in the AFR**

An MRNF representative presented the 2013-2018 Report on verification and assessment of monitoring of the application of standards and provisions provided for in the AFR to Board members at the November 31, 2021 Board meeting.

In April 2022, an MRNF representative presented a partial report on non-compliance in regard to verification and assessment of monitoring of the application of standards and provisions provided for in the AFR. This partial report, presented to JWG and CNG representatives on February 8, 2022, covered activities carried out on AFR territory in 2018-2019 and 2019-2020.

Over those two years, 38 cases of non-compliance were identified, the equivalent of the total for 2013-2018. A large proportion of these cases resulted from the fact that plans were not fully carried out or that sectors were harvested over two different fiscal years.

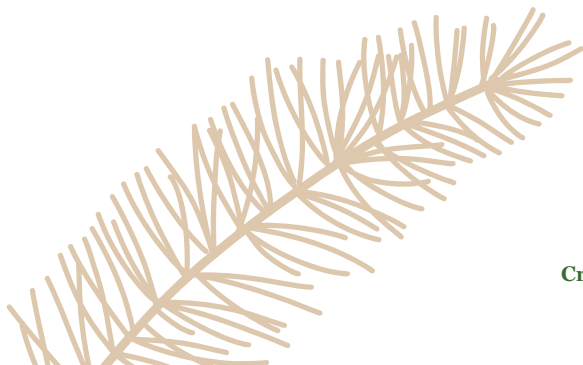
### **Cree-Québec Forestry Economic Council**

The Cree-Québec Forestry Economic Council (CQFEC) is a new mechanism under the amended Agreement mandated to promote the development of economic and business opportunities for the Crees in forest development activities on Agreement territory. The CQFEC began its activities in December 2018. It encourages forestry companies to employ Cree workers and enterprises and promotes access to contracts targeting non-commercial silvicultural work. Each community chose a local representative to contribute to deliberations and development of the forestry economics file for the Cree Nation.

CQFEC members' meetings and discussions continued in the 2022-2023 operating year. At the May 2022 meeting, Board members were informed that a memorandum of understanding had been signed by the communities of Nemaska, Waskaganish, Waswanipi, Oujé-Bougoumou and Mistissini in which they undertook to work together to maximize economic spinoffs for the Crees.

At the March 29, 2023 Board meeting, members were told that the CQFEC's work was being carried out in collaboration with the Cree communities, and more specifically with Cree enterprises. Three meetings were held over two months and the CQFEC members worked together on the communities' economic development. The communities mobilized to invest collectively in forestry. The initiative of organizing a Cree conference on forest-related opportunities is beginning to take shape. Numerous discussions within the CQFEC addressed the quality of the timber offered to Waswanipi Cree enterprises as well as non-silvicultural work.

Over the coming operating year, the CQFEC will look at how contracts for non-commercial silvicultural work will be awarded to the Crees and at assessment of implementation of the Agreement's economic component.



## Direction 2

Provide support to its members, coordinators and JWG members in order to facilitate their synergy and optimize their contributions for the effective operation of the Agreement.

### Operational Forest Plan Process and Harmonization Measure Monitoring Diagnostic Project

Since 2013, the PAFIOs and their annual modifications have been prepared in keeping with the process defined in Schedule C-4 of the amended Agreement. This multistep process involves: PAFIO development, consultation of the tallymen, establishment of harmonization measures, dispute settlement (in case of usage conflicts), PAFIO finalization, public consultation, and determination of the annual plan.

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. Representatives of the parties and the Secretariat then worked on developing two guides: a harmonization measure management guide and a conflict management guide. An initial version of these two guides was presented to JWG members. These guides constitute essential tools for JWG supervision, operations and work, in particular during the tallymen consultations. Monitoring of the guides' use and implementation of the instructions they contain will also be integrated into the AFR Monitoring Framework.

During the 2022-2023 operating year, the party collaborators responsible for this file met twice to determine the extent to which actions had progressed and to update the action plan. At Board meetings, they reported that many of these actions were still under way, that some had been completed and that they had already seen improvements in the process. Analysis and review of avenues for improvement in the operational forest plan process and harmonization measure monitoring show that potential improvements can be grouped into three specific categories of actions to implement: agree on common approaches and understanding; produce tools: diagrams, tables, guides and instructions; share, communicate and transfer information to the stakeholders concerned.

The actions proposed target the following broad goals: 1. Formalize the harmonization measure management and monitoring process; 2. Carry out harmonization measures based on what was agreed to with the tallymen; 3. Provide a framework for and increasingly structure the operational forest plan process' vaguer steps and those that lacked timetables; 4. Improve the steps involving preparing the various consultations in order to increase effectiveness; 5. Support JWG members so that they are able to fully carry out their mandates; 6. At all stages in the process, develop clear, adapted tools so as to facilitate work and understanding by the current and future stakeholders concerned.

The Board will continue close follow-up with the parties and will collaborate so that these tools can be finalized and made operational as soon as possible.



## Direction 3

### JWG Coordinators' Report

In keeping with its mandate, the Board supports and collaborates with the JWGs and JWG coordinators. It is responsible for implementing initiatives to facilitate dialogue and concertation among the three amended Agreement implementation mechanisms: the JWGs, the JWG coordinators and the Board. The coordinators' duties include periodically reporting to the Board on JWG operations. They are invited to Board meetings to report on JWG activities, progress on forest plan analyses, and issues and problems encountered.

At the five Board meetings held in the 2022-2023 operating year, the JWG coordinators were invited to report on operational plan (PAFIO and annual plan) consultations. Regarding submission of the JWG 30-day reports, the coordinators highlighted their team's hard work: all of the 30-day reports were sent to the MRNF and the Board before the April 1 deadline, thanks to the time saved by combining the PAFIO and annual plan consultations.

At the March 2023 Board meeting, the MRNF JWG coordinator presented a summary of the 2022-2023 consultations and gave an overview of the status of 30-day report preparation in each community. She confirmed that all traplines were considered harmonized for the communities of Mistissini, Nemaska, Oujé-Bougoumou and Waskaganish. For Waswanipi, the consultation, which normally takes 30 days, lasted three months and required further efforts in April 2023 to resolve existing conflicts. The Cree JWG coordinator indicated that mediation meetings were scheduled for the second week of April, the hope being that the problems would be solved at that time. If not, the traplines concerned would move to the conciliation stage. The availability of certain AFR deliverables, throughout the territory, was the source of certain misunderstandings the coordinators had to address.

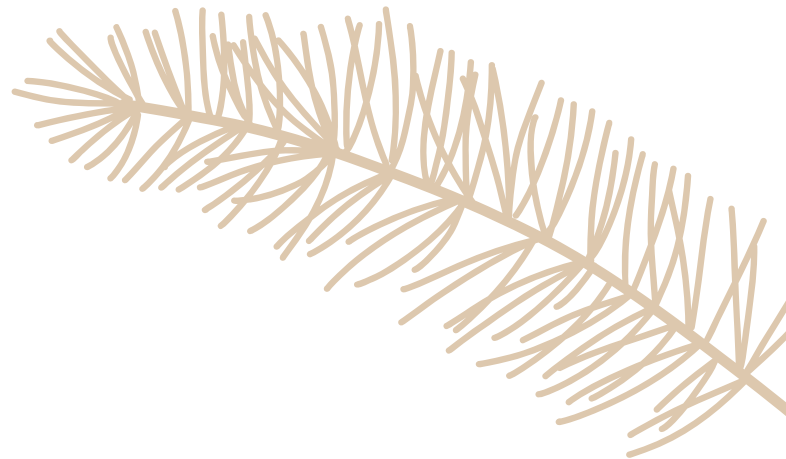
The Board will continue to ensure continuous monitoring of the initiatives aimed at promoting dialogue and concertation among its members, the JWGs and the coordinators.

Concretely demonstrate the benefits and results of the Agreement's AFR by improving the Board's internal and external communications to promote better knowledge, understanding and application of the Agreement's AFR.

### Board Advice to the Parties

The Board sent an advice letter to the parties that can be downloaded on the Board website: November 4, 2022 advice letter: Preconsultation on the 2023-2028 PAFITs for 15 MUs in the AFR territory – Board comments.

In response to the request sent by the MRNF on August 18, 2022, the Board analyzed the 2023-2028 PAFITs for all management units forming part of the AFR territory. This review was conducted according to an analysis approach adopted by the Board members and based on the following five elements: 1. Integration of the following key strategic files: Mixedwood Stands Management Strategy, Wildlife Habitat Management Directives and integration of the issues and solutions raised during the local integrated land and resource management panels (TLGIRT); 2. Consideration of the concerns expressed by the Crees; 3. Cree participation in the preparation of the PAFITs; 4. Incorporation of the recommendations made by the Board in its analysis of the plans for the preceding five-year period; 5. Verification of the new PAFIT format to ensure that it contains all the information required by the Board and all territory users to assess achievement of AFR objectives.





In its advice letter, the Board highlighted some important findings. With regard to integration of the key AFR strategic files into the 2023-2028 PAFITs, the Mixedwood Stands Management Strategy was implemented in February 2021, marking a milestone in AFR application. However, certain provisions stipulated in the Agreement, in particular the Wildlife Habitat Management Directives, could not be fully implemented in the 2023-2028 PAFITs.

The Wildlife Habitat Management Directives provided for in the Agreement are mentioned in the 2023-2028 PAFITs as being solutions to wildlife issues raised by the Crees. Although these Directives are still under development, the parties agreed to postpone the deadline for this project to December 2023. In the Cree section of the PAFITs, the MRNF nevertheless offers an opening to put in place interim measures pending the Directives' finalization.

With regard to integrating local issues raised at the local integrated land and resource management panels (TLGIRT) into the 2023-2028 PAFITs, the work of the concertation tables to agree on local issues has not been completed.

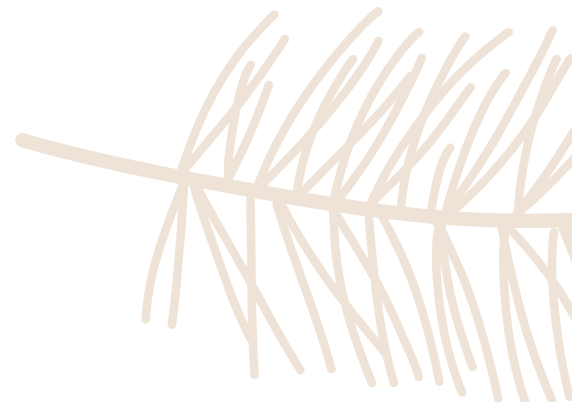
Regarding taking Cree concerns into consideration in the PAFITs, it is important to highlight the MRNF's effort to consider them, even if they were not formalized by the TLGIRTs according to the process provided for in Schedule C-4 of the Paix des Braves and detailed in the *Sustainable Forest Development Act*. Moreover, the MRNF's consideration of the concerns expressed by the Crees during the TLGIRT meetings and a wildlife workshop held in 2016 enabled the Crees to contribute to the development of the 2023-2028 PAFITs. Furthermore, analysis of these PAFITs, which the JWGs will carry out at the preconsultation stage, will be another opportunity for the Crees to officially contribute to PAFIT development.

Finally, the PAFITs' new format (modules) contains all the information required to enable the Board to properly review the PAFITs before they come into force and to allow it to monitor Agreement provisions. The new format also allows users to learn about the strategies that will be implemented in the territory over the next five years.

In light of these findings, the Board made two main recommendations to the party authorities. Recommendation 1: Given the Wildlife Habitat Management Directives' importance for addressing a number of issues, the Board recommends taking all necessary measures to ensure compliance with the Directive finalization deadline agreed on by the parties, i.e. December 31, 2023. Recommendation 2: Given that the 2023-2028 PAFITs are scheduled to take effect on April 1, 2023 and that the deadline for finalizing the Directives is December 2023, the Board recommends implementing the interim measures mentioned in the Cree section, as they would have been agreed on by the parties, for the period April to December 2023.

## MRNF Reply to the Advice Letter

The Deputy Minister confirmed reception of the November 4 advice letter on November 20, 2022. In its response, the MRNF welcomes the Board's comments and indicates that it will consider them in finalizing its forest planning. Where the Wildlife Habitat Management Directives are concerned, the letter mentions that the MRNF is working on this matter in close collaboration with the Cree Nation Government, that the work to finalize these Directives is currently continuing according to a work plan reviewed in early 2022 and agreed to by the parties, and that MRNF representatives are making significant efforts and will continue to do so to complete this priority file in keeping with the scheduled December 31, 2023 deadline. Pending the Directives' finalization, interim Directive measures could indeed apply to forest planning for the coming year. However, as specified in the Cree section of the PAFITs, the scope of some interim measures to be applied must first be agreed on by the parties. The measures on which consensus currently exists could be applied via the process of forest plan consultation and harmonization in conjunction with the Cree tallymen, as provided in the AFR.



## Management of Information Related to the Monitoring Framework

In 2021-2022, the Secretariat expressed the need to adopt a documentary analysis classification tool and presented its project to acquire an information management system for the Monitoring Framework to inventory the Secretariat's analyses linked to monitoring Agreement provisions. A great deal of knowledge of past events, many reports and numerous analyses are not always easily retrievable, and this is very time-consuming for the Secretariat.

In September 2021, the Secretariat presented its assessment of existing platforms and tools used by other organizations as well as the Board's objectives underlying acquisition of such a tool. It also reported on the information sources, classification levels and data that would fuel this future tool and listed its potential advantages. Plans are for the tool to be evolving and flexible, with the possible addition of selection criteria for categorizing certain data or of geographic information system (GIS) modules. Following a call for tenders launched by the Secretariat, the service offer of a company meeting all of the criteria was selected.

At the April 2022 Board meeting, the Secretariat gave an overview of the tool developed specifically to meet the Board's needs.

## Board Annual Report and Financial Statements

The Board forwarded its 19th annual report, covering the 2021-2022 operating year, to its partners and stakeholders concerned by the application of the Agreement's forestry component. The 2021-2022 report and summary financial statements are available on the Board website.

## Direction 4

Ensure flexibility in the operations of the Board and its Secretariat relocated in the Territory, in order to maintain the effectiveness and efficiency necessary to meet the requirements of its mandate.

### Relocation of the Board Secretariat

As originally set out in the 2002 Agreement, the parties are pursuing the project to relocate the Board Secretariat to Waswanipi. The Cree-Québec Bipartite Committee, created four years ago, continued to monitor the project to build offices and buildings intended for staff housing. It defined the recommendations to be forwarded to the parties regarding the relocation.

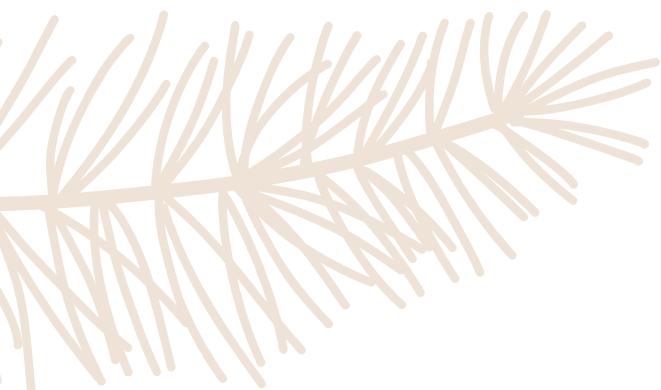
Construction of the office building, for which the contract was signed later than anticipated due to the significant increase in the cost of building materials in 2021, began in June 2022 and is scheduled to end in July 2023. Six housing units were added for the CNG and the Board.

The lease for the Secretariat's offices in Place de la Cité, in Québec City, was extended twelve months, until March 31, 2024 (with three months' notice required to vacate the premises), to avoid having to move twice.

### Board 2022-2023 Action Plan and Budget

In April 2022, the Secretariat updated the Board's action plan for the 2022-2023 operating year and presented its preliminary budget, detailing the Board's annual objectives and associated actions. The Board members adopted the 2022-2023 action plan by email.

The expenditures portion of the 2022-2023 budget was also adopted at the April 2022 Board meeting. The members agreed that the Administrative Committee would review the Board financing portion, given that the financial surplus had increased significantly over the past three years. The 2022-2023 budget was adopted at the May 2022 Board meeting.



## Board Budget and Financing for the Coming Years

After meeting in May 2022, the Administrative Committee members recommended presenting the party authorities with three scenarios for reducing the parties' financial contributions for the coming operating years, given the financial surplus accumulated over the past three years. At the May 2022 Board meeting, members' positions diverged regarding the scenario to adopt.

Taking both parties' suggestions into account, at the May 2023 Board meeting, the Secretariat presented a reworked scenario for the next five-year agreement, beginning in fiscal year 2024-2025. It was agreed that for 2023-2024, the funding requested from the parties remain unchanged but that a financing scenario, for the next five years, reflecting the financial surplus be presented to the members in fall 2023.

## Updating Policy 6: Hiring Rules

Given the Board Secretariat's relocation, scheduled for 2023-2024, it was agreed that the hiring rules policy (Board policy 6), last updated in 2004, be reviewed. The modifications, discussed by the Administrative Committee members in May 2022, were unanimously accepted by the Board members at the May 31, 2022 meeting.

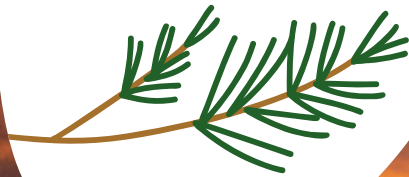
## Board Meetings

At the February 2023 Board meeting, the Secretariat asked the members for their opinion on whether future Board meetings should be in-person or virtual. It pointed out that this was the first in-person meeting since February 4, 2020 and that, since then, 13 meetings had been held by video conference due to the health regulations implemented during the COVID-19 pandemic. The following observations emerged from discussions between the members and the Secretariat: in-person meetings seem to offer advantages since they provide more opportunities to maintain relations between members and collaborators; they seem to foster better interaction between participants and a different dynamic; it is important that people meet in the territory to discuss and to ensure that the communities and parties concerned can get to know them better.

Following these discussions, Board members opted for a mixed approach: a two-day in-person meeting alternating with a one-day video conference meeting. Where video conference technology is concerned, the members decided that the Secretariat should take measures to ensure that upcoming virtual meetings are organized on Teams rather than Zoom to make them more accessible to MRNF personnel and ensure that things run more smoothly and efficiently.



# Chapter 4



## Sustainable Development

### Cree-Québec Forestry Board 2022-2023 Transitional Sustainable Development Action Plan

In keeping with its obligations under the *Sustainable Development Act*, in 2022, the Cree-Québec Forestry Board adopted its 2021-2022 Transitional Sustainable Development Action Plan (SDAP), which pursues the actions implemented in the previous SDAP (2015-2020) and contributes specifically to four Government priorities established for 2021-2022. Pending instructions from the authorities for the development of the next Sustainable Development Action Plan, the transitional SDAP adopted in 2022 has been renewed for the year 2022-2023.

The following is a summary of the actions taken in 2022-2023 that contributed to achieving the Board SDAP.

The Sustainable Development Action Plan can be downloaded on the Board website.







Government direction 1:

## Strengthen sustainable development governance throughout the public 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
Validate where electronic equipment and hazardous waste recovery sites are located and inform the employees.	% of employees who know the preferred practices and use the appropriate locations for disposal of hazardous waste.	100% achieved	Employees are aware of the sites for disposal of hazardous waste and use them when necessary.
Acquire certified eco-responsible laptops for all our telecommuting employees.	Number of employees with access to a new certified environmentally friendly laptop.	100% achieved	Electronic equipment was acquired after considering environmental criteria. Every employee has his/her own certified environmentally friendly laptop.
Acquire technological tools to promote remote teamwork method.	The tools and procedures are used both for the day-to-day telecommuting of employees, but also for the conduct of official Board meetings.	100% achieved	During the year, the Board approved a new procedure to formalize the alternation between remote and face to face meetings.
Develop and promote new procedures for holding official Board meetings remotely.			After noting certain shortcomings, the Secretariat also acquired more efficient communication equipment aimed at holding hybrid meetings.

### Government objective 1.2

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

#### CQFB objective

Throughout the organization, continue efforts to include sustainable development principles

Action	Indicator	Target	Result
Continue the implementation of the Adapted Forestry Regime Monitoring Framework in which the three poles of sustainable development have been integrated.	Progress report on the monitoring priorities defined annually.	Achieved	A status report was presented at each Board meeting (5).



Government direction 3:

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

### 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

Action	Indicator	Target	Result
Participate in the Wildlife Habitat Quality Assessment project on the territory of the Adapted Forestry Regime.	Project progress report	At least twice a year Achieved	A presentation of the preliminary results of the project was made twice at official Board meetings in addition to periodic updates to the Steering Committee.



Government direction 6:

## Ensure sustainable land development and support community vitality

### 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
Continue the analysis of the Crees' participation in the various forestry consultations, in particular the new pre-consultation stage of the 2023-2028 PAFIOs that will take place in 2021-2022.	Obtain feedback from the parties and report to the Board on the new process.	Evaluation report produced by March 31, 2022  The report was presented late compared to the deadline, but the target is considered met.	A preliminary evaluation report was presented to the members of the Board in the fall of 2022 and the analysis was completed in March 2023 with the tabling of five recommendations aimed at improving the process in the future.

# Summary Financial Statements at March 31, 2023

## 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, 2023, and the summary statement of operations and fund balances for the year then ended, are derived from the unaudited financial statements of Cree-Québec Forestry Board for the year ended March 31, 2023, on which we expressed a qualified opinion in our independent practitioner's review engagement report dated August 9, 2023.

### 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, 2023, are not a fair summary of these unaudited financial statements, in accordance with the basis of presentation described in Note 1 to the summary financial statements.

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

Québec  
August 9, 2023

<sup>1</sup> CPA auditor, public accountancy permit no. A128760

# Cree-Québec Forestry Board

## Summary of Operations and Net Assets and Fund Balances Year ended March 31, 2023

	2023	2022
	\$	\$
<b>Revenues</b>		
Partners' contributions		
Quebec Government	330,000	330,000
Grand Council of the Crees (Eeyou Istchee)	330,000	330,000
Money market funds	7,658	190
	<b>667,658</b>	660,190
<b>Expenses</b>		
Salaries	313,521	267,891
Internal management	50,069	54,027
Board meetings	12,571	12,134
Service contracts	27,591	120,199
	<b>403,752</b>	454,251
<b>Excess of revenues over expenses</b>	<b>263,906</b>	205,939
Fund balances, beginning of year	712,255	506,316
Fund balances, end of year	<b>976,161</b>	712,255

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

## Summary of Financial Position March 31, 2023

	2023	2022
	\$	\$
<b>ASSETS</b>		
Current		
Cash	114,533	553,266
Term deposits, 4.45% and 4.60%, maturing in February 2024	855,000	
Trade and other receivables	9,714	7,957
Prepaid expenses	9,850	6,886
	<b>989,097</b>	568,109
Long-term		
Investments		151,829
Tangible capital assets	8,571	8,289
	<b>997,668</b>	728,227
<b>LIABILITIES</b>		
Current		
Trade and other payables	21,507	15,972
<b>FUND BALANCES</b>		
Unrestricted	822,590	558,966
Invested in tangible capital assets	8,571	8,289
Internally restricted	145,000	145,000
	<b>976,161</b>	712,255
	<b>997,668</b>	728,227

## Note to Summary Financial Statements March 31, 2023

### 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, 2023, 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 2022-2023, the Board fully carried out its mandate in compliance with the Adapted Forestry Regime provided for in Chapter 3 of the Agreement (Paix des Braves). The Board continued to conduct close, continuous monitoring of the parties' commitments and resulting actions. It pursued 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 action plan.

Since mid-March 2020, and throughout the entire 2022-2023 operating year, the Board adapted to the COVID-19 pandemic context to carry out its activities and organize its meetings as best possible. The Board held all of its meetings by video conference in 2022 but the February 2023 meeting was in-person. These two ways of organizing its meetings led the Board to choose to alternate between in-person meetings and video conferences.

In this 20th operating year, the Board members and Secretariat carried out their actions in keeping with their mandates and responsibilities.





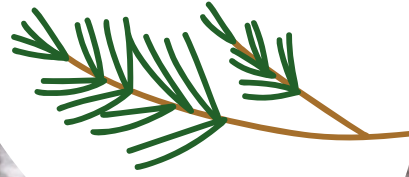






## Appendix

# 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 to consulting to the Cree Regional Authority, nor does it prevent to consult nor reporting to the members of the Cree Nation (Eeyou Istchee) or the organizations or associations which represent it, unless the information is confidential under the law and that such confidentiality is in accordance with the James Bay and Northern Québec Agreement or the Agreement concerning a New Relationship between the Crees of Québec and the Government of Québec.
15. A Board member is allowed to accept and keep a gift, or accept a token of hospitality or other benefit as long as the present is of modest use and value and is offered during an event attended by the receiving member.  
Any other gift, token of hospitality or benefit received must be returned to the donor or government.
16. The Board member cannot, either directly or indirectly, grant, solicit or accept an undue favour or benefit for himself or a third party.
17. The Board member must not allow himself to be influenced in his decision making by outside considerations such as the possibility of an appointment or job openings and offers.



- 18. The Board member who has ceased to hold office must behave in a manner in which he does not gain any undue benefits from his previous Board duties.
- 19. The Board member who has ceased to hold office must not disclose confidential information he has received nor give anyone advice based on information unavailable to the public concerning the Board or another organization or enterprise with which he had important and direct relations during the year preceding the end of his mandate.

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

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

### Chapter III Political activities

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

### Chapter IV Remuneration

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

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

### Chapter V Certification

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

### Chapter VI Effective date

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

### Certification

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

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

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

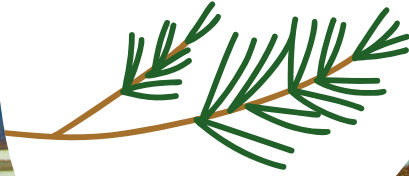
member of the Board: \_\_\_\_\_

certify to have acknowledged the Code of ethics and professional conduct of the Cree-Québec Forestry Board; and commit myself to follow the rules provided for in this document so as to preserve the integrity of the Board.

Signed at, \_\_\_\_\_ the \_\_\_\_\_

day of \_\_\_\_\_, 20\_\_\_\_\_.

# Appendix II



## Members and coordinators of the joint working groups

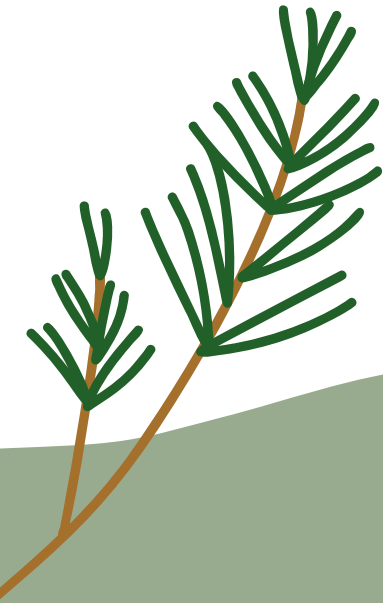
The Joint Working Groups (JWGs) and their coordinators are two of the three main implementation mechanisms prescribed under the provisions of Chapter 3 (forestry) of the Agreement. The JWG members are a cornerstone of efforts to implement the Agreement, and are central to communications and information-sharing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

The JWGs are mandated to:

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

As at March 31, 2023, the members of the Joint Working Groups were:

Communities	Representatives	
	MRNF	Cree
Mistissini	Carolann Tremblay <i>Local Coordinator</i> Jean-Sébastien Audet	Matthew Longchap <i>Local Coordinator</i> Jeremy Linton
Nemaska	Moise Guetsa <i>Local Coordinator</i> Jean-Sébastien Audet	Vacant post <i>Local Coordinator</i> Rose Wapachee
Oujé-Bougoumou	Carolann Tremblay <i>Local Coordinator</i> Rodrigue Fapa	Jonathan Bosum <i>Local Coordinator</i> Sarah Cooper Zaky Shecapio
Waskaganish	Moise Guetsa <i>Local Coordinator</i> Charles Burgy	Aaron Blackned <i>Local Coordinator</i> Darryl J. Salt
Waswanipi	Jacynthe Barrette <i>Local Coordinator</i> Moise Guetsa Carolann Tremblay	Henry George Gull <i>Local Coordinator</i> Allan Saganash Jr. Jack Ottereyes
JWG Coordinators	Sabrina Morissette	Dion Michel



*Cree-Québec Forestry Board*

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