



Sustainable Development Action Plan

2017  2020



The Plan Nord and its reference framework are available on the Plan Nord website
(plannord.gouv.qc.ca)

ISBN 978-2-550-77784-7 (printed version)

ISBN 978-2-550-77905-6 (PDF)

Legal deposit : 2017

Bibliothèque et Archives nationales du Québec

© Gouvernement du Québec, 2017

Message from the Chair of the Board of Directors



The Plan Nord's mission is to contribute to the development of the area north of the 49th parallel in a sustainable manner, through the exploitation of natural resources to benefit northern communities and all of Québec's population, by protecting biodiversity and ecosystems, and by improving services to as well as the living conditions of local and Native communities.

Private businesses, public agencies, local communities, and Native communities have already adopted practices that are socially, economically, and environmentally responsible. We acknowledge these significant advances, and wish to support this movement to ensure even greater sustainable northern development. Hence, the Sustainable Development Action Plan of the Société du Plan Nord (SPN) is based on the alignment of the action priorities outlined in the *Plan Nord Toward 2035*, the *2015-2020 Action Plan*; the actions of socioeconomic stakeholders within the area; and the Government of Québec's objectives in terms of sustainable development.

We are proud to introduce this first *Sustainable Development Action Plan 2017-2020*, and we strongly believe it will enable the Société du Plan Nord to step up its contribution to the development of the Québec of tomorrow.

Élizabeth Blais

Message from the President and Chief Executive Officer



In addition to meeting the Government's obligations under Québec's *Sustainable Development Act (SDA)*, this first Sustainable Development Action Plan provides a unique opportunity for the Société du Plan Nord to reaffirm its directions and to set significant milestones in terms of sustainable development of the North for the 2017-2020 period.

Building on already well-established sustainable development practices, and a strong commitment to continuous improvement, the Société du Plan Nord is actively contributing to the 8 directions of the *Government Sustainable Development Strategy*. The actions constituting this first action plan will be subject to public accountability on an annual basis to identify adjustments to be made along the way, always from the perspective of attaining the objectives of the *Plan Nord Toward 2035*.

Given the firm commitment of the employees of the Société du Plan Nord, the support of its Board of Directors, and the contribution of the Assembly of Partners, I am optimistic about the deployment of the Plan Nord in keeping with an ongoing quest to ensure ambitious sustainable development.

Robert Sauvé

TABLE OF CONTENTS

Message from the Chair of the Board of Directors	3
Message from the President and Chief Executive Officer	3
The Northern Plan	5
The Société du Plan Nord	5
Vision	5
Mission	5
Pursuing the Integration of Sustainable Development through the Société de Plan Nord and its Partners	6
The Actions of the Société du Plan Nord’s Sustainable Development Action Plan.....	7
Key Actions	9
Government Directions.....	11
Appendix 1: The Area Covered by the Plan Nord and its Key Features	21
Appendix 2: Additional Information about the Société du Plan Nord	22
Mandate	22
Organizational Structure	22

THE NORTHERN PLAN

The *Plan Nord Toward 2035, 2015-2020 Action Plan* constitutes one of the primary focus areas in the development of Québec's economy. The Government's actions are grounded in sustainable development, and the Plan Nord undeniably respects this approach by harnessing the potential of natural resources within the Northern Territory, while ensuring their sustainability for future generations. The Plan Nord sets out the four core principles of this unique approach that will guide the actions of the Government and the SPN over the coming years:

1. A planned, coordinated project based on partnership, private-sector investment, and support for communities, particularly through the creation of the Société du Plan Nord;
2. An approach that integrates the economic, social, and environmental dimensions of sustainable development;
3. Government actions adapted to the realities of local and Aboriginal communities and to northern areas in general;
4. Development that is harmonious, ethical, respectful of Aboriginal and non-Aboriginal people, and consistent with gender equality.

Respect of agreements and obligations

The implementation of the Plan Nord abides and must always abide by all agreements. The same is true for the Government's obligations regarding Aboriginals, which include a constitutional obligation to consult them. The Société du Plan Nord makes it its duty to meet all commitments made to the First Nations and Inuit communities concerned, and to establish with each nation a partnership based on the respect of its aspirations and its reality.

THE SOCIÉTÉ DU PLAN NORD

MISSION: CONTRIBUTE TO THE INTEGRATED AND COHERENT DEVELOPMENT OF THE PLAN NORD'S TERRITORY

The mission of the Société du Plan Nord is to contribute, in collaboration with the representatives of the regions and the Aboriginal nations concerned, as well as the private sector, to the integrated and coherent development of the area covered by the Plan Nord, in accordance with the policy directions defined by the Government in relation to the Plan Nord.

VISION: CONTRIBUTE TO THE DEVELOPMENT OF THE DIVERSIFIED ECONOMIC POTENTIAL OF NORTHERN QUÉBEC FOR THE BENEFIT OF THE POPULATION LIVING THERE AND QUÉBEC AS A WHOLE

By 2035, the Société du Plan Nord will have played a leading role in the development of this rich resource area, for the benefit of its populations and of the whole of Québec, **through an exemplary form of sustainable development** based on a comprehensive, integrated, consistent, and responsible approach.

PURSUING THE INTEGRATION OF SUSTAINABLE DEVELOPMENT THROUGH THE SOCIÉTÉ DU PLAN NORD AND ITS PARTNERS

Sustainable development is one of the four fundamental principles of the Plan Nord, in terms of guiding the actions of both the Société du Plan Nord and the Government with regard to the territory and its local and Aboriginal communities. Sustainable development is also a key element of the Société du Plan Nord's mission and vision, which reinforces the organization's commitment to respect the Government's approach to sustainable development, and positions the SPN as a leader in sustainable development in the North. Sustainable development comes into play at three levels of the Société du Plan Nord's interventions: 1) its own actions, 2) actions set out in agreements with the Government's partners, and 3) its support for actions by socioeconomic stakeholders within the area.

- 1) Not only is the Société du Plan Nord strongly committed to sustainable development, it has also already taken concrete action in this regard. In 2015-2016, its first year, the SPN had not yet established a sustainable development action plan. However, with sustainable development being a fundamental aspect of its mission, the SPN helped achieve many of the objectives in the *Government Sustainable Development Strategy 2015-2020* (GSDS 15-20), as shown in the SPN's 2015-2016 activity report.
- 2) Starting in 2015, the Société du Plan Nord concluded about a dozen agreements with government ministries and agencies to enable the execution of the Plan Nord Toward 2035, 2015-2020 Action Plan's action priorities. Therefore, some 40 action priorities worth nearly \$215M will contribute to the attainment of one or another of the GSDS 15-20's objectives. Examples include:
 - a. Support for corporate social engagement;
 - b. Development of provincial parks;
 - c. Prediction of the effects of development projects on the communities living in northern Québec;
 - d. Construction of social housing in Nunavik;
 - e. Funding for tourist development north of the 49th parallel.
- 3) The Société du Plan Nord has supported the development of communities living within the area covered by the Plan Nord, and contributed to the carrying out more than 20 projects through the Fonds d'initiatives du Plan Nord in fields as diverse as northern agriculture, the reopening of a resource access road, and community initiatives undertaken by Aboriginals within the Plan Nord's area. Many of these projects demonstrated that a large number of businesses and local communities have already incorporated sustainable development into their routine, and that some of them have been doing so for a long time and increasing their efforts in this regard. These include municipal steps taken regarding sustainable development, the adoption of socially responsible practices by businesses, integrated resource planning, and the substitution of energy sources by those emitting less carbon. We must build on this momentum to generate more social, environmental, and economical spinoffs.

Therefore, the Société du Plan Nord is not only making a commitment to step up its efforts to incorporate sustainable development within its own practices, but also to work in concert with the area’s socioeconomic stakeholders, who are encouraged to act similarly.

THE ACTIONS OF THE SOCIÉTÉ DU PLAN NORD’S SUSTAINABLE DEVELOPMENT ACTION PLAN


In May 2006, the Québec National Assembly unanimously adopted the *Sustainable Development Act* (SDA). This law requires that the Government adopt five-year government sustainable development strategies (GSDS), and that each government ministry and agency adopt a Sustainable Development Action Plan (SDAP). Under the SDA, this SDAP must comprise specific SPN actions demonstrating its contribution toward achieving the GSDS 15-20’s objectives.

The Société du Plan Nord’s *Sustainable Development Action Plan 2017-2020* encompasses 33 actions, all of which contribute to the 8 directions of the GSDS 15-20 as well as 26 of the Government’s 27 objectives. Only a single objective is not covered, either directly or indirectly, by the SDAP.

GSDS 15-20 objective not covered by the SPN’s SDAP

GSDS 15-20 OBJECTIVE	SPN JUSTIFICATION
2.5 Help consumers make responsible choices.	- The SPN is unable to make any commitment in this regard given that it has no role to play concerning goods and services intended for end consumers (individuals) targeted by this objective.

Contributions complementing SDAP actions

- Some of the actions contained in the SDAP are more directly related to a specific GSDS 15-20 objective. However, several of these actions also contribute, albeit sometimes indirectly, to other GSDS objectives. These indirect contributions are identified by the pictogram  followed by the objective’s number.
- At the invitation of the Government, the SPN has decided, like many other government organizations, to incorporate, into its SDAP, actions that will contribute to other major government endeavours. These actions are identified by the following pictograms:

Agenda 21 for Culture



Government Biological Diversity Guidelines



Agenda 21 for Culture (A21C)

- Publicly released by the Government in December 2011, this document aims to enhance actions undertaken by Government ministries and agencies regarding culture within the perspective of sustainable development. It is mandatory for the SDAP to contain at least one action contributing to the A21C that is also related to one of the 27 other GSDS 15-20 objectives.

Government Biological Diversity Guidelines (GBDG)

- In their SDAP, ministries and organizations are encouraged to specify actions that fall within the Government’s new directions regarding biological diversity, adopted by the

Government of Québec in June 2013. These directions were established by the new *Strategic Plan for Biodiversity 2011-2020*, resulting from the Convention on Biological Diversity, and from which the 20 objectives known as the “Aichi Targets” were adopted in Nagoya, Japan, in October 2010.

KEY ACTIONS

Some actions in the SPN's SDAP are of particular note due to their scope, expected structuring effects, and degree of contribution to some of Québec's sustainable development objectives.

Co-chair the work of the Working Group on the priority allocation of 30% of the Plan Nord's territory to protecting the environment, conserving biodiversity, and promoting various types of development (GT30%).

- This action reflects the desire to dedicate 50% of the area covered by the Plan Nord, by 2035, to non-industrial purposes, as well as to protection of the environment and the safeguarding of biodiversity. Whereas 20% of the territory will be composed of protected areas, the remaining 30% shall be used for new and innovative purposes. All representatives from the ministries concerned and from the industrial, environmental, and university environments shall partake in this endeavour, as well as local and Aboriginal communities.

Consider sustainable development principles in the SPN's decision-making process related to project funding.

- The Fonds d'initiatives du Plan Nord was created to support projects stemming from local and Aboriginal communities. This program was revised in 2016-2017 to integrate the principles of sustainable development not only when analyzing projects and supporting proponents, but also in establishing the criteria for selecting projects to be funded.

Raise awareness and inform investors and business managers involved in the Plan Nord's territory about best practices in terms of social responsibility.

- The Société du Plan Nord wishes to take advantage of its relationships with businesses and investors to convey best practices pertaining to social responsibility, particularly in terms of relationships with local and Aboriginal communities and in terms of local sourcing.

Maintain the SPN's involvement with the Institut nordique du Québec's implementation committee.

- Northern development must be based on an in-depth knowledge of the area. Broadening scientific knowledge, applying it, and disseminating it are key conditions for success. The Institut nordique du Québec will make available for purposes of northern sustainable development, various types of expertise from a vast range of fields, including natural sciences, social sciences, health, and engineering, all under a single interdisciplinary and interinstitutional research centre.

Develop a comprehensive strategy for repairing, building, and funding transportation infrastructure within the framework of a multi-user vision to maximize access to the area covered by the Plan Nord.

- The development of existing and new transportation infrastructure shall be planned in a harmonious manner, with the aim of maximizing the use of existing infrastructure, enabling multi-purpose uses, and facilitating connections to infrastructure that already exists in the Plan Nord's area. To this end, a strategy for the development of the Plan Nord's transportation infrastructure shall be created based on economical, social, and environmental priorities and considerations.

Support Nunavik's communities as they proceed with energy transition and the replacement of coal-fired power plants by concluding a collaborative agreement.

- The Société du Plan Nord wishes to offer its support to businesses as well as to local and Aboriginal communities wanting to invest in the replacement of the coal-fired power plants currently providing electricity, in order to effectively contribute to the reduction of greenhouse gases.



GOVERNMENT DIRECTION 1 STRENGTHENING SUSTAINABLE DEVELOPMENT
GOVERNANCE THROUGHOUT THE CIVIL SERVICE

Like other government ministries and agencies, the SPN is seeking to improve its internal sustainable development practices. Although a small agency, considering its limited number of employees, the SPN will nevertheless strive to reduce its consumption of material resources and the impacts of its everyday practices.

In keeping with its constant commitment to informed decision-making, the SPN will also take full advantage of its relationships with its Québec and international partners regarding sustainable development issues, will ensure continuous updating of employee skills in fields related to their work, and will optimize its analysis of files from the standpoint of sustainable development principles.

In this regard, the SPN commits to undertake the following 14 actions to help meet objectives 1.1 to 1.6 of the GSDS 15-20.



Government Objective 1.1

Strengthen the use of ecoresponsible management practices in public administration.

SPN Actions	SPN Targets
1. Establish and promote sorted waste collection in premises occupied by SPN as well as in municipalities offering the service.	▪ Introduction of sorted collection in 100% of buildings by March 2018.
2. Within SPN, adopt a policy for the responsible use of material resources and the reduction of consumption.	▪ Adoption of a policy by March 2017. ▪ 20% reduction in use of ink and paper by March 2017.
3. Encourage employees to use public transit, active modes of transportation, and carpooling for work-related travelling.	▪ Adoption, by September 2017, of a guiding principle to promote these modes of transportation. ▪ Development of a portrait of the types of transportation modes used by employees for work-related travelling.
4. Encourage the use of video and telephone conference services.	▪ Equipping 100% of SPN offices by December 2020.
5. Organize public events in an ecoresponsible way.	▪ 50% of public events by March 2020.
6. Organize the meetings of the Board of Directors and of the Assembly of Partners in an ecoresponsible manner.	▪ 100% of meetings by March 2020.
7. Incorporate criteria for ecopublishing documents intended for external distribution.	▪ 100% of documents by March 2018.
8. Adopt within SPN a responsible acquisition policy and increase this type of acquisition.	▪ Adoption of the policy by December 2017. ▪ Acquire 50% of office supplies in an eco-friendly way by March 2020. ▪ Acquire 50% of office furniture from the government's surplus service by March 2020.

Government Objective 1.2

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

SPN Action	SPN Target	Complementary contributions
9. Take sustainable development principles into account in the SPN's decision-making regarding project funding.	100% of decisions pertaining to the Plan Nord's initiatives fund by March 2018.	 2.3  3 ¹

Government Objective 1.3




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

SPN Actions	SPN Target
10. Consult members of the Assembly of Partners on the issues and courses of action to ensure the optimal fulfilment of the Société du Plan Nord's mandate.	Hold a minimum of one consultation per year.
11. Hold Québec-Aboriginal nation's table meetings, for the nations within the Plan Nord's territory, in collaboration with the Secrétariat aux affaires autochtones.	Hold a minimum of one annual meeting per active table.

¹ GBDG 3 – Third Guideline: “Develop economic tools that support biodiversity conservation”.

Government Objective 1.4

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

SPN Action	SPN Targets	Complementary contributions
12. Ensure annual staff training on sustainable development skills.	<p>At least three training sessions per year in the following fields:</p> <ul style="list-style-type: none"> - Sustainable development analysis grid; - Ecoresponsible acquisitions; - Ecoresponsible events; - Aboriginal culture (A21C); - Environmental issues. 	 1.5 ²  7 ³  A21C 17 ⁴

Government Objective 1.6

Cooperate on sustainable development at the national and international levels, in particular with the Francophonie.

SPN Action	SPN Targets
13. Introduce the Plan Nord's sustainable development approach during events and meetings with representatives and partners from outside of Québec.	100% of events and meetings by March 2020.
14. Reach collaborative agreements with other provinces, countries, and foreign organizations on research and knowledge sharing on the topic of sustainable development in the North.	Conclude one additional agreement by March 2020.

² GSDS 15-20, objective 1.5 – Strengthen access and participation to the cultural life for leveraging social, economic and territorial development.

³ GBDG 7 – Enhance awareness of, provide information on, and teach about the importance of conserving biological diversity and the value of ecological services.

⁴ A21C, obj. 17: “Recognize and respect the close link between culture and territory among the First Nations and Inuit. Support the development and preservation of traditional knowledge and customs”





GOVERNMENT DIRECTION 2 SUSTAINABLY DEVELOP A PROSPEROUS ECONOMY – GREEN AND RESPONSIBLE

Through its mandate, the SPN maintains regular contact with businesses within the North, as well as those located south likely to conduct business north of the 49th parallel. It is therefore in good position, with the help of partners such as research institutes, to document and support changes in corporate behaviours as well as those of other economic players that are following the already established trend of incorporating sustainable development practices.


Government Objective 2.1

Support the development of green and responsible business practices and models.

SPN Action	SPN Targets	Complementary contributions
15. Raise awareness and inform investors and corporate managers in the area covered by the Plan Nord about the topic of best practices for social responsibility.	100% of investors and corporate managers dealing with the SPN by March 2020.	 5.2 ⁵ 

Government Objective 2.3

Foster investment and funding to support the transition to a green and responsible economy.



SPN Action	SPN Target	Complementary contribution
16. Begin a discussion on creating a responsible financial intervention framework within the SPN to guide decision-making.	Create a file on opportunities by March 2019.	 1.2


⁵ GSDS 15-20, objective 5.2 – Act to ensure that living environments are healthy and safe.

⁶ GBDG 4 – Encourage corporate decision-making that takes biodiversity into account.

Government Objective 2.4

Develop and showcase skills that support the transition to a green and responsible economy.


SPN Action	SPN Target	Complementary contributions
17. Continue the SPN’s participation on the Institut nordique du Québec’s implementation committee.	Attend two meetings per year.	 6.4  6 ⁷


GOVERNMENT DIRECTION 3 MANAGE NATURAL RESOURCES IN WAYS THAT ARE RESPONSIBLE AND RESPECTFUL OF BIODIVERSITY

The Plan Nord has major objectives in terms of environmental protection, including the intention to dedicate, by 2035, 50% of the area covered by the Plan Nord to non-industrial purposes, as well as for protection of the environment and the safeguarding of biodiversity. The SPN intends to collaborate with government and socioeconomic stakeholders from the territory to determine an effective long-term course of action for environmental protection. It also aims to foster knowledge acquisition and support environmental projects.

Government Objective 3.1

Manage natural resources efficiently and jointly to support economic vitality and maintain biodiversity.

SPN Action	SPN Targets	Complementary contributions
18. Foster the emergence of grassroots environmental projects within communities.	Support three projects per year by 2020.	
19. Establish a new business model adapted to soil decontamination on the area covered by the Plan Nord.	Having contributed to one project for soil decontamination on the area covered by the Plan Nord.	 1 ⁸ AND 3 ⁹


⁷ GBDG 6 – Acquire knowledge to support informed decision-making.


⁸ GBDG 1 – Protect ecosystems in order to maintain the production of essential ecological services.

⁹ GBDG 3 – Develop economic tools that support biodiversity conservation.

Government Objective 3.2

Preserve and showcase biodiversity, ecosystems, and ecological services by improving societal interventions and practices.

SPN Action	SPN Target	Complementary contributions
20. Co-chair the work of the Working Group on the priority allocation of 30% of the Plan Nord's territory for protecting the environment, conserving biodiversity, and promoting various types of development.	Present to the Government of Québec, by 2020, a mechanism to allow 30% of the area covered by the Plan Nord to be used for protecting the environment, conserving biodiversity, and promoting other types of development.	 1 ¹⁰ AND 6 ¹¹


GOVERNMENT DIRECTION 4 FOSTER SOCIAL INCLUSION AND REDUCE SOCIAL AND ECONOMIC INEQUALITY

Certain social challenges persist in communities within the area covered by the Plan Nord. The SPN intends to act on two long-term highly structuring levels in the areas of workforce training and support for the introduction of the increasingly popular social economic model.

Government Objective 4.1

Support skills recognition, development, and conservation, particularly among society’s most vulnerable individuals.



SPN Action	SPN Target
21. Collaborate in training initiatives for Aboriginals in trades related to the development and protection of the territory, natural resources, energy, wildlife, construction, and transportation.	Provide technical or financial support to six initiatives by March 2020.


¹⁰ GBDG 1 – Protect ecosystems in order to maintain the production of essential ecological services.

¹¹ GBDG 6 — Acquire knowledge to support informed decision-making.

Government Objective 4.2

Support and showcase community group and social economy enterprise activities that contribute to social inclusion and the reduction of inequality

SPN Actions	SPN Targets	Complementary contributions
22. Foster the development of grassroots social economy projects.	Support four projects by March 2020.	 4.3 ¹² and 6.2
23. Adopt SPN guidelines to support social economy development.	Adopt guidelines by March 2019.	 6.2




GOVERNMENT DIRECTION 5 IMPROVE PUBLIC HEALTH THROUGH PREVENTION

Prevention is one of the keys to improved health and better quality of life. In this regard, the SPN will contribute to local projects with the prospect of improving factors determining health, such as nutrition.

Government Objective 5.1

Encourage healthy living habits.

SPN Actions	SPN Targets
24. Contribute to the construction and operation of greenhouses in remote communities of the area covered by the Plan Nord.	Contribute to the construction or operation of two greenhouses by March 2020.
25. Contribute to the pursuit of initiatives related to healthy life habits.	Four initiatives by 2020



GOVERNMENT DIRECTION 6 ENSURE SUSTAINABLE LAND DEVELOPMENT AND SUPPORT COMMUNITY VITALITY

The SPN is especially challenged by this direction, given the highly territorial nature of its mandate. Although most of its activities follow this direction, the SPN is more strongly committed through its SDAP to take action regarding waste management, to collaborate with other ministries and agencies involved in initiatives pertaining to land use and vitality within

¹² GSDS 15-20, objective 4.3 – Support and promote the development of social and economic measures for the impoverished and the disadvantaged.

northern communities, to improve telecommunications, and to support efforts toward social cohesion among the actors from various milieus.

Government Objective 6.1

Foster the implementation of best land development practices.

SPN Actions	SPN Targets
26. Facilitate reduction of the use of landfills and waste burning in remote communities and industrial projects.	Participate in at least one project aiming to reduce the use of landfills and waste burning in remote areas of communities in Nunavik and Basse-Côte-Nord.
27. Help communities and businesses in choosing a location for and installing equipment and infrastructure related to major projects with a view to sustainable development.	Provide support in setting up the equipment and infrastructure of at least one major project in each one of these regions: Eeyou Istchee Baie-James, Côte-Nord, and Nunavik.


Government Objective 6.2

Strengthen community capacities to support economic and social vitality in the areas.

SPN Actions	SPN Targets
28. Collaborate on the initiatives of ministries and agencies that support occupancy and vitality of the areas covered by the Plan Nord.	Contribute to three initiatives by March 2020. Provide financial support for three initiatives by March 2020.
29. Improve telecommunication infrastructure within the Plan Nord’s territory.	Provide five new communities with fibre optics by 2018. Improve telecommunication infrastructure in 15 Basse-Côte-Nord communities by 2020.

Government Objective 6.3

Support public participation in community development.

SPN Action	SPN Target	Complementary contributions
30. Support events that bring together stakeholders from the area covered by the Plan Nord for the purpose of creating local and Aboriginal community development projects.	Support three events by 2020.	 1.3




GOVERNMENT DIRECTION 7 SUPPORT SUSTAINABLE MOBILITY

Access to the territory north of the 49th parallel remains a significant challenge in pursuing the social, environmental, and economic objectives of the Plan Nord. The development of transportation infrastructure will yield significant benefits, but is also likely to have negative repercussions that must also be assessed.

Government Objective 7.1

Use integrated land management and sustainable transportation planning and practices to broaden access to services and worksites throughout Québec.

SPN Action	SPN Target	Complementary contributions
31. Develop a comprehensive strategy for repairing, building, and funding transportation infrastructure from a multi-purpose perspective to maximize access to the Plan Nord’s territory.	Adopt and implement the comprehensive strategy by 2020.	 6.1 and 7.2 ¹³

¹³ GSDS 15-20, objective 7.2 – Support the electrification of transportation and improve the sector’s energy efficiency in order to develop the economy and reduce GHG emissions.




**GOVERNMENT DIRECTION 8 FOSTER THE PRODUCTION AND USE OF
RENEWABLE ENERGY AND ENERGY EFFICIENCY
TO REDUCE GREENHOUSE GAS EMISSIONS**

Given the particular climatic characteristics of the territory and the isolation of numerous local and Aboriginal communities, the issue of energy supply remains one of the main concerns of the Plan Nord. Although the shift toward renewable energy may not always be possible, the SPN will collaborate with its partners to support this transition wherever possible and reduce greenhouse gas emissions.


Government Objective 8.2

Optimize the production of renewable energy for the benefit of all of Québec society.

SPN Action	SPN Target	Complementary contributions
32. Help communities living in the area covered by the Plan Nord develop renewable energy sources to replace fossil fuels.	Participate in two projects by 2020.	 2.2 ¹⁴

Government Objective 8.3

Encourage the use of energy that enables the reduction of GHG emissions.

SPN Action	SPN Target	Complementary contributions
33. Support Nunavik's communities not reached by the grid with energy transition and the replacement of coal-fired power plants by concluding a collaborative agreement.	Conclude a collaborative agreement by 2020.	 8.1 ¹⁵

¹⁴ GSDS 15-20, objective 2.2 – Support the development of green and responsible business practices and models.

¹⁵ GSDS 15-20, objective 8.1 – Improve energy efficiency.

APPENDIX 1

THE AREA COVERED BY THE PLAN NORD AND ITS KEY FEATURES

The area covered by the Plan Nord includes the entire portion of Québec north of the 49th parallel and north of the St. Lawrence River and Gulf of St. Lawrence, an area of almost 1.2 million km² that constitutes 72% of Québec's total land mass.

Most of the area is governed by the *James Bay and Northern Quebec Agreement* and the *Northeastern Quebec Agreement*. It is also subject to an agreement-in-principle of general nature signed by four Innu communities. Three of these four communities are currently involved in negotiations in order to conclude a treaty under the Agreement-in-Principle of General Nature signed by the Government of Québec, the Government of Canada, and the Innu communities concerned. Other rights and titles in the area have been claimed by other Aboriginal communities (Innus, Algonquins, and Attikamekw).

It has a dynamic, actively involved population of over 120 000 people, of whom one-third are Aboriginals from four nations (Inuit, Cree, Innu, and Naskapi), living in 31 communities; there are also 32 non-Aboriginal communities in the Baie-James, Saguenay–Lac-Saint-Jean, and Côte-Nord areas.

The area covered by the Plan Nord is rich in natural resources:

- It is the site of more than 75% of Québec's installed hydroelectricity production capacity and has further untapped potential for hydroelectric, wind, and solar energy generation;
- It has over 200 000 km² of forests, i.e. over half of all the productive forest land in Québec;
- It has diverse potential due to its array of mineral resources, including nickel, cobalt, platinum group elements, zinc, iron, ilmenite, gold, apatite, diamonds, lithium, vanadium, rare earths, and graphite;
- It has the potential to become a world-class tourist destination given its outstanding landscapes, abundant wildlife, and the diversity of its local cultures.

This vast, little-known, and fragile territory is evolving, specifically as a result of climate change which can be seen in:

- Damage to permafrost and changes in soil water regimes;
- Changes to ice conditions and storm patterns;
- Coastal erosion;
- More frequent warm spells that have repercussions on the migration of wildlife species and increase the vulnerability of forests to insect attacks.

APPENDIX 2

ADDITIONAL INFORMATION ABOUT THE SOCIÉTÉ DU PLAN NORD

MANDATE

The Société came into being on April 1, 2015. Its mandate is, in particular, to:

- Coordinate and contribute, by financial or any other means, to the implementation of the directions pertaining to the Plan Nord;
- Coordinate infrastructure projects and, if applicable, engage in infrastructure development and operation, alone or in partnership;
- Assist and support local and Aboriginal communities in their community, social, and economic development projects;
- Conduct or contribute to research and development activities, as well as activities to acquire knowledge about the territory;
- Contribute to setting up mechanisms to allow 50% of the area covered by the Plan Nord to be used, by 2035, for purposes other than industrial purposes, for the protection of the environment, and for the safeguarding of biodiversity;
- Contribute to maximizing the economic spinoffs generated by the development of the natural resources in the area covered by the Plan Nord, in accordance with Québec's intergovernmental and international trade commitments;
- Set up a marketing office with the objective of communicating to local and regional enterprises as well as to all other Québec businesses the supply and equipment needs of ordering parties operating in the area covered by the Plan Nord;
- Advise the Government on any issue the latter presents to it.

ORGANIZATIONAL STRUCTURE

The Société du Plan Nord relies on a team based in its Québec City headquarters, with four regional satellite offices:

- Eeyou Istchee Baie-James satellite office in Chibougamau;
- Côte-Nord satellite offices in Baie-Comeau and Sept-Îles;
- Saguenay–Lac-Saint-Jean satellite office in Roberval;
- Nunavik satellite office: development in progress.

To implement the Plan Nord, the Société du Plan Nord can rely on a governance structure adapted to its goals. Thus, it is in a position to ensure the social acceptability of actions under the Plan Nord by local and Aboriginal communities.

- The Société du Plan Nord is administered by a Board of Directors with 9 to 15 members, most of who come from the area covered by the Plan Nord.
- The Assembly of Partners, an innovative structure for joint action bringing together representatives from local and Aboriginal communities in Nunavik, Eeyou Istchee Baie-James, Côte-Nord, and Saguenay–Lac-Saint-Jean, as well as the main sectors of activity concerned.
- In addition, to ensure cohesive government actions in the implementation of the Plan Nord, a steering committee, made up of the Deputy Ministers and Associate Deputy Ministers, will ensure that the measures put forward by government ministries and agencies are consistent with the directions and priorities defined in the Plan Nord.