

LIVING IN THE NORTH

NORTHERN

ACTION PLAN

2020-2023



Wemindji, Nord-du-Québec
Cover photo: ©Mathieu Dupuis

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MESSAGE FROM THE PREMIER



The 2020-2023 Northern Action Plan reflects our government's determination to revive the economy through numerous initiatives that will ensure vitality and prosperity throughout Québec. It focuses on the sustainable development of the vast, in many ways unique, territory north of the 49th parallel, which abounds in diversified resources. It has natural resources, certainly, but also a rich and diverse culture and impressive biodiversity.

The northern territory, which encompasses nearly three-quarters of Québec, is important in allowing our government to attain its objectives. The 2020-2023 Northern Action Plan will assuredly enable us to bolster Québec's economic strength. We will do so through economic expansion but also through the pooling of cultural knowledge and environmental preservation.

To ensure that Northern Québec achieves its full potential, we must adapt our initiatives to its distinctive characteristics and the differences specific to each of its regions. Our three-year action plan has been conceived with and for the inhabitants of the northern territory but will benefit all of Québec. We have elaborated our strategy in consultation with the First Nations and the Inuit, for the common good of our respective nations. We have considered everyone's needs and will continue to do so, since the plan is meant to be open-ended. In this way, we can reflect as faithfully as possible changing conditions in communities.

Our action plan will afford the inhabitants of the northern territory tools to meet challenges such as environmental conservation, climate change, accelerating labour shortages in several key sectors, devitalization, and access to quality services. Moreover, our strategy encompasses several tangible measures to help businesses operating north of the 49th parallel act boldly. Support for their growth will undoubtedly enhance the economic vitality of Québec's regions.

Our strategy ties in with current or impending Québec policies and government plans. The 2020-2023 Northern Action Plan has been elaborated in close collaboration with the government departments and bodies that will respond to the priorities specific to local and regional stakeholders.

It will enable us to implement the plan in Québec and the world over. Let us support the northern territory's entrepreneurs. Let us celebrate its culture. Let us protect its biodiversity. Let us fully inhabit it.

A handwritten signature in blue ink, reading "François Legault". The signature is stylized and fluid.

François Legault
Premier of Québec

MESSAGE FROM THE MINISTER OF ENERGY AND NATURAL RESOURCES AND MINISTER RESPONSIBLE FOR THE CÔTE-NORD REGION



The 2020-2023 Northern Action Plan considers the power to act of northern communities and the desire of the territory's residents to fully inhabit it. It relies on initiatives that take root north of the 49th parallel.

All government departments and bodies are invited to participate in this collective project. We can achieve this goal in a sustainable manner by mobilizing all the stakeholders concerned by northern development. While the North's cultural, economic, and environmental diversity must primarily benefit the communities in the territory, we must bear in mind that northern development also benefits Québec.

Sustainable development will be at the forefront of the 2020-2023 Northern Action Plan. Each of the initiatives adopted has been evaluated according to the three themes and the principles of sustainable development to generate the greatest number of benefits possible. Indeed, the economic, social, and environmental dimensions of development will, more than ever, be simultaneously integrated into our initiatives to mutually reinforce each other.

The 2020-2023 Northern Action Plan is pragmatic and will achieve tangible results. We are seeking to ensure the quality of life of all inhabitants of the northern regions. We are relying on the territory's strengths, especially its economic and entrepreneurial potential, and local initiatives already undertaken.

Above all, our government wants to work with people living north of the 49th parallel. The Société du Plan Nord (SPN) will, therefore, coordinate the implementation of our action plan by maintaining close ties with our regional and Aboriginal partners

in the northern territory. What is more, it will ensure compliance with all the agreements concluded and our government's commitments to the First Nations concerned and the Inuit.

The SPN, which has developed extensive knowledge of the territory and northern issues, will ensure that it makes the most of the funds made available to it for northern development through the Northern Plan Fund. It will focus on the initiatives already undertaken in the territory, in collaboration with the government departments and bodies and the northern communities, to engender a leverage effect that will benefit all stakeholders.

The 2020-2023 Northern Action Plan will be partially reviewed annually and adapted if necessary. The Assembly of Partners of the SPN will play a dynamic role in its development. We have adopted this formula so that the measures selected are adapted to the communities' needs and produce short-term results.

Through the 2020-2023 Northern Action Plan, our government is actively pursuing sustainable development that unites the North and the South. By creating strong regions, we are contributing to strengthening Québec overall. Let us be proud of Québec's North and establish together winning conditions to live there and make it prosper.

A stylized, handwritten signature in blue ink, consisting of several loops and a long horizontal stroke.

Jonatan Julien

Minister of Energy and Natural Resources and
Minister Responsible for the Côte-Nord Region

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ACRONYMS AND INITIALISMS

ECN	Eeyou Communications Network	MSP	Ministère de la Sécurité publique
ISED	Innovation, Science and Economic Development Canada	MSSS	Ministère de la Santé et des Services sociaux
JBDC	James Bay Development Corporation	MTESS	Ministère du Travail, de l'Emploi et de la Solidarité sociale
JBRA	James Bay Regional Administration	MTQ	Ministère des Transports du Québec
KRG	Kativik Regional Government	NRBHSS	Nunavik Regional Board of Health and Social Services
MAMH	Ministère des Affaires municipales et de l'Habitation	RECIT	Réseau axé sur le développement des compétences des élèves par l'intégration des technologies
MAPAQ	Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec	SAA	Secrétariat aux affaires autochtones
MCC	Ministère de la Culture et des Communications	SCT	Secrétariat du Conseil du trésor
MEI	Ministère de l'Économie et de l'Innovation	SFPPN	Société ferroviaire et portuaire de Pointe-Noire
MELCC	Ministère de l'Environnement et de la Lutte contre les changements climatiques	SHQ	Société d'habitation du Québec
MERN	Ministère de l'Énergie et des Ressources naturelles	SPN	Société du Plan Nord
MES	Ministère de l'Enseignement supérieur	SQI	Société québécoise des infrastructures
MEQ	Ministère de l'Éducation du Québec	UQAT	Université du Québec en Abitibi-Témiscamingue
MFA	Ministère de la famille		
MFFP	Ministère des Forêts, de la Faune et des Parcs		



Rainbow Lodge site, Chibougamau, Nord-du-Québec – ©Mathieu Dupuis

OVERVIEW

The expression “Québec overall” responds to a conception of Québec as a whole, encompassing space, mentalities, nations, and development, and goes beyond the separate North and South zones.

— Louis-Edmond Hamelin, geographer

The feeling of belonging to their territory among the inhabitants of Northern Québec often takes root in the distinctive features of nordicity.¹ The inhabitants are strong and resilient and live in an outstanding but fragile environment. While the North sustains the imaginative universe of some individuals, it comprises different facets that require a comprehensive understanding to appreciate realities there.

Québec’s three northern regions, the Côte-Nord, Nord-du-Québec, and northern Saguenay–Lac-Saint-Jean regions, are facing the challenge of enhancing living conditions and pursuing community development. The enhancement of community-based services is vital to improve the well-being of populations and

promote their vitality. Northern communities must also be able to attract and retain skilled labour against a backdrop of labour shortages. Economic players are encouraged to contribute to economic recovery through dynamic entrepreneurship and responsible, optimal natural resource development, bearing in mind the environment and biodiversity. At the same time as such development activities, the North must adapt to climate change, whose impact it is already experiencing, more so than the South.

THE OBJECTIVE OF THE 2020-2023 NORTHERN ACTION PLAN

The 2020-2023 Northern Action Plan (2020-2023 NAP) seeks to **establish winning conditions to enable residents to fully inhabit their northern territory.**

“Living in the North” means fully inhabiting the North, promoting it, and living from it. For this reason, the government will rely on support for local efforts and initiatives that take root in the northern territory. Strong regions will enable us to build a strong Québec.

Baie-Johan-Beetz, Côte-Nord – ©Mathieu Dupuis



PRIORITIES DRAWN FROM THE TERRITORY

The elaboration and implementation of the 2020-2023 NAP reflect a collective approach aligned with the needs of northern communities and their territorial specificities. The Québec government has conducted several consultations with the

representatives of Québec's northern territory to establish priorities. It will also carry out targeted projects with all stakeholders in the territory that hinge on social acceptability and the principles of sustainable development.

The representatives of Québec's northern territory have clearly indicated the preconditions for Northern development:

- the populations' determination to fully inhabit the territory;
- recognize the power to act² of northern communities;
- honour the agreements concluded and to be concluded with the Cree, Naskapi and Innu Nations and constitutional obligations in the realm of consultation;
- develop the territory by relying on its strengths,³ including the capacity of its communities;
- act according to the characteristics and realities specific to nordicity;
- ensure spinoff throughout the northern territory.

What is more, the consultative approach launched with the Assembly of Partners of the SPN has pinpointed nine priority themes:⁴

- energy;
- corporate social responsibility;
- local services and social infrastructure;
- manpower and training;
- promising economic activity sectors;
- promotion of the territory and its culture;
- telecommunications;
- the environment and biodiversity;
- transportation.

A GOVERNMENT APPROACH CENTRED ON SOLUTIONS

To attain this objective while considering the partners' priorities, the Québec government has proposed concrete solutions that will make a difference in the field. The solutions are organized around four key strategic thrusts: maximum access to the northern territory, a robust, diversified economic fabric, an attractive, dynamic living environment, and a northern environment to be preserved. This plan

comprises 49 initiatives, 39 or 80% of which are new and respond directly to the priorities expressed with respect to the territory.

To ensure the 2020-2023 NAP's success, the government has adopted guiding principles pertaining to the entire array of its northern development initiatives.

1 A response to the priorities indicated by stakeholders in the territory

- Rely on initiatives rooted in the northern territory.
- Apply solutions adapted to the characteristics and realities specific to nordicity.

2 Broader cooperation⁵ with local communities, the First Nations and the Inuit

- Adopt a coconstruction approach to pursue objectives pertaining to the development, promotion, and protection of the territory.
- Put government departments and bodies at the service of the inhabitants of the northern territory.

3 Seek the best “leverage effect” by pooling the partners' efforts

- Promote equity participation in different forms by stakeholders in the territory to implement projects.

4 Concrete, structuring initiatives

- Ensure the evaluation of initiatives and the necessary adaptations.
- Achieve clear, tangible outcomes.

5 Synergy between the three dimensions of sustainable development

- Integrate economic, social, and environmental considerations into each key direction.



Boreal forest, Côte-Nord – ©Enviro Foto

ROLLOUT OF THE GOVERNMENT'S NORTHERN INITIATIVES

The government's northern initiatives fit in with comprehensive reflection on nordicity and regional development in accordance with the principles of sustainable development. They rightly draw inspiration from the deliberations of bodies such as the six working groups of the Arctic Council⁶ or Canada's *Arctic and Northern Policy Framework*. The 2020-2023 NAP is closely linked to current or impending Québec government policies and plans. It is also meant to be linked to the long-term objectives of *The Plan Nord* toward 2035.

The 2020-2023 NAP represents \$1 422 200 000 in investments over three years, of which the Québec government is providing \$778.6 million. It is intended to be concrete and pragmatic, with tangible, measurable outcomes. Compared with the 2015-2020 Action Plan, the current plan is open-ended and will be updated annually, if need be. Provision has been made for budget flexibility to promote agile implementation and meet new challenges arising in the territory. The 2020-2023 NAP contains original measures with added value or that complement other initiatives implemented in the territory. In this way, the government is seeking to obtain a "leverage effect" to multiply the financial outlays of the stakeholders concerned.

This inclusive approach, coordinated by the SPN, has been carried out in keeping with the Strategy to *Ensure the Occupancy and Vitality of Territories* (SEOVT). The SPN has worked in collaboration and in synergy with the government departments and bodies that will join forces with local and regional stakeholders such as the regional administrative conferences (RACs) to implement the 2020-2023 NAP.⁷

Throughout the process, the Assembly of Partners of the SPN has acted as a special advisory body to the government in the realm of northern development. Its members are appointed in such a way that they are representative of local communities, the First Nations and the Inuit in the Nunavik, Eeyou Istchee James Bay, Côte-Nord, and northern Saguenay-Lac-Saint-Jean regions, and the key areas of activity concerned. On the strength of its expertise, the Assembly of Partners has a mission to offer opinions and recommendations on all questions related to the SPN's mandate and activities.

THE SPN IS AT THE FOREFRONT

In a sustainable development perspective, the SPN's mission is to contribute to the integrated, coherent development of Québec's northern territory in keeping with the government's orientations and in collaboration with the representatives of the regions and the Aboriginal nations concerned and the private sector.⁸

Nearly one-third of the SPN's employees work in four regional offices situated in the northern territory (Baie-Comeau, Chibougamau, Roberval and Sept-Îles). Their role consists in establishing and maintaining dynamic cooperation and support ties with local and regional stakeholders to respond effectively to the challenges and favourable opportunities specific to the territory. Coordination and planning teams working in the Québec City head office support the offices.

The expertise of its team and its presence in the territory have enabled the SPN to develop extensive knowledge of northern issues. Its agility and creativity allow it to fulfill its role as a facilitator between the stakeholders concerned and to contemplate adapted solutions that satisfy the northern territory's distinctive nature.

From the standpoint of Aboriginal affairs, the SPN works in tandem with Québec government initiatives. The Secrétariat aux affaires autochtones (SAA) is the main interlocutor of the First Nations and the Inuit in Québec's northern territory. It is the preferred gateway in ensuring compliance with its mandate. It also coordinates and implements the agreements signed between the Québec government and the First Nations and Inuit in the northern territory.

THE 2017-2022 GOVERNMENT ACTION PLAN FOR THE SOCIAL AND CULTURAL DEVELOPMENT OF THE FIRST NATIONS AND INUIT

- The 2017-2022 Government Action Plan for the Social and Cultural Development of the First Nations and Inuit (GAPSCDFNI 2017-2022) assembles all the relevant government actions for the benefit of the First Nations and Inuit and for the sake of consistency. The initiatives in the 2020-2023 NAP related to the two themes are integrated into the plan.
- The unique open-ended nature of this comprehensive approach facilitates the ongoing integration of initiatives stemming from the Québec government's deliberations on the social and cultural development of the Aboriginal peoples, including those carried out under the 2020-2023 NAP.

Accordingly, under the 2020-2023 NAP, the SPN and the SAA will pursue their collaboration to:

- promote participation by the Cree, Inuit, Naskapi, and Innu Nations in the Northern Action Plan;
- maximize spinoff from the projects for the territory's Aboriginal communities;
- establish a climate conducive to sharing the challenges and initiatives that the First Nations and the Inuit put forward in the realm of northern development.

Festival Innu Nikamu, Côte-Nord – ©Enviro Foto



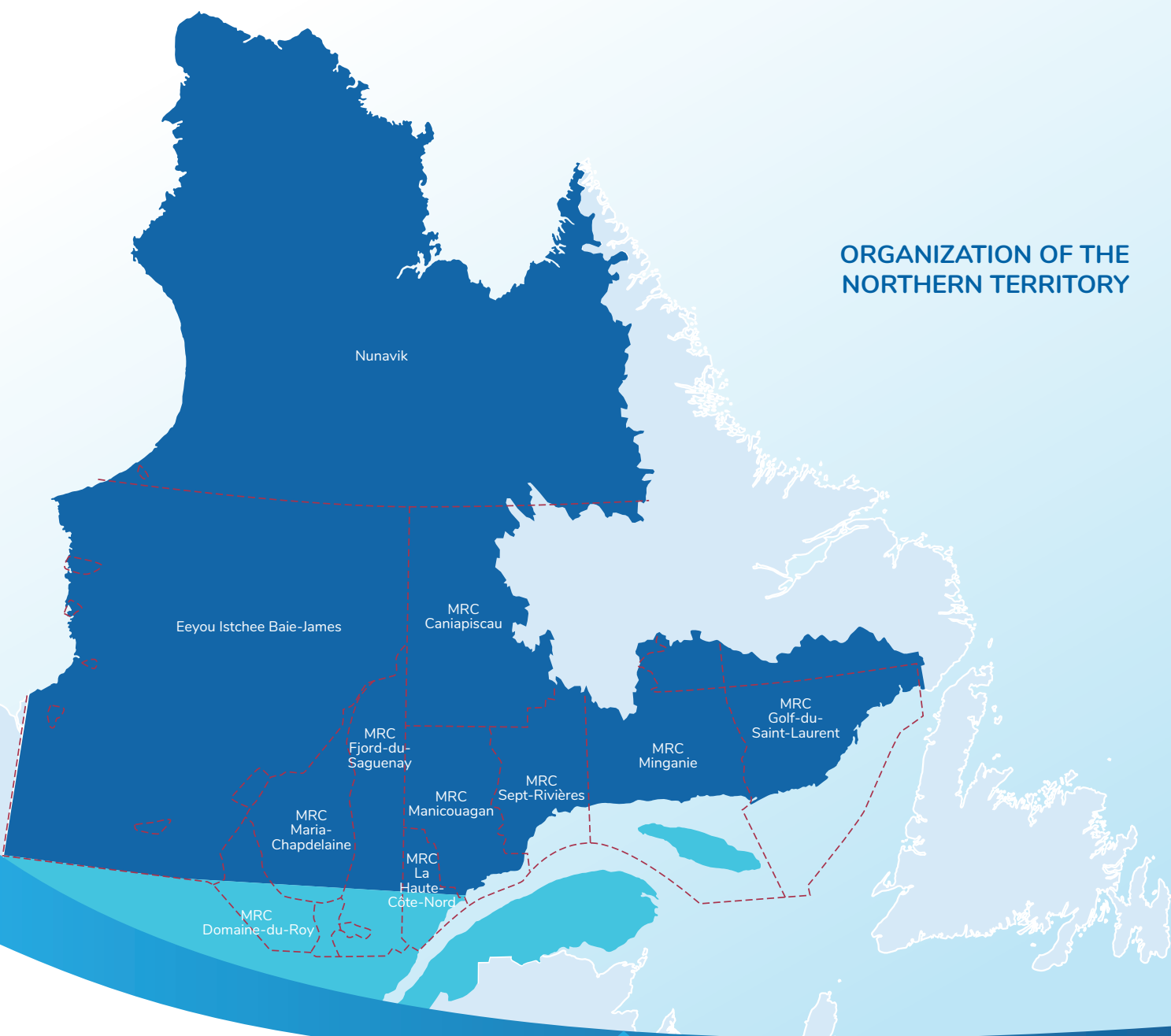
THE TERRITORIAL CONTEXT IN A NUTSHELL

The northern territory is as vast as it is diversified, from a geographic, economic, social, or environmental standpoint. Moreover, its characteristics underpin several issues raised in the 2020-2023 NAP.⁹

THE TERRITORY

The territory of application of the 2020-2023 NAP extends north of the 49th parallel and north of the St. Lawrence River and the Gulf of St. Lawrence. It has an area of nearly 1.2 million km² and accounts for 72% of Québec's geographic area. The northern

territory wholly or partially encompasses three administrative regions, i.e. the Côte-Nord, Nord-du-Québec (Nunavik and the Eeyou Istchee James Bay Territory) and the Saguenay–Lac-Saint-Jean regions.



THE NORTHERN CLIMATE

The mean annual temperature varies widely in the territory, ranging from 2.7°C at the 49th parallel and on the north shore of the St. Lawrence River, to -10.8°C in the extreme north. In comparison, the mean annual temperature is 6.6°C in the southernmost portion of Québec. Climate change projections call

for average temperature increases that are 1.25 to 1.5 times greater for Québec's northern territory than for Québec as a whole. The predictable warming of 5°C to 10°C by 2100 will alter the nature of the territory in the short and medium terms.

NORTHERN BIODIVERSITY

Northern Québec plant and animal species are especially noteworthy for their adaptation to increasingly extreme environmental conditions at higher latitudes and altitudes. Accordingly, the boreal forest gradually gives way to the taiga, which extends to the latitudes of Hudson Bay. Increasingly stunted

trees disappear on the Arctic tundra dominated by moss, lichens, and prostrate shrubs. Animals appear to be well adapted to such conditions: caribou, wolves, polar bears, salmon, Arctic char, small carnivores, birds, rodents, and insects make up a complex, interlinked network.

Boreal forest, Côte-Nord – ©Enviro Foto



THE POPULATION

The territory has nearly 130 000 inhabitants, equivalent to approximately 1.5% of the population of Québec. There are 32 local communities comprising James Bay, Saguenay, and Côte-Nord residents. The Aboriginal peoples account for nearly one-third of the population, divided into the Inuit, Cree, Innu, and Naskapi Nations, and 31 communities.



THE FIRST NATIONS AND THE INUIT

The James Bay and Northern Quebec Agreement and the Northeastern Quebec Agreement are treaties that establish the rights of the Cree, Inuit and Naskapi Nations and apply to a vast portion of northern territory, which is also covered by an agreement-in-principle of a general nature signed by four Innu communities. Moreover, the territory is also subject to rights claims.



LANGUAGES

While French is widely used in the territory, use of it remains distributed differently depending on the region. English as a mother tongue or second language is also adopted in several northern communities. Inuktitut, Cree, Innu, and Naskapi are also used by the First Nations and the Inuit.

Angler from the community of Uujé-Bougoumou, Nord-du-Québec – ©Mathieu Dupuis



NATURAL RESOURCES

Québec's northern territory has a wide variety of natural resources, mainly mineral, forest, wildlife, and water resources. A major portion of economic activity

hinges on such resources and the entrepreneurial and social fabric and community vitality relies extensively on them.



MINERAL RESOURCES

Mineral deposits abound in the territory, which accounts for all Québec production of nickel, cobalt, zinc, iron, and platinum and ilmenite group metals. It also accounts for a significant portion of Québec production of precious metals, mainly gold.



FOREST RESOURCES

The boreal forest covers a significant portion of Québec's northern territory. The allowable annual cut calculation in the territory is 11.8 million m³ of timber, which accounts for 39% the forest potential in forests in the domain of the State.

CRITICAL OR STRATEGIC MINERALS OFFER DEVELOPMENT POTENTIAL

New technologies in the aviation, telecommunications, renewable energies, energy storage and transportation electrification sectors are spurring demand for critical or strategic minerals (CSM). To satisfy the new needs, Québec's northern territory offers significant mineral potential and could contribute to supplying resources such as lithium, graphite, cobalt, rare-earth elements (REE), niobium, titanium, and vanadium.



WILDLIFE RESOURCES

The wildlife resources in the northern territory are a key element of biodiversity in Québec. Such resources are especially important with respect to the culture, traditions and diet of the First Nations and the Inuit and afford a unique array of hunting, fishing, and trapping activities, and wildlife viewing excursions.



WATER RESOURCES

Québec accounts for 3% of the planet's freshwater reserves, most of it situated in the northern territory, where more than 85% of Québec's installed hydroelectric generation capacity is found.



Near Fire Lake, Côte-Nord – Crédit: Alain Ross

INFRASTRUCTURE

The northern territory occupies nearly three-quarters of Québec's geographic area. The circulation of goods and people by means of a structured transportation network and the transmission of radio waves and data by adapted telecommunications infrastructure are a key challenge for its development.



ROADS

The road network in the territory encompasses more than 3 000 km of roads, in addition to the network of roads related to natural resource development. The roads are located mainly in inhabited or developed sectors, making most of the territory inaccessible by land. More than 20 northern communities are only accessible by sea or by air.



PORTS

Five of the 20 commercial ports in Québec's strategic port system are situated north of the 49th parallel. Of this number, only four are deep-water ports: Baie Comeau, Baie-Déception, Port-Cartier and Sept-Îles account for overall tonnage estimated at more than 60 million tonnes.



AERODROMES AND AIRPORTS

There are 42 aerodromes¹⁰ and six main airports¹¹ (Baie-Comeau, Sept-Îles, Chibougamau-Chapais, La Grande-Rivière, Kuujuaq and Puvirnituq) in Québec's northern territory that have at least one landing strip more than 1 800 m (6 000 feet) in length. Aircraft provide the main means of regional transportation in several communities, such as villages in Nunavik and the Basse-Côte-Nord region.



RAILWAYS

Five railways and one railcar ferry crisscross the northern territory, mainly in a north-south direction: the Chemin de fer d'intérêt local interne du Nord-du-Québec (CN), the Chemin de fer Cartier inc. (CFC), the Compagnie de Chemin de fer du littoral nord de Québec et du Labrador inc. (QNS&L), the Arnaud Railway (CCFAQ), the Tshiuetin Rail Transportation railway, and the Georges-Alexandre-Lebel railcar ferry (CN) that links Baie-Comeau and Sept-Îles to Matane.



TELECOMMUNICATIONS

Most of the population in the territory has access to fibre optic or microwave high-speed Internet services but improvements are still necessary, especially in Nunavik.



LOGISTICAL HUBS

Logistical hubs stemming from the convergence of different modes of transportation are found in the northern territory, including the Société ferroviaire et portuaire de Pointe-Noire (SFPPN) (train/boat), the Société du Port ferroviaire de Baie-Comeau (boat/train/road), the Matagami transshipment yard (train/road), or the La Grande-Rivière airport (road/aircraft — procurement logistics in Nunavik). The hubs are starting points to access and extract resources in the territory and to deliver goods and services.



SFP de Pointe-Noire, Sept-Îles, Côte-Nord – © SFP de Pointe-Noire

FIRST KEY DIRECTION

OPTIMIZED ACCESS TO THE NORTHERN TERRITORY

Québec's northern territory covers 1.2 million km², which poses serious challenges from the standpoint of travel. The elaboration of development plans and the establishment of transportation infrastructure are essential both to enhance living conditions in northern communities and the territory's economic development. The construction of new infrastructure opens the territory, and the upgrading and maintenance of existing infrastructure seeks to maintain and, indeed, enhance, common services. The optimization of logistics chains involving at one and the same time road, rail, water and air transportation, and reliance on new technologies, would reduce transportation costs.

However, the considerable distances to be covered and the limited land-based infrastructure represent significant costs that can put a damper on the emergence of economic projects. Indeed, such costs considered separately are likely to impede the profitability of projects.

Under a forward-looking approach and to promote private investment, the government will evaluate the development of multi-user infrastructure projects in areas with high development potential in keeping with the territory's needs. The optimal solutions will rely on the adaptation of infrastructure to the territory's specific characteristics and the sharing of the costs and risks stemming from a project.

THE SOCIÉTÉ FERROVIAIRE ET PORTUAIRE DE POINTE-NOIRE: A MULTI-USER INFRASTRUCTURE THAT IS PRODUCING RESULTS

In 2016, the Québec government acquired railway and port infrastructure in Sept-Îles through the Société ferroviaire et portuaire de Pointe-Noire, LP (SFPPN), to make it accessible to potential users, especially for the transshipment of mineral ore from the Labrador Trough. The SPN has owned the SFPPN, which has promoted the resumption of Quebec Iron Ore's Lac Bloom mine operations and Tacora Resources' Scully mine, since 2017. Since the SFPPN's acquisition by

the government, the volume of iron ore concentrate handled by the SFPPN has risen each year, to more than 9 million tonnes in 2019-2020.

The government's infrastructure deployment strategies will take into consideration the principles of sustainable development to foster social acceptability, maximize local economic spinoff, and reduce the environmental footprint.

This plan comprises 49 initiatives, 39 or 80% of which are new (indicated by triangles on the left-hand side of the table of initiatives) and respond directly to the priorities expressed with respect to the territory. The other initiatives began during the period of *The Plan Nord* toward 2035— 2015-2020 Action Plan and are continuing under the current 2020-2023 NAP. Appendix 2 describes the entire array of initiatives in the 2020-2023 NAP.

The 2020-2023 NAP seeks to enhance strategic infrastructure to facilitate the transportation of people and goods throughout the northern territory. Accordingly, 42 km of new roads will be built, in addition to upgrading nearly 186 km.

INITIATIVE	COORDINATOR	PARTNER
FIRST KEY DIRECTION: OPTIMIZED ACCESS TO THE TERRITORY INVESTMENT OVER 3 YEARS: \$1 032.8 million		
Objective 1.1 Optimize transportation infrastructure		
Measure 1.1.1 Improve the infrastructure network		
1.1.1.1 Pursue work to extend Route 138	MTQ	SPN Federal government
1.1.1.2 Pursue work to improve Route 389	MTQ	SPN Federal government
1.1.1.3 Pursue Phase I reconstruction work on the Route Billy Diamond Highway	MERN	SPN MTQ MERN Federal government
1.1.1.4 Launch reconstruction of the road linking Schefferville and Kawawachikamach	MTQ	SPN
1.1.1.5 Pursue support for the mining sector to rebuild and improve multi-use roads	SPN	Mining companies
Measure 1.1.2 Develop multi-user infrastructure through collaborative funding		
1.1.2.1 Pursue the development of the Société ferroviaire et portuaire de Pointe-Noire's infrastructure	SPN	SFPPN MTQ Federal government Private sector
1.1.2.2 Ensure multi-user access to the Labrador Trough	SPN	Tshiuetin
1.1.2.3 Support the elaboration of infrastructure development plans	SPN	MEI Federal government The community Private sector
Measure 1.1.3 Improve transport logistics		
1.1.3.1 Optimize freight transportation	SPN	JBCD MERN MTQ MEI



Oujé-Bougoumou, Nord-du-Québec – ©Mathieu Dupuis

SECOND KEY DIRECTION

A ROBUST, DIVERSIFIED ECONOMIC FABRIC

The northern territory encompasses 3 280 employers with more than 5 000 establishments, 2 960 of which are private companies. More than 85% of them have fewer than 20 employees. The companies include 1 075 small and medium-sized enterprises (SMEs) that supply goods and services in the natural resource exploitation and construction sectors (745 in the Côte-Nord region and 330 in the Nord-du-Québec region).

The territory's economic development hinges to a large extent on major investments that focus on natural resources. There are roughly 30 private-sector prime contractors¹² in the mining, forest and industrial sectors that generate roughly 12 000 direct jobs and more than 9 000 indirect jobs in the network of local, regional, and provincial suppliers. Mining and forestry companies create high-paying jobs in addition to having significant needs for supplies and services.

It is essential that local businesses can take advantage of the business opportunities that prime contractors generate in the public and private sectors. The economic vitality of northern communities depends on it. Accordingly, the government will work with SMEs to ensure their competitiveness. At the same time, it will seek to encourage large businesses active

in the territory to adopt behaviour in keeping with corporate social responsibility¹³ (CSR), such as local procurement.

The government also wishes to further adjust its initiatives to support the development of the northern regions and to offset the impact of the single-industry model. It will promote local economic diversification by focusing on promising areas of activity such as biofood products and bioproducts and northern tourism. The initiatives selected seek to support the start-up and consolidation of enterprises that satisfy local needs or produce goods and services intended for regional, national, or international markets.

Support for the establishment and growth of businesses in the territory are emphasizing already genuine needs for trained, qualified local manpower. Training offerings in the territory must be adapted to the context and the profile of available manpower, especially workers from the Aboriginal communities. Through its initiatives, the government is targeting the creation of quality jobs that ensure the quality of life of the territory's inhabitants and spinoff in northern communities.

MAXIMIZE SPINOFF IN THE TERRITORY

The SPN Business Development Office operates in its four regional offices. Its mission is to participate through its initiatives in the maximization of spinoff from public and private contracts by promoting the establishment of long-term business ties suppliers and prime contractors. It is helping to attract

investors and supporting and guiding the territory's economic players with respect to their development projects and self-management, in collaboration with government departments and bodies.

The 2020-2023 NAP seeks to bolster the economic expansion of Québec's northern territory by relying on entrepreneurship, economic diversification, and local spinoff from major projects. Consequently, total annual investments in the northern territory will remain at more than \$3 billion. Moreover, nearly 450 businesses should be added to the northern territory by 2023.

INITIATIVE	COORDINATOR	PARTNER
SECOND KEY DIRECTION: A ROBUST, DIVERSIFIED ECONOMIC FABRIC INVESTMENT OVER 3 YEARS: \$32.4 MILLION		
Objective 2.1 Enhance the vitality of promising economic sectors in the territory		
Measure 2.1.1 Develop the northern tourism sector		
2.1.1.1 Develop distinctive tourism products	MTO	SPN
2.1.1.2 Support tourism entrepreneurs and organizations	MTO	SPN
Measure 2.1.2 Develop the biofood products and bioproducts sector		
2.1.2.1 Develop the production of and markets for biofood products and northern bioproducts and develop tourist circuits or tourist activities	MAPAQ	SPN Private sector
2.1.2.2 Foster entrepreneurship in the bioproducts sector and biofood projects in the northern communities	MAPAQ	SPN
Measure 2.1.3 Support existing promising sectors		
2.1.3.1 Enhance the capacity of suppliers in the territory to satisfy the needs of prime contractors in the mining and forest sectors	SPN	MERN MFFP MEI

INITIATIVE	COORDINATOR	PARTNER
Objective 2.2 Broaden corporate social responsibility in the territory		
Measure 2.2.1 Apply the principles of CSR in all projects that the SPN oversees		
2.2.1.1 Implement a social responsibility intervention plan for organizations specific to each project in the territory	SPN	MELCC MERN MFFP MEI
Measure 2.2.2 Offer adapted CSR-related measures in the private sector		
2.2.2.1 Guide large businesses with respect to social responsibility in the territory	SPN	MELCC MERN MFFP MEI The community Private sector
2.2.2.2 Support pilot projects aimed at counteracting the adverse effects of commuting ¹⁴ on women and families	SCF	SPN SAA The community (RCM) Private sector
Objective 2.3 Match training and education to northern conditions		
Measure 2.3.1 Ensure training for the territory's socioeconomic agents		
2.3.1.1 Support workforce training in the North	SPN	MEQ MTESS The community
2.3.1.2 Match manpower training with the needs of major projects in the territory	MTESS	SPN Private sector



Puvirnituq, Nord-du-Québec – ©Mathieu Dupuis

THIRD KEY DIRECTION

AN ATTRACTIVE, DYNAMIC LIVING ENVIRONMENT

Québec's northern territory abounds in possibilities both for the families and the workers who live there and for people who hope to settle there. Through the elaboration of a collaborative territorial marketing strategy, the Québec government wishes to highlight the distinctive nature and develop the territory's specific identity. It wishes to promote at one and the same time its assets and cultures. It is also seeking to consolidate the sense of pride and belonging of northern communities but also of all Quebecers. To ensure the territory's economic vitality, the government intends to support communities to attract stakeholders that are willing to invest in and visit the territory or live there.

The territory, which is a good place to live, must be attractive to retain people. The government will ensure that it makes available social infrastructure and local services adapted to the distinctive characteristics of the northern territory. It will pay particular attention to the education system and to public health. Through reliable telecommunications infrastructure, like what is found in major centres, the government will contemporary tools such as telemedicine and teletraining.

The government will also encourage research initiatives that broaden knowledge of the northern territory, especially from the standpoint of natural resources, and facilitate the identification of solutions adapted to local concerns and, ultimately, innovation.

MEASURES TO BENEFIT THE FIRST NATIONS AND THE INUIT

- In conjunction with the elaboration of the 2020-2023 NAP, representatives of the First Nations and the Inuit were present at the Assembly of Partners of the SPN and at in camera sessions. The stakeholders discussed challenges related to culture, health, training, and education.
- The SPN has defined the initiatives to be implemented to respond to these challenges in collaboration with its government partners (see Appendix 3).
- For the benefit of the First Nations and the Inuit and for the sake of governmental consistency and efficiency, the initiatives have been incorporated into the *Government Action Plan for the Social and Cultural Development of the First Nations and Inuit 2017-2022*.

These initiatives represent investments totalling \$39.9 million.

ARRIMAGE DES ACTIONS

CULTURE			
NAP initiative	Coordinator	Partner	2017-2022 GAPSCDFNI
Support the introduction into the territory of cultural officers	MCC	SPN The community	Enhancement of measure 2.1.3 Establish a cultural development officer training and hiring program in the communities
Develop the Aboriginal section in public libraries in the northern territory	MCC	SPN	New measure

SANTÉ			
NAP initiative	Coordinator	Partner	2017-2022 GAPSCDFNI
Pursue the realization of the proposed new Isuarsivik Regional Recovery Centre	SPN	SAA Federal government MSSS The community	Implementation of measure 4.1.4 Support the Inuit communities in the implementation of Saqijjuq

FORMATION ET ÉDUCATION			
NAP initiative	Coordinator	Partner	2017-2022 GAPSCDFNI
Support an Aboriginal student accommodation pilot project in Sept-Îles	MES	SPN SHQ SAA MFA The community	Enhancement of measure 1.1.6 Support the establishment of two Aboriginal student accommodation pilot projects
Produce a feasibility study for the creation of a multi-purpose training centre in the territory of the Naskapi community	MEQ	SPN The community	New measure
Conduct a feasibility study to establish a CEGEP in Nunavik	MES	SPN Kativik Ilisarniliriniq School Board Other postsecondary institutions The community	New measure
Develop a kindergarten curriculum for 4-year-olds adapted to the Aboriginal communities	MEQ	SPN School boards The community	New measure

The 2020-2023 NAP seeks to promote a unique territory and guarantee a quality living environment by enhancing the living conditions of northern communities. To do so, the Internet connection speed will be significantly enhanced in 15 communities in the northern territory.

INITIATIVE	COORDINATOR	PARTNER
THIRD KEY DIRECTION: AN ATTRACTIVE, DYNAMIC LIVING ENVIRONMENT INVESTMENT OVER 3 YEARS: \$251.8 MILLION		
Objective 3.1 Promote the territory and northern cultures		
Measure 3.1.1 Elaborate a strategy specific to the territory to attract and retain individuals and businesses		
3.1.1.1 Develop a territorial marketing strategy	SPN	MAMH MTO MCC SAA The community
3.1.1.2 Contribute to cultural partnership agreements with community stakeholders	MCC	SPN The community
Objective 3.2 Adapt local infrastructure to northern conditions and community needs		
Measure 3.2.1 Roll out the high-speed Internet network		
3.2.1.1 Pursue the current project to improve Internet services in Nunavik	SPN	MEI ISED KRG
3.2.1.2 Finalize the rollout of optical fibre in the Eeyou Istchee James Bay Territory	SPN	MEI Federal government JBRA ECN
3.2.1.3 Promote digital development in the mining sector — Telecommunications	SPN	Private sector Federal government
3.2.1.4 Enhance the telecommunications network in the Basse-Côte-Nord region	SPN	MEI Federal government Private sector
Measure 3.2.2 Establish conditions that facilitate access to teleservices		
3.2.2.1 Develop a service offer in the realm of telehealth	MSSS	SPN Federal government (EBI) MEQ ECN
3.2.2.2 Modernize digital solutions for teletraining	MEQ	SPN The community
3.2.2.3 Establish a teletraining pilot project in elementary and secondary education	MEQ	SPN RÉCIT

INITIATIVE	COORDINATOR	PARTNER
Measure 3.2.3 Support research, training, and accommodation infrastructure		
3.2.3.1 Fund the infrastructure of the Institut nordique du Québec and its territorial components	SPN	Université Laval SQI Federal government Québec City
Objective 3.3 Adapt local services to northern conditions and community needs		
Measure 3.3.1 Establish services and environments that are favourable to public health		
3.3.1.1 Enhance the community greenhouse development program to promote food security	SPN	The community MAPAQ
3.3.1.2 Establish a veterinary services and health clinic in Nunavik	SPN	MAPAQ MSSS RRSSSN MSP MAMH KRG The community
Measure 3.3.2 Enhance the resilience of communities		
3.3.2.1 Implement a pilot project to promote the autonomy of isolated communities to contend with northern uncertainties	MSP	SPN MFFP The community
Objective 3.4 Acquire and develop knowledge		
Measure 3.4.1 Acquire knowledge on priority northern issues		
3.4.1.1 Develop the mineral potential of the Basse-Côte-Nord region — Geophysical surveys	MERN	SPN
3.4.1.2 Acquire and use knowledge of northern wildlife in a food security perspective	MFFP	SPN
3.4.1.3 Operate a mobile northern hydrology laboratory to take stock of water resources in the in Eeyou Istchee	SPN	UQAT
3.4.1.4 Acquire knowledge of groundwater	MELCC	SPN
3.4.1.5 Contribute to the research project aimed at enhancing the design of northern housing units	SHQ	SPN



Boreal forest, Chibougamau, Nord-du-Québec – ©Mathieu Dupuis

FOURTH KEY DIRECTION

A NORTHERN ENVIRONMENT TO BE PRESERVED

Québec's northern natural environment is unique, complex, and fragile. The territory's development must be planned to protect its ecosystems, which display outstanding biodiversity. Innovative measures are necessary that reconcile the economic and social benefits of development with environmental conservation in the North. Accordingly, the promotion of climatic knowledge in the northern territory would support Québec's greenhouse gas emission reduction and adaptation to climate change approaches.

The 2020-2023 NAP is consolidating the commitment to designate by 2035 50% of the territory north of the 49th parallel for conservation purposes. A network of protected areas representing 20% of the northern territory will be strengthened and 30% of the territory will be devoted to environmental protection, safeguarding biodiversity, and the promotion of various types of development.

The training of local stakeholders who are aware of the environmental issues will facilitate the development of the ability to act of northern communities in the realm of protection and intervention. If they are better equipped to carry out protection projects and react to factors that undermine natural settings, they can act in collaboration with experts and local stakeholders. Such collaboration can be profitably employed in the establishment and management of parks and wildlife reserves.

More than ever, the Québec government must encourage innovation through the recovery and conversion of residual materials, reliance on renewable energies and, more broadly, the application of the principles of the circular economy.

The 2020-2023 NAP seeks to establish innovative integrated planning and territorial conservation models in keeping with the principles of sustainable development. Consequently, in the perspective of devoting by 2035 30% of the northern territory to environmental protection, safeguarding biodiversity, and the promotion of various types of development, the 2020-2023 NAP will contribute to the implementation with the partners in the territory of this conservation mechanism.

INITIATIVE	COORDINATOR	PARTNER
FOURTH KEY DIRECTION: A NORTHERN ENVIRONMENT TO BE PRESERVED INVESTMENT OVER 3 YEARS: \$43.2 MILLION		
Objective 4.1 Bolster environmental protection in partnership with stakeholders in the territory		
Measure 4.1.1 Implement the mechanism to conserve 30% of the territory		
4.1.1.1 Develop and initiate the implementation of the mechanism to conserve 30% of the territory	MELCC	SPN MERN MFFP SAA The community
Measure 4.1.2 Support the capacity to act of communities in the realm of environmental protection		
4.1.2.1 Establish a northern wildlife fund	Fondation de la Faune	SPN The community
4.1.2.2 Support the skills development of local and regional stakeholders with respect to the conservation of 50% of the northern territory	MELCC	SAA SPN The community
4.1.2.3 Help the Cree Nation to develop the Parc national Nibiischii and the Alanel-Mistassini-Waconichi and Assinica wildlife reserves	MFFP	SPN
Objective 4.2 Clean up natural environments		
Measure 4.2.1 Reduce sources of contamination		
4.2.1.1 Remove hazardous materials from northern villages	SPN	KRG
4.2.1.2 Optimize the management of residual materials in northern communities	RECYC-QUÉBEC	SPN MELCC The community
4.2.1.3 Offer training in Aboriginal communities on the management of accidental contaminant releases	MELCC	SPN The community
4.2.1.4 Develop for local stakeholders a tool to evaluate and manage the vulnerability of drinking water supplies in Nunavik	MELCC	SPN Université Laval

INITIATIVE	COORDINATOR	PARTNER
Objective 4.3 Emphasize the rollout of the circular economy		
Measure 4.3.1 Optimize reuse of residual materials and biomass		
4.3.1.1 Carry out heat recovery pilot projects	SPN	Federal government The community
4.3.1.2 Support the production of biofuels and bioproducts	MFFP	SPN MEI MERN TEQ
4.3.1.3 Develop local expertise and entrepreneurship in the circular economy sector ¹⁵	SPN	RECYC-QUÉBEC MFFP
4.3.1.4 Inventory stocks and flows of residual materials in the territory and propose optimization avenues to promote the circular economy	RECYC-QUÉBEC	SPN MERN

IMPLEMENTATION FRAMEWORK

THE FINANCIAL FRAMEWORK OF THE 2020-2023 NAP

The government will establish the necessary conditions to inhabit the territory and respond to the priorities set forth by the stakeholders in the northern territory. Through the government departments and bodies working in the territory, it will carry out 49 short-term concrete actions that will ensure spinoff in the social, economic, and environmental sectors north of the 49th parallel.

Accordingly, the government and its partners will invest¹⁶ a total of \$1 422.2 million over three years, including \$778.6 million from the Québec government. This amount includes the SPN's \$430.0-million

contribution. The government departments and bodies and other partners will contribute \$992.2 million. Thus, each dollar from the SPN engenders a leverage effect of 2.3 for investment.

The budget of the 2020-2023 NAP also provides for transversal financial tools that contribute to the four key directions. It includes an opportunity budget to facilitate the addition of initiatives to adapt to the territory's changing needs.

BUDGET OF THE 2020-2023 NORTHERN ACTION PLAN		
		INVESTISSEMENTS
KEY DIRECTIONS	1. Optimized access to the northern territory	\$1 032.8 million
	2. A robust, diversified economic fabric	\$32.4 million
	3. An attractive, dynamic living environment	\$251.8 million
	4. A northern environment to be preserved	\$43.2 million
	TOTAL	\$1 360.2 million
TOOLS	Northern Initiatives Fund	\$11.0 million
	Sectoral agreements	\$15.0 million
	Opportunity budget	\$36.0 million
	TOTAL	\$62.0 million
GRAND TOTAL GENERAL		\$1 422.2 million

TRANSVERSAL FINANCIAL TOOLS

NORTHERN INITIATIVES FUND

The Northern Initiatives Fund of the Société du Plan Nord is a financial assistance program that seeks to recognize, and support diversified economic, social, and environmental projects originating in the territory north of the 49th parallel. In addition to promoting the distinctiveness of northern communities, the projects will bolster their ability to act in all spheres of development, while stimulating innovative approaches in the territory.

The Northern Initiatives Fund will allow for close, active participation in the concerted transformations of local and regional stakeholders through flexible, dynamic assistance. This financial tool adapted to the specific needs of the North seeks to support northern organizations and businesses and to participate in the sustainable development of the territory and its communities.

AN OPPORTUNITY BUDGET TO SUPPORT CHANGING NEEDS IN THE TERRITORY

The government must be able to satisfy needs and respond to a constantly changing territory. To do so, the 2020-2023 NAP includes budget flexibility or an opportunity budget to foster its agile implementation and respond to new challenges arising in the territory. Accordingly, the 2020-2023 NAP includes funds whose use must comply with rigorous criteria to maximize the leverage effect with other stakeholders, to truly benefit the northern territory.





Raglan Mine, Nord-du-Québec – ©Mathieu Dupuis

SECTORAL AGREEMENTS TO SUPPORT PROMISING PROJECTS AND SECTORS

The regional county municipalities (RCMs) and competent bodies can conclude agreements with government departments and bodies to implement regional priorities and adapt government activities to regional characteristics. The SPN can participate financially¹⁷ in sectoral agreements to support promising sectors and projects that conform to regional priorities and the key directions in the 2020-2023 NAP.

THE NORTHERN PLAN FUND

The SPN will take advantage of the funds made available to it by the Northern Plan Fund. The NPF is a special fund earmarked for funding the SPN's activities pertaining to financial support for strategic infrastructure, measures to promote the northern territory's economic development, measures to enhance the quality of life of northern communities, and funding for measures geared to the protection of the territory.

In the context of the implementation of the 2020-2023 NAP, funds earmarked for expenditures from the NPF are estimated at \$208.3 million for 2020-2023. Consequently, the SPN will directly contribute to funding new priority initiatives in the territory.

GOVERNANCE

To ensure the coordination and completion of the initiatives necessary to implement the 2020-2023 NAP, the government has adopted a governance structure adapted to the distinctive features of the northern territories and to the needs of the local and Aboriginal populations.

The 2020-2023 NAP's implementation framework hinges on partnership. In this context, the SPN is coordinating the government action plan and its

implementation. It will participate in the territory's development and the implementation of economic, social, and environmental measures, in collaboration with the government departments and bodies concerned and the representatives of the northern territory assembled in the Assembly of Partners.

THE ASSEMBLY OF PARTNERS

The Assembly of Partners supports the SPN in its approach. It acts as a special advisory body to the government with respect to northern development. Its members are appointed in such a way that they are representative of local communities as well as the First Nations and the Inuit in the Nunavik, Eeyou Istchee James Bay, Côte-Nord, and northern Saguenay–Lac-Saint-Jean regions, and the key areas of activity concerned. The Assembly of Partner's mission is to offer opinions and recommendations on all questions related to the SPN's mandate and activities.

BOARD OF DIRECTORS

A Board of Directors comprising from 9 to 15 members, including the Chair of the Board and the President and Chief Executive Officer, administers the SPN. Most of the members of the Board of Directors, including the Chair, must qualify as independent directors and come from the northern territory. The Board of Directors establishes the SPN's key directions in keeping with the 2020-2030 NAP. It ensures their implementation and answers for the SPN's decisions in respect of the Québec government.

2020-2023 NAP STEERING COMMITTEE

The steering committee ensures the cohesion of government action in the implementation of the 2020-2023 NAP. It is made up solely of deputy ministers, associate deputy ministers or assistant deputy ministers in government departments and the executive officers of organizations. The committee has a mandate to ensure that the measures put forward by government departments and the bodies fall within the scope of the pursuit of the key directions and priorities described in the 2020-2023 NAP.

THE SPN'S NETWORK OF RESPONDENTS

Nearly 20 government departments and bodies are participating in the 2020-2023 NAP. A respondent, designated by each entity, ensures smooth relations with the SPN in the implementation of the initiatives in the 2020-2023 NAP.

AGREEMENTS BETWEEN THE SPN AND GOVERNMENT DEPARTMENTS AND BODIES

To support the implementation of the 2020-2023 NAP, the SPN is concluding implementation agreements with each of the government departments and bodies concerned. The agreements guarantee funding for the initiatives that the SPN and the government departments and bodies jointly finance.

FOLLOW-UP AND ACCOUNTABILITY

FOLLOW-UP FRAMEWORK AND PRELIMINARY EVALUATION

In accordance with the directives of the Secrétariat du Conseil du trésor, a follow-up and preliminary evaluation framework is supporting the implementation of the 2020-2023 NAP. It comprises a follow-up plan pertaining to the key outputs and outcomes that the 2020-2023 NAP targets. It paves the way for the 2020-2023 NAP evaluation strategy.

ACCOUNTABILITY OF GOVERNMENT DEPARTMENTS AND BODIES UNDER AGREEMENT WITH THE SPN

To implement the initiatives for which government departments and bodies are responsible, the SPN is concluding implementation agreements with them. In each quarter or when requests for payment of initiatives are submitted, the government departments and bodies under agreement must provide the supporting documents that confirm to the SPN the progress of the initiatives under the 2020-2023 NAP. When they submit their annual accountability reports, the government departments and bodies must transmit to the SPN the state of the indicators and targets for each of the initiatives planned.

LINKAGE WITH RESPECT TO ABORIGINAL AFFAIRS

The SPN collects the accountability reports of the government departments and bodies whose initiatives stemming from the 2020-2023 NAP are included in the 2017-2022 *Government Action Plan for the Social and Cultural Development of the First Nations and Inuit*. It transmits the information to the Secrétariat aux affaires autochtones, the plan's coordinator, to enable it to ensure its own accountability and carry out follow-up.

FOLLOW-UP WITH RESPECT TO THE ASSEMBLY OF PARTNERS

To ensure that the 2020-2023 NAP is aligned with the realities and priorities of the northern territory, an annual review will be submitted to the Assembly of Partners. It will convene to give its opinion and formulate recommendations on the requisite adaptations. The SPN will send its comments to the government departments and bodies concerned to enable them to make the necessary changes.

APPENDIX 1

COMPOSITION OF THE ASSEMBLY OF PARTNERS OF THE SPN

Its members are appointed in such a way that they are representative of the local and Aboriginal communities in the Nunavik, Eeyou Istchee James Bay, Côte-Nord and Saguenay—Lac-Saint-Jean regions, and the key areas of activity concerned.

It comprises 25 to 30 members, including:

- two representatives of the Innu, Naskapi, Cree, and Inuit Aboriginal nations inhabiting the territory;
- – six to eight representatives all told for the Nunavik, Eeyou Istchee James Bay, Côte-Nord, and northern Saguenay—Lac-Saint-Jean regions;
- at least one representative of the mining, forest, energy, tourism, wildlife, environmental, health, education, manpower, research, and cultural sectors.

The SPN appoints the members and organizations represented on the Assembly of Partners on the recommendation of the President and Chief Executive Officer. The members of the Assembly of Partners have a two-year mandate, which is renewable. The appointments must reflect the division of positions according to territorial and sectoral representation and the First Nations and the Inuit stipulated below.

The Aboriginal nations

- Crees — Grand Council of the Crees
- Crees — Grand Council of the Crees
- Innu — the chief or deputy chief of an Innu community
- Innu — the chief or deputy chief of an Innu community
- Inuit — Makivik Corporation
- Inuit — Kativik Regional Government
- Naskapi — Naskapi Nation of Kawawachikamach
- Naskapi— Naskapi Development Corporation

Regions and territories

- Nunavik territory
- Eeyou-Istchee James Bay territory
- Côte-Nord region
- Saguenay—Lac-Saint-Jean region

Sectors

- Mining
- Forest
- Energy
- Tourism
- Wildlife
- Environment
- Health
- Education
- Manpower
- Research
- Cultural

APPENDIX 2

DESCRIPTION OF THE INITIATIVES UNDER THE 2020-2023 NAP

This plan comprises 49 initiatives, 39 or 80% of which are new (identified by triangles on the left-hand side of the table of initiatives) and respond directly to the priorities expressed with respect to the territory. The other initiatives began during the period of *The Plan Nord toward 2035— 2015-2020 Action Plan* and are continuing under the current 2020-2023 NAP.

FIRST KEY DIRECTION: OPTIMIZED ACCESS TO THE TERRITORY

Objective 1.1 Optimize transportation infrastructure

Measure 1.1.1 Improve the infrastructure network

1.1.1.1 Pursue work to extend Route 138

The MTQ, in collaboration with the SPN, is pursuing the construction of two priority sections, between Kegaska and La Romaine (46 km) and between La Tabatière and Tête-à-la-Baleine (29 km).

1.1.1.2 Pursue work to improve Route 389

The MTQ, in collaboration with the SPN, is preparing to undertake the construction of projects A, D and E. Work on projects B and C is under way. The project satisfies several government objectives, such as strengthening community capacities to support the economic and social vitality of the territories.

1.1.1.3 Pursue Phase I reconstruction work on the Route Billy Diamond Highway

The MERN (JBDC), in collaboration with the SPN, the MTQ and the MERN, is pursuing the planned reconstruction of the Billy Diamond Highway and the Chisasibi Road. The project is intended to restore 50% of the asphalted roadway to a satisfactory state.

1.1.1.4 Launch reconstruction of the road linking Schefferville and Kawawachikamach

The MTQ, in collaboration with the SPN, is undertaking the reconstruction of Route 50405 and Route 50400 linking Schefferville to Kawawachikamach over nearly 14 km.

1.1.1.5 Pursue support for the mining sector to rebuild and improve multi-use roads

The SPN is pursuing the financial assistance program respecting multi-use roads in the mining sector. The program seeks to support the realization of mining activities in the northern territory by reducing the cost of work, thereby facilitating land access to new mineral deposits.

Measure 1.1.2 Develop multi-user infrastructure through collaborative funding

1.1.2.1 Pursue the development of the Société ferroviaire et portuaire de Pointe-Noire's infrastructure

The SPN, the MTQ and the private sector will make basic investments to increase the capacity of the Wabash yard, which has the site's biggest stockpiling potential. The work will establish efficient, competitive infrastructure to satisfy the immediate needs of mining ventures and promote the site's long-term growth.

1.1.2.2 Ensure multi-user access to the Labrador Trough

The SPN expects to agree on a business partnership with Tshiuetin Rail Transportation. In particular, the partnership would include an equity participation in the company's assets in return for a contribution to the investments stipulated in the rehabilitation plan and a mechanism to ensure long-term multi-user access at reasonable cost to the Tshiuetin railway.

1.1.2.3 Support the elaboration of infrastructure development plans

The SPN, in collaboration with the MEI and the community, is supporting initiatives such as studies or pilot projects that sustain reflection on infrastructure development in the territory and assess relevance, profitability and integration into current and future transport logistics.

Measure 1.1.3 Improve transport logistics

1.1.3.1 Optimize freight transportation

The SPN, in collaboration with other public partners, is establishing a convoy trucking pilot project on the Route Billy Diamond Highway and a project to upgrade the freight centre at the Grande Rivière airport.

SECOND KEY DIRECTION: A ROBUST, DIVERSIFIED ECONOMIC FABRIC

Objective 2.1 Enhance the vitality of promising economic sectors in the territory

Measure 2.1.1 Develop the northern tourism sector

2.1.1.1 Develop distinctive tourism products

2.1.1.1 Develop distinctive tourism products

The MTO, in collaboration with the SPN, wishes to develop distinctive new tourism products and accelerate the completion of structuring projects to enhance nature-cultural offerings and the tourism structuring of the northern destination. A business incubator-accelerator will be opened to established and emerging tourism businesses and organizations whose projects offer significant development potential and will attract greater numbers of international visitors.

2.1.1.2 Support tourism entrepreneurs and organizations

The MTO, in collaboration with the SPN, wishes to support tourism entrepreneurship originating in the northern territory. The best tourism development and structuring initiatives will be identified, the promoters concerned will be supported, and experts will participate in the key stages in carrying out their business plans, financing packages, and the implementation of their projects.

Measure 2.1.2 Develop the biofood products and bioproducts sector

2.1.2.1 Develop the production of and markets for biofood products and northern bioproducts and develop tourist circuits or tourist activities

The MAPAQ, in collaboration with the SPN, is supporting the initiatives of existing enterprises or start-ups in the development of their biofood operations.

2.1.2.2 Foster entrepreneurship in the bioproducts sector and biofood projects in the northern communities

The MAPAQ, in collaboration with the SPN, is contributing to the establishment of biofood businesses through the implementation of adapted training in the realms of management, business start-ups and entrepreneurship, mentoring, work placements in northern enterprises, business incubation and support, support for access to specialized consulting services, networking, and so on.

Measure 2.1.3 Support existing promising sectors

2.1.3.1 Enhance the capacity of suppliers in the territory to satisfy the needs of prime contractors in the mining and forest sectors

The SPN, in collaboration with the government departments and bodies concerned, wishes to enhance the capacity of suppliers in the northern territory to satisfy the needs of prime contractors, in particular the mining and forest sectors, through upgraded skills and long-term partnerships with other businesses in Québec, Canada and abroad.

Objective 2.2 Broaden corporate social responsibility in the territory

Measure 2.2.1 Apply the principles of CSR in all projects that the SPN oversees

2.2.1.1 Implement a social responsibility intervention plan specific to each project in the territory

The SPN, in collaboration with the government departments and bodies concerned, wishes to bolster recognition of social responsibility practices in the northern territory through the implementation of an intervention plan applicable to all public- and private-sector projects.

Measure 2.2.2 Offer adapted CSR-related measures in the private sector

2.2.2.1 Guide large businesses with respect to social responsibility in the territory

The SPN, in collaboration with the government departments and bodies concerned, is developing pilot projects aimed at increasing responsible procurement that takes into account the host community's entrepreneurial potential, ensuring positive spinoff on the social fabric affected by the operations of large businesses, and mitigating the activities' adverse effects on the environment.

2.2.2.2 Support pilot projects aimed at counteracting the adverse effects of commuting on women and families

The SCF, in collaboration with the SPN, the SAA, the private sector and the community, is supporting pilot projects designed to enhance the economic empowerment of women, in particular through work-family balance, job desegregation, participation by men and women in entrepreneurship, and the prevention of violence toward women.

Objective 2.3 Match training and education to northern conditions

Measure 2.3.1 Ensure training for the territory's socioeconomic agents

2.3.1.1 Support workforce training in the North

The SPN, in collaboration with the MEQ, the MTESS and community partners, is establishing a northern territory manpower training program to support community development and the northern territory's development.

2.3.1.2 Match manpower training with the needs of major projects in the territory

The MTESS, in collaboration with the SPN and the private sector, is seeking to train employees working in businesses in the northern territory. The ultimate objective is to match worker skills with the needs of businesses.

THIRD KEY DIRECTION: AN ATTRACTIVE, DYNAMIC LIVING ENVIRONMENT

Objective 3.1 Promote the territory and northern cultures

Measure 3.1.1 Elaborate a strategy specific to the territory to attract and retain individuals and businesses

3.1.1.1 Develop a territorial marketing strategy

The SPN, in collaboration with the MAMH and the community, is proposing a comprehensive, collaborative approach that emphasizes the northern territory's distinctive nature in order to attract businesses, workers and their families, and tourists, in addition to bolstering the sense of belonging of local populations. The approach will take the form of a territorial marketing strategy that will be used to develop common goals, an approach, and a brand image.

3.1.1.2 Contribute to cultural partnership agreements with community stakeholders

The MCC, in collaboration with the SPN, is signing and enhancing cultural development agreements with the Inuit, Innu, Naskapi and Cree Aboriginal nations and non-Aboriginal communities in the James Bay and Côte-Nord regions. The implementation of this initiative will support projects geared to cultural development in the communities.

Objective 3.2 Adapt local infrastructure to northern conditions and community needs

Measure 3.2.1 Roll out the high-speed Internet network

3.2.1.1 Pursue the current project to improve Internet services in Nunavik

The SPN, in collaboration with the MEI, ISED, and the KRG is carrying out a project to enable at least four communities to connect to the fibre optic network.

3.2.1.2 Finalize the rollout of optical fibre in the Eeyou Istchee James Bay Territory

The SPN, in collaboration with the ECN, the MEI and the JBRA, is contributing to the rollout of optical fibre in the Eeyou Istchee James Bay Territory. Households in Chapais, Chibougamau, Lebel sur Quévillon and Matagami will have access to optical fibre.

3.2.1.3 Promote digital development in the mining sector —Telecommunications

The SPN, in collaboration with mining companies, is contributing financially to connection by mining companies to optical fibre or any other equally efficient technology that allows them to remain competitive.

3.2.1.4 Enhance the telecommunications network in the Basse-Côte-Nord region

The SPN, in collaboration with the MEI, is completing the backbone for a high-speed Internet service to cover all residences in the Côte-Nord region and provide the region with a new cellular network.

Measure 3.2.2 Establish conditions that facilitate access to teleservices

3.2.2.1 Develop a service offer in the realm of telehealth

The MSSS, in collaboration with the SPN and the MEQ, is installing microwave towers between Oujé-Bougoumou and Mistissini to reduce the risk of total failure and ensure better quality health and education services.

3.2.2.2 Modernize digital solutions for teletraining

The MEQ, in collaboration with the SPN and the educational milieu, is introducing technological solutions adapted to the distance training needs of establishments in the northern territory.

3.2.2.3 Establish a teletraining pilot project in elementary and secondary education

The MEES, in collaboration with the SPN and the RÉCIT, is establishing a teletraining pilot project for elementary and secondary school students. This entails the creation of a rollout model adapted to conditions in the Aboriginal communities.

Measure 3.2.3 Support research, training, and accommodation infrastructure

3.2.3.1 Fund the infrastructure of the Institut nordique du Québec and its territorial components

The SPN, in collaboration with Infrastructure Canada (INFC), Université Laval and Québec City, is funding the construction of a building on the Université Laval campus. The INQ will make available to sustainable development of the North expertise in the natural sciences, social science, and the health sciences and engineering assembled in an interdisciplinary and interinstitutional research and innovation centre. It is anticipated that three other territorial components will be established in the northern territory.

Objective 3.3 Adapt local services to northern conditions and community needs

Measure 3.3.1 Establish services and environments that are favourable to public health

3.3.1.1 Enhance the community greenhouse development program to promote food security

The SPN, in collaboration with the MAPAQ and the community, is enhancing its Community Greenhouse Program (CGP) to support northern communities that wish to carry out community greenhouse projects in the northern territory.

3.3.1.2 Establish a veterinary services and health clinic in Nunavik

The SPN, in collaboration with the government departments and bodies concerned, is funding the infrastructure, equipment and material related to the establishment of a fixed clinic to offer veterinary services in Nunavik.

Measure 3.3.2 Enhance the resilience of communities

3.3.2.1 Implement a pilot project to promote the autonomy of isolated communities in relation to northern uncertainties

The MSP, in collaboration with the SPN and community partners, is seeking to bolster the resilience of northern communities by protecting essential infrastructure and property in their territory in relation to natural hazards, especially coastal erosion and flooding, landslides, flooding, and forest fires, and certain northern hazards.

Objective 3.4 Acquire and develop knowledge

Measure 3.4.1 Acquire knowledge on priority northern issues

3.4.1.1 Develop the mineral potential of the Basse-Côte-Nord region — Geophysical surveys

The MERN, in collaboration with the SPN, wishes to use aircraft to collect high-resolution magnetic and radiometric data to be used as a tool to support Géologie Québec's future geological mapping projects. The initiative will round out the high-resolution aeromagnetic coverage of the territory geared to mineral exploration in the Côte-Nord region.

3.4.1.2 Acquire and use knowledge of northern wildlife in a food security perspective

The MFFP, in collaboration with the SPN, is supporting the acquisition and pooling of knowledge on northern wildlife to ensure its development and the long-term survival of harvesting for food and with respect to economic development.

3.4.1.3 Operate a mobile northern hydrology laboratory to take stock of water resources in Eeyou Istchee

The SPN, in collaboration with the UQAT, is supporting the rollout of a mobile hydrology laboratory to enable research teams to travel efficiently with their equipment in Cree Nation communities.

3.4.1.4 Acquire knowledge of groundwater

The MELCC, in collaboration with the SPN, is supporting a project to acquire knowledge on groundwater in the territory of the Cree Nation. The initiative is facilitating the documentation of the sensitivity of aquifers in the territory to climate change with a view to bolstering the resilience of communities, integrating the protection of aquifers and drinking water sources into the delimitation of protected areas and in land-use planning plans, and to listing the data already available in another sector, Chisasibi.

3.4.1.5 Contribute to the research project aimed at enhancing the design of northern housing units

The SHQ, in collaboration with the SPN, is supporting a research project aimed at improving the design of northern dwelling units to make them more culturally appropriate, without compromising the number of new social housing units that can be built each year.

FOURTH KEY DIRECTION: A NORTHERN ENVIRONMENT TO BE PRESERVED

Objective 4.1 Bolster environmental protection in partnership with stakeholders in the territory

Measure 4.1.1 Implement the mechanism to conserve 30% of the territory

4.1.1.1 Develop and initiate the implementation of the mechanism to conserve 30% of the territory

The MELCC, in collaboration with the SPN and government and community partners, is pursuing the development and implementation of the mechanism to conserve 30% of the territory that the Plan Nord covers dedicated to environmental protection, safeguarding biodiversity and the promotion of various types of development.

Measure 4.1.2 Support the capacity to act of communities in the realm of environmental protection

4.1.2.1 Establish a northern wildlife fund

The FFQ, in collaboration with the SPN and community partners, is establishing a northern wildlife fund, to protect and promote wildlife habitats in the northern territory. It will broaden concrete action in Québec's northern territory to enhance the quality and productivity of the habitats of the species harvested and protect the habitats of vulnerable wildlife.

4.1.2.2 Support the skills development of local and regional stakeholders with respect to the conservation of 50% of the northern territory

The MELCC, in collaboration with the SPN, the SAA and community partners, is supporting the skills development of local and regional stakeholders to enable them to participate in deliberations preceding the drafting of conservation plans in protected areas or the determination of management procedures in respect of northern conservation territories.

4.1.2.3 Help the Cree Nation to develop the Parc national Nibiischii and the Albanel-Mistassini-Waconichi and Assinica wildlife reserves

The MFFP, in collaboration with the SPN, is financially supporting the establishment, development and requisite infrastructure to operate a provincial park. The project can also cover the upgrading of equipment and infrastructure in the Albanel-Mistassini-Waconichi and Assinica wildlife reserves.

Objective 4.2 Clean up natural environments

Measure 4.2.1 Reduce sources of contamination

4.2.1.1 Remove hazardous materials from northern villages

The SPN, in collaboration with the KRG, is financially supporting the program to clean up residual hazardous materials storage sites in Northern villages in Nunavik. The program supports initiatives to remove and dispose of sources of contamination such as barrels, tanks, and so on.

4.2.1.2 Optimize the management of residual materials in northern communities

RECYC-QUÉBEC, in collaboration with the SPN, the MELCC and community partners, is supporting initiatives adapted to the territory to optimize residual materials management in the North.

4.2.1.3 Offer training in Aboriginal communities on the management of accidental contaminant releases

The MELCC, in collaboration with the SPN, is offering Inuit villages training on action to be taken during accidental contaminant releases. The initiative will enable the villages to intervene promptly in such situations and thereby limit their environmental impact.

4.2.1.4 Develop for local stakeholders a tool to evaluate and manage the vulnerability of drinking water supplies in Nunavik

The MELCC, in collaboration with the SPN and Université Laval, is supporting projects intended to broaden knowledge of the quality of drinking-water supply in Nunavik communities, from source to tap. The objectives will be to acquire additional data and transmit to local communities the outcomes and observations of research already conducted.

Objective 4.3 Emphasize the rollout of the circular economy

Measure 4.3.1 Optimize reuse of residual materials and biomass

4.3.1.1 Carry out heat recovery pilot projects

The SPN, in collaboration with community partners, is building a heated greenhouse using residual materials aimed at increasing energy and food production by annexing a greenhouse structure and reclaiming municipal residual materials.

4.3.1.2 Support the production of biofuels and bioproducts

The MFFP, in collaboration with the SPN, the TEQ, the MEI and the MERN, is supporting the production of biofuels and bioproducts in the northern territory, for example by establishing new plants.

4.3.1.3 Develop local expertise and entrepreneurship in the circular economy sector

The SPN, in collaboration with RECYC-QUÉBEC and the MFFP, is supporting the development of expertise specific to the circular economy sector through the qualification of local manpower and will seek to foster the establishment of new businesses.

4.3.1.4 Inventory stocks and flows of residual materials in the territory and propose optimization avenues to promote the circular economy

RECYC-QUÉBEC, in collaboration with the SPN and the MERN, is inventorying stocks and flows of residual materials in the northern territory to propose avenues to optimize the use of certain goods and resources.

APPENDIX 3

DESCRIPTION OF THE INITIATIVES INCLUDED IN THE 2017-2020 GOVERNMENT ACTION PLAN FOR THE SOCIAL AND CULTURAL DEVELOPMENT OF THE FIRST NATIONS AND INUIT

Triangles on the left-hand side of the table indicate the new initiatives.

Support the introduction into the territory of cultural officers

The MCC, in collaboration with the SPN, is supporting the introduction into northern communities of cultural development officers under the Programme d'aide au développement culturel autochtone.

Develop the Aboriginal section in public libraries in the northern territory

The MCC, in collaboration with the SPN, is overseeing the development of public libraries to provide book lending services and activities for young people in northern communities.

Pursue the realization of the proposed new Isuarsivik Regional Recovery Centre

The SPN, in collaboration with the MSSS, the SAA and local partners, is supporting the proposed new Isuarsivik Regional Recovery Centre. The project comprises a new building, an access road, and a parking lot, and three quadruplexes to house staff and their families to enhance the capacity to recruit and retain qualified employees.

Support an Aboriginal student accommodation pilot project in Sept-Îles

The MES, in collaboration with the SPN and numerous partners, is supporting the realization of a low-cost student accommodation pilot project in Sept-Îles for Aboriginal students, and for adults in general education instructional services and occupational training. The centre will propose a culturally adapted environment to promote school success and facilitate the transition to urban environments.

Produce a feasibility study for the creation a multipurpose training centre in the territory of the Naskapi community

The MEQ, in collaboration with the SPN, is producing a feasibility study to assess needs and the possibility of establishing a multi-purpose training centre in Kawawachikamach.

Conduct a feasibility study to establish a CEGEP in Nunavik

The MES, in collaboration with the SPN, is producing a feasibility study concerning the establishment of a CEGEP in Nunavik.

Develop a kindergarten curriculum for 4-year-olds adapted to the Aboriginal communities

The MEQ, in collaboration with the SPN and community school boards, is supporting the development of a kindergarten curriculum for 4-year-olds adapted to the Aboriginal communities in the northern territory.

QUÉBEC'S NORTHERN TERRITORY



Territorial organization

- Municipality
- - - Boundary between the territory of the Eeyou Istchee James Bay Regional Government and the Nunavut sociocultural region
- Administrative region boundary
- Territory of application of the Société du Plan Nord

Aboriginal nations

- Cree
- Cree and Inuit
- Innu
- Inuit
- Naskapi

Borders

- - - International
- - - Interprovincial
- - - Québec-Newfoundland and Labrador (this border is not final)

Sources

Data
Map background

Organizations
MERIN

Year
2020

Metadata

LCC map projection

Production

Ministère de l'Énergie et des Ressources naturelles
Direction générale de l'information géospatiale

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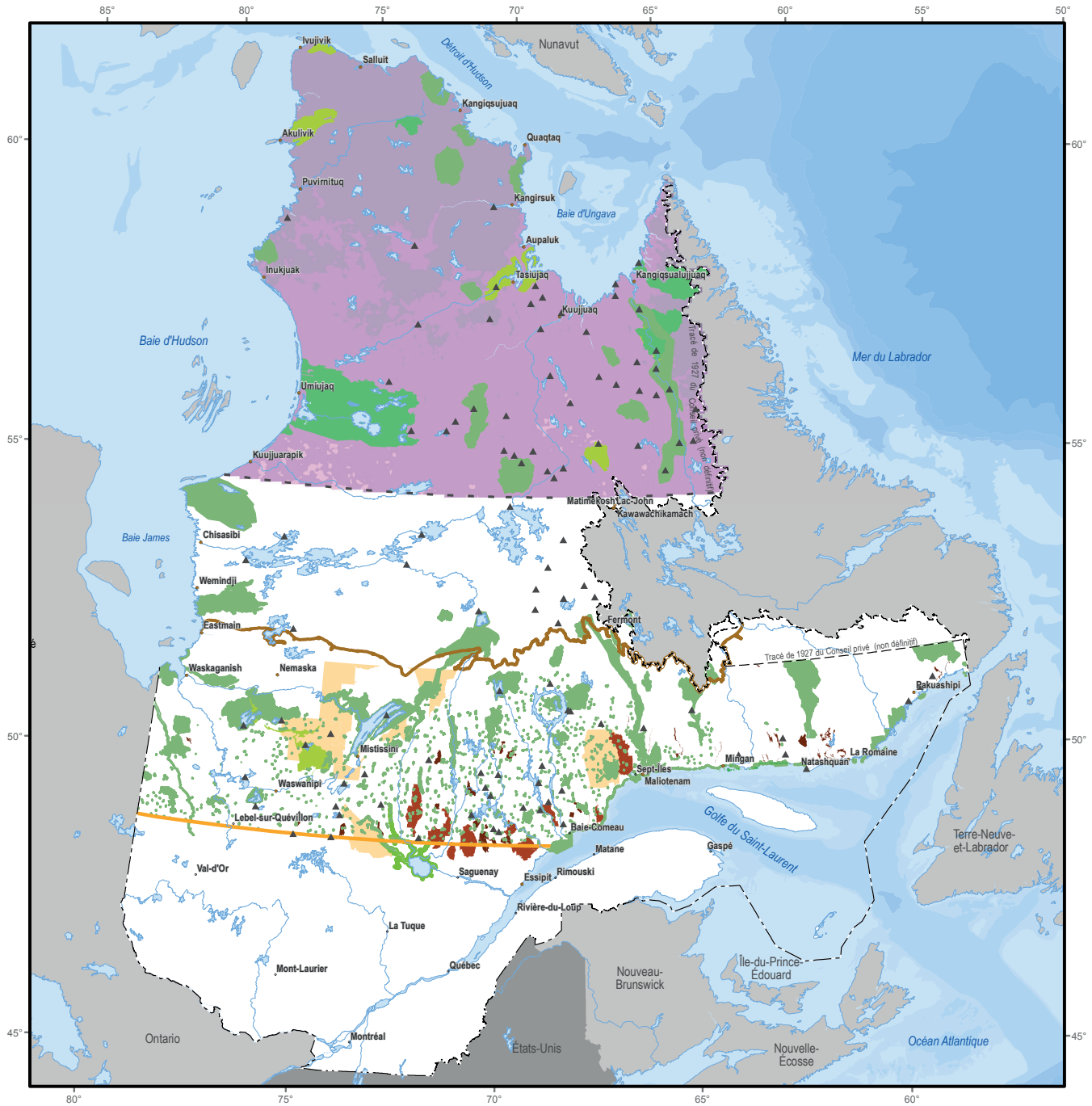
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Québec

QUÉBEC'S NORTHERN TERRITORY

BIODIVERSITY AND PERMAFROST IN NUNAVIK



Territorial organization

- Aboriginal community
- Municipality
- - - Southern boundary of Nunavik
- - - Southern boundary of the territory of application of the Société du Plan Nord

Borders

- - - International
- - - Interprovincial
- - - Québec-Newfoundland and Labrador (this border is not final)

Forest resources

- - - Northern boundary of the continuous boreal forest

Wildlife territories

- ▲ Outfitting operations without exclusive rights
- Community wildlife area
- Outfitting operation with exclusive rights
- Wildlife reserve
- Controlled harvesting zone (ZEC)

Protected areas

- Federal national park reserve
- Québec provincial park reserve
- Québec provincial park
- Other type of protected area

Permafrost cover in Nunavik

- Continuous
- Discontinuous
- Sporadic or in islands

0 200 km

Sources

- Data
- Protected areas
- Map background
- Permafrost
- (Emanuel L'Hérault and Michel Allard)
- Forest resources
- Wildlife territories

Metadata

- LCC map projection

Production

- Ministère de l'Énergie et des Ressources naturelles
- Direction générale de l'information géospatiale
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- Organizations
- MODELCC
- MERN
- CEN

- YEAR
- 2018
- 2020
- 2018

- MFFP
- MFFP

- 2018
- 2020

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**Société
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TRANSPORTATION INFRASTRUCTURE AND KEY ECONOMIC ACTIVITIES



Territorial organization

- Aboriginal community
- Municipality
- Southern boundary of Nunavut
- Territory of application of the Société du Plan Nord

Borders

- International
- Interprovincial
- Québec-Newfoundland and Labrador (this border is not final)

Forest resources

- Northern boundary of the continuous boreal forest

Transportation infrastructure

- Major airport
- Breakwater
- Freight unloading area
- Deep-water port
- Maritime link
- Gravel road
- Paved road
- Planned road
- Ferry
- Railroad line

Sources

- Data
- Electric power plants and power lines
- Map background
- Transportation infrastructure

- Forest resources
- Mineral resources

Metadata

LCC map projection

Production

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Organizations	YEAR
Hydro-Québec	2019
MERN	2017
MERN	2020
MERN	2018
MTQ	2018
RNCan	2018
MFFP	2018
MERN	2020
NRNL	2015

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NOTES

- ¹ "The overall concept of 'nordicity,' dating from 1960, refers to the perceived, real, experienced, and even invented state of the cold zone in the boreal hemisphere. It focuses on all natural and human themes that can engender an integrated understanding of facts, ideas, and initiatives in northern latitudes. The approach, which transcends a purely intellectual act, contemplates the advent of technological applications concerning, for example, habitability, and expects the individual to assess his own activities. Rather than a sectoral field, nordicity encompasses all the North and everything in the North." [TRANSLATION] (Louis-Edmond Hamelin, *L'Encyclopédie canadienne*).
- ² Power to act or empowerment: The process through which individuals or social groups master the means that enable them to raise their awareness, bolster their potential and change with a view to achieving development, enhancing their living conditions and environment.
- ³ In a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, strengths refer to positive factors of internal origin.
- ⁴ The priority themes are presented in alphabetical order.
- ⁵ In keeping with the principle of cooperation, on February 17, 2020, the Québec government and the Cree Nation announced the Grand Alliance. The project targets long-term economic development that embraces Aboriginal values in the Eeyou Istchee James Bay Territory. In practical terms, it hinges essentially on the completion of an ambitious infrastructure plan in the territory in a spirit of respect for the communities and the environment.
- ⁶ The Arctic Council is the leading intergovernmental forum that promotes the environmental, social, and economic facets of sustainable development in the Arctic. It seeks to promote collaboration, coordination and interaction between Arctic States, Arctic Aboriginal communities, and other inhabitants of the Arctic, considering common challenges pertaining to sustainable development and environmental protection in the Arctic.
- ⁷ Government action north of the 49th parallel is not confined to the initiatives in the 2020-2023 NAP and the SPN is not acting as a substitute for the mission of the government departments and bodies working in the territory.
- ⁸ Act respecting the *Société du Plan Nord*, section 4.
- ⁹ See the thematic maps in the appendix.
- ¹⁰ An aerodrome refers solely to land developed for takeoffs and landings by private, commercial, or military aircraft. An airport encompasses, in addition to the aerodrome itself, the technical or commercial facilities such as workshops, hangars and passenger terminals necessary to ensure the smooth operation of air traffic. (Source: Public Works and Government Services Canada, [https://www.btb.termiumpplus.gc.ca/tpv2guides/guides/juridi/index-fra.html?lang=fra&lettr=indx_catlog_a&page=9Rwby4jfuNhE.html] [consulted on November 6, 2019]).
- ¹¹ An airport refers to the services and facilities intended for airlines.
- ¹² A business, which in the context of subcontracting, has another business carry out on its behalf work in clearly specified conditions.
- ¹³ According to the principle of corporate social responsibility, businesses should assume, through social conscience or moral necessity, responsibility for the consequences that their activities engender for the community by integrating of their own volition social, environmental and economic considerations into their values, culture, decision-making processes, strategies, business activities, and relations with their stakeholders.
- ¹⁴ Commuting is a form of work organization that hinges on the systematic use of a shuttle service to transport workers from their homes to their place of employment because they reside far from the latter.
- ¹⁵ "The circular economy is defined as a system of production, exchange and consumption that seeks to optimize the use of resources at all stages in the life cycle of a good or a service in a circular logic, while reducing the environmental footprint and contributing to the well-being of individuals and communities." [TRANSLATION] (Source: Pôle québécois de concertation sur l'économie circulaire)
- ¹⁶ The amount committed depending on the state of advancement of the projects planned during the period defined.
- ¹⁷ However, these financial measures must not interfere with those already stipulated under other measures or through the Northern Initiatives Fund to avoid duplicate funding for a given SPN project.

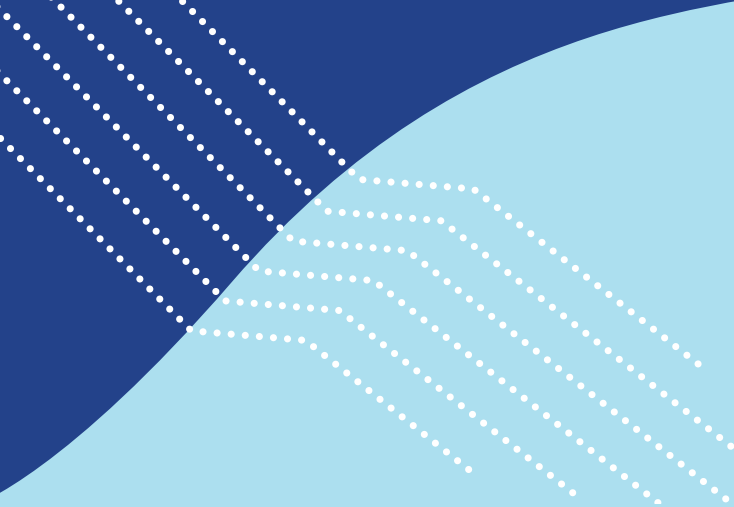
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