Annual report
2025-2026



Cree-Québec Forestry Board
ᐃᓕᓴᕆᔨᓂᐊᓕᒼ ᑲ ᓯᑲᓐᓂᑯᓂᐊᓕᒼ



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

Beesum Communications – Cree Translation

Christine Gilliet – Text

Pro-Actif – Graphic Design and Computer Graphics

Prose communication – Proofreading

Numérix – Printing

Photos – CQFB and collaborators

ISSN 1712-3100

Legal Deposit – Bibliothèque et Archives nationales du Québec, 2026

Legal Deposit – Library and Archives Canada, 2026

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Board Chairman's Message

Mrs. Kateri Champagne Jourdain
Minister of Natural Resources and Forests

Mr. Paul John Murdoch
Grand Chief / Chairman
Grand Council of the Crees / Cree Nation Government

It is my pleasure to present the Cree-Québec Forestry Board's Annual Report for the year 2025–2026, which marks the twenty-third year of the Board's existence. The Board held four meetings throughout the year. I have observed that the Board continued its work in accordance with its 2020–2025 Strategic Plan and its annual action plan. The Board carried out its mandate in compliance with the harmonization measures applied to the mechanisms for implementing the Adapted Forestry Regime (AFR).

During 2025–2026, the results obtained from several projects provided a better understanding of the impacts of implementing the provisions of the AFR on the territory covered by the Paix des Braves. After more than 20 years of implementation of the AFR, these knowledge-acquisition projects make it possible to measure the progress achieved and will represent an essential source of information for its future development. In particular, these projects made it possible to:

- Obtain a clear overview of the condition of the territory's regeneration, in terms of height and composition, on areas affected by mosaic cutting since 2002, which will facilitate planning and provide greater predictability for subsequent activities for tallymen and forestry companies;
- Document the impact of non-commercial silvicultural work, particularly site preparation, on Cree traditional activities;
- Identify the issues experienced by representatives of the forestry industry during consultations on forest management plans;
- Through the Board's initiative to meet with Cree land users, community representatives and other stakeholders to share current knowledge and the provisions of the AFR, we would like to highlight the meeting held with the Chief, the Band Council and the members of the Waswanipi community during their general assembly held in September 2025.

Furthermore, over the coming year, the Board has committed to continuing its efforts to document certain files in order to improve the implementation of the AFR provisions, including:

- The development of a marten habitat quality model for the AFR territory;
- Conducting an analysis of riparian buffers left standing after harvesting following the implementation of the Paix des Braves agreement in order to quantify windthrow in these areas;
- Producing tools for sharing Cree traditional knowledge with non-Cree stakeholders participating in consultation meetings in order to foster better mutual understanding;
- Developing a strategic plan for the 2025–2030 period.



In addition, I would like to highlight the work and collaboration of the tallymen, the coordinators and the members of the Joint Working Groups, as well as all individuals involved in the preparation and consultation process for forest management plans. In this regard, it should be emphasized that despite the challenges associated with implementing the AFR provisions, forest management plans are developed within a sustainable development framework while allowing for better consideration of the Cree traditional way of life and Cree participation, through consultation, at each stage of their preparation. The progress made and the results obtained are significant and noteworthy.

Finally, I would like to emphasize the quality of the work accomplished and the commitment of the members of the Board, who play a key role in this collective project. I would also like to extend special thanks to the Secretariat staff for their outstanding availability and the high quality of the work they have carried out.



Ronald Brizard
Chairman, Cree-Québec Forestry Board

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ᑲ ᓄᑲᓂᐱᔭᑦᖁ ᐁ ᓀᓀᑲᑎᑦᑕᑲᓂᔨᑦ ᐊᔭᑎᖏ ᐁ ᐅᑎᐸᔨᑦ ᕿᑲᐢ ᓄᖅᑕ ᐊᓄᑌ ᐁ ᒥᔭᑐᓂᑲᑦᑦ
ᐧᐢᑦ ᐧᔪᓄ ᒥᔭᑦᑕᑲ

ᑎᖏᐅᑎᒪᖏᑲᓄ

ᐧᐃᓂᐯᑯᑦ ᐃᓄᓴᑦ ᓄᑎᒥᓄᓴᑦ ᐁ ᓀᑕᒧᑐᑦᑕᓄᓄ (ᐃᓄᓴᑦ ᐊᔭᑎ ᓄᖅᑕ ᐃᓄᓄ°/ᐃᓀᓄ ᑎᖏᐅᑎᒪ°

ᓂᓯᒥᔪᓄ ᑭᓄ ᐁ ᐃ"ᑎᑯᔨ ᖃᑎ ᐊᓄᒧᑎᒪᓄ ᐅ ᐃᓀᓄ-ᑯᐯᵇ ᐁ ᒥᔭᑎᑯᔨᑦ ᑎᐸᑎᒧᔪᓀᒪᓄᑦ 2025-2026, ᐁᐅᵇ ᐁᵈ 23
ᐱᐳᓄ ᐯᒥᐸᓄᑦ ᐅ ᐁ ᐊᐱᔭᕽᓀᓂᓵ ᓄᐧᐊᓄ ᑭ ᓂᔭᑐᐃᓂᑦ ᐅᓂ ᑲ ᐱᐳᓵᓵᑦ ᓂᑭ ᐧᐊᐱᒪᐅᑦ ᐅᑭ ᑲ ᓄᓵᓂᐱᔭᑎᑦᑲ ᓄᑭ
ᐅᓂ ᐁᑭᓵ ᐊᐸᑎᓂᕽᑲᑕᑦᑲ ᐊᓂᓂ ᑲᐃᔪᓀᑦ ᐃᔭᕽᓀᓂᓵᓄᑦ ᓂᐃᓵ ᐊᐸᑕᓂᕽᑲᓀᓂᓵᓄᑦ 2020-2025ₓ ᑭ ᐃ"ᑐᑕᒪᑦ ᐊᓂᓂ ᑲᐃᔪᓀᑦ
ᐳᑯᔨᕽᑯᓂᐧᕽᐧᐢᑭᐧ ᐅᑭ ᑲ ᐊᐱᔭᑎᑦᑲᐧᑲ ᐊᓂᓂ ᑲᐃᔪᓀᑦ ᐁ ᐃᔭᐸᑦᕽᑲᓀᓂᓵᓄᑦ ᐊᓂᓂ (AFR)ₓ

ᐅ ᒣᐧᑲᑦ 2025-2026, ᐊᓂᓂ ᑲᐃᔨ ᒥᔭᑲᕽᑲᓀᑲᐧᑲᑦ ᐊᓂᑎ ᓀᓀᑲᑦᑯ ᐊᔭᑦᑕᓂᕽᑲᓀᑲᐧᑲᑦ, ᐁᑎᑐ ᑭ ᓂᓯᑐᑦᕽᑲᓀ ᑕᓂ
ᐁᐃᓂᓯ ᕽᑲᑦᐃᑎᔭᑦᑲ ᐊᓂ ᐧᐊᐃᓂᓯ ᐃᑦᑐᑕᑲᑦ *AFR* ᐊᓂᑎ ᐊᓂᓂ ᐊᓂᑎ ᐁᑎ ᓀᓀᑲᑦᑕᑲᓀᑲᐧᑲᑦ *Paix des Braves* ᓂᔭᑯᒧᐃᓂᓵₓ.

ᐊᓂ ᓄᓂ ᐅᔭᑌ 20 ᐱᐳᓂ ᐁᑭᓂ ᐃ"ᑐᑕᑦᑲᐧᑲᑦ ᐊᓂᓂ *AFR*, ᑭᑲ ᒥᔨᐸᔨᑦ ᐊᓂᓂ ᑲᐃᔪᓀᑦ ᐊᐸᑕᓂᕽᑲᓀᑲᐧᑲᑦ ᑕᓂ ᐧᐊᐃᓂᓂ
ᓂᑐ ᑭᔭᑎᐅᕽᑲᓀᑲᑦ, ᖃᑎ ᐧᐊᐱᑦᕽᑲᓀᑦᔪ ᑕᓂ ᐁᑎ ᐃᓂᓂ ᒥᔨᐸᔨᑦ ᐊᐸᑕᓂᕽᑲᓀᑲᐧᑲᑦ ᑕᓂ ᐁᑎ ᐃᓂᓂ ᐃᑦᐁᐸᔨᑦ ᑕᓂ ᐁᐃᓂᓯ ᓂᑕᐅᐅᐸᑕᓂᕽ
ᐊᓂᑎ ᓵᔭᑕᒧᑦ ᐧᐊᐃᓂᓂ ᐊᐅᑭᔭᕽᑲᓀᑲᔪᓄ ᒥᔨᐸᔨᑦ ᐃᑦᐁᐸᔨᑦ ᐅᓂ ᐧᐊᐃᓂᓂ ᐃ"ᑐᑕᑲᓀᑲᐧᑲᑦ :

- ᑌᑲᔭ ᖃᑎ ᐧᐊᐱ"ᑎᑦᑲᐧᑲᑦ ᐊᓂᑎ ᐁ ᐅᔭᑲᓀᑦ ᐁᐃᓂᓯ ᓂᕽᐅᑦᕽᑲᓀᑲᐧᑲᑦ, ᕽᑲ ᐁ ᐃᓂᐱᔭᑎᑦᑲ ᐃᔭᕽᓀᓂᓵ ᓄᓂᕽ ᐊᓂᓂ ᐁᑎ
  ᐊᐱᑎᑦᑲᐧᑲᑦ ᖃᑲᑦᑲᐧᑲᑦ ᐁ ᐅᔭᕽᑲᓀᑲᔪᓄ ᐅᓂ, ᐊᓂᑎ ᑲ ᐃᑦᑎᑲᐧᑲᑦ ᐁᑎ ᐃᓂᓂ ᐅᑭᒪᑲᐧᑲᑦ ᐁᑎ 2002, ᐁᑯᔨ ᐅᑦ
  ᖃ ᐅᑭᓂᕽᑲᓀᑲᔪᓄ ᖃᑎ ᐃᓂᓂ ᐅᑭᑲᐧᑲᑦ ᐁᑎᑐ ᕽᑲᓀᑲᐧᑲᑦ ᐁᑎ ᐃᓂᓂ ᐅᑭᒪ

- ᑫ ᓂᑐ ᑭᔮᔨᒋᑲᓀᐣ ᐊᓄᑌ ᐊᓂᑭ ᐁᐣᐤ ᑲ ᑭᒥᓂᒋᐤ ᑭᔮᑎᐣ ᐊᓄᑌ ᐊᓄ ᓂᓴ ᑲ ᑭᒥᐤᐊᑎᐦᑲᐅᓀᐣ ᐃᔭᓂᑕᐦ ᑲ ᐃᐤᑕᓂᐤ *Paix des Braves* ᓂᔭᓂᒧᐃᓄ, ᒋᓄᑌ ᑫᑭ ᐅᐣᐤ ᑭᔨᐤᒋᒋᓂᐤ ᐊᓄᑌ ᐁ ᐱᑭᐧᐃᐦᐁᐣ ᐁᔨᑎᐤᐣᓵ
- ᑫᑭ ᐃᐤᑕᓂᓀᐣ ᑫᑭᓴ ᐧᐃᐤᑎᐦᒪᓀᐧᒋᐧᐣ ᐃᓀ ᑭᔮᔨᑎᒧᓂᔨ ᐊᓂᑭ ᐁᑲ ᐃᓀ ᑲ ᐃᑕᔭᑲᓂᔭᒋᐧᐣ ᐁ ᐊᔨᑎᐱᐧᒋᐧᐣ ᐅᑕ, ᐊᓂᑭ ᐁᐧᐃᐦᐃᐤᒋᐧᐣ ᐁ ᓂᔨᑐᐦᒪᓀᐧᒋᐧᐣ ᐁ ᐊᔨᒧᐱᑎᐧᑲᓴᐣ ᐁᔨᑎᐤᐣᓵ
- ᑫᑭ ᐁᔨᑲᔨᒋᑲᓀᐣ ᑫᐃᓴ ᐊᒋᐧᐣ ᐃᒋᐧᐃᐤᒋᐧᒋᑲᓀᐣᑲᐧᒋᐧᐣ 2025 ᐊᓄᑌ ᐃᓴ 2030ᓵ

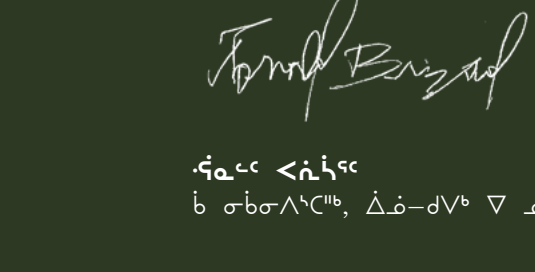
ᐁᔨᐧ ᒪᐣ ᑲᔦ, ᓂᐃ ᑭᑲᔭᐱᐦᑎᐧᐃᓇᓂᐣ ᑲᐃᓄ ᐊᒋᐸᔨᒋᐦᑕᐧᑲᐣ ᓄᓴᐧ ᐃᑭᑭ ᐊᒋᐸᔨᒋᔨᑎᐧᑲᐣ ᓂᑐᐦᐯᒪᐅᐣ, ᐊᓂᑭ ᑲ ᓅᑲᓂᔭᐦᐦᑲᐣ ᓄᓴᐧ ᑲᔦ ᐊᓂᑭ ᔨᐸᑲᐣ ᑲ ᐊᔨᒋᐸᔨᒋᐦᑕᐧᑲᐣ ᐁ ᐊᒋᐧᒋᐸᔨᒋᐦᑕᐧᑲᐣ ᐁᔨᐧ, ᓄᓴᐧ ᑲᔦ ᐊᓂᑭ ᑲ ᐃᑭᐧᐃᐤᒋᐧᐣ ᐁᔦᔭᔨᔨᐤᐃᐃᓇᓂᐣ ᓄᓴᐧ ᐁ ᓂᔨᑐᐦᒪᓀᐧᒋᐧᐣ ᐊᓂᑭ ᐁᔨᐧ ᐅᐧᐣ ᐧᐊᐃᓴ ᐃᔨᑕᐦᒪᓀᐧᒋᐧᐣ ᐁ ᓅᑕᐧᐃᐦᐁᐣᓵ

ᑲᔦ ᒪᐧ, ᓂᐃ ᐃᐧᐃᑌᐃᓇᓴ ᐊᑭ ᐊᓴ ᐁᐃᓄᑕ ᓇᑕᔨᒪᐧᐣ ᐁᐃ ᒥᐦᐸᐧᒋᐧᐣ ᐅ AFR ᑫ ᐃᐧᑕᑕᓀᐧᒋᐧᐣ, ᑲᔦ ᐊᓂᔦ ᐁ ᓅᑕᒋᑌᐦᓅᐧᒋᐧᐣ ᐁᐃᓄ ᓇᓅᐦᑕᐧᒋᐦᓅᐣ ᑲᐃᓄ ᐃᔨᑕᐦᓅᐧᒋᐧᐣ ᑫ ᐃᓄᐃᓅᔪᐣ, ᐁ ᓇᓅᐦᑕᐧᒋᐦᓅᐧᒋᐧᐣ ᑲᔦ ᐃᓅ ᐃᐧᐃᐤᐁᐣ ᓄᓴᐧ ᐃᓅ ᐁᐃᓄ ᐱᒪᑕᐧᐅᐣ ᐁ ᐊᔨᑕᐧᑎᐦᓅᐧᒋᐧᐣ ᑫᑭ ᐃᐃᑎᐧᐣᐣ ᑲᔦ ᐃᐧᐣ ᐁ ᐃᑌᔨᑎᐧᐣᐣ ᒉᐣ ᐁᑎ ᐱᑭᐧᐃᐦᓅᐧᒋᐧᐣ ᐁᔨᐧᓵ

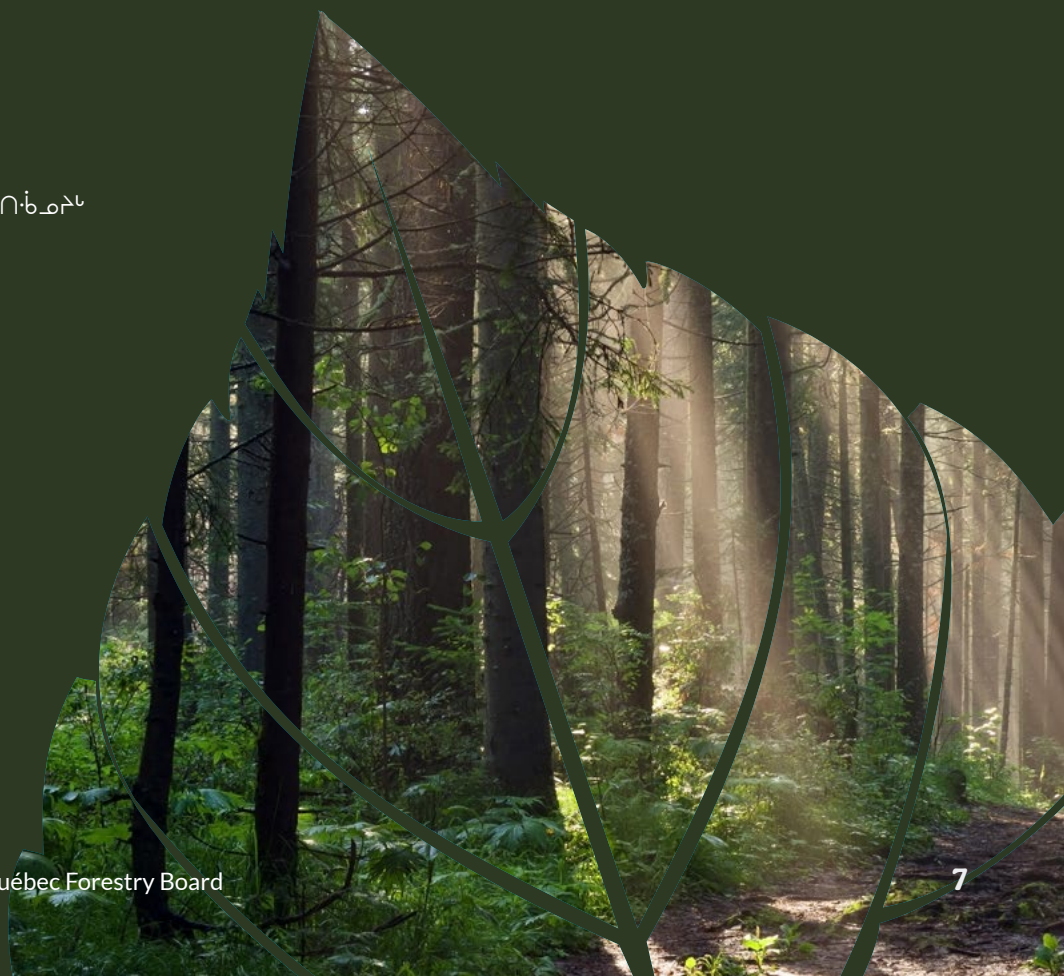
ᐅ ᑲᐃᓄ ᐃᐧᑐᒋᐦᓅᐧᒋᐧᐣ ᓄᓴᐧ ᑲᔦ ᐊᓂᑭ ᑲᔨᔪᐧᐊᐧᒋᐦᓅᐧᒋᐧᐣ ᒥᔦᐃᓅᔪᐧ ᑫᑭᓴ ᑲᓇᐧᐊᒋᐦᓅᐧᒋᐧᐣ ᑫᑭᓴ ᐊᐱᐃᑎᐧᐣᐣ

ᐅ ᒪᐃᓄ ᐃᒥᔨᑕᐃ ᐧᐊᐣ ᐃᑌᐦᐅᓀ, ᓂᐃ ᐃᐧᐃᑌᐧᐣ ᐁ ᒥᔦᐃᓇᓂᐦᑕᐧᒋᐧᐣ ᐊᓂᔦ ᐃᐧᐃᐤᒋᐧᐣ ᐁᐃᓄ ᐊᔨᒋᐸᔨᒋᐦᑕᐧᒋᐧᐣ ᐊᓂᑭ ᑲ ᐊᐱᔨᑎᐧᐣᐣ ᐅᔦ, ᐃᐧᐦᐣ ᓇᓴᐧ ᑭᑭ ᓇᓇᓂᔭᐧᒋᐧᐣ ᐅᔦᐣ ᐃᐧᐦᐣ ᐁᐃᓄ ᐊᔨᒋᐸᔨᒋᐦᑕᐧᒋᐧᐣᓵ

ᓂᐃ ᓇᓇᔨᓂᒪᐅᐣ ᐊᓂᑭ ᐃᐧᐃᑌᐧᐣ ᐁᐃᓄ ᐃᐧᐃᐤᒋᐧᐣ ᐁ ᐃᓄᐱᔨ ᒥᔨᐱᐦᑎᐧᐣᐣ ᓄᓴᐧ ᓇᔨᐣ ᑭᐦᐦ ᐁ ᓇᓇᓂᔭᐧᒋᐧᐣ ᐅᔦ ᐃᐧᐃᑌᐧᐣ ᐅᔦ ᐁᐃᓄ ᐊᔨᒋᐸᔨᒋᐦᑕᐧᒋᐧᐣᓵ



ᐧᐁᓇᑦᑦ ᐸᓵᓴᖏᑦ
ᐃ ᓂᐃᓂᐱᔨᑦᐦᐃ, ᐃᓇᓂ–ᓀᐯᐦ ᐁ ᓇᓇᓂᔭᐧᒋᐧᐣ



Chairman's Statement

To the best of my knowledge, the 2025-2026 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 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 2025-2026.

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



Ronald Brizard
Board Chairman

Chapter 1

The Agreement and Chapter 3 on Forestry

The Objectives of the Adapted Forestry Regime and Its Main Adaptations

On February 7, 2002, the Government of Québec and the Cree of Québec (Eeyou Istchee) signed the Agreement Concerning a New Relationship Between the Government of Québec and the Cree of Québec. This historic fifty-year agreement marked a new era in relations between Québec and the Cree.

Negotiated on a nation-to-nation basis, this agreement—commonly known as the "Paix des Braves"—aims to give concrete expression to a shared commitment to the harmonized management of Northern Quebec's resources while promoting greater autonomy for the Cree and empowering them to take charge of their own development. It includes provisions related to forestry, mining, hydroelectric development, and the economic and community development of the Cree, and remains grounded in the respective commitments of the parties under the James Bay and Northern Quebec Agreement.

Chapter 3 of the Agreement, commonly known as the "Adapted Forestry Regime (AFR)," is devoted to forestry. It defines objectives and sets out specific terms and conditions for the management of forestry activities on the territory. Quebec's forestry regime applies to the territory covered by the Agreement, with certain adaptations. The AFR aims to better accommodate the traditional way of life of the Cree, to further integrate sustainable development concerns, the Cree's consultative participation in the various forest management processes, including the planning, implementation, and monitoring stages of forest management plans, as well as collaboration—in the form of consultation—between the Government of the Cree Nation and the Eeyou Istchee James Bay Regional Government (EIJBRG) in the planning process.

The main adjustments made to Quebec's forestry regime include, among other things, the definition of forest management units formed by grouping together trapping territories, the identification and protection of sites of interest to the Cree, a higher proportion of mosaic-style harvesting, the introduction of thresholds and maximum intervention rates per trapline, the inclusion of additional provisions regarding the protection of forests adjacent to watercourses and lakes, the protection and enhancement of wildlife habitats, the development of the road access network, and the location of residual forest blocks, in consultation with the tallymen.

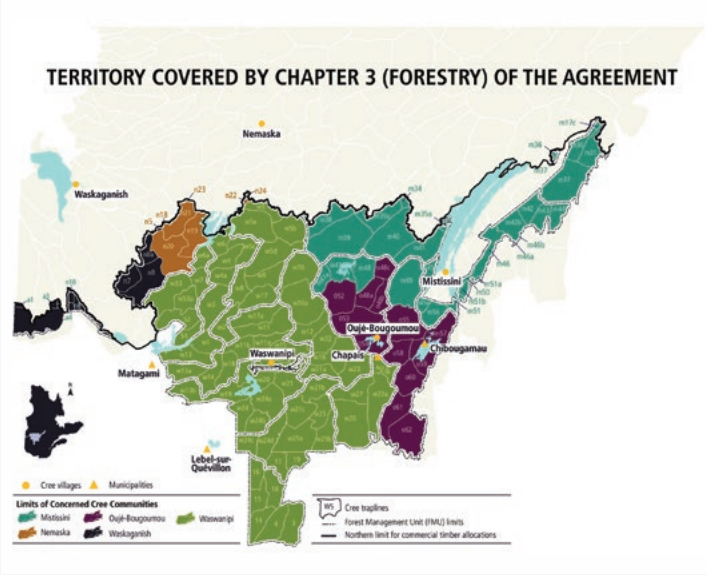
The adapted forestry regime also provides that specific management measures will be applied to maintain or improve the habitat of wildlife species of great importance to the Cree (moose, marten, beaver, hare, fish, caribou, and partridge). In this regard, portions of each trapping territory will receive special protection to improve the level of harmony between forest management activities and traditional activities, including hunting, fishing, and trapping. Within the designated territories, forest management planning must be carried out with the primary goal of maintaining or improving the diversity of forest stands, whether in terms of plant species, age classes, or spatial distribution.

With regard to economic development, certain provisions of the Agreement confirm the allocation of timber volumes to the Cree and promote their access to jobs, contracts, and partnerships in forest management activities.

To ensure the implementation of the measures set forth in the Agreement's chapter on forestry, three mechanisms were established: the joint working groups (JWGs), the JWG coordinators, and the Cree-Québec Forestry Board (CQFB). As indicated in Chapter 3 and Appendix C of the Agreement, these mechanisms have distinct and specific responsibilities, but they must work closely together to ensure the implementation of the various provisions of the adapted forestry regime, to promote—where appropriate—the development of new operational approaches among stakeholders, and to mediate and manage any conflicts that may arise. The development, consultation, and monitoring of forest management plans represent a significant portion of the activities related to these mechanisms for implementing the Agreement, though they operate at different scales and in a complementary manner.

The Area of Application

The area of application of the Agreement's forestry regime falls within the boundaries of the James Bay and Northern Quebec Agreement territory. Bounded to the north by the northern limit of Quebec's commercial forest, the adapted forestry regime covers five Cree communities: Mistissini, Nemaska, Oujé-Bougoumou, Waskaganish, and Waswanipi. The territory defined in Annex C of the Agreement covers a total area of 66,010 km^2. The productive forests within this territory account for 7% of Quebec's total timber resources.



Statistics for the territory covered by Chapter 3 of the Agreement

Population

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

Statistics Canada, Census of Canada, 2021
* Statistics Canada, Census of Canada, 2016
** Outside the scope of 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 timber potential* (km^2)	34,023	269,080	12.6%

Number of forest management units: 15
Number of affected Cree traplines: 121

Forest resource (m^3/year)

	Chapter 3	Québec	Proportion
All species	2,455,200	34,115,200	7.2%

* Data from the Chief Forester (revision of timber potential calculations following the 2023 wildfires)



The Cree-Québec Forestry Board

The Board's Mandate

The Cree-Québec Forestry Board was created in September 2003 under the Agreement Concerning a New Relationship between the Gouvernement du Québec and the Crees of Québec (Agreement), more specifically Chapter 3, which discusses the Adapted Forestry Regime (AFR).

The Cree-Québec Forestry Board is responsible for monitoring, analyzing and assessing the implementation of the Agreement's forestry provisions. The Board forwards advice letters regarding the forest management plans to the Minister of Natural Resources and Forests.

The Board recommends adjustments or modifications to the Agreement's forestry provisions to the parties, ensuring that these recommendations comply with the measures and spirit of the Agreement and AFR evolution. The Board calls the Minister's attention to proposals, preoccupations and comments related to intervention practices in the field and activities related to developing all integrated forest management plans.

The Board also reviews the implementation mechanisms at the Joint Working Group level related to developing, holding consultations on and monitoring all integrated forest management plans applicable in the territory. As such, the Board is involved in the different processes for planning forest management activities concerning the territory and participates in the different stages of forest activity management.

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The Board's Strategic Directions

The Cree-Québec Forestry Board's strategic plan is defined by four main strategic directions that have guided the organization's activities throughout the year. The strategic directions used for annual activity planning are as follows:

Strategic Direction 1

Rigorously, objectively, and effectively evaluate the implementation and effectiveness of the Agreement's forestry chapter, using a continuous improvement approach.

Strategic Direction 2

Provide support to its members, coordinators, and JWG members to facilitate synergy among them and optimize their contributions to ensure the Agreement operates effectively.

Strategic Direction 3

Demonstrate concretely the benefits and results of the Agreement's AFR by improving the Board's internal and external communications to promote greater awareness, understanding, and application of the Agreement's AFR.

Strategic Direction 4

Ensure flexibility in the operating procedures of the Board and its secretariat, which has been relocated to the Territory, in order to maintain the effectiveness and efficiency necessary to meet the requirements of its mandate.

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The Board's Composition and Administrative Organization

The Board is an autonomous body composed of eleven members, five of whom are designated by the Grand Council of the Crees (Eeyou Istchee)/Government of the Cree Nation, and five others appointed by the Government of Québec. The Board operates under the leadership of a chairperson appointed by the Government of Québec, following consultation with and approval by the Cree side.

The list below shows the members who served on the Cree-Québec Forestry Board as of March 31, 2026.

Chairman

Ronald Brizard (2023-05-22 to —)

Québec members

Thomas Faguy-Bernier (2025-09-03 to —)

First Nations Relations Advisor

Ministère des Ressources naturelles et des Forêts

Eric Labelle (2025-09-03 to —)

Director General of north-west Forest Management

Ministère des Ressources naturelles et des Forêts

Geneviève Labrecque (2014-11-19 to —)

Forestry Engineer

Chantiers Chibougamau ltée

Simon St-Georges (2022-03-09 to —)

Indigenous Affairs Respondent Department of Coordination and Strategic Orientations

Ministère des Ressources naturelles et des Forêts

Denis Vandal (2015-08-11 to —)

Retired – consultant

Cree members

Pamela MacLeod (2026-01-27 —)

Environment and Sustainability Manager

Eskan Company

Gillman Ottereyes (2020-11-04 to —)

Vice-president

Director of Forestry

Cree Nation Government

Geoff Quaile (2009-06-04 to —)

Senior Environmental Advisor/Analyst

Cree Nation Government

Norman A. Wapachee (2026-01-27 to —)

From an administrative standpoint, each signatory to the Agreement bears the costs of participation for its members appointed to the Board, as well as an equal share of half of the organization's operating budget. The Québec government is responsible for the chairperson's compensation.

The Agreement sets out the main operating procedures of the Board and very specific responsibilities regarding the implementation of the adapted forestry regime, and it requires the preparation of an annual report to be submitted to the parties.

The members of the Cree-Québec Forestry Board and its chair are supported in carrying out their mandates by a secretariat headed by the executive director, who manages the Board's human, financial, material, and informational resources. The secretariat prepares Board meetings, drafts meeting minutes, and follows up on decisions and measures approved by the members. With the support of experts and other collaborators, depending on the nature of the issues, the secretariat team develops and analyzes dossiers. It identifies the issues and problems, which are then presented to the Board. It drafts the Board's publications (notices, comments, and reports), including the annual report submitted to the Board members for review and approval. In addition, the secretariat manages documents and archives. Finally, it supports Board members in their communications activities and serves as a point of contact with various organizations.

As of March 31, 2026, the Secretariat team consisted of three employees: Patrick Léveillée-Perreault, Executive Director; Amélie Dussault, Policy Analyst; and Léon Isabelle, Executive Assistant.





Review of the Board's Activities

The Board's Context in 2025–2026

The 2025–2026 fiscal year marks the Board's twenty-third year of existence. It was conducted in accordance with the mechanisms, processes, and provisions set forth in the Adapted Forestry Regime (AFR).

The Board fully exercised its mandate in accordance with the harmonizations made to the mechanisms for implementing the AFR. It carried out its activities in line with the strategic directions and priorities assigned to its files, as outlined in its annual action plan. It continued to closely and continuously monitor the commitments made by the parties and the resulting actions. It has promoted projects that help assess the effectiveness of certain participation mechanisms and the implementation of AFR provisions.

Regarding the holding of meetings, the Board had to deal with a quorum issue on the Cree side that necessitated the postponement of the meetings scheduled for December and February. Thus, during the 2025–2026 fiscal year, the Board held four meetings: on April 8 and 9, 2025, via videoconference; on June 10 and 11, 2025, in Chibougamau; on September 23 and 24, 2025, in Québec City; and on March 11, 2026, via videoconference.

Strategic 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.

Wildlife Issues

Habitat Quality Model (HQM) for the marten

The specific objective of monitoring biodiversity indicators is to validate the effectiveness of the management strategy implemented. This strategy, set forth in the AFR, aims to maintain the ecological functions associated with the diversity of ecosystems representative of the territory.

The Board's monitoring framework includes short-term actions focused on monitoring the habitat of wildlife species of socio-economic interest and sensitive wildlife species within the AFR territory. Following the work conducted on moose habitat, the Board identified monitoring of marten habitat as a priority. It included this project in the budget framework and in its 2025–2026 annual action plan.

In this context, the Board's Secretariat initiated discussions with representatives from the ministère de l'Environnement, de la lutte aux changements climatiques, de la Faune et des Parcs (MELCCFP) to develop a project aimed at producing an habitat quality model for the marten within the AFR territory.

Following several discussions between the Board Secretariat and the MELCCFP, the Secretariat submitted and presented a draft scope of work to its members. This scope of work describes the project's scope, the proposed methodology, deliverables, the roles and responsibilities of the parties involved, the budget, and the expected outcomes. The Board approved the proposed quotation and confirmed the implementation of this project, which will take place over a six-month period, from April to October 2026.

Economic Issues

Activities of the Cree-Québec Forestry Economic Council (CQFEC)

The CQFEC promotes the development of economic opportunities and business prospects for the Cree in the field of forest management.

During the 2025–2026 fiscal year, the work of the Cree-Québec Forestry Economic Council focused on the following actions:

- Monitoring the status of operations at the Cree-owned company Produits Forestiers Nabakatuk following the fire at its facilities, particularly regarding the maintenance of its supply guarantee and the potential role of the CNG in redistributing this volume (70,000 m^3).
- Clarifying the criteria for determining a "Cree enterprise" between the Cree Nation Government (CNG) and the Treasury Board Secretariat in order to provide a framework for Cree forestry enterprises benefiting from guaranteed volumes and silvicultural work budgets outlined in the Paix des Braves.
- Determine the number, location, and sponsors (CNG, Cree community alone, or private sponsor) for the implementation of the federal government's 2 Billion Trees Program (2GA) within the territory covered by the AFR.
- Clarify the economic development and employment opportunities, as well as the financial and wood material needs, related to the project to process wood burned in the summer 2023 forest fires into biofuel via a pyrolysis process (Minheekw project).
- Establish budgets for carrying out non-commercial silvicultural works and determine the status of Cree businesses within contracts distributed among multiple suppliers (CRPF).

Following the submission of the report by Groupe Del Degan, Massé et Associés (Groupe DDM) on economic impact indicators for the forestry sector regarding Cree communities, the Board is mandated to act on its recommendations to enhance the Cree people's economic involvement in the implementation of forest management activities.

Monitoring Framework

Project on the Height and Composition of Regenerating Stands

One of the Board's mandates is to monitor and ensure the implementation of the AFR Agreement reached between the parties.

The Board has approved a knowledge-building project aimed at documenting issues related to the second pass of mosaic cutting. The parties wished to monitor compliance with the height thresholds for regeneration (3 m and 7 m) resulting from mosaic cuts carried out since 2002. This monitoring takes into account the spatial complexity and composition of the regenerated stands, as well as issues related to growth variability, the management of the second pass, impacts on the profitability of operations, and compliance with supply guarantee commitments to beneficiaries.

In 2025, a contract was awarded to AECOM to assess the height and composition of regenerating stands following interventions carried out under the mosaic cutting system.

For the first objective, a detailed analysis of Lidar (*Light Detection and Ranging*) data was conducted to assess the height of the stands as of April 1st, 2025, as well as to estimate the time needed to reach the required thresholds, according to the AFR's processing scales.

According to the results of the analysis:

- Across the trapline, 55% of the regenerating stands in the harvested areas at the start of the Agreement (from 2000 to 2006) had reached an average height of 3 meters by 2025, based on a distribution coefficient of 60%. The 3-meter threshold will be reached in 2032 for all areas harvested during this period.
- At the level of wildlife-interest forest areas, 2% of the regenerating stands in areas harvested at the start of the Agreement (from 2000 to 2006) reached an average height of 7 meters by 2025, based on a distribution coefficient of 60%. The 7-meter threshold will be reached in 2045 for 50% of the harvested areas during this period and 100% by 2060.

The second objective was achieved using an artificial intelligence analysis model trained on data from an experienced photo-interpreter to determine the proportion of softwoods and intolerant hardwoods for all cutting areas harvested between 2002 and 2017. The composition of regenerating stands was integrated into an ArcGIS geographic information system (GIS) to facilitate the planning of management activities. For each cutting area during the study period, the analysis results indicate the percentage of regenerated area and distinguish between coniferous and deciduous regeneration. According to the analysis results:

- at the trapline scale, the regenerating stands in the cutting areas harvested at the beginning of the Agreement (from 2000 to 2006) and which have reached a distribution coefficient of 60% are composed of 30% broadleaf species and 70% coniferous species.

The results obtained will inform stakeholders about the current state of regenerating stands within the AFR territory and will guide the planning of the second phase of mosaic harvesting.

Biodiversity Indicators

To assess changes in biodiversity, plant and animal organisms are used as bioindicators to detect changes in ecosystems. They were selected because they are sensitive to environmental changes. Their presence or reactions provide valuable information on the evolution of biodiversity.

To monitor biodiversity, the Board decided to join the Québec Biodiversity Monitoring Network to utilize existing indicators and detection methods already employed by the MELCCFP. This program relies on local partnerships to install monitoring devices for various key species of flora and fauna. The contribution of the CNG's Forestry Department proved crucial, as its monitoring team took charge of the fieldwork component of the program. A team from the MELCCFP provided guidance and the equipment to be installed, following standardized protocols. A first sampling station was installed in the summer of 2025. Over the next five years, the CNG plans to install a new station each year.

Project on Non-Commercial Silvicultural Works

Since the Agreement took effect, Cree tallymen have expressed concerns regarding non-commercial silvicultural works, particularly those related to site preparation. For various reasons, the tallymen assert that such works are incompatible with the continuation of the traditional activities they practice on the territory.

For the Gouvernement du Québec, the tallymen's negative perception of these operations could lead to a refusal to allow them to proceed. This impacts the consultation process for forest management plans and creates operational constraints, jeopardizing the achievement of the objectives of these operations.

To address the concerns of the tallymen and the Gouvernement du Québec, the Board commissioned Groupe DDM to conduct a literature review on the impact of non-commercial silvicultural works in the territory (site preparation, planting, maintenance, thinning). The results provide a better understanding of the benefits and challenges expressed by each party within the AFR territory.

Non-commercial silvicultural treatments, with the goal of timber production, offer the following advantages:

- the production of volumes exceeding those of natural stands, so that managed forests reach harvestable age earlier than natural forests under comparable site conditions. These activities generate an estimated added value of up to $3,500/ha compared to natural forest.
- the restoration of forest heathlands to production, which result from regeneration failures, particularly due to forest fires. This generates a benefit for timber production and the improvement of wildlife habitats, since heathlands represent a low-quality habitat for the main wildlife species favored by the Cree.

However, these silvicultural treatments present a drawback due to the risks associated with the loss of investments caused by recurring forest fires on the AFR territory.

For the Cree, non-commercial silvicultural treatments create the following challenges and effects:

- a gradual simplification of the forest structure with each intervention (reduction of stumps, woody debris, and trees with cavities, which are key elements for many wildlife species).

- a decrease in plant quantity and diversity (deciduous trees, fruit-bearing species, shrubs), leading to a marked deterioration in habitat quality for moose, hares, and martens. These effects accumulate over time and across the landscape.

The literature review outlines mitigation measures for non-commercial silvicultural works. To mitigate the negative effects of plantations on biodiversity, the following actions are recommended:

- preserving stumps and old trees; maintaining woody debris;
- preserving wetlands
- varying spacing and diversifying tree species during planting
- creating natural forest edges or a mosaic of developmental stages.

The approaches most compatible with moose needs are those that promote hardwood diversity, natural regeneration, and moderate mechanical interventions, combined with landscape-level planning and long-term monitoring.

Promoting site preparation methods limits obstacles to the movement of tallymen and wildlife within managed areas.

Based on the findings of this literature review, representatives of the parties will be able to continue their discussions using the best available knowledge to contribute to the objectives of the AFR.

Riparian Buffers

As part of the 2018–2023 Review of the Implementation of Forestry Provisions, the Board noted that riparian buffers management has once again been identified as a source of concern by Cree tallymen. According to their observations, the current 20-meter width of riparian buffers is insufficient to provide adequate habitat for terrestrial wildlife. They also note the presence of more extensive windthrow in riparian buffers left after logging.

In this context, the Board approved, toward the end of the 2025–2026 fiscal year, a project to assess the proportion and extent of windthrow in the riparian buffers of the AFR territory. This assessment will be conducted using detailed photointerpretation that takes into account various environmental factors influencing the occurrence of windthrow.

The results of this project are expected in 2026–2027. This project is part of the Board's mandate to evaluate the effectiveness of the Agreement's provisions, with a view to improving management practices within the AFR territory.

Proposed Priorities for 2025–2030

Following the publication of the results of the 2018–2025 Review of the Implementation of Forestry Provisions, the monitoring committee met to determine priorities for the next five years. These priorities reflect the findings and recommendations set out in this five-year review. Progress on these monitoring priorities was presented to Board members at each meeting.

Committee on Traditional Knowledge

A Traditional Knowledge Committee was established to address the growing concerns of tallymen who feel they are not being sufficiently heard and understood during management plan consultations. This committee is composed of representatives from Cree communities who have agreed to share their traditional knowledge. Its objective is to develop sharing tools for non-Cree stakeholders attending consultation meetings. These tools aim to foster a better understanding of Cree traditional knowledge, including its spiritual, cultural, and social components. The committee's work began in February 2026, and results are expected in 2026–2027.

Changes to the PAFIO

Consultations with tallymen regarding amendments to the 2023–2028 Operational Forest Management Plans (PAFIO) took place in the fall of 2025 in each of the five Cree communities concerned. A total of 97 traplines were affected by these amendments. On December 12, 2025, the ministère des Ressources naturelles et des Forêts (MRNF) sent the Board requests to review the changes to the PAFIOs. According to its mandate, the Board has 45 days to submit its comments to the Minister in the form of an opinion drafted by its members. Since the Board was unable to meet in February 2026, a request for an extension of the deadline to submit the opinion was sent to the Minister in January 2026. The Secretariat produced a preliminary analysis of the plan amendments, which it presented to Board members in mid-March 2026.

In general, consultations with tallymen went well. Users of the traplines affected by the forest management work accepted the plan amendments. Prior to this, negotiations regarding specific harmonization requests were presented to MRNF managers and representatives of the forestry companies responsible for the work. The harmonization requests, numbering 129 for all communities combined, primarily concerned:

Topics	Number of harmonization measures	Percentage (%)
Forest roads (maintenance and access)	49	38
Wildlife habitat protection	29	22
Non-commercial silvicultural works	18	14
Camps	13	10
Firewood	9	7
Schedule of operations	9	7
Governance	2	2
Total	**129**	**100**

The issues raised by the tallymen concerned road maintenance, non-commercial silvicultural works, and the follow-up on harmonization requests. The deadline for drafting an opinion has been set for April 1st, 2026. The opinion will include recommendations to the parties aimed at improving the consultation process.

Strategic Direction 2

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

Periodic Report from the JWG Coordinators

The Coordinators of the JWG and representatives of the Board Secretariat are in regular contact to align their respective plans, synchronize their efforts, and keep each other informed of their mutual progress. During the 2025–2026 fiscal year, the Secretariat and the Coordinators met formally four times and engaged in numerous exchanges. They worked together on their shared objectives: updating tools for the JWG, preparing JWG members for consultations with tallymen, and organizing meetings, training workshops, and exchanges among the three mechanisms of the Agreement.

A meeting bringing together representatives of the JWGs, the Board, and the JWG Coordinators took place on June 11 and 12, 2025.

The Coordinators regularly report to Board members on the achievements made in connection with their annual action plans.



Strategic Direction 3

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.

Review of the Implementation of Forestry Provisions 2018–2023

The drafting of this five-year review was revised and finalized during the course of the year. A summary document, in the form of a brochure, was also produced. It will be widely distributed to partners and stakeholders concerned by its findings.

The main findings of the review highlight several positive developments and advances regarding the implementation of the AFR. However, challenges remain, particularly with certain pending issues that negatively impact the smooth progress of processes and the working environment among the parties. The desired changes are underway, and the commitment of key individuals within the parties fosters an optimistic outlook on future actions to be taken.

Economic Context of the Forestry Sector

The forestry sector is currently operating in a context of uncertainty. In 2024 in Québec, sales of forest products reached $22.5 billion, a 27% increase since 2019. The forestry sector accounts for more than 10% of the province's total output. With half of its lumber production exported to the United States, Québec is heavily dependent on this market. In 2025, the U.S. government imposed a 45% increase in tariffs on Canadian lumber (tariffs first introduced in 2017) and intends to maintain these measures. These tariffs impact the profitability of sales and the forestry sector as a whole. Adverse effects are expected for businesses, workers, and communities.

The Gouvernement du Québec has implemented several programs, including the FRONTIÈRE program and the Program to Support the Retention of Strategic Businesses and Emergency Aid (PARESAU). Initiatives include the creation of a market diversification unit and a policy on the use of wood in construction. The Canadian government offers customs duty exemption and duty refund programs.

Forest industry concerns regarding consultations with Indigenous communities

The Board reviewed a document prepared by the forest rights holders of Management Unit 102. This document outlines certain issues encountered during consultations for the PAFIOs and proposes solutions to address them. The Board agreed to invite representatives of the forestry industry to present their concerns at the meeting on September 23 and 24, 2025.

In summary, in recent years, the forestry industry has been unable to secure the desired flexibility regarding the area allocated for forest planning (200%). According to forestry industry representatives, the main cause is linked to issues related to consultations with members of Indigenous communities. Economic and predictability aspects are most affected by this situation. They presented more than 12 issues and discussed them with Board members during the meeting. These issues concern the role of tallymen, JWGs, and the MRNF, the management of harmonization measures, the duration of consultations, and the dispute resolution process.

Most of the issues raised by the industry are similar to those identified during the diagnostic exercise. By establishing criteria, guidelines, and instructions, the diagnostic aimed to improve the conduct of consultations while adhering to the terms set forth in the AFR. To this end, two guides specific to the AFR territory were developed: the harmonization management guide and the dispute resolution guide.

An update to the guides is currently underway. A training plan will be implemented to ensure that all members of the JWG have a common understanding of the guidelines and instructions presented in the guides, that they endorse them, and work to ensure their compliance.

The Board's Regional Tour

In 2024, the Board approved its 2023–2028 Communication Plan to promote greater awareness of the AFR and to convey its reality and results to the key stakeholders involved in implementing its provisions. It has helped foster dialogue among stakeholders involved in and interested in the AFR.

The communication plan is based on three objectives:

- to contribute to a greater understanding of the AFR and the results of its ongoing implementation.
- to foster information exchange and strengthen communication channels among the key stakeholders involved in the AFR's implementation.
- promote the Board's role, its mandates, and ongoing knowledge-gathering projects among target audiences.

The Board organized a regional tour during which visits to Cree communities were prioritized. Since Waswanipi is the most affected by forestry activities, it was chosen as the first stop. A meeting was held with the Chief of Waswanipi, Ms. Irene Neeposh, on July 28, 2025. She expressed great interest in the topics discussed, particularly her community's specific concerns regarding forestry activities and the projects the Board is undertaking to address them. She invited the Board to present its achievements at the Waswanipi General Assembly on September 9, 10, and 11, 2025.

During this presentation, discussions focused on the following facts and findings:

1. The Board is responsible for monitoring the actions taken by the parties (CNG and the Gouvernement du Québec).
2. The Board conducts a review every five years of the tallymen's satisfaction with the implementation of the provisions of the AFR.
3. The provisions applicable to forest areas of wildlife interest (25%) are being followed.
4. Moose habitat quality declines immediately following logging and returns to an equivalent level after a period of 25 to 35 years.
5. For the period from 2002 to 2022, moose habitat quality remained stable within the AFR territory.
6. The Board is mandated to monitor the implementation of the second phase of mosaic cutting.
7. Cree businesses capture 30% of the economic benefits generated by timber supply activities.
8. The Board is tasked with conducting a literature review on the issues raised by tallymen regarding non-commercial silvicultural works.
9. The Board is tasked with monitoring windthrow and compliance with regulations applicable to riparian buffers.
10. Several initiatives are underway to improve consultations with tallymen.

The presentation prompted numerous questions and comments. Nine people came forward to ask questions, share their experiences, or offer suggestions.

This first experience proved very fruitful. The Secretariat considers that the objectives of improving knowledge about the AFR have been met and that the Board's mandate has been fulfilled. The Cree participants' comments on their forestry-related concerns were very informative and enriching. The Board observed how deeply rooted oral expression—whether in making a comment or answering a question—is in culture, passed-down traditional knowledge, individual experiences, and acquired knowledge.

Based on the results of this first meeting, the Board aims to improve the events planned in other Cree communities and adapt its future initiatives. Additionally, invitations have been extended to meet with officials from the communities of Oujé-Bougoumou and Mistissini, the Cree Nation Government, and the Gouvernement du Québec, as well as representatives from the forestry industry.

Strategic 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.

Annual Action Plan

During the 2025–2026 fiscal year, the Board reported on its 2024–2025 action plan.

It adopted its annual action plan for 2025–2026, which was aligned with the directions of its strategic planning and was the subject of a report at the mid-year meeting.

Strategic Planning 2025–2030

Since the September 2025 meeting, discussions have been held to develop a strategic plan for the 2025–2030 period. After considering several options, the Board decided to retain the core elements of the previous strategic plan (2020–2025) and update it with a few modifications. The strategic planning process was conducted internally, with a questionnaire distributed to members to gather their feedback. The exercise is expected to be finalized during the 2026–2027 fiscal year.

The Board's Business Environment

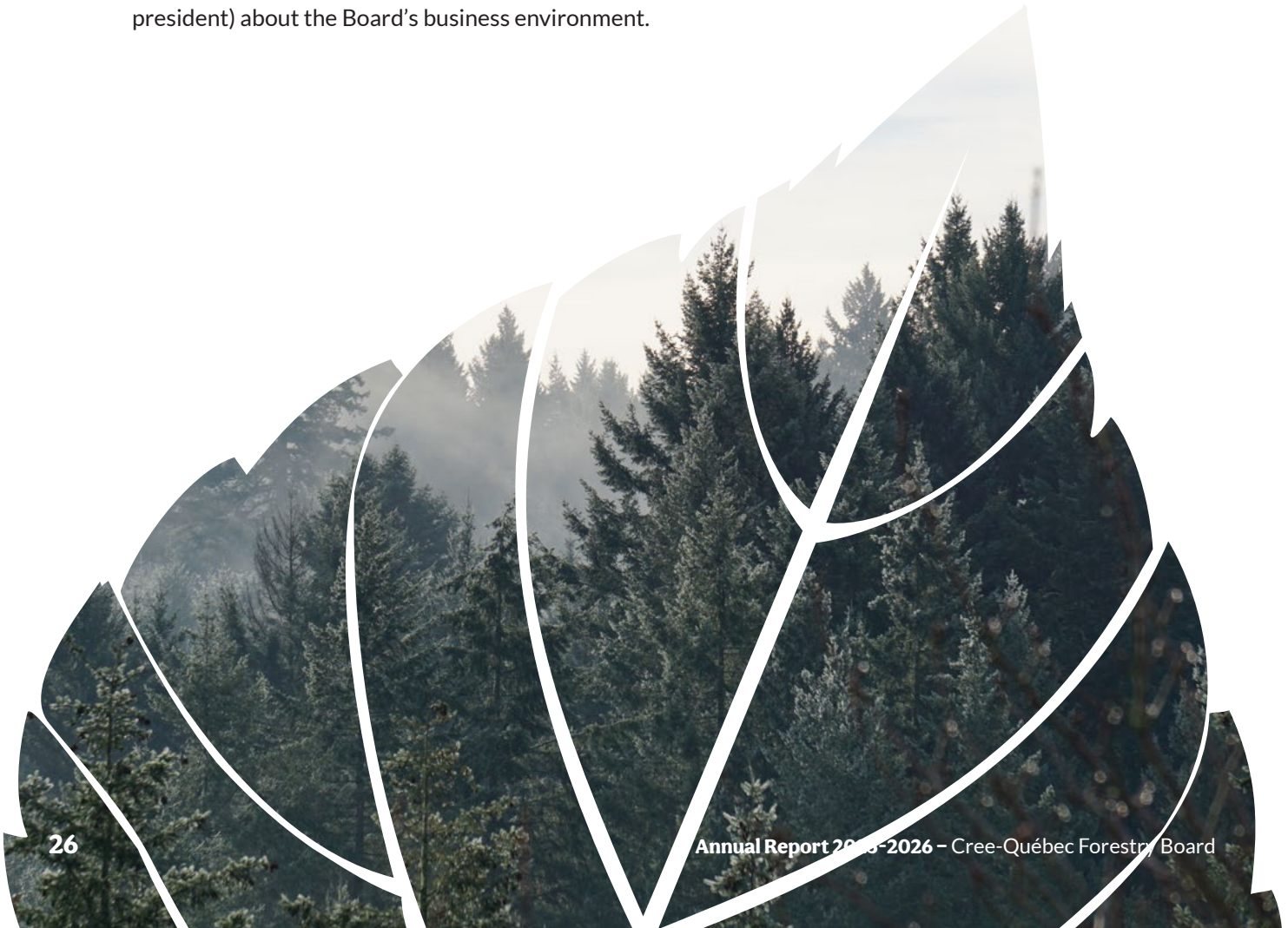
In the fall of 2025, the Secretariat began drafting an internal document providing an overview of the responsibilities of governments, ministries, agencies, and partners with ties to the Board. The purpose of this document is to quickly and succinctly inform new collaborators (employees, members, or a new president) about the Board's business environment.

Internal Policies

To optimize its operations, the Board has adjusted its general internal rules. These changes include the adoption of new processes aimed at simplifying the selection of meeting dates and better managing in-person meetings.

Relocation of the Secretariat to Waswanipi

In April 2025, the Gouvernement du Québec signed the letter of agreement and accepted the recommendations of the bipartisan committee. The CNG had already approved them in December 2024. The parties are continuing their discussions on the terms of the leases for the Secretariat's offices and staff housing in Waswanipi.



Chapter 4

Sustainable Development

The Cree-Québec Forestry Board's 2023-2028 Sustainable Development Action Plan

In accordance with its obligations under the Sustainable Development Act, the Cree-Québec Forestry Board adopted its Sustainable Development Action Plan (SDAP) for the five-year period 2023-2028 in 2023. It specifically contributes to four of the five major government directions established for the period 2023-2028.

Below is a report of the actions carried out during the year 2025-2026 that contributed to the achievement of the Board's SDAP.

The Sustainable Development Action Plan can be downloaded from the Board's website.



Government Direction 2

Acting in favour of nature and health

Government objective 2.1:
Conserving biodiversity and ecosystem services

Sub-objective 2.1.1:
Improving Québec's network of protected and conserved areas

Action	Indicator	Target 2025-26	Results
Following the 2023 forest fires on AFR traplines, relocate territories of special interest to the Crees.	Rate of areas of territories of special interest to the Crees to be relocated following fires that were the subject of official relocation.	50% of the areas of territories of special interest to the Crees were relocated.	The portrait of the areas affected by the forest fires of summer 2023 was completed. None of the affected tallymen decided to relocate the areas comprising their territories of special interest. These areas therefore remain protected in accordance with the provisions of Chapter 3 of the ENRQC.

Government objective 2.2:
Improving the health of ecosystems

Sub-objective 2.2.1:
Promoting sustainable agriculture, forestry, aquaculture and fishing management and practices

Action	Indicator	Target 2025-26	Results
Improve the consultation processes with the territory's tallymen regarding operational integrated forest management plans.	Number of collaborative activities between the three implementation mechanisms of the Agreement for process improvement. These activities have been interrupted since 2020 and must be reactivated.	A training activity that includes the three Agreement mechanisms.	This meeting was jointly organized by the JWG coordinators and the Board. The meeting was held on June 10 and 11, 2025, and brought together JWG members, JWG coordinators and the Board. It provided an opportunity for discussions and training on various topics related to consultations with tallymen. The meeting was intended to better equip participants to carry out their respective roles fully and effectively.

Government Direction 3

Promoting the participation of all in the sustainable development of Québec

Government objective 3.2:
Promoting equality and diversity in our society

Sub-objective 3.2.1:
Promoting social cohesion through cultural dialogue

Action	Indicator	Target 2025-26	Results
Continue to promote the cultural contribution of the Crees in the work of the Board and forest planning in AFR territory.	Number of initiatives integrating Cree traditional knowledge.	One (1) initiative monitored by the Board that integrates Cree traditional knowledge.	A new marten habitat quality assessment project was developed in 2025-2026. Cree traditional knowledge will be incorporated during the validation stage. Cree land users will participate through interviews to gather information on Cree knowledge with a view to improving the marten habitat model for the territory covered by the adapted forestry regime.





Government Direction 4

Developing communities sustainably

Government objective 4.3:
Building dynamic and innovative communities

Sub-objective 4.3.1:
Supporting sustainable regional development

Action	Indicator	Target 2025-26	Results
Promote the implementation of the economic provisions of the Paix des Braves aimed at increasing economic benefits for the Crees.	Rate of increase in economic benefits for the Crees resulting from the economic provisions of Chapter 3 of the Paix des Braves.	Increase economic benefits by 5% compared with the reference year (2024-2025).	Recommendations were issued following the establishment of the indicators. The main factors limiting the optimization of benefits were identified. An action plan to increase benefits for the Crees is being developed.



Government Direction 5

Creating an exemplary State that acts in favour of innovation

Government objective 5.1:
Placing sustainable development at the heart of government decisions

Sub-objective 5.1.1:
Assessing the sustainability of government interventions

Action	Indicator	Target 2025-26	Results
Assess the sustainability of the Board's structural actions in order to ensure that sustainable development is taken into account.	Percentage of the organization's structural activities that have undergone a sustainability assessment.	20% of our structural activities have undergone a sustainability assessment.	No reporting was carried out, as this is not applicable in the Board's context.

Summary Financial Statements
March 31, 2026

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

To the Members of
Cree-Québec Forestry Board

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2026, 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, 2026, on which we expressed a qualified opinion in our independent practitioner's review engagement report dated July 14, 2026.

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 indicating whether the summary financial statements represent a true and fair view of the unaudited financial statements based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagments, 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 with management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

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

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that these summary financial statements, derived from the unaudited financial statements of Cree-Québec Forestry Board for the year ended March 31, 2026, 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
July 14, 2026

1. CPA auditor, public accountancy permit no. A128760

Cree-Québec Forestry Board

Summary of Operations and Net Assets and Fund Balances

Year ended March 31, 2026

	2026	2025
	$	$
REVENUES		
Partners' contributions		
Quebec Government	**330,000**	330,000
Grand Council of the Crees (Eeyou Istchee)	**330,000**	330,000
Interests	**21,625**	30,766
	681,625	690,766
EXPENSES		
Salaries	**379,189**	345,592
Internal management	**48,027**	49,549
Board meetings	**9,352**	10,711
Service contracts	**209,746**	108,653
	646,314	514,505
EXCESS OF REVENUES OVER EXPENSES	**35,311**	176,261
Fund balances, beginning of year	**1,393,095**	1,216,834
Fund balances, end of year	**1,428,406**	1,393,095

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

On behalf of the Board,

Director

Director

Summary of Financial Position

March 31, 2026

	2026	2025
	$	$
ASSETS		
Current		
Cash	**420,379**	566,449
Term deposits, 2.7% and prime rate (4.95%), matured during the year		816,570
Accounts receivable	**20,564**	11,977
Prepaid expenses	**12,331**	11,279
	453,274	1,406,275
Long-term		
Term deposits, 2.45%, maturing in February 2027	**1,073,032**	
Tangible capital assets	**4,262**	4,984
	1,530,568	1,411,259
LIABILITIES		
Current		
Trade and other payables	**102,162**	18,164
FUND BALANCES		
Unrestricted	**1,279,144**	1,243,111
Invested in tangible capital assets	**4,262**	4,984
Internally restricted	**145,000**	145,000
	1,428,406	1,393,095
	1,530,568	1,411,259

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

Note to Summary Financial Statements

March 31, 2026

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, 2026, 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.



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

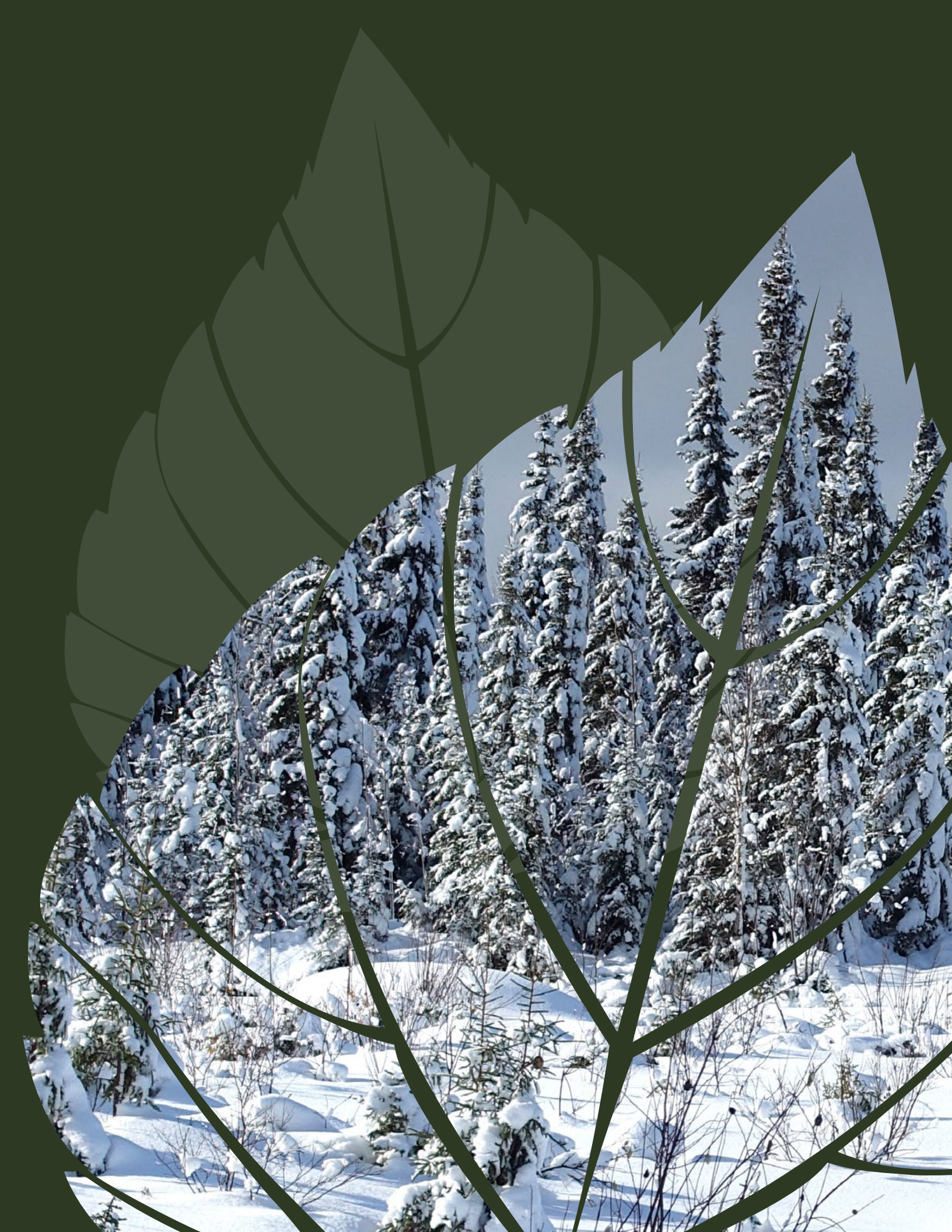
The Joint Working Groups (JWGs) and their coordinators are two of the three main implementation mechanisms prescribed under the provisions of Chapter 3 (forestry) of the Agreement. The JWG members are a cornerstone of efforts to implement the Agreement, and are central to communications and information-sharing 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, 2026, the members of the Joint Working Groups were:

Communities	Representatives – MRNF	Representatives – Cree
Mistissini	Carolann Tremblay *Local Coordinator* Jean-Sébastien Audet	Ronald Blackned *Local Coordinator* Dion Michel
Nemaska	Jean-Sébastien Audet *Local Coordinator* Charles Burgy	Tommy Neeposh *Local Coordinator* Rose Wapachee
Oujé-Bougoumou	Carolann Tremblay *Local Coordinator* Charles Burgy	Jonathan Bosum *Local Coordinator* Sarah Cooper
Waskaganish	Jean-Sébastien Audet *Local Coordinator* Charles Burgy	Aaron Blackned *Local Coordinator* Bert Moar
Waswanipi	Carolann Tremblay *Local Coordinator* Jean-Sébastien Audet Charles Burgy	Henry George Gull *Local Coordinator* Norman Ottereyes Shawn Dixon
JWG Coordinators	Sabrina Morissette	Jérémie Poupart-Montpetit *(intérim)*





Cree-Québec Forestry Board

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