

Translation  
Original in French

# Strategic Plan of the Société du Plan Nord

2016-2020

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## Message from the Chair of the Board of Directors

As the chair of the board of directors, it is with great pleasure that I present the Strategic Plan of the Société du Plan Nord for the period 2016 to 2020.

The Société came into existence on April 1, 2015, and will play a key role in the implementation of the Plan Nord. It will coordinate all development activities in the North, as well as the introduction of various economic, social and environmental measures.

The Société is required to administer the amounts made available via the Fonds du Plan Nord with diligence. The money will be used in accordance with the objectives and priorities set out in this strategic plan and the policy directions defined by the government for the Plan Nord. The Société will help establish the conditions needed to facilitate development and access to land in the North.

The 2016-2020 Strategic Plan of the Société du Plan Nord explains how the Société will help ensure that the government's priorities are met, specifically with respect to the implementation of the document *The Plan Nord toward 2035 - 2015-2020 Action Plan*.

Chair of the Board of Directors  
Élizabeth Blais

## Message from the President and Chief Executive Officer

It is a great pleasure to present the first-ever strategic plan of the Société du Plan Nord.

The 2016-2020 strategic plan is based on the goals set out in the document *The Plan Nord toward 2035 - 2015-2020 Action Plan*, released on April 8, 2015 by the Québec government. It also reflects internal discussions at the Société and the opinion of the Assembly of Partners.

The Société helps coordinate the activities pursued by all government bodies in northern Québec, for the benefit of its main client groups. It will work on an ongoing basis with government departments and bodies, and also with local and aboriginal communities.

This first strategic plan is especially important, since it lays the groundwork for planning over the long term. The work of the Société du Plan Nord and its partners will ensure that, by 2035, the objectives for the development of the potential existing in the area covered by the Plan Nord are met, for the benefit of northern populations and Québec as a whole.

I would like to take this opportunity to thank all staff members at the Société and all the partners who are involved in this far-reaching planning operation.

President and Chief Executive Officer  
Robert Sauvé

## Mission

*Contribute to the integrated and coherent development of the area covered by the Plan Nord*

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.

## Background

### The Plan Nord

The document *The Plan Nord toward 2035 - 2015-2020 Action Plan* is one of the main components in the development of Québec's economy. The government's actions are based on sustainable development, and the Plan Nord clearly contributes to this process by highlighting land and resource potential in the North while preserving its wealth for future generations. The Plan Nord sets out the four fundamental principles of this unique approach, which will guide the actions of the government and the Société over the coming years:

1. A planned, coordinated project based on partnership, private-sector investment and support for communities, in particular through the creation of the Société du Plan Nord.
2. A focus on sustainable development that integrates the economic, social and environmental dimensions.
3. Government actions adapted to the realities of local and aboriginal communities and to northern areas in general.
4. A harmonious and ethical approach to development that remains respectful of aboriginal and non-aboriginal communities and consistent with equality between men and women.

The implementation of the Plan Nord must, and will always, be consistent with previously signed agreements and all the government's obligations toward Aboriginals, including the constitutional obligation of consultation. The Société du Plan Nord considers it a duty to honour the commitments made toward the First Nations and the Inuit and to establish a partnership with each nation in a form that reflects its aspirations and the realities it faces.

### The Société du Plan Nord

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

- 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.
- Carry out or contribute to research and development activities as well as activities to acquire knowledge of the area.
- 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 preservation 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 whose object is to communicate to local and regional enterprises as well as to all other Québec enterprises the supply and equipment needs of ordering parties operating in the area covered by the Plan Nord.
- Advise the Government on any matter the latter submits to it.

## The first strategic plan of the Société du Plan Nord

On December 4, 2014, the National Assembly passed the Act respecting the Société du Plan Nord. In accordance with the Act, the Société became the key authority in the deployment of the components set out in the governmental document *The Plan Nord toward 2035 - 2015-2020 Action Plan*. Long before the passage of the Act and throughout the preparatory stages, consultations, meetings of sectoral working groups and targeted discussion panels were organized with the socio-economic players and the population and communities concerned, including aboriginal communities.

The Société's strategic plan is consistent with the long-term implementation goals for the Plan Nord, in keeping with the spirit of the Declaration of the Partners signed in 2011 and based on the vision and fundamental principles set out in *The Plan Nord toward 2035 - 2015-2020 Action Plan* and the mission defined in the Act respecting the Société du Plan Nord. In compliance with the Act, the Société has also consulted the Assembly of Partners to obtain its opinion.

The strategic approach developed by the Société is based on a planned, coordinated framework for intervention adapted to the realities of the North and its population. By considering the economic, social and environmental dimensions in all its actions, and by including all the stakeholders in a participatory, partnership-based process, this strategic approach is clearly consistent with the government's objectives in the area of sustainable development.

This unique, innovative model ensures that the principles of sustainable development are applied to develop economic potential, develop northern communities, protect the environment and safeguard biodiversity, under a highly responsive governance framework. The model also ensures

- the support of stakeholders for development projects in the area covered by the Plan Nord;
- the creation of conditions conducive to economic development and job creation;
- the integrated development of the North for the benefit of the local populations and of Québec as a whole;
- the opening up of the area to investment from Québec, Canada and around the world;
- interventions based on conclusive data from knowledge development, research and innovation, and from information-sharing mechanisms;
- respect for, the enrichment of and the ongoing viability of each community's culture.

The area covered by the Plan Nord will also offer a laboratory for innovation, for all the actions of the Société.

The Société du Plan Nord, in addition to directly implementing several priority actions set out in *The Plan Nord toward 2035 - 2015-2020 Action Plan*, is also responsible for coordinating the implementation of the priority actions of the 18 government departments and bodies<sup>1</sup> working in the area covered by the Plan Nord. The priority actions are set out in the appendix to the strategic plan. In addition, certain target objectives include an intergovernmental objective that must be taken into account.

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<sup>1</sup> See the appendix *Priorités d'action du Plan Nord à l'horizon 2035 — plan d'action 2015-2020* sous la responsabilité de ministères et d'organismes.

## The area covered by the Plan Nord and its key features

The area covered by the Plan Nord includes all of Québec located north of the 49th parallel and north of the St. Lawrence River and Gulf of St. Lawrence, an area of almost 1.2 million km<sup>2</sup> 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 Quebec, the Government of Canada and the Innu communities concerned. Other rights and titles have been claimed in the area by other aboriginal communities (Innus, Algonquins and Attikamekw).

It has a dynamic, committed 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 75% of Québec's installed hydroelectric capacity and has further untapped potential for hydroelectric, wind and solar energy generation.
- It has over 200,000 km<sup>2</sup> of forests, or over half of all the productive forest land in Québec.
- It has a range 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 tourism destination with outstanding landscapes, abundant wildlife and a range of local cultures.

This vast territory, little known and fragile, 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 trends that have repercussions on the migration of species and increase the vulnerability of forests to insect attacks.

The actions of the Société du Plan Nord must remain consistent with the government's efforts to reduce greenhouse gas emissions and adapt to the impacts of climate change. The government's 2013-2020 Climate Change Strategy, released in June 2012, provides an overview of all government actions to increase Québec's resilience to climate change. The 2013-2020 Action Plan on Climate Change provides for the implementation of measures in all greenhouse gas-emitting sectors in Québec, including transportation, energy, waste and industry.

## Issues

The area covered by the Plan Nord presents a range of challenges created by its geographic, demographic, social and environmental features. The major challenges are connected with:

- Abundant, diversified natural resources that are hard to access and are located in a distinctive, often fragile environment that deserves special attention.
- A complex business environment that requires administrative streamlining to promote economic development and make project implementation easier.
- An immense, sparsely populated area with small, scattered communities, half of which are aboriginal and have sometimes fallen behind in terms of service provision and living conditions.
- A dynamic occupation of the area by people who play an active role in the socio-economic development of their community.
- The gathering of knowledge and commissioning of research to ensure more effective planning of environmentally respectful work.

## Strategic policy directions

Based on *The Plan Nord toward 2035 - 2015-2020 Action Plan*, the mandate of the Société du Plan Nord and the issues identified above, the strategic plan targets four strategic policy directions:

1. Develop the diversified economic potential of northern Québec in a responsible way and for the benefit of the population living there and Québec as a whole.
2. Support the development of all communities in the area covered by the Plan Nord, by helping them realize their full potential and enhancing their living conditions.
3. Protect the environment and preserve the distinctive biodiversity of northern Québec by ensuring that mechanisms are put in place to dedicate 50% of the area covered by the Plan Nord, by 2035, to non-industrial purposes, protection of the environment and the safeguarding of biodiversity.
4. Establish efficient governance mechanisms within the Société to implement the Plan Nord mission.



## DEVELOPMENT OF ECONOMIC POTENTIAL

### **POLICY DIRECTION 1: Develop the diversified economic potential of northern Québec in a responsible way and for the benefit of the population living there and Québec as a whole**

The Société du Plan Nord intends to develop the diversified economic potential of the North by adapting to a context in which natural resources, and particularly mineral resources, largely depend on global economic conditions, market volatility and price cycles. The area covered by the Plan Nord stands out because of the diversity, quality and quantity of its mineral deposits. They offer enormous potential, since several of the minerals concerned are considered to be strategic elements.

The business environment and financial support measures established by the government and the Société will help create the conditions needed to attract private investment to northern Québec. The Société will play a key role in planning future development and creating the conditions needed to ensure its success. It will also play a determining role in the construction and maintenance of transportation, energy and communication infrastructures. To develop the North sustainably and in a way that brings concrete benefits to local communities and all Quebecers, it must be equipped with the necessary infrastructures, in keeping with a long-term vision for development that provides for evolving needs in Québec.

The Société will establish a marketing office operating at three levels: the area covered by the Plan Nord and its five satellite offices; all of Québec's regions; and Canada and international markets. The mission of the marketing office will include ensuring that businesses in the North and throughout Québec benefit from the spinoffs of the economic development generated by the Plan Nord. The deployment of the Plan Nord offers a powerful lever for consolidating and developing small and medium-sized enterprises and creating jobs in the North and throughout Québec. In addition, the Société will devote a large part of its time to promoting the Plan Nord and its projects with investors and partners in Québec, Canada and abroad. It is important to publicize and promote this vast project in order to attract investors and promote investment partnerships.

Innovation is a vector for competitiveness and for economic and social development. Innovation is found in all sectors and all fields of activity. The Société du Plan Nord will support enterprises that wish to enhance their ability to innovate by pooling the creative forces of all players.

To ensure the development of the natural resources in the area covered by the Plan Nord, the government has established major priority actions in the following sectors:

- Mining
- Forestry
- Energy
- Wildlife
- Tourism
- Bio-food

In addition to coordinating the activities of the government departments and bodies specified in the Plan Nord in order to develop economic potential in the North and consolidate existing industrial sectors, the Société du Plan Nord will ensure that economic spinoffs are maximized and that infrastructures are developed for the future.

	OBJECTIVE	INDICATOR	TARGET
Focus area: Strategic infrastructures	Ensure the development of strategic harbour facilities in the area covered by the Plan Nord to meet the needs of all users	<ul style="list-style-type: none"> <li>▪ Access to the harbour facilities at Pointe-Noire, for all users</li> <li>▪ Shipping volume at supported harbour facilities in the area covered by the Plan Nord</li> </ul>	<ul style="list-style-type: none"> <li>▪ Harbour facilities at Pointe-Noire accessible and operational by June 2017</li> <li>▪ Increased shipping volume at harbour facilities in the area covered by the Plan Nord by 2020</li> </ul>
	Increase the capacity and efficiency of rail services between the Labrador Trough and the port of Sept-Îles	<ul style="list-style-type: none"> <li>▪ Optimum solution defined</li> <li>▪ Solution implemented</li> </ul>	<ul style="list-style-type: none"> <li>▪ Optimum solution defined by 2018</li> <li>▪ Solution implemented by 2020</li> </ul>
	Support green energy development projects for communities and enterprises	<ul style="list-style-type: none"> <li>▪ Action plan drafted</li> <li>▪ Pilot project implemented</li> <li>▪ Number of projects completed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Action plan drafted in 2016</li> <li>▪ Pilot project completed in 2017</li> <li>▪ 3 further projects completed by 2020</li> </ul>
	Improve telecommunications infrastructures in the area covered by the Plan Nord	<ul style="list-style-type: none"> <li>▪ Number of new communities with fibre optic services</li> <li>▪ Number of components completed in the master telecommunications plan for the Plan Nord</li> </ul>	<ul style="list-style-type: none"> <li>▪ 5 new communities with fibre optic services, beginning in 2018</li> <li>▪ 3 components completed by 2020</li> </ul>
	Promote the sharing, by the government and main users, of the use and financing of all types of transportation infrastructures	<ul style="list-style-type: none"> <li>▪ Policy directions approved and in effect</li> <li>▪ Number of partnership-based projects supported</li> </ul>	<ul style="list-style-type: none"> <li>▪ Policy directions approved by December 2016</li> <li>▪ 3 projects supported by 2020</li> </ul>

	OBJECTIVE	INDICATOR	TARGET
Focus area: Maximization of economic spinoffs in the area covered by the Plan Nord and	Support business development under the Plan Nord	<ul style="list-style-type: none"> <li>▪ Marketing office established</li> <li>▪ Solicitation of investors completed</li> <li>▪ Number of enterprises established or involved in a project in the area</li> </ul>	<ul style="list-style-type: none"> <li>▪ Marketing office established in 2016</li> <li>▪ 3 annual investor solicitation activities completed</li> <li>▪ 5 enterprises established or involved in a project by 2018</li> <li>▪ 10 enterprises established or involved in a project by 2020</li> </ul>

## DEVELOPMENT OF NORTHERN COMMUNITIES

### **POLICY DIRECTION 2: Support the development of all communities in the area covered by the Plan Nord, by helping them realize their full potential and enhancing their living conditions**

Each of the local and aboriginal communities in the area covered by the Plan Nord has its own cultural, geographical and economic features, but the communities also share a number of characteristics, such as their remote location in a vast and sparsely populated area. It is important to help communities take charge of their development by taking their specific realities into account. It is also essential to focus on the living conditions of the people residing in the area and to respond to their specific needs.

The dynamism of the local populations must be channelled to ensure that they benefit fully from the development of the North's economic potential, in particular by providing support for the social economy. Development must benefit the northern population as a whole, and not only the communities that host development projects. Specific support must be provided for communities placed under pressure by the establishment of large-scale economic projects in their vicinity.

The Société will take into account existing plans and those currently being prepared by communities in the area covered by the Plan Nord. More specifically, the specific actions taken by the Société du Plan Nord will have to match the needs of each local area. To achieve this objective, local and aboriginal communities will be given the tools they need to see to their own development and ensure their own vitality by taking advantage of the economic benefits generated by the Plan Nord.

To support the development of all the communities in the area covered by the Plan Nord, the government will undertake priority actions for

- the development of communities and municipal infrastructures;
- local economic development, new enterprise creation and job creation;
- the matching of training and job opportunities;
- academic success;
- the improvement of health and social services, justice and housing;
- cultural development;
- security.

In addition to coordinating the activities of government departments and bodies under the Plan Nord to develop community potential, the Société du Plan Nord will provide support for the communities themselves, in particular through its satellite offices.

	OBJECTIVE	INDICATOR	TARGET
Focus area: Support for communities	Promote the development of local and aboriginal communities	<ul style="list-style-type: none"> <li>▪ Number of projects supported by the Fonds d'initiatives du Plan Nord (FIPN)</li> <li>▪ Number of communities having optimized their socio-economic development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Minimum of 8 projects per year supported by the FIPN</li> <li>▪ 3 communities per year having optimized their socio-economic development</li> </ul>
	Measure demographic changes in northern communities	<ul style="list-style-type: none"> <li>▪ Tool developed</li> <li>▪ Data compiled on demographic changes and population movements in the North</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tool developed, beginning in 2017</li> <li>▪ Bi-annual assessment of demographic changes and population movements in the North, beginning in 2018</li> </ul>
	Promote employment in local and aboriginal communities in the area covered by the Plan Nord	<ul style="list-style-type: none"> <li>▪ Number of initiatives implemented</li> <li>▪ Number of jobs created or maintained under the initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ 5 initiatives implemented annually</li> </ul>
	Mitigate the impact of fly-in/fly-out jobs	<ul style="list-style-type: none"> <li>▪ Measurement of impacts</li> <li>▪ Establishment of initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ First measurement of impacts in 2017</li> <li>▪ Initiatives established beginning in 2017</li> <li>▪ Second measurement of impacts in 2020</li> </ul>

## ENVIRONMENTAL PROTECTION AND BIODIVERSITY CONSERVATION

**POLICY DIRECTION 3 : Protect the environment and preserve the distinctive biodiversity of northern Québec by ensuring that mechanisms are put in place to dedicate 50% of the area covered by the Plan Nord, by 2035, to non-industrial purposes, protection of the environment and the safeguarding of biodiversity**

Québec has a rich and unique Nordic heritage. It still retains vast tracts of land, in addition to lakes and rivers, that are in pristine condition or have remained relatively undisturbed. The biodiversity of this vast territory, where the human footprint is still small and a high degree of naturalness can be found, constitutes an important symbol of identity for the people who live there.

To protect the environment and conserve biodiversity in the area covered by the Plan Nord, the government has set itself an ambitious target to dedicate, by 2035, 50% of the area covered by the Plan Nord to non-industrial purposes, protection of the environment and the safeguarding of biodiversity, to be achieved by

- designating 20% of the area covered under the Plan Nord as protected areas, with at least 12% comprised of boreal forest north of the 49th parallel, and
- introducing a mechanism for the priority allocation of the remaining 30% of the area for non-industrial activities.

To establish the mechanisms needed to meet this objective, the Société du Plan Nord is working closely with all the partners involved and, in particular, the Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques.

Although based on scientific knowledge, this objective also targets increased efficiency in the environmental analysis of projects and the issuing of authorizations. It involves the establishment of effective land conservation measures<sup>2</sup> and the application of methods for land planning and development project implementation that ensure respect for the environment and promote the use of ecological information in the decision-making process.

In this field, the government has defined priority actions to

- include 20% of the North in protected areas by 2020;
- gather knowledge about the northern environment;
- continue to establish national parks;
- apply an efficient environmental assessment process to projects planned for the North.

In the field of environmental protection, Québec will play a leading role and will monitor all scientific, technological and social developments connected with environment quality. As a result, the Société du Plan Nord will ensure that the technologies best suited to the northern environment will be given priority in the planning of mining, forestry, energy and bio-food projects, as well as biomass use and waste recovery.

The Plan Nord will be applied in a way that helps Québec meet its international greenhouse gas emission reduction targets.

Last, best environmental protection practices, and the use of innovative technologies to reduce impacts on the natural environment and quality of life, will be promoted. A broader vision of opportunities, for example to reduce the burial of waste or to decontaminate disturbed sites, will also feature in the actions of the Société du Plan Nord.

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<sup>2</sup> The four components of conservation are: preservation, protection, sustainable use and restoration.

	OBJECTIVE	INDICATOR	TARGET
Focus area: Environment and biodiversity	Contribute to protection of the environment and the safeguarding of biodiversity	<ul style="list-style-type: none"> <li>Percentage of the area covered by the Plan Nord dedicated to non-industrial purposes, protection of the environment and the safeguarding of biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>50% by 2035, including 20% of protected areas by 2020</li> </ul>
	Draft and implement an environmental action strategy and plan	<ul style="list-style-type: none"> <li>Strategy and action plan drafted</li> <li>Percentage of the action plan implemented in 2018 and 2020</li> </ul>	<ul style="list-style-type: none"> <li>Strategy and action plan drafted by December 2016</li> <li>50% of the action plan implemented by 2018</li> <li>100% of the action plan completed by 2020</li> </ul>
	Support initiatives for environmental protection and biodiversity conservation	<ul style="list-style-type: none"> <li>Number of projects supported</li> </ul>	<ul style="list-style-type: none"> <li>5 projects supported per year</li> </ul>

## EFFECTIVE GOVERNANCE

### **POLICY DIRECTION 4 : Establish efficient mechanisms for service delivery to implement the Plan Nord mission**

The Société du Plan Nord officially came into being on April 1, 2015 with fewer than 20 employees, and its first strategic plan is designed to establish, consolidate and position the Société's governance and management structure. In addition, to ensure closer contact with the communities and enterprises with which it works on a daily basis, the Société will establish satellite offices for the North in Eeyou Istchee Baie-James, Saguenay–Lac-Saint-Jean and Côte-Nord. A service delivery process adapted to needs in Nunavik will be developed.

As a recently-established body, the Société du Plan Nord will have to make its services known to the population of Québec and to the players and enterprises concerned. According to a survey conducted in 2015, only 4% of respondents identified the Société du Plan Nord as the body responsible for implementing the Plan Nord.

The government, via the Société du Plan Nord, will invest the amounts made available by the Fonds du Plan Nord, estimated at \$356.7 million over the period 2015-2020. It is important to establish coordination mechanisms with the government departments and bodies concerned and to sign agreements to ensure the proper management of the amounts made available to the Société du Plan Nord from the Fonds du Plan Nord.

The Société du Plan Nord will ensure close cooperation with all the partners associated with this large-scale project, in particular through 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. The Assembly of Partners has held two meetings since March 2015, with a high attendance rate of over 85%. The Société will have to maintain the interest of its partners, who come from various areas covered by the Plan Nord and a wide range of socio-economic sectors, and who possess a broad spectrum of expert knowledge.

The Société du Plan Nord is administered by a board of directors with 9 to 15 members, most of whom come from the area covered by the Plan Nord. A ministerial committee for the Plan Nord, made up of 14 ministers, has been given the mandate of deploying the Plan Nord in its economic, social and environmental dimensions. 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 departments and bodies are consistent with the policy directions and priorities defined in the Plan Nord.

To implement the Plan Nord, the Société du Plan Nord will be able to rely on a governance structure adapted to its goals. For this reason, it will be in a position to ensure the social acceptability of actions under the Plan Nord for local and aboriginal communities.

The Société du Plan Nord and the Secrétariat aux affaires autochtones will continue to jointly coordinate the participation of aboriginal communities in the Plan Nord, in particular to ensure that their actions remain coherent while respecting the specific realities of each nation. The Société du Plan Nord and the Secrétariat aux affaires autochtones also intend to maintain the four discussion tables with the aboriginal nations. Each nation (Cree, Naskapi, Innu and Inuit) will have a separate discussion space to address its own needs and aspirations.

The Société will establish specific links and cooperation projects with organizations involved in regional development to optimize the socio-economic benefits for the North and for all regions of Québec; these organizations include



- The Secrétariat aux affaires maritimes, which promotes the development of port activity in Québec, including northern Québec, as part of the development dynamic for the Plan Nord.
- Investissement Québec, which offers ongoing support for international enterprises that wish to become established or expand in Québec. Its actions will attract private investment and enterprises to the area covered by the Plan Nord. Investissement Québec, including through its subsidiary Ressources Québec, will also help implement the Plan Nord by offering financial support and taking a stake in new enterprises and the expansion projects of existing enterprises, especially for projects linked to natural resource development and extraction.

In addition, northern development must be based on in-depth knowledge of northern lands. A basic condition for success is to increase the gathering, application and dissemination of scientific knowledge. Northern development and transformations in the area covered by the Plan Nord raise a wide range of issues that must be addressed by the research and innovation community. Practically all the areas for action identified in the document *The Plan Nord toward 2035 - 2015-2020 Action Plan* include issues for which knowledge-gathering, research and innovation will offer new insights and solutions. The Institut nordique du Québec will play a key role in meeting the objectives for the gathering and dissemination of knowledge. It will make available, for the purpose of sustainable northern development, a range of expertise in the natural sciences, social sciences, health sciences and engineering, via an interdisciplinary, inter-institutional research and innovation centre involving Université Laval, McGill University and the Institut national de recherche scientifique, in particular. The Société du Plan Nord, will work with the Ministère des Relations internationales et de la Francophonie to develop partnerships in the fields of research, innovation knowledge acquisition.

This is how the Société du Plan Nord will complete its deployment and implement its mandate, while continuing to apply a comprehensive approach. It will rely on a multidisciplinary team recognized for its expertise, its in-depth knowledge of the North, and the quality of the economic, social and environmental support it provides.

	OBJECTIVE	INDICATOR	TARGET
Focus area: Implementation of a comprehensive, integrated, consistent and responsible approach	Position the Société du Plan Nord as a key player for partners in the North, in Québec and abroad	<ul style="list-style-type: none"> <li>▪ Coordination of activities under the Plan Nord by government departments and bodies</li> <li>▪ Modulation of standards and regulations in the area covered by the Plan Nord to take specific realities into account</li> <li>▪ Active participation in the Plan Nord process by aboriginal and local populations and other partners</li> <li>▪ Recognition factor for the Société du Plan Nord</li> </ul>	<ul style="list-style-type: none"> <li>▪ 12 agreements signed with government departments and bodies by June 2016, and monitored annually thereafter</li> <li>▪ 3 annual interventions with government departments and bodies</li> <li>▪ Minimum rate of 85% attendance at meetings of the Assembly of partners</li> <li>▪ One annual meeting for each active aboriginal discussion table</li> <li>▪ Improvement in the recognition factor for the Société du Plan Nord</li> </ul>
	Promote an increase in available scientific knowledge and its application in the North	<ul style="list-style-type: none"> <li>▪ Definition of research needs with the players concerned</li> <li>▪ Establishment of the Institut nordique du Québec</li> </ul>	<ul style="list-style-type: none"> <li>▪ Research needs defined with the players concerned by March 31, 2017, and updated thereafter</li> <li>▪ Establishment of the Institut nordique du Québec by 2018</li> </ul>
Focus area: Deployment of the Société du Plan Nord	Ensure an effective, functional presence throughout the North	<ul style="list-style-type: none"> <li>▪ Development of an appropriate solution for service delivery in Nunavik</li> <li>▪ Number of regional offices compared to population size or development potential</li> <li>▪ Percentage of authorized positions filled</li> </ul>	<ul style="list-style-type: none"> <li>▪ Service delivery implemented by 2017</li> <li>▪ Maintenance of the number of regional offices based on population size or development potential</li> <li>▪ 100 % of authorized positions filled by 2017</li> </ul>

	OBJECTIVE	INDICATOR	TARGET
	Maintain and enhance staff expertise	<ul style="list-style-type: none"> <li>Percentage of employees having received a specific number of hours of training on average</li> </ul>	<ul style="list-style-type: none"> <li>75% of employees having received 7 hours of training on average per year</li> </ul>

# APPENDIX

## Priority actions under the responsibility of government departments and bodies The Plan Nord toward 2035 - action plan 2015-2020

### DEVELOPMENT OF ECONOMIC POTENTIAL

#### Mining

1. Gather basic knowledge about the area covered by the Plan Nord to ensure the responsible development of mineral resources for current and future generations. (MERN)
2. Continue clean-up operations on mineral exploration sites in Nunavik pursuant to the agreement between Makivik Corporation, Fonds Restor Action and the Ministère de l'Énergie et des Ressources naturelles; sign similar agreements with regional government in the Eeyou Istchee Baie-James territory and restore the abandoned Mine Principale mine site. The government remains aware of the need to clean up other sites not covered by these agreements. (MERN)
3. Use the communication platform provided by Québec Mines to inform, consult, and promote discussions between the mining industry, the government, regional decision-makers and the general public on questions connected with mineral exploration and extraction. (MERN)
4. For diversification purposes, support projects to develop minerals such as diamond, apatite, ilmenite, graphite and rare earths. (MERN)
5. Take a stake in companies mining mineral substances on public land, or processing such substances in Québec, via the capital fund for mining and fossil fuels (Fonds Capital Mines Hydrocarbures).(MESI)

#### Forestry

1. Promote the use of forest biomass in energy generation for the mining industry, isolated communities and cogeneration plants. (MFFP, MERN)
2. Develop the potential for biorefining through the extraction of components from wood substances. (MFFP, MERN)
3. Establish a cooperative system for the management of forest resources in the area covered by the "Peace of the Brave" agreement. (MFFP)
4. Promote the development of a high-performance, competitive wood products industry in the Côte-Nord region. (MFFP)

#### Energy

1. Draft the 2016-2025 Québec Energy Policy in cooperation with the stakeholders concerned. (MERN)
2. Ensure a competitively-priced power supply for mine development. (MERN)
3. Ensure a competitively-priced natural gas supply to improve mine profitability, reduce GHG emissions and attract new investment and supply liquefied natural gas to the North. (MERN)
4. Support the projects of off-grid communities and enterprises to replace fossil fuels by renewable energy sources in order to generate power. (MERN)
5. Secure the electric power supply by extending the power transmission grid where possible and cost-effective. (MERN)
6. Ensure a stable supply of fossil fuels for municipalities in the Moyenne and Basse-Côte-Nord regions. (MERN)

#### Wildlife

1. Implement a five-year financial assistance program to support knowledge acquisition, the development and enhancement of wildlife resources, and the involvement of local and aboriginal communities. (MFFP)
2. Identify wildlife potential and wildlife issues through applied research projects. (MFFP)
3. Support the development and implementation of training programs in the field of wildlife protection tailored to the needs of aboriginal communities. (MFFP)

## Tourism

1. Support the development of structural tourism projects north of the 49th parallel. (MTO)
2. Help tourism enterprise managers upgrade their skills and those of their workers. (MTO)
3. Design marketing tools compatible with Québec's brand image. (MTO)
4. Gather strategic knowledge about Nordic tourism. (MTO)
5. Promote the establishment of multi-purpose regional tourist centres. (MTO)
6. Diversify the activities of outfitting operations in the north. (MTO)

## Bio-Food

1. Provide support for isolated local and aboriginal communities that invest in order to increase local food production, reduce their level of dependency and lower food costs. For example, support initiatives to grow crops under cover (greenhouses, polytunnels, etc.). (MAPAQ)
2. Support the development of the northern berry sector and non-timber forest products sector. (MAPAQ)
3. Provide local and aboriginal communities with the tools they need to implement and supervise the application of wholesome food initiatives at all levels (production, processing, restaurant services and retail sales). (MAPAQ)

## Transportation

1. Ensure the ongoing viability of maritime infrastructures in Nunavik. (MTMDET, SPN and other stakeholders)
2. Continue to improve northern airports. (MTMDET)
3. Ensure a permanent, safe road network adapted to northern characteristics:
  - By defining a government funding strategy for the extension of Route 138; (MTMDET)
  - For the improvement of Route 389; (MTMDET)
  - By ensuring adequate funding for maintenance and reconstruction work on the James Bay road; (MERN, SPN, SDBJ)
  - By undertaking reconstruction work on the road linking Schefferville to Kawawachikamach; (MTMDET)
  - By establishing a new category of northern road with standards adapted to the northern context. (MTMDET)

## DEVELOPMENT OF NORTHERN COMMUNITIES

### Development of Communities and Municipal Infrastructure

1. Continue the implementation of Component 4 of the Québec-municipalities infrastructure program (Programme d'infrastructures Québec-Municipalités, or PIQM), which enables municipalities to implement infrastructure projects to meet priority development needs. (MAMOT)
2. Support social involvement by enterprises. (MESI)

### Labour Force Development

1. Attract, recruit and retain workers using the Online Placement website, job fairs, and access to an information service associated with the Plan Nord to inform and guide job seekers. (MTESS)
2. Promote regional hiring in the construction sector by revising the placement regions for the construction sector in the Nord-du-Québec region. (CCQ)
3. Produce and distribute information on the labour market. (MTESS)
4. Support worker training, including through large-scale economic projects, major projects for the northern territories

5. and by providing information on the labour market to improve the match between industry needs and worker skills, and by introducing employment assistance measures. (MTESS)
6. Strengthen the links with aboriginal communities by maintaining a network of aboriginal liaison officers at Emploi-Québec offices and reviewing their tasks as required. (MTESS)
7. Promote equal access to the labour market for women in the construction sector, in aboriginal communities and in all spheres of northern development. (SCF)
8. Encourage full participation by women in the workforce, by offering services for families and children in northern communities that are adapted to their needs, particularly high-quality, accessible daycare services. (MFA)

## Education

1. Analyze the possibility of grouping together the vocational education school boards to maximize the possibility of training qualified workers for the mining sector or major hydroelectric projects. (MEES)
2. Increase the support services provided to aboriginal students in general adult education and vocational education. (MEES)
3. Launch a process, with other players in the area, to identify current and foreseeable needs in the field of higher education. (MEES)
4. Help establish regional mechanisms for coordination and cooperation with all players in the area covered by the Plan Nord to ensure an effective response to the needs expressed. (MEES)
5. Provide support for educational institutions in the design and implementation of training programs and infrastructure. (MEES)
6. Improve existing action plans in the field of recreation and sports. (MEES)

## Health and Social Services

1. Improve access to health and social services for clients in the North (MSSS) :
  - By supporting work in the region to enhance the supply of general social services;
  - By implementing programs that serve young people and their families;
  - By consolidating addiction treatment services (alcohol, drugs and games of chance and gambling);
  - By facilitating the transfer of knowledge and expertise to case workers in aboriginal communities, if so requested;
2. By improving access to telehealth services. (MSSS)
3. Anticipate the impacts of development projects on communities in northern Québec (MSSS):
  - By providing for better integration of health issues into environmental procedures;
  - By strengthening the ability of professionals to analyze impacts on health.
4. Take preventive action and intervene in response to priority social problems:
  - By deploying services as part of a joint response by various partners and government departments and bodies in the fields of public security, justice, health, social services and aboriginal affairs, and by aboriginal communities. (MSSS, MJQ, MSP)
  - By integrating measures to take into account the realities faced by aboriginal women in the area of sexual assault and sexual exploitation. (SCF)
  - By supporting local and aboriginal communities in the area covered by the Plan Nord in the fight against bullying. (MFA)
5. Consolidate and improve services in the field of justice:
  - By promoting the use of telecommunications services such as videoconferencing. (MJQ)

## Access to Housing

1. Revise the parameters of the Home ownership and Renovation Program for the Kativik region to ensure that it provides an adequate response to residents' needs. (SHQ)
2. Take part in catch-up work to deal with the shortage of housing by building 90 additional dwellings in Nunavik:
  - 70 new public housing units, including 10 multi-generational units;
  - 20 new private units via the Home Ownership and Renovation Program for the Kativik region. (SHQ)
3. Maintain the measures for land occupancy aiming at supporting the construction of affordable housing to meet specific needs in regions located north of the 49<sup>th</sup> parallel, under the AccèsLogis Québec Program. (SHQ)
4. Establish financial tools to ensure that sufficient mortgage credit is available for residents in the Kativik region and that building values remain stable, in particular via a repurchasing fund. (SHQ)
5. Stimulate the construction of private dwellings in regions other than Nunavik via the Affordable Housing Québec Program (private component), which aims to promote the construction of affordable rental units for low-income households in municipalities with a low vacancy rate for rental housing. (SHQ)
6. Establish a northern housing laboratory to stimulate research on northern housing issues, which will result in participation in specific projects. (SHQ)

## Cultural Development

1. Sign or enhance cultural development agreements with aboriginal nations and northern partners. (MCC)
2. Help establish cultural centres to preserve, develop and disseminate culture, the arts and heritage within multi-purpose facilities. (MCC)
3. Promote artists from the north in the application of the policy integrating the arts with architecture and with the environment of government and public buildings and sites. (MCC)
4. Continue to adapt programs and services to give northern partners access to culture. (MCC)
5. Help aboriginal populations recognize, protect and enhance their languages. (MCC)
6. Develop and adopt an action plan to highlight the value of the northern cultural heritage. (MCC)
7. Promote cultural exchanges at the international level to contribute to the dissemination of aboriginal values. (MCC)

## Public Safety and Civil Security (Emergency Preparedness)

1. Adopt an integrated management approach for risks connected with forest fires. (MFFP)
2. Establish programs and tools adapted to the new needs generated by the Plan Nord in order to reduce risks and ensure a rapid and effective response in the event of an emergency. (MSP)
3. Monitor regions and aboriginal communities in connection with strategic and operational issues with an impact on public security and police services. (MSP)
4. Support and advise local and aboriginal communities on the establishment of emergency prevention and preparedness measures, as well as disaster recovery measures. (MSP)

## PROTECTION OF THE ENVIRONMENT AND BIODIVERSITY CONSERVATION

1. By 2035, dedicate 50 % of the area covered by the Plan Nord to non-industrial purposes, protection of the environment and the safeguarding of biodiversity. (MDDELCC)
2. Extend ecological knowledge of the land base. (MDDELCC)
3. Elaborate and conduct ecological planning exercises and increase the weight of ecological information in the decision-making process. (MDDELCC)
4. Improve the public consultation process in terms of transparency and accessibility by using new technologies and developing communication tools. (MDDELCC)
5. Continue to develop national parks. (MFFP)

## ACRONYMS OF GOVERNMENT DEPARTMENTS AND AGENCIES

<b>CCQ</b>	<b>Commission de la construction du Québec</b>
<b>MAMOT</b>	<b>Affaires municipales et Occupation du territoire</b>
<b>MAPAQ</b>	<b>Agriculture, Pêcheries et Alimentation</b>
<b>MCC</b>	<b>Culture et Communications</b>
<b>MDDELCC</b>	<b>Développement durable, Environnement et Lutte contre les changements climatiques</b>
<b>MEES</b>	<b>Éducation et Enseignement supérieur</b>
<b>MESI</b>	<b>Économie, Science et Innovation</b>
<b>MERN</b>	<b>Énergie et Ressources naturelles</b>
<b>MFA</b>	<b>Famille</b>
<b>MFFP</b>	<b>Forêts, Faune et Parcs</b>
<b>MJQ</b>	<b>Justice</b>
<b>MSP</b>	<b>Sécurité publique</b>
<b>MSSS</b>	<b>Santé et services sociaux</b>
<b>MTESS</b>	<b>Travail, Emploi et Solidarité sociale</b>
<b>MTO</b>	<b>Tourisme</b>
<b>MTMDET</b>	<b>Transports, Mobilité durable et Électrification des transports</b>
<b>SCF</b>	<b>Secrétariat à la condition féminine</b>
<b>SHQ</b>	<b>Société d'habitation du Québec</b>
<b>SDBJ</b>	<b>Société de développement de la Baie-James</b>
<b>SPN</b>	<b>Société du Plan Nord</b>



