



Québec City, September 22, 2022

Subject: Cree-Québec Forestry Board 2021-2022 annual report

Dear Sir/Madam,

As Chairman, it is with pleasure that I send you the Cree-Québec Forestry Board 2021-2022 annual report. This document will give you an overview of the Board's mission, strategic directions and work accomplished.

The Board has rigorously followed the annual work plan prepared in consultation with the representatives of the two signatory parties to the Agreement concerning a new relationship between the Gouvernement du Québec and the Crees of Québec. All the activities related to the commitments provided for in Chapter 3 of the Agreement were the subject of continuous monitoring throughout the year, which shows that the implementation of the Adapted Forestry Regime is continuing in a highly satisfactory manner.

As the taking into account of wildlife objectives during forest planning is a very important element of the Agreement, the Board ensured close monitoring of activities relating to the development and implementation, by the parties, of two major strategic files, namely the Wildlife Habitat Management Directives and the Mixedwood Stands Management Strategy, which was tabled in February 2021. It also continued its partnership with McGill University as part of the second phase of the Board's project to assess the quality of wildlife habitats fifteen years after the implementation of the Agreement.

For more information on the Board's activities, I invite you to consult our website at: www.ccqf-cqfb.ca

Yours sincerely,

Hervé Deschênes
Chairman

Annual Report

2021
2022



Cree-Québec Forestry Board

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Table of Contents

Board Chairman's Message	4	Moose Habitat Quality Project	18
Chairman's Statement	6	Climate Change Adaptation Strategy for Forest Management	19
Chapter 1 – The Agreement and Chapter 3 on Forestry	7	Direction 2	19
The Adapted Forestry Regime's Objectives and Main Adaptations	7	Operational forest plan process and harmonization measure monitoring diagnostic project	19
Territory Covered	8	JWG Coordinators' Report	20
Statistics Pertaining to the Territory Covered by Chapter 3 of the Agreement	9	Direction 3	20
Chapter 2 – The Cree-Québec Forestry Board	10	Board Advice to the Parties	20
Board Mission	10	Management of Information related to the Monitoring Framework	20
Board Mandate	11	Results of the Aerial Moose Population Survey	21
Board Strategic Directions	12	2013-2018 Report on Verification and Assessment of Monitoring of the Application of Standards and Provisions Provided for in the Agreement	21
Board Composition and Administrative Organization	13	Presentation on the Forestry Economy	21
Chapter 3 – Review of Board Activities	15	Board Annual Report and Financial Statements	21
Board context in 2021-2022	15	Direction 4	22
Direction 1	16	Board 2020-2025 Strategic Plan	22
Draft Development of the MFFP Policy on Relations with Aboriginal Nations and Communities	16	Relocation of the Board Secretariat	22
First Nations Forest Planning Consultation and Accommodation Manual	16	Extension of the Sustainable Development Action	22
Forest Plans	16	Chapter 4 – Sustainable Development	23
Analysis of Modifications to the 2018-2023 PAFIOs	17	Cree-Québec Forestry Board 2021-2022 Transitional Sustainable Development Action Plan	23
The New Generation of PAFITs	17	Summary Financial Statements March 31, 2022	26
Adapted Forestry Regime Monitoring Framework	17	Conclusion	28
Specific File Monitoring	18	Appendix I – Code of Ethics and Professional Conduct of the Cree-Québec Forestry Board	30
Mixedwood Stands Management Strategy and Wildlife Habitat Management Directives	18	Appendix II – Members and coordinators of the joint working groups	33
Collaborative Management Regime for Forestry Resources on Category II lands	18		



Board Chairman's Message

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

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

Dear Minister Dufour,
Dear Grand Chief Gull-Masty,

I am pleased to present the Cree-Québec Forestry Board 2021-2022 Annual Report. Throughout its 19th operating year, the Board performed its mandate in compliance with the amended Agreement's (Paix des Braves) Adapted Forestry Regime (AFR).

The Board stuck closely to the annual work plan prepared in collaboration with the representatives of the two parties to the Agreement. All of the activities related to

the commitments set out in the Agreement were monitored on an ongoing basis throughout the year, showing that the AFR was implemented in a highly satisfactory manner.

Throughout the year, all Board, special committee and Secretariat staff meetings were held by video conference to comply with Government authorities' health directives.

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 deemed priorities by the Board members. This was especially true for activities linked to the PAFIO consultations. The new guides and working tools developed by the Joint Working Group coordinators will facilitate consultation work and improve communication with the tallymen. Furthermore, the implementation of a forestry department within the Cree Nation Government over the past two years will help files move forward regularly and improve communications between the Joint Working Groups, communities' authorities and all AFR stakeholders.

Board-initiated files also made excellent headway. The Board computerized the process of collecting and managing data needed for the analyses used for continuous assessment of progress made and achievement of AFR target objectives. The wildlife habitat quality assessment project carried out in collaboration with McGill University is also moving forward very well.

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 for their dedication and commitment in contributing to compliance with the Agreement and to the Agreement's evolution. A special thanks to Jacques Robert, who became a Board member in 2014 and who retired at the end of the year.

Hervé Deschênes
Board Chairman



Chairman's Statement

To the best of my knowledge, the 2021-2022 Annual Report:

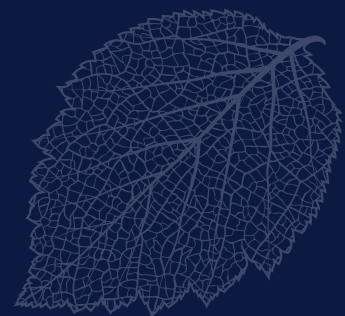
- accurately describes the Cree-Québec Forestry Board's mission, sectors of activity, strategic directions, and priorities;
- presents accurate, reliable data covering all of the Board's activities and indicates the extent to which the target objectives were achieved.

Throughout the 2021-2022 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 2021-2022.

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



Hervé Deschênes
Chairman





Chapter

1

The Agreement and Chapter 3 on Forestry

The Adapted Forestry Regime's Objectives and Main Adaptations

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

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

Chapter 3 of the Agreement, commonly called the Adapted Forestry Regime (AFR), is devoted to forestry,

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

The main adaptations to the Québec Forest Regime deal with, among other things, defining the management units formed by grouping traplines, identifying and protecting sites of interest for the Crees, allotting a greater percentage to mosaic cutting, introducing maximum forest operations thresholds and rates per trapline, including additional terms and conditions for protecting forests adjacent to watercourses, protecting

and developing wildlife habitats, developing the road access network and siting residual forest blocks in conjunction with the tallymen.

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

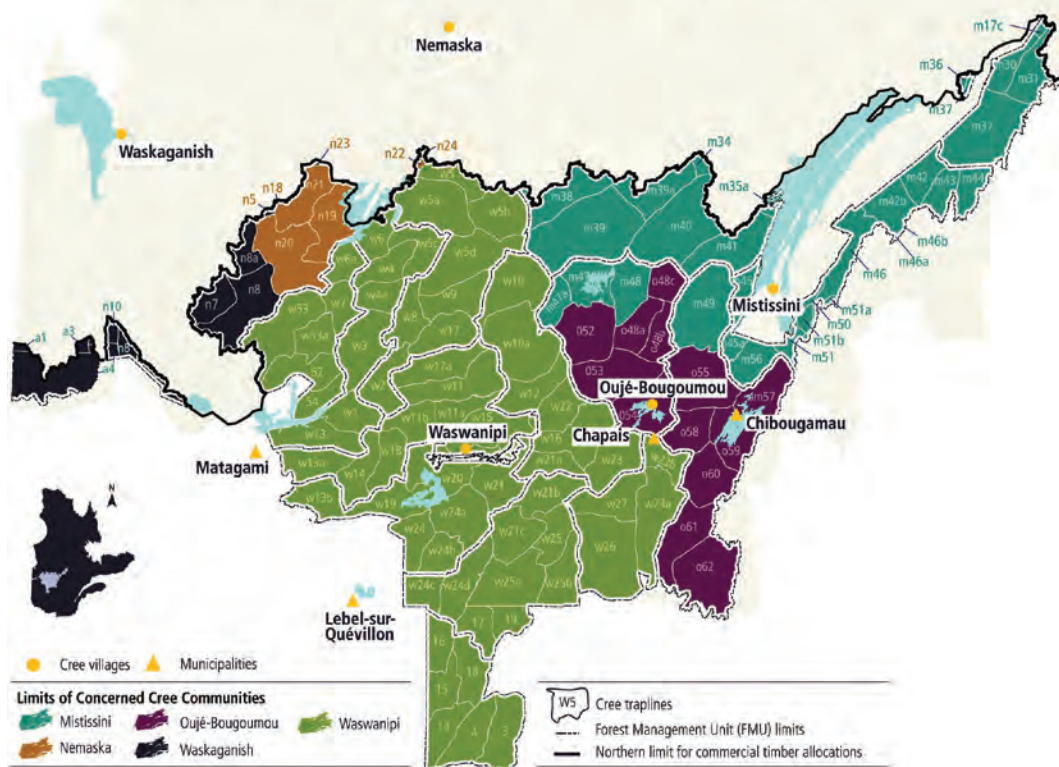
To ensure implementation of the Agreement's chapter on forestry, three mechanisms were created: the Joint Working Groups (JWGs), the JWG coordinators and the Cree-Québec Forestry Board (CQFB). As set out in Chapter 3 and Schedule C of the Agreement, these mechanisms have specific, separate duties but must work closely together to implement various provisions of the Adapted Forestry Regime, promote, where relevant, development of new operating approaches among

stakeholders and mediate and manage conflicts that may arise. While the core activities of these mechanisms are to contribute to the development of forest management plans, conduct consultations and perform monitoring, these implementation mechanisms work on different, but complementary, levels.

Territory Covered

The territory covered by the Agreement's forestry regime is included in the territory governed by the James Bay and Northern Québec Agreement. Bordered by Québec's northern limit for commercial timber allocations to the north, the Adapted Forestry Regime includes the five Cree communities of Mistissini, Nemaska, Oujé-Bougoumou, Waskaganish and Waswanipi. The territory defined in Schedule C of the Agreement spans a total of 66,010 km². Its productive forests account for almost 9.1% of Québec's allowable cut.

TERRITORY COVERED BY CHAPTER 3 (FORESTRY) OF THE AGREEMENT



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

Population

Cree Communities	
Mistissini	3,731
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 ²)	66,010		
Total area of forest management units* (km ²)	51,787	451,895	11.4%
Forest area used to calculate allowable cut* (km ²)	34,023	269,080	12.6%

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

Forest Resource

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

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

** Fir, Spruce, Pine, Larix group



Chapter

2

The Cree-Québec Forestry Board

Board Mission

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

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

It is involved in the planning processes of forest management activities in the Territory of the Agreement and participates in the various stages of management and review of these activities. It submits its advice on

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

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

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

The strategic plan of the Cree-Québec Forestry Board is shaped by four major directions that have guided the activities of the organization throughout the year. The strategic directions used for the annual planning of activities are as follows:

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

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.

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.

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.

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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 2021-2022, the representatives designated by the Québec government included two officers from the Ministère des Forêts, de la Faune et des Parcs (MFFP) and three other members with expertise in the areas of wildlife, First Nations and

the forestry industry respectively. Jacques Robert retired from the Board on January 14, 2022 and was replaced by Simon St-Georges by official Order-in-Council on March 9, 2022. 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.

The following list shows the members that sat on the Cree-Québec Forestry Board during the operating year (April 1, 2021, to March 31, 2022).

Chairman	
Hervé Deschênes (2016-08-17 to –)	
QUÉBEC MEMBERS	CREE MEMBERS
Marco Trudel (2017-06-07 to –) Director of Forest Management, Nord-du-Québec region Ministère des Forêts, de la Faune et des Parcs	Steven Blacksmith (2017-01-19 to –) Director of Natural Resources Cree First Nation of Waswanipi
Hugo Jacqmain (2014-11-19 to –) Director, Relations with First Nations Ministère des Forêts, de la Faune et des Parcs	Gillman Ottereyes (2020-11-04 to –) Director of Forestry Cree Nation Government
Geneviève Labrecque (2014-11-19 to –) Chief Forester, Québec GreenFirst Forest Products	Geoff Quaile (2009-06-04 to –) Senior Environment Advisor/Analyst Cree Nation Government
Jacques Robert (2014-11-19 to 2022-01-14) Retired – consultant	Nadia Saganash (2012-04-16 to –) Senior Advisor Cree-Quebec Governance Agreement Implementation Cree Nation Government
Simon St-Georges (2022-03-09 to –) Indigenous Affairs Coordinator, Forestry Sector Ministère des Forêts, de la Faune et des Parcs	
Denis Vandal (2015-08-11 to –) Retired – consultant	Isaac Voyageur (Vice-Chairman) (2007-01-24 to –) Director – Environment and Remedial Works Cree Nation Government

Administratively speaking, each party to the Agreement covers the cost of its designated members' participation on the Board and half of the organization's operating budget. The Chairman's salary 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, 2022, three employees made up the Secretariat team: Patrick Léveillé-Perreault, Executive Director, Amélie Dussault, Analyst/Advisor, and Annette Hayden, Administrative Assistant.



Review of Board Activities

Board context in 2021-2022

The 2021-2022 operating year, the Board's 19th, was marked by the mechanisms, processes and provisions of the amended Agreement's (Paix des Braves) Adapted Forestry Regime (AFR), officially published in December 2019. Implementation of a new Québec Forest Regime, when the *Sustainable Forest Development Act* (SFDA) came into force in 2013, required the signatories to rework the Agreement.

The Board carried out its mandate fully in compliance with the adjustments made to the AFR implementation mechanisms, continuing to closely and continuously monitor the parties' commitments and resulting actions and carrying out the 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 new strategic directions officially adopted in April 2021 and the priorities defined in its action plan.

Since mid-March 2020, the Board has continued to adapt to the exceptional COVID-19 pandemic context to carry out its activities and hold its meetings in compliance with Government directives.

In the 2021-2022 operating year, the Board held five meetings by video conference: April 7-8, 2021; June 8-9, 2021; September 28-29, 2021; November 30, 2021 and February 8-9, 2022.

Direction 1

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

Draft Development of the MFFP Policy on Relations with Aboriginal Nations and Communities

On March 30, 2021, the Board was invited by the MFFP Deputy Minister to participate in the MFFP consultation process aimed at providing the MFFP with an initial policy on relations with Aboriginal nations and communities. During this first consultation phase, the MFFP wished to better understand the issues linked to sustainable management and conservation of forests, wildlife and parks within the Aboriginal nations and communities, and the organizations concerned, the state of their relations with the MFFP, and their expectations and needs linked to these issues and relations.

The Board members agreed to accept the Deputy Minister's invitation to participate in this initial consultation process. The Board's comments and suggestions were adopted in the form of an advice letter at the June 8-9, 2021 meeting and sent to the Deputy Minister on June 10.

The Board's comments and recommendations were based on its experience and expertise acquired over almost 20 years as a privileged witness to the positive evolution of relations between the Québec government, the Cree Nation and the communities concerned by the Paix des Braves' Adapted Forestry Regime. The agreements that prevail on Eeyou Istchee James Bay territory are unique in that they offer concrete approaches, structured mechanisms and real opportunities that contribute to ensuring, maintaining and improving relations between the Québec government and the Crees of Québec. The Board's comments were not specific to the context of Paix des Braves territory but were presented as a contribution to development of the MFFP policy on relations with Aboriginal Nations and communities.

First Nations Forest Planning Consultation and Accommodation Manual

On June 30, 2021, the Board received a letter from the MFFP inviting it to peruse the First Nations Forest Planning Consultation and Accommodation Manual and comment on it before August 31, 2021. The MFFP subsequently extended this deadline to September 30, 2021 to allow the Board to complete information meetings with the Aboriginal communities and the organizations representing them.

The *Sustainable Forest Development Act* (SFDA) states: "The Minister must consult Native communities specifically to ensure that sustainable forest development and forest management take into account, and accommodate, if necessary, their interests, values and needs." The draft Manual was developed in this spirit, notably taking into account the Québec Forest Régime's evolution and experience acquired since the SFDA came into force in 2013.

A first draft of a working document was prepared by Board Secretariat staff and forwarded to the members for their comments. These comments were analyzed to finalize the document, which includes recommendations on the consultation and accommodation process. The document was then forwarded to all members for their approval. The final version of the document submitted to the members was adopted at the September 28-29, 2021 Board meeting and forwarded to the MFFP.

Forest Plans

In keeping with its mandate, the Board monitors forest plan development and analyzes the 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 (see Direction 2 of this Annual Report).

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 Joint Working Group (JWG) reports, tallymen consultation meeting minutes, public consultation minutes and elements gathered from the JWGs.

At the September 28-29, 2021 Board meeting, the results of analysis of the modifications made in fall 2020 to the 2018-2023 PAFIOs for 13 management units on AFR territory were presented to the Board members. Recommendations reflecting actions already taken by the parties were made and forwarded to the authorities of the parties to the Agreement.

For the 2018-2023 PAFIO modifications dating from fall 2021, a report was prepared based on the documentation produced by the JWGs and available at this time. These PAFIO modifications affected about 100 traplines and few problems were noted. They reflected a new MFFP initiative consisting of simultaneous PAFIO and annual plan (PRAN) consultations. This approach was appreciated by most stakeholders and should make it possible to respond more quickly to tallymen's harmonization requests.

The Board Secretariat will complete its analysis and finalize the report as soon as it receives the JWG 30-day reports.

The New Generation of PAFITs

The 2023-2028 PAFITs will take effect on April 1, 2023. To lay the groundwork for this crucial phase, activities aimed at consultation and development of these plans will have to be carried out over the next operating year.

At the February 8-9, 2022 Board meeting, an MFFP representative presented the new generation of PAFITs and the implementation steps and schedule in order to prepare the Board and JWGs for the next pre-consultations. Under the new format proposed, the PAFIT would be simplified and divided into two modules: a descriptive section, which would not be subject to consultation, and a section on the management objectives, decisions and strategies, which would be subject to consultation every five years.

In keeping with its mandate, the Board will continue to review and comment on the PAFITs. The Board's consultation period for the 2023-2028 PAFITs is scheduled for June 2022.

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 the achievement of the four objectives set out in section 1 of Chapter 3 (Forestry) to be tracked on a continuous basis according to a number of criteria.

The Framework includes two monitoring levels: implementation of AFR deployment over Agreement territory and the measures' effectiveness. This monitoring allows problems to be detected and adjustments to provisions to be proposed or corrective action to be taken, if need be.

At the April 7-8, 2021 Board meeting, the Monitoring Committee proposed 11 annual Monitoring Framework implementation priorities, which were adopted. Priority actions for 2021-2022 are consistent with those established in 2020-2021.

During the 2021-2022 operating year and until the February 2022 meeting, the Secretariat staff presented regular status reports on the following priorities to the Board members: harmonization measure management, Mixedwood Stands Management Strategy development, spawning ground identification and validation process, road network management, intervention and forest evolution monitoring and existing significant wildlife and biodiversity indicator identification.

A five-year report, ideally covering all Monitoring Framework elements, will be produced at the end of the period 2018-2023.

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 working group to carry out the work linked to these files.

In the two years previous, the Board had closely monitored the Mixedwood Stands Management Strategy file and helped the parties, particularly with drafting comments and recommendations. In 2020, the MFFP sent the Board the final version of its Strategy, developed in collaboration with the Cree Nation Government (CNG). At the time, the Board analyzed the Strategy based on assessment criteria it had adopted and drafted an advice letter on December 16, 2020. The MFFP published the Strategy in February 2021.

In the two previous operating years, the parties developed an action plan for the Wildlife Habitat Management Directives file to ensure long-term maintenance of these habitats. The Directives' goal is to produce a practical forest planning support and forest plan harmonization guide for forest planners and JWG members. In 2019, the Wildlife Issues Committee produced a document. To obtain Cree endorsement of the strategies proposed, the parties agreed that the Cree party should hold consultations with the communities concerned and their tallymen. In the previous operating year, the Board monitored the Committee's work on each wildlife species' habitat-related needs based on scientific data gathered and on exchanges with the Crees.

The Directives were not finalized in the 2021-2022 operating year despite the fact that the parties worked on their development for more than a year. The Board monitored this file with regard to modifications to the production, consultation and implementation schedule. A final version of the Directives should be produced in April 2023.

Collaborative Management Regime for Forestry Resources on Category II lands

The Agreement on Governance in the Eeyou Istchee James Bay Territory, signed in 2012 by the Gouvernement du Québec and the Crees of Eeyou Istchee, provided for implementation of a collaborative management regime for forestry resources on Category II lands by December 31, 2012. When they signed the harmonized Agreement in 2019, the parties reaffirmed their wish to see the collaborative regime implemented.

At the February 8-9, 2022 Board meeting, the Secretariat presented a review of the timelines for implementing the collaborative management regime for Category II lands to fuel members' discussion on the next steps to take, since the regime's implementation remained a challenge. An MFFP collaborator reported on the implementation status of two aspects of the regime: creation of the integrated land and resource management panel (TGIR) on Category II lands, on which MFFP and CNG representatives sit, and the MFFP-to-CNG forest planning knowledge and expertise transfer process. The Secretariat had been informed that a legal funding agreement was in place, from 2018 to 2021, to allow this knowledge transfer. However, there is currently no funding agreement for the second component, for the period 2021-2022.

The Board will continue to monitor this file.

Moose Habitat Quality Project

In the March 2021 meeting of the Steering Committee for the project to assess moose habitat quality in Eeyou Istchee under the Adapted Forestry Regime (MHQ-EI-AFR), the members analyzed the proposal to integrate the Board's wildlife habitat quality assessment objectives into the research project being developed by McGill University and the following partners: the MFFP, Cree communities and Cree Nation Government. The draft research agreement between McGill University and the Board was also analyzed. This agreement was approved by the Board members at the June 8-9, 2021 Board meeting.

During the 2021-2022 operating year, the members of the Board project Steering Committee and MHQ-EI-AFR Steering Committee held several meetings. The McGill research team presented updates on the project's evolution at Board meetings on a regular basis. The project results are expected in March 2023.

Climate Change Adaptation Strategy for Forest Management

On October 29, 2021, the Board received a letter from the MFFP inviting it to peruse the Climate Change Adaptation Strategy for Forest Management and share its comments before December 12, 2021. The Secretariat prepared the first draft of a working document and forwarded it to the members for their comments, which were then taken into account in the document submitted to members for discussion at the November 2021 Board meeting. After the Board meeting, the comments that the members agreed on were integrated into the final version of the document, which was then officially forwarded to the Minister.

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

After numerous concerns were brought to its attention, in 2017, the Board launched a diagnostic project to determine the strengths and weaknesses of the operational forest plan process and harmonization measure monitoring. 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. This plan contains three categories of actions to be implemented: agree on approaches and common understanding and detail certain elements; produce tools (diagrams, charts, guides and instructions); and share, communicate and transfer information to the stakeholders concerned. These actions are paired with issues and specific objectives.

In fall 2019, representatives of the parties and the Secretariat worked on documents aimed at improving conflict management and harmonization measure management. An initial version of these two documents, as well as the diagnostic project implementation plan, were presented to JWG members to answer many of their questions and address the next steps to implement.

These guides constitute essential tools for JWG supervision, operations and work, in particular during the tallymen consultations. Elements of these guides will also be integrated into the AFR Monitoring Framework.

The final versions of these two guides are scheduled to be presented to the JWGs at a workshop planned for 2022. The Board will continue its close follow-up and collaborate to ensure that these tools are finalized and made operational by the parties as soon as possible.

JWG Coordinators' Report

In keeping with its mandate, the Board supports and collaborates with the JWGs and JWG coordinators. The Board is responsible for implementing initiatives to facilitate dialogue and concertation among the three amended Agreement implementation mechanisms: the JWGs, the coordinators and the Board. The coordinators' duties include periodically reporting to the Board on JWG operations. 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 2021-2022 operating year, the JWG coordinators were invited to report on operational plan (PAFIO and annual plan) consultations. They also gave an update on development activities regarding preparation of guides to help the JWGs during the consultations (Harmonization Request Management Guide, Conflict Resolution Guide and JWG Operating Rules).

The Board will continue to monitor initiatives to promote dialogue and joint efforts between its members, the JWGs and the coordinators.

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.

Board Advice to the Parties

The Board sent an advice letter to the parties that can be downloaded on the Board website: June 10, 2021 advice letter: CQFB comments on the draft development of the MFFP policy on relations with Aboriginal nations and communities (see Direction 1).

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.

At the September 28-29, 2021 Board meeting, the Secretariat presented its assessment of existing platforms and the organizations that use them as well as the 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 the advantages that the new platform, once developed, could provide. Plans are for the tool to be evolving and flexible, with the possible addition of selection criteria for categorizing certain data or of a geographic information system (GIS) module.

The Board then launched a call for tenders in compliance with its contract awarding process. A company meeting all of the criteria was selected and the Secretariat will monitor the steps linked to this tool's development.

Results of the Aerial Moose Population Survey

At the November 30, 2021 meeting, the Board invited the MFFP team to present the results of the aerial moose population survey conducted in hunting zone 17 and part of hunting zone 22 to the members. This presentation, which was forwarded to the members, was designed to give them an opportunity to talk to the people responsible for the file at the MFFP. The Board was interested in this exercise, since, although it is not the only indicator of the effectiveness of maintaining good wildlife habitats after forest management in keeping with AFR provisions, the data from the aerial moose population survey constitute an important input that is used for the moose habitat quality project described in Direction 1 and could also be used in adapting and implementing new wildlife and forest management tools.

Québec is divided into 29 hunting zones. In every zone, management plans are defined for each species, taking its specific local features into account. Hunting zones 17 and 22 include most of the territory covered by the Adapted Forestry Regime and previous moose population surveys dated respectively from 2009 and 1991.

The aerial moose population survey of these zones was conducted in February 2021 thanks to funding from the MFFP, the CNG and a partnership involving various individuals and organizations. In the months following the survey, this demographic data were analyzed and a presentation was given in September 2021 at the Cree Trappers' Association.

2013-2018 Report on Verification and Assessment of Monitoring of the Application of Standards and Provisions Provided for in the Agreement

In compliance with Schedule C-4 of the AFR, the MFFP produces five-year reports on verification and assessment of monitoring of the application of standards and provisions provided for in the Agreement. The Board deems that these reports constitute reference documents for AFR implementation for the JWGs, the parties and itself. This third report produced by the MFFP takes into account the comments made in the analysis of the previous five-year report (2008-2013) and Amendment No. 6 to the Adapted Forestry Regime.

During the 2020-2021 operating year, the Board analyzed the preliminary version of the report, which had been presented to it in February 2020, and made its comments to the MFFP in April 2020.

On October 26, 2021, the Secretariat received the final version of the 2013-2018 report on verification and assessment of monitoring of the application of standards and provisions provided for in the Agreement from the MFFP, which asked the Board to submit its comments before November 19, 2021. At the November 30, 2021 Board meeting, the MFFP representative presented the changes made to the report since the preliminary version tabled in February 2020. The Board members formulated their comments, which were forwarded to the MFFP on November 17, 2021 to adjust the report. In addition, other comments and recommendations on potential improvements for the next five-year report (2018-2023) were also forwarded to the MFFP.

The official report was forwarded to the Board and JWGs on January 7, 2022.

Presentation on the Forestry Economy

The Board invited Michel Vincent, Forestry Engineer and Economist with the Conseil de l'industrie forestière du Québec (Québec Forest Industry Council) to its April 7-8, 2021 meeting to present the current economic context in the sawmill and forestry sector. The goal of Mr. Vincent's presentation was to inform the Board members about changes in the forest products economy and about the outlook for the coming years. The forestry economy is very cyclical, fluctuating with supply and demand for products on local, national and international markets. At the beginning of the COVID-19 pandemic, in 2020, companies reduced their production to comply with health directives while demand for their products rose significantly, resulting in a substantial increase in the products' prices.

Board Annual Report and Financial Statements

The Board forwarded its 18th annual report, covering the 2020-2021 operating year, to the parties and distributed it to partners and stakeholders concerned by the application of the Agreement's forestry component. The 2020-2021 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.

Board 2020-2025 Strategic Plan

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

In 2020, the Board adopted a five-year (5) strategic plan. Although the Board's visions and mission have remained the same over the years, its strategic directions were revised from time to time to adapt them to the prevailing context and the action priorities identified annually.

Over the past seven years, changes have occurred in the environment inside and outside the Board and Board Secretariat; others are foreseen in the short and medium terms.

The strategic plan takes the current and future needs of the parties to the Agreement into account, stating the Board's main objectives for the coming years, in keeping with its mission, vision and values; prioritizing assessment of the implementation of Chapter 3 (Forestry) of the Agreement; and supporting Board members and partners to facilitate their synergy and optimize their contributions. With this plan, the Board also wishes to concretely show the benefits of the AFR. The Board seeks to pursue ongoing improvement of its actions so as to increase its effectiveness in properly meeting the requirements of its mandate, while ensuring that it takes Cree communities' way of life into account and contributes to AFR objectives.

Relocation of the Board Secretariat

In the context of Agreement harmonization, the parties again expressed their willingness to relocate the Board Secretariat to Waswanipi, as originally set out in the 2002 Agreement. A Bipartite Cree-Québec Committee was created three years ago to prepare a recommendation for this relocation.

This Bipartite Committee met in fall and late 2021 to enable members to give their opinions on the Secretariat relocation project and to discuss recommendations to forward to the party authorities before the end of December 2021. By late 2021, 60% of the construction work on the houses had been completed. 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, is scheduled to begin in June 2022 and end in summer 2023. The Secretariat will try to extend its current lease, which expires on March 31, 2023, to avoid having to move twice.

Extension of the Sustainable Development Action Plan

The *Sustainable Development Act* (SD), adopted by the Québec government in January 2007, requires all government departments and agencies governed by the *Public Administration Act* to adopt a Sustainable Development Action Plan (SDAP). Due to its composition and the financial contribution it receives from the Québec government, the Board is subject to the *Sustainable Development Act* and the resulting obligations. In 2009, the Board adopted its first SDAP, for the period 2008-2013. In 2017, the Board tabled and adopted a second SDAP, for 2015-2020.

In April 2021, the Québec government issued Order-in-Council 512-2021, which deferred review of the Government Sustainable Development Strategy until March 31, 2022 and, by extension, required the government departments and agencies concerned to update their 2015-2020 SDAP. Consequently, the Secretariat developed a 2021-2022 SDAP that met the new requirements of the Comité interministériel de développement durable (Interdepartmental committee on sustainable development - CIDD). The Secretariat submitted the SDAP (2021-2022 extension), approved by the Board members, to the Bureau de coordination du développement durable and forwarded it for publication to the Bibliothèque et Archives nationales du Québec (BANQ).

44

Cree-Québec Forestry Board 2021-2022 Transitional Sustainable Development Action Plan

The following is a summary of the actions taken in 2021-2022 that contributed to achieving the Board SDAP.

A collage of 12 photographs arranged in a circular pattern, connected by thin black lines. The images depict various aspects of environmental and community work: 1. A wide landscape with a body of water and distant hills. 2. A person walking on a wooden boardwalk or path. 3. A group of people standing in a snowy field. 4. Three people (two men and one woman) looking at a table or display. 5. A large pile of harvested reeds or sticks. 6. Two people in winter gear standing in the snow. 7. A group of people sitting around a table, possibly at a community meeting or workshop. 8. A yellow excavator working in a field. 9. A person walking on a path through a wooded area. 10. A large, open field with a line of trees in the distance. 11. A person walking on a path through a snowy landscape. 12. A person walking on a path through a snowy landscape.



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 were made aware of the new 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	Employees and administrators have all successfully used the new procedures to conduct meetings.
Develop and promote new procedures for holding official Board meetings remotely.			

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

Actions	Indicators	Targets	Results
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

Actions	Indicators	Targets	Results
Participate in the Wildlife Habitat Quality Assessment project on the territory of the Adapted Forestry Regime.	Project progress report	At least twice a year	Two presentations on the project's status were given during 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

Actions	Indicator	Targets	Results
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 To come	The evaluation report is being drafted but, since the pre-consultations ended in late May 2022, it will be tabled only in late summer 2022.

Summary Financial Statements March 31, 2022

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

To the Members of
Cree-Quebec Forestry Board

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2022, and the summary statement of operations and fund balances for the year then ended, are derived from the unaudited financial statements of Cree-Quebec Forestry Board for the year ended March 31, 2022, on which we expressed a qualified opinion in our independent practitioner's review engagement report dated July 21, 2022.

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-Quebec 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-Quebec Forestry Board for the year ended March 31, 2022, 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

Quebec
July 21, 2022

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, 2022 (Unaudited)

	2022	2021
	\$	\$
Revenues		
Partners' contributions		
Quebec Government	330,000	330,000
Grand Council of the Crees (Eeyou Istchee)	330,000	330,000
Money market funds	190	489
	660,190	660,489
Expenses		
Salaries	267,891	306,077
Internal management	54,027	73,502
Board meetings	12,134	10,188
Service contracts	120,199	29,636
	454,251	419,403
Excess of revenues over expenses	205,939	241,086
Fund balances, beginning of year	506,316	265,230
Fund balances, end of year	712,255	506,316

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

Summary of Financial Position March 31, 2022 (Unaudited)

	2022	2021
	\$	\$
ASSETS		
Current		
Cash	553,266	343,689
Trade and other receivables	7,957	7,570
Prepaid expenses	6,886	8,806
	568,109	360,065
Long-term		
Investments	151,829	151,640
Tangible capital assets	8,289	7,264
	728,227	518,969
LIABILITIES		
Current		
Trade and other payables	15,972	12,653
FUND BALANCES		
Unrestricted	558,966	354,052
Invested in tangible capital assets	8,289	7,264
Internally restricted	145,000	145,000
	712,255	506,316
	728,227	518,969

Note to Summary Financial Statements March 31, 2022

Basis of presentation

The summary financial statements are derived from the unaudited financial statements of Cree-Quebec Forestry Board for the year ended March 31, 2022, 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-Quebec Forestry Board.



Conclusion

In 2021-2022, the Board fully carried out its mandate in compliance with AFR harmonizations. It 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 2021-2022 operating year, the Board had to adapt to the COVID-19 pandemic context to carry out its activities and organize its meetings as best possible. To comply with Government directives, the Board held all of its meetings in the form of video conferences.

In this 19th operating year, the actions carried out by the Board members and Secretariat, in keeping with the Board's mandate and responsibilities, testified to their renewed commitment to working together to achieve the Agreement's objectives.



Appendix

1

Code of Ethics and Professional Conduct of the Cree-Québec Forestry Board

Chapter I

Purpose and field of application

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

Chapter II

Principles of ethics and bylaws of professional conduct

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

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

6. The Board member is required to exercise discretion concerning what he knows in or during the performance of his duties and is required to respect the confidential nature of the information received in this manner at all times.
7. The Board Chairperson must show reserve in the public expression of his political opinions.
8. The Board member must avoid placing himself in a situation of conflict between his personal interest and his official duties.

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

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

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

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

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

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

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

10. The Board member must abstain from participating in any deliberation or decision involving any organization, enterprise or association in which he has an interest as set out in Articles 8 and 9. Furthermore, he must withdraw from the meeting during the length of the deliberations and vote on this question.
11. The Board Chairperson ensures that the minutes of Board meetings mention any abstention of one of its members from the decisions concerning any organization, enterprise or association in which he has an interest, for the purpose of transparency.
12. The Board member must not mistake Board property for his own and cannot use it to the advantage of himself or a third party.
13. The Board member cannot use any information obtained in or during the performance of his duties to the advantage of himself or a third party.
14. The duties set out in Articles 5, 6 and 13 do not have the effect of preventing a Cree Regional Authority representative to consulting to the Cree Regional Authority, nor does it prevent to consult nor reporting to the members of the Cree Nation (Eeyou Istchee) or the organizations or associations which represent it, unless the information is confidential under the law and that such confidentiality is in accordance with the *James Bay and Northern Québec Agreement* or the Agreement concerning a New Relationship between the Crees of Québec and the Government of Québec.
15. A Board member is allowed to accept and keep a gift, or accept a token of hospitality or other benefit as long as the present is of modest use and value and is offered during an event attended by the receiving member.
Any other gift, token of hospitality or benefit received must be returned to the donor or government.
16. The Board member cannot, either directly or indirectly, grant, solicit or accept an undue favour or benefit for himself or a third party.
17. The Board member must not allow himself to be influenced in his decision-making by outside considerations such as the possibility of an appointment or job openings and offers.

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

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

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

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

Chapter III

Political activities

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

22. The Board Chairperson intending to run for an elected public function must leave office.

Chapter IV

Remuneration

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

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

Chapter V

Certification

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

Chapter VI

Effective date

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

Certification

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

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

I the undersigned, _____

member of the Board: _____

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

Signed at, _____ the _____

day of _____, 20_____.



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, 2022, the members of the Joint Working Groups were:

Communities	Representatives	
	MFFP	Cree
Mistissini	Carolann Tremblay <i>Local Coordinator</i> Jean-Sébastien Audet	Matthew Longchap <i>Local Coordinator</i> Johnny Matoush
Nemaska	Moïse Guetsa <i>Local Coordinator</i> Jean-Sébastien Audet	Matthew Tanoush <i>Local Coordinator</i> Rose Wapachee
Oujé-Bougoumou	Carolann Tremblay <i>Local Coordinator</i> Rodrigue Fapa	Arthur Bosum <i>Local Coordinator</i> Sarah Cooper
Waskaganish	Moïse Guetsa <i>Local Coordinator</i> Charles Burgy	Wayne Cheezo <i>Local Coordinator</i> Darryl J. Salt
Waswanipi	Jacynthe Barrette <i>Local Coordinator</i> Moïse Guetsa Carolann Tremblay Rodrigue Fapa	Henry George Gull <i>Local Coordinator</i> Allan Saganash Jr. Jack Ottereyes
JWG Coordinators	Sabrina Morissette	Dion Michel



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