

PLAN NORD



**BUILDING NORTHERN
QUÉBEC TOGETHER**
The Project of a Generation



UN PLAN POUR
LE QUÉBEC

Québec





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QUÉBEC TOGETHER**
The Project of a Generation

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The unabridged version and the highlights
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// Québec and its northern zone are indissociable. //

Louis-Edmond Hamelin,
author of *Nordicité canadienne*
Partners' discussion table, September 2010



The 21st century is still young but it has already transported us to a different world. The advances made by the emerging countries are shifting major economic corridors. The emergence of environmental awareness and the fight against global warming are altering our perception of economic development.

The Plan Nord has been elaborated to take a stance in this new world, further broaden Québec's approach centred on openness to the world and strategic alliances, and develop our economic potential through a sustainable development partnership that respects the First Nations, the Inuit and local communities.

Northern Québec is fascinating because of its immense territory and the scale of its potential. Today, the context lends itself to its rediscovery.

The North's mining potential affords us an opportunity to capitalize on the development of the emerging countries by ensuring the responsible development of the territory's resources.

Through its energy potential, Northern Québec, where some of the world's biggest hydroelectric developments are located, offers us an opportunity to participate even more actively in the fight against climate change by developing clean, renewable energies.

The diversity of the North's wildlife, flora and fishery resources are treasures to be shared and safeguarded for future generations.

The Plan Nord is the project of a generation of Quebecers.

Through the economic spinoff and social development that it engenders, the Plan Nord will improve the living conditions of northern populations. However, through the needs that it engenders for workers, knowledge and expertise its benefits will be felt throughout Québec since this major project belongs, first and foremost, to all Quebecers.

A handwritten signature in dark ink, which appears to read "Jean Charest". The signature is fluid and stylized.

Jean Charest
Premier of Québec



The Plan Nord is one of the most ambitious projects that Québec has undertaken. It is unique in its scope and in its approach.

For over a year, a number of Aboriginal and local communities have sought to define conditions in Northern Québec and establish new methods of collaboration.

This consensus-building approach that mobilized communities whose populations total over 120 000 residents is unprecedented. Between the James Bay and Côte-Nord regions, between the Saguenay–Lac-Saint-Jean region and Nunavik there are, of course, thousands of kilometres and a great deal to share: a northern culture, proximity to nature, boundless development potential, and social challenges to be met.

The territory fires the imagination. It covers an area of over 1.2 million km², equivalent to 72% of Québec's territory and twice the area of France. It has enormous potential and unrivalled wealth. However, the territory is also humbling. It shelters fragile communities in which ancient cultures are mastering modernity. Moreover, it represents a natural heritage that we must preserve on behalf of future generations.

Our government is convinced that one of the keys to our economic future lies in this territory north of the 49th parallel.

The Plan Nord creates wealth and jobs but it also serves the territory's residents. We have emphasized an inclusive approach that profoundly respects the communities. We are elaborating innovative partnerships in which governments, communities and the private sector are stakeholders in a new dynamic in the northern environment.

The ideal of sustainable development, which reconciles economic development, social progress and environmental protection, sustains the Plan Nord.

With the Plan Nord, we are shaping the future.



Nathalie Normandeau
Deputy Premier, Minister of Natural Resources
and Wildlife and Minister responsible for the Plan Nord



Through the approach adopted under the Plan Nord, Québec is taking the opportunity to develop prosperous living environments and sustainable economic projects. Accordingly, the government intends to preserve natural resources and biodiversity for current and future generations in a spirit of respect for the cultural identities of local populations and the Aboriginal communities.

The Plan Nord is a daunting challenge that seeks to strike a balance between different types of activities and forms of conservation. In this context, the government will ultimately devote 50% of the territory that the Plan Nord covers to purposes other than industrial ones, environmental protection, and safeguarding biodiversity.

The Plan Nord will be an exemplary sustainable development project.

Pierre Arcand
Minister of Sustainable Development,
Environment and Parks



Through the Plan Nord, the gouvernement du Québec is pursuing in a concrete, structured manner, the development of Northern Québec. All of the partners are displaying solidarity and responsibility and we are working together in the perspective of development that respects human beings, the sustainability of resources and the integrity of ecosystems.

The coming years will witness innovative projects such as northern greenhouses for market garden production, the marketing of ecocertified fishery products, immense parks at the outermost bounds of Québec, and schools adapted to their students.

Furthermore, Northern Québec is one of the biggest reserves of arable land in North America, which will enable the bio-food sector to develop in a striking, original manner.

Pierre Corbeil
Minister of Agriculture, Fisheries and Food
and Minister responsible for the Abitibi-Témiscamingue region
and the Nord-du-Québec region



By advocating the adoption of concrete measures to put to good use mining and wildlife resources in a sustainable, responsible manner, the Plan Nord will also protect such resources for future generations.

From the standpoint of mining, the Plan Nord proposes a coordinated approach that bodes well for a new era marked by innovation in the realms of technology, environmental protection and social responsibility.

Through renewed practices, the economic development of the North will take place with a constant concern for the protection of wildlife and its habitats. The broadening of knowledge, technological advances and the consultation and involvement of local and Aboriginal populations will underpin all of these approaches and ensure their success.

Serge Simard
Minister for Natural Resources and Wildlife
and Minister responsible for the Saguenay-Lac-Saint-Jean region
and the Côte-Nord region

Through their works, artists heighten awareness of the North.



Nuit blanche

Pierre Bureau, Nord-du-Québec



*Retour de chasseurs
à la Rivière George, Ungava*

René Richard



Home Sweet Home

Margaret Orr, Cree Nation, Community of Chisasibi



Un peu plus haut

Dyane Dastous, Côte-Nord



Mushum

Ernest Aness Dominique, Innu Nation

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A northern landscape in Nunavik
© David Rouault



INTRODUCTION

FOCUSING ON SUSTAINABLE NORTHERN DEVELOPMENT

The Plan Nord is the project of a generation. It first offered a perspective of sustainable development in Québec and is now one of the biggest economic, social and environmental development projects in our time.

The world is changing before our very eyes and Québec must constantly renew itself if it wishes to continue to fulfil itself in this new worldwide economic space.

The gouvernement du Québec is determined to open new horizons to Québec talent to enable it to express itself the world over. The government's initiatives in recent years have sought to develop new spaces by bolstering its relations and alliances with France, the European Union, the emerging economies, and its neighbours in Canada and the United States.

Accordingly, the government has concluded:

- the France-Québec agreement on the recognition of occupational qualifications and individual mobility;
- a Québec-Ontario trade and cooperation agreement;
- a long-term agreement with Vermont concerning the sale of Québec hydroelectricity.

In addition to these agreements, the Canadian common market and the North American Free Trade Agreement (NAFTA) give Québec special access to the North American continent. Québec has an export-oriented economy and has always taken advantage of market openness. Through the Plan Nord, we are gaining access to new horizons.

Northern Québec is an immense, majestic territory abounding in resources. Their history and culture make the territory's residents unique. Its rivers have enormous hydroelectricity potential and the territory also has inestimable mineral resources. Its scenery and wildlife offer appreciable potential for tourism.

The Plan Nord proposes a sustainable development model that will allow the natural resources to be developed in a spirit of respect for the environment and ecosystems for the benefit of Northern Québec residents and all Quebecers.

We have elaborated the Plan Nord in partnership. It stems from the reflections of the gouvernement du Québec, regional elected representatives and the representatives of the First Nations and the Inuit who, along with the representatives of the economic, social, community and environmental sectors, have envisaged the North of tomorrow.

The Plan Nord will be carried out over a period of 25 years. The initiative will lead to over \$80 billion in investments during that time and create or consolidate, on average, 20 000 jobs a year for 25 years, equivalent to 500 000 man-years. The scope of the Plan Nord will make it in the coming decades what the development of La Manicouagan and James Bay were to the 1960s and 1970s. It is planning development differently, i.e. in consultation with the regions concerned.

This document presents the perspective underlying the Plan Nord, the objectives pursued and the initiatives to be undertaken. It proposes an initial five-year plan that encompasses the measures in the initial phase of the Plan Nord.

Chapter 1 proposes the establishment of a government corporation with its own board of directors, which will have a mandate to coordinate government initiatives bearing in mind the private investment announced north of the 49th parallel. The corporation will ensure the integrated, coherent development of Northern

Québec. In particular, it will have a mandate to act as a mandatary in the development and funding of infrastructure and in the social field.

Chapter 2 concerns the investment projects anticipated over the next five years to enable northern populations to participate fully in the sustainable development of Northern Québec. Accordingly, it sets out the development projects in the realms of education, manpower, housing, health and culture.

Chapter 3 describes the immense resources found in Northern Québec and defines investment projects in the energy, mining, forest and wildlife sectors and the tourism and bio-food industries.

Chapter 4 focuses on access to this vast territory and indicates investment projects in the realms of transportation and communications that are essential for Northern Québec's development.

Chapter 5 examines the environmental perspective of the development of Northern Québec and the measures to protect ecosystems advocated within the framework of sustainable development.

Lastly, Chapter 6 presents the financial framework of the first action plan (2011-2016) under the Plan Nord. Innovative funding measures will enable the government to implement the Plan Nord in a spirit of respect for its objectives from the standpoint of fiscal balance and debt reduction.

The Plan Nord establishes a new partnership between the private sector and local residents, the First Nations and the Inuit to enable them to achieve self-fulfilment. It allows for better control over our resources in order to enrich our society and attain greater energy independence. It proposes more effective conception of the sustainable development of Northern Québec in a spirit of respect for the environment and biodiversity.

Above all, the Plan Nord opens new horizons to future generations of Quebecers and will offer the world the example of modern, sustainable, harmonious development.

THE TERRITORY THAT THE PLAN NORD COVERS (Figure 1):

- encompasses all of Québec's territory north of the 49th parallel and north of the St. Lawrence River and the Gulf of St. Lawrence;
- covers nearly 1.2 million km² and accounts for 72% of Québec's geographic area;
- has one of the world's biggest fresh water reserves;
- accounts over three-quarters of Québec's installed hydroelectric power generation capacity and the potential of its untapped water, wind and photovoltaic¹ resources is at least just as considerable;
- encompasses over 200 000 km² of commercial forests that represent more than 53% of Québec's operable forests;
- has outstanding wildlife resources, including two herds of migrating caribou and internationally renowned salmon rivers;
- offers, among vast intact natural territories in the world, some of the last potential for preservation;
- comprises 63 towns, villages and communities linked to the rest of Québec by road, rail, maritime or airport infrastructure. However, nearly half of them are not linked to the Québec road network;
- is governed, by and large, by the *James Bay and Northern Quebec Agreement* and the *Northeastern Quebec Agreement*;
- produces all of Québec's nickel, cobalt, platinum group metals, zinc, iron ore and ilmenite, and accounts for a significant portion of gold production. Lithium, vanadium and rare-earth metals² are also found there.

1. Electrical energy generated by means of sunlight.

2. Rare-earth metals encompass chemical elements, i.e. lanthanides, scandium and yttrium, which are fairly abundant in the earth's crust.

FIGURE 1

Area Covered by the Plan Nord



THE PEOPLE WHO LIVE THERE

The territory's population:

- accounts for less than 2% of Québec's population overall, equivalent to just over 120 000 people, including 33 000 Aboriginals;
- includes residents of the James Bay, Saguenay and Côte-Nord regions, 30% of whom are under 24 years of age, a proportion that reaches 50% in the Aboriginal communities;
- lives in 63 towns, villages and communities grouped together in five regional conferences of elected officers (RCEOs) and nine regional county municipalities (RCMs). However, there are no RCMs in the Nord-du-Québec region, which is divided, at the 55th parallel, into two major areas, i.e. James Bay/Eeyou Istchee and Nunavik.

The Inuit and the First Nations:

- Nearly 10 000 **Inuit** live mainly in 14 Northern villages,³ with between 200 and 2 200 inhabitants. The Northern villages are located on the coast of Hudson Bay, Hudson Strait and Ungava Bay.
- The **Cree Nation**, with a population of some 16 000 people, is concentrated, above all, in nine communities⁴ located on the east coast of James Bay and inland from the drainage basin.
- The **Innu Nation**⁵ encompasses nine communities (eight in the Côte-Nord region and one in the Saguenay–Lac-Saint-Jean region) with a total population of over 16 000, of whom more than 9 300 live in the territory that the Plan Nord covers.
- The **Naskapi Nation** numbers nearly 1 000 people in the community of Kawawachikamach, 15 km north of Schefferville.

The main local communities are found:

- in the **Côte-Nord region**, where over 70 000 people live mainly in the towns of Sept-Îles, Baie-Comeau, Port-Cartier, Fermont and Havre-Saint-Pierre;
- in the **James Bay region**, which has one municipality and four cities⁶ with a total population of nearly 15 000 inhabitants;
- in the **Saguenay–Lac-Saint-Jean region**, where approximately 2 000 people live in the territory that the Plan Nord covers.

3. Akulivik, Aupaluk, Inukjuak, Ivujivik, Kangiqsualujuaq, Kangiqsujuq, Kangirsuk, Kuujuaq, Kuujuarapik, Puvirnituq, Quaqtaq, Salluit, Tasiujaq, and Umiujaq.

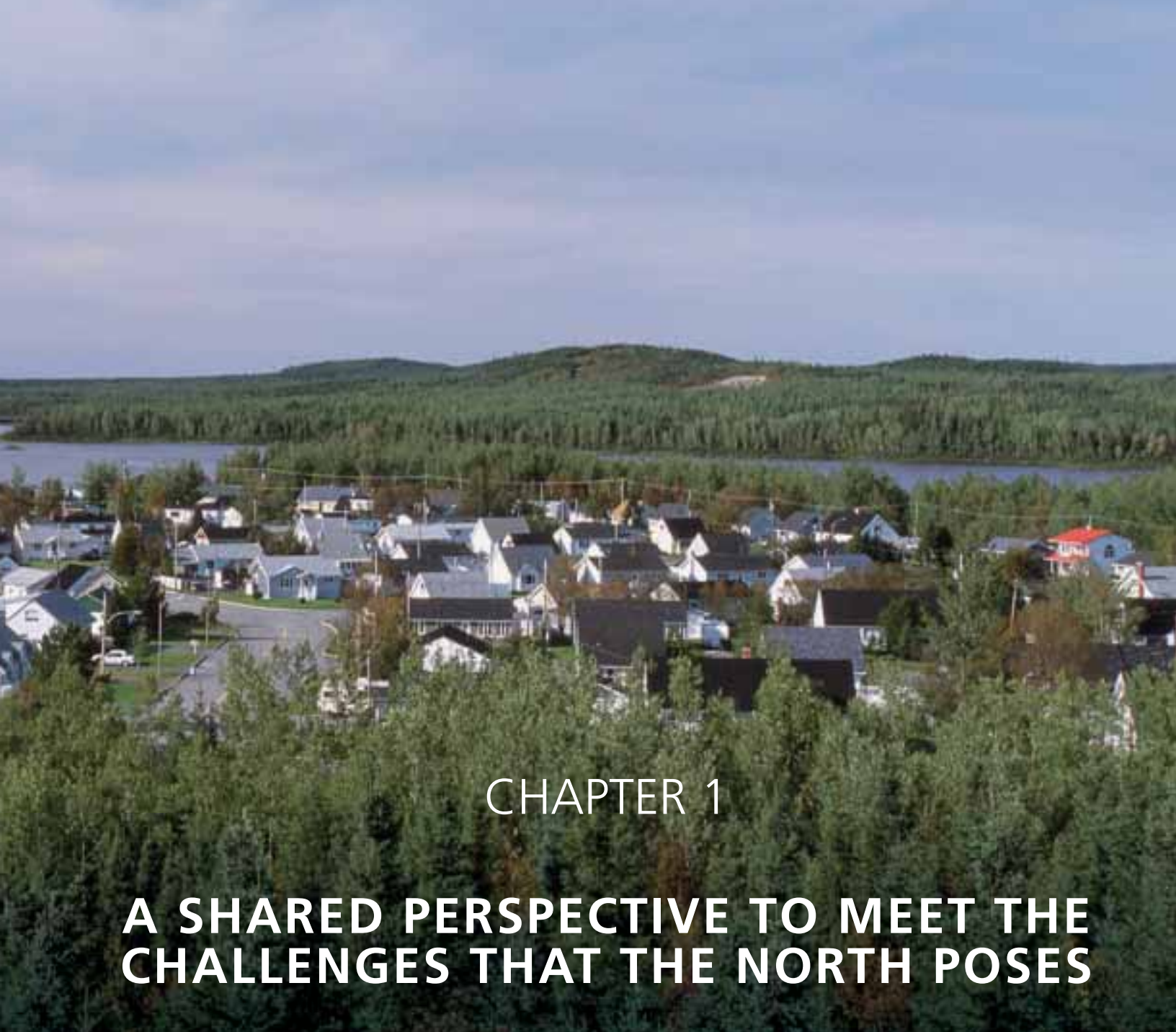
4. Chisasibi, Eastmain, Mistissini, Nemaska, Oujé-Bougoumou, Waswanipi, Waskaganish, Wemindji, and Whapmagoostui.

5. Betsiamites, Essipit, Unamen Shipu, Matimekush–Lac-John, Ekuanitshit, Uashat mak Mani-Utenam, Mashteuiatsh, Natashquan, and Pakuashipi (the latter three communities participated in the elaboration of the Plan Nord).

6. Municipalité de la Baie-James, Chapais, Chibougamau, Lebel-sur-Quévillon, and Matagami.



Matagami and its environs
© Tourisme Québec



CHAPTER 1

A SHARED PERSPECTIVE TO MEET THE CHALLENGES THAT THE NORTH POSES

The development of Northern Québec is a megaproject by virtue of the vastness of the territory, the dispersal of communities and their cultural distinctiveness, the fragility of the environment, and the level of investment required. The number of partners involved and the extent of needs, especially from the standpoint of access, training, reception and housing infrastructure, pose many challenges.

The success of such an ambitious project hinges on a shared vision.

1.1 A UNIFYING VISION

As soon as Québec Premier Jean Charest announced the project, a consensus-building effort was launched to involve in the Plan Nord's elaboration the communities located in this immense territory. The gouvernement du Québec elaborated a comprehensive initiative.

The vision of the Plan Nord developed in collaboration with the partners was the subject of one of the first consensuses achieved by the partners' discussion table. It is expressed in the following manner:

“The Plan Nord must be an exemplary sustainable development project that integrates energy, mining, forest, bio-food, tourism, and transportation development, the development of wildlife, environmental protection, and the preservation of biodiversity. It will foster development for the benefit of the communities concerned and Québec overall, in a spirit of respect for cultures and identities.”

THE ELABORATION OF AND FOLLOW-UP TO THE PLAN NORD¹

The Plan Nord completed a decisive stage during the partners' meeting on November 6, 2009. Chaired by Deputy Premier, Minister of Natural Resources and Wildlife and Minister responsible for the Plan Nord Nathalie Normandeau, the gathering assembled 200 participants from different backgrounds directly concerned by this process.

Authorities involved in the Plan Nord

- **The Plan Nord ministerial committee**
The committee, comprising 16 ministers, will ensure follow-up to the implementation of the Plan Nord.
- **The partners' discussion table**
The discussion table is at the forefront of the consensus building achieved within the framework of the elaboration of the Plan Nord. It met throughout the elaboration process to reflect on the issues and challenges that Northern Québec's development poses.
- **The Aboriginal partners' discussion table**
The discussion table, made up of representatives of the nations and communities concerned, was asked to discuss Aboriginal questions specific to the territory covered.
- **Working groups, the steering committee, and support networks**
The working groups comprised representatives from all backgrounds and were an invaluable source of information. The support networks were established to offer their expertise to these groups. The steering committee coordinated the deliberations.

During the process, the partners decided to maintain the entire consensus-building structure in order to pursue their participation in the approach adopted.

1. See Appendix A for additional information on the elaboration of the Plan Nord.

THE MEANS OF ACQUIRING KNOWLEDGE

The acquisition of knowledge will be at the forefront of the government's initiatives. It is essential to use reliable, valid data to ensure the sustainable, orderly development of Northern Québec. In other words, knowledge is essential for action.

The government intends, first and foremost, to build bridges between Québec and foreign researchers, promoters and decision-makers. It acknowledges the need to better evaluate, in particular, the environmental impact of development projects both on natural ecosystems and human communities. It is also seeking to put to good use knowledge from the Aboriginal communities.

To coordinate the acquisition, production and development of initiatives and services linked to knowledge of the territory that the Plan Nord covers, the government has already established a specific Plan Nord ministerial committee comprising representatives of government departments and bodies involved in the collaborative network approach to geographical information (ACRIgéo). The committee will play a pivotal role in the government in respect of all initiatives centred on the acquisition and dissemination of knowledge pertaining to the populations and territories that the Plan Nord covers. It will develop a platform through which will be shared with all of the partners concerned, including the First Nations and the Inuit, the knowledge acquired, especially basic geographic knowledge from the ministère des Ressources naturelles et de la Faune.

The research and knowledge development support network, which was established during the elaboration of the Plan Nord, has also aroused undoubted interest in the university network. More than 65 organizations have expressed an interest in participating in this network, which could involve as many as 1 750 researchers. It will be important to pursue these approaches and establish links between the groups to ensure the broadest possible dissemination of the knowledge acquired, which is essential to the integrated development of Northern Québec.

The Plan Nord is the outcome of over 60 meetings of sectorial working and consensus-building groups that assembled nearly 450 participants.

This initiative led to the establishment of discussion tables that remain active and will continue to influence the Plan Nord's approach. Through this representative, participatory organization, the Plan Nord will be a model of sustainable development that reconciles social and economic development and environmental protection.

- From a **social perspective**, the projects put forward within the framework of the Plan Nord will make provision for local and regional spinoff. More specifically, account will be taken of questions pertaining to housing, access to health services, the maintenance and establishment of educational institutions, access to childcare services, and the existence of cultural institutions.
- From an **economic perspective**, the Plan Nord will engender significant economic activity that will alter the course of the development of local and Aboriginal communities by offering the numerous young people in these regions promising projects and by creating wealth that will benefit Québec as a whole.
- As for **environmental protection**, the implementation of the Plan Nord will serve as a model of sustainable development. Questions related, in particular, to the protection of ecosystems and the preservation of habitats will serve as essential criteria in respect of any development project, while 50% of the territory will be reserved for purposes other

than industrial ones, environmental protection and the safeguarding of biodiversity.

Throughout its elaboration, the Plan Nord has relied on a sustainable development approach bearing in mind the 16 specific principles defined in the *Sustainable Development Act* (R.S.Q., c. D-8.1.1). Accordingly, from the outset of reflection, through the sectorial working and consensus-building groups, up to the implementation of projects, the Plan Nord reflects a desire to proceed differently. The sustainable development of Northern Québec implies reviewing ways of doing things and acting differently.

**The sustainable development
of Northern Québec implies
reviewing ways of doing things
and acting differently.**

POLICY DIRECTIONS LINKED TO SUSTAINABLE DEVELOPMENT UNDER THE PLAN NORD²

The Plan Nord will support the realization of projects by relying on coherent policy directions that satisfy, overall, the main concerns stemming from an approach centred on sustainable development:

- Ensure the application of a sustainable development approach centred on the essential needs of local and Aboriginal communities in the territory that the Plan Nord covers, their identity, and cultural heritage.

2. The policy directions are drawn from the report of the sustainable development focus group (see Appendix C).

- Support development that respects the quality of the environment and its biodiversity and allows for collective social and economic enrichment.
- Apply integrated analytical approaches in respect of different uses of the territory that hinge on past or ongoing reflection, bearing in mind existing legislative frameworks, agreements and planning initiatives.

1.2 THE SOCIÉTÉ DU PLAN NORD WILL COORDINATE THE PROJECT'S IMPLEMENTATION

The consensus building that led to the elaboration of the Plan Nord will continue throughout its implementation. To this end, a coordination mechanism specifically devoted to the concerted implementation of development projects under the Plan Nord will be established.

Bearing in mind what is at stake, it is imperative that the body be public and accountable to Quebecers. The government will, therefore, create through legislation the **Société du Plan Nord**.

The Société du Plan Nord will coordinate public investment in strategic transportation and telecommunications infrastructure and in the social sector. The government corporation will also be responsible for the implementation of social measures, in collaboration with the government departments and bodies concerned.

Through the government corporation, the government is confirming its determination to make the development of the North a priority and adopt the means necessary to implement the priority in an orderly, practical and sustainable manner.

THE SOCIÉTÉ DU PLAN NORD:

- will play a leading role in the implementation of the Plan Nord;
- will report to the Deputy Premier, Minister of Natural Resources and Wildlife and Minister responsible for the Plan Nord;
- will assume responsibility for projects funded by the Fonds du Plan Nord.³

1.2.1 Role and governance

The Société du Plan Nord will play a key role in the implementation of the Plan Nord.

- The government corporation will coordinate the implementation of infrastructure projects included in the first five-year action plan.
- The Société du Plan Nord will define the scheduling of projects and plan their implementation.
- It will coordinate the implementation of the Plan Nord with the partners involved, in particular Hydro-Québec and government departments and bodies. Such coordination will take into account the private investments announced.

3. See Chapter 6 for additional information on the Fonds du Plan Nord.

- The government corporation will, with respect to the projects for which it is responsible, negotiate financing packages covering the development of infrastructure before granting a mandate to carry out the projects.
- The Société du Plan Nord will conclude agreements to this effect with the government departments and bodies concerned.
- The Société du Plan Nord will also negotiate financing agreements with the private-sector users of new transportation infrastructure that cover both the construction and maintenance of such infrastructure.

The Société du Plan Nord will also act as a key partner in respect of local and Aboriginal communities that it can guide and support in their own community and social development projects.

Under the Plan Nord, **Hydro-Québec** will assume a specific, strategic role. The Société du Plan Nord will collaborate with the government corporation to plan its initiatives in order to benefit to the utmost from them, bearing in mind the policy directions that the partners' discussion table adopted.

The board of directors of the Société du Plan Nord will comprise representatives of the regions, the Aboriginal nations, the private sector and the gouvernement du Québec.

The governance rules applicable to the Société du Plan Nord will directly draw inspiration from those in the *Act respecting the governance of state-owned enterprises* (R.S.Q., c. G-1.02).

The **Société de développement de la Baie-James**, established in the early 1970s, will pursue its current activities and its mandates will be adapted, as needed.

1.3 A TERRITORY SUITED TO INVESTMENT

Through the Société du Plan Nord's role as the key coordinator and the consensus-building structure, the Plan Nord can establish new partnerships adapted to the territory and its specific constraints.

To support the new partnerships, the government will create levers to interest Québec, Canadian and international businesses to invest in Québec. Investissement Québec, the gouvernement du Québec's key economic development lever, will, in particular, be called upon. Investissement Québec will facilitate the realization of projects through its business solutions, ranging from loans to equity investments, and will promote the Plan Nord through its investment prospecting initiatives abroad.

PROMOTE NORTHERN QUÉBEC ABROAD

The gouvernement du Québec is engaging in a sustained, original international initiative. In this way, it is seeking to attract qualified workers and investments, open up new markets to Québec entrepreneurs, broaden cooperation in fields such as the environment, sustainable development and scientific research, and promote Québec's culture.

Coordinated by the ministère des Relations internationales, Québec's international initiatives involve the entire government, including government corporations with an economic mission, such as Investissement Québec, and the network of Québec government offices abroad, mainly comprising seven general delegations, five delegations and 11 offices.

The organization of Québec's international initiatives is being called upon to promote the Plan Nord abroad. The government also intends to promote and publicize Northern Québec, whether by means of cultural or diplomatic activities.

Accordingly, the Plan Nord will be part of the investment solicitation campaigns that Investissement Québec conducts abroad. It will be at the forefront of the government's economic and cultural missions abroad and will be included in the information given to investors wishing to learn more about Québec.

1.4 INNOVATIVE PARTNERSHIPS

Incentives specific to the new northern economic space will also be implemented to maximize local and regional spinoff.

The partners contemplated will seek, for example, to satisfy several uses. Accordingly, transportation, energy and telecommunications infrastructure could be built to afford access to a new mining camp that encompasses several deposits, thus providing access to trapping lands and, possibly, outfitting operations and other tourist infrastructure, while benefiting neighbouring communities. In this way, the development of the North will rely on integrated planning and become a model of sustainable development.

The northern business model contemplated may also ensure that the cost of building and maintaining such infrastructure is shared throughout its useful life by the enterprises and communities concerned, other users and the gouvernement du Québec.

1.5 PRIORITIZE LOCAL AND REGIONAL SPINOFF

To ensure socially responsible, sustainable development, the Plan Nord also advocates maximizing spinoff from the development of the territory and its resources for local and regional communities in order to enhance their living conditions.

All of the development projects carried out in the territory in question will necessarily make provision for such spinoff. One or more mechanisms will be adopted in collaboration with the partners.

This principle assumes that the optimal use of local human, financial, informational, technological or other resources is promoted and developed. Several measures can be adopted to maximize local and regional socioeconomic spinoff when projects are implemented, including the hiring of local workers, worker training, and the development of expertise in the regions.

In several sectors of activity, local or regional authorities can act as promoters and participate in the Plan Nord to broaden its benefits and diversify economic activities in their region.

1.6 ADAPT GOVERNMENT RULES, STANDARDS AND PROGRAMS TO NORTHERN CONDITIONS

The regions concerned by the Plan Nord are different from the rest of Québec. Government programs and services must take into account their distinctive features and be adjusted so that northern communities have access to services similar to those offered elsewhere in Québec.

Occasionally, the modification of certain eligibility criteria, such as the critical mass necessary, the initial investment requested or the maximum combined government assistance authorized, does not require substantial investments and may suffice to allow the application of programs in certain territories that could not otherwise benefit from them. The government undertakes to elaborate innovative measures to adjust government rules and standards to reflect regional conditions.

Participants in the deliberations pertaining to the Plan Nord have pinpointed specific situations in which conditions in Northern Québec are not taken into account, e.g. culture, education, housing and so on. Each participating sector of activity commits itself to take the distinctive features into account so that government rules, standards and programs satisfy the special needs of the northern regions. Certain commitments in the first five-year action plan under the Plan Nord already confirm the government's willingness to do so.

EXAMPLES OF MODERN PARTNERSHIP

The Raglan mine operated by Xstrata Nickel in Nunavik

Production at the mine commenced in 1998. The partnership agreement with the Inuit makes provision, in particular, for:

- priority to be given to the Inuit in employment;
- training adapted to the Inuit;
- priority to be given to Inuit enterprises;
- follow-up in respect of environmental impact;
- financial compensation;
- the establishment of a permanent committee to monitor commitments.

In 2010 alone, spinoff for the Inuit in the form of employment income, contracts for Inuit enterprises and their share of profits stood at over \$80 million.

Goldcorp and the Cree Nation

In February 2011, Goldcorp and the Cree community of Wemindji, in collaboration with the Grand Council of the Crees and the Cree Regional Authority, signed a partnership agreement with a view to operating a gold mine under the Éléonore project.

The agreement, which will be in force for the entire duration of the mine's operation, makes provision, in particular, for jobs for the Cree, contracts for Cree enterprises and specific initiatives pertaining to training and education through which the company will invest in the development of the Cree population's skills and in the establishment of training and education service points.

New Millennium and the Naskapi Nation

In June 2010, New Millennium Capital Corporation and the Naskapi Nation of Kawawachikamach, near Schefferville, concluded an agreement on the operation of the former Iron Ore Company (IOC) mines closed in 1982. The agreement, whose period of application corresponds to the operation of the mine, covers the development of direct-charge (unprocessed) iron ore.

Under the agreement, the Naskapi will benefit from adapted training, jobs and business opportunities.

In particular, New Millennium is offering an equity interest in the project and spinoff from it. The company is committed to respecting the environment and protecting the culture of the Naskapi Nation.

Hydro-Québec and the Innu

In 2008 and 2009, Hydro-Québec concluded partnership agreements with the Municipalité régionale de comté de Minganie and the Innu communities of Natashquan, Pakua Shipi, Unamen Shipu and Ekuanitshit, which will be in force until 2070. The agreements are intended to maximize the project's spinoff for the communities concerned.

A RELATIONSHIP WITH THE FIRST NATIONS AND THE INUIT BASED ON MUTUAL RESPECT AND PARTNERSHIP

Throughout the process, the First Nations concerned and the Inuit (Figure 2) have expressed the desire to participate fully in the Plan Nord's elaboration and implementation as partners within a framework that respects their aspirations and specific context. More specifically, the following principles have been put forward to make possible the partnerships that they wish to establish:

- the maintenance of a Nation-to-Nation relationship;
- the obligation to properly consult the populations;
- participation by the Aboriginal peoples both in decision-making processes and the realization of development projects;
- respect for the principles of sustainable development;
- respect for the Aboriginal culture and identity;
- respect for the treaties and agreements already signed and impending.

The discussions that led to the elaboration of the Plan Nord were conducted on a Nation-to-Nation basis and the gouvernement du Québec intends to maintain this special relationship. This Nation-to-Nation dialogue will thus continue throughout the implementation of the Plan Nord by means of the mechanisms adopted. Québec's political and Aboriginal decision-makers will maintain the close ties that they have developed in recent months within the framework of the Plan Nord elaboration process.

RESPECT FOR EXISTING AND FUTURE AGREEMENTS

The Plan Nord and its implementation respect and must always respect existing agreements and the gouvernement du Québec's obligations to the Aboriginal peoples. The Plan Nord may not replace the existing mechanisms that allow for certain questions to be handled on a Nation-to-Nation basis, such as those that are already subject to negotiation. The gouvernement du Québec will make it its duty to abide by these commitments.

It should be noted that the *James Bay and Northern Quebec Agreement* (JBNQA) and the *Northeastern Quebec Agreement* govern relations between the gouvernement du Québec, the Government of Canada and the Inuit, Cree and Naskapi nations. These agreements entrust to the Aboriginal nations significant responsibilities with respect to health and social services, education, hunting, fishing and trapping. Moreover, they make provision for measures pertaining to the management of the territory, the establishment of administrative structures and the allocation of funding to cover the management of such responsibilities.

More recently, Québec concluded with the same nations partnership agreements aimed at ensuring their economic and community development. In 2002, the *Agreement Respecting a New Relationship Between the Cree Nation and the Government of Quebec* (the *Peace of the Braves*) was concluded with the Cree Nation and the *Sanarrutik* Agreement was concluded with the Inuit. In 2009, an economic and community development agreement was signed with the Naskapi.

Since 2004, the Innu communities of Mashteuiatsh, Essipit and Nutakuan, all of them signatories to the *Agreement-in-Principle of a General Nature between the First Nations of Mamuitun mak Nutashkuan and the Governments of Quebec and Canada*, have pursued negotiations with a view to concluding a treaty. Provision is made in the agreement-in-principle to recognize ancestral territories and for broader participation by the Innu communities in natural resource development and such recognition and participation will be broached during the negotiations under way.

Not only does the gouvernement du Québec intend to abide by the agreements but it will also ensure that the implementation of the Plan Nord is sufficiently flexible to adapt to other ongoing negotiations with the First Nations and the Inuit. It will thus satisfy the concerns voiced on many occasions by the latter with respect to the realization of the Plan Nord in an evolving context.

Within the framework of the talks that will take place with all of the nations concerned, the government will ensure that the necessary linkages are achieved, whether from the standpoint of discussions with the Cree on governance, the negotiations concerning the regional government in Nunavik, the negotiations with the Innu based on the Agreement-in-Principle of a General Nature, or follow-up to the socioeconomic agreement with the Naskapi. The realization of the Plan Nord will be sufficiently flexible to include along the way the Aboriginal communities invited that have chosen until now not to participate in the process.

PURSUE THE INITIATIVES UNDERTAKEN

The relations that the gouvernement du Québec maintains with the First Nations and the Inuit encompass many current questions. Some examples are the expectations of the Cree, the Innu and the Naskapi concerning the establishment of socioeconomic development measures and issues pertaining to housing and the cost of living in Inuit communities.

The gouvernement du Québec will maintain its commitment to pursue talks with the Aboriginal representatives concerned with a view to dealing with current questions that require more immediate action. Depending on needs, the appropriate mechanisms can be agreed upon with the Aboriginal nations to ensure that the handling of current questions progresses satisfactorily.

BE RECEPTIVE TO THE PARTNERS' ASPIRATIONS TO ESTABLISH EFFECTIVE PARTNERSHIPS

It is essential that the implementation of the Plan Nord satisfies the Aboriginal peoples' concerns. The active, pivotal presence of the populations in the Plan Nord elaboration process has enabled them to be heard and ensure that their interests are taken into account. By maintaining this presence, the Aboriginal peoples can continue to express their values and needs. Such dialogue will certainly continue through the Aboriginal partners' discussion table but will also express itself within the framework of the realization of the Plan Nord.

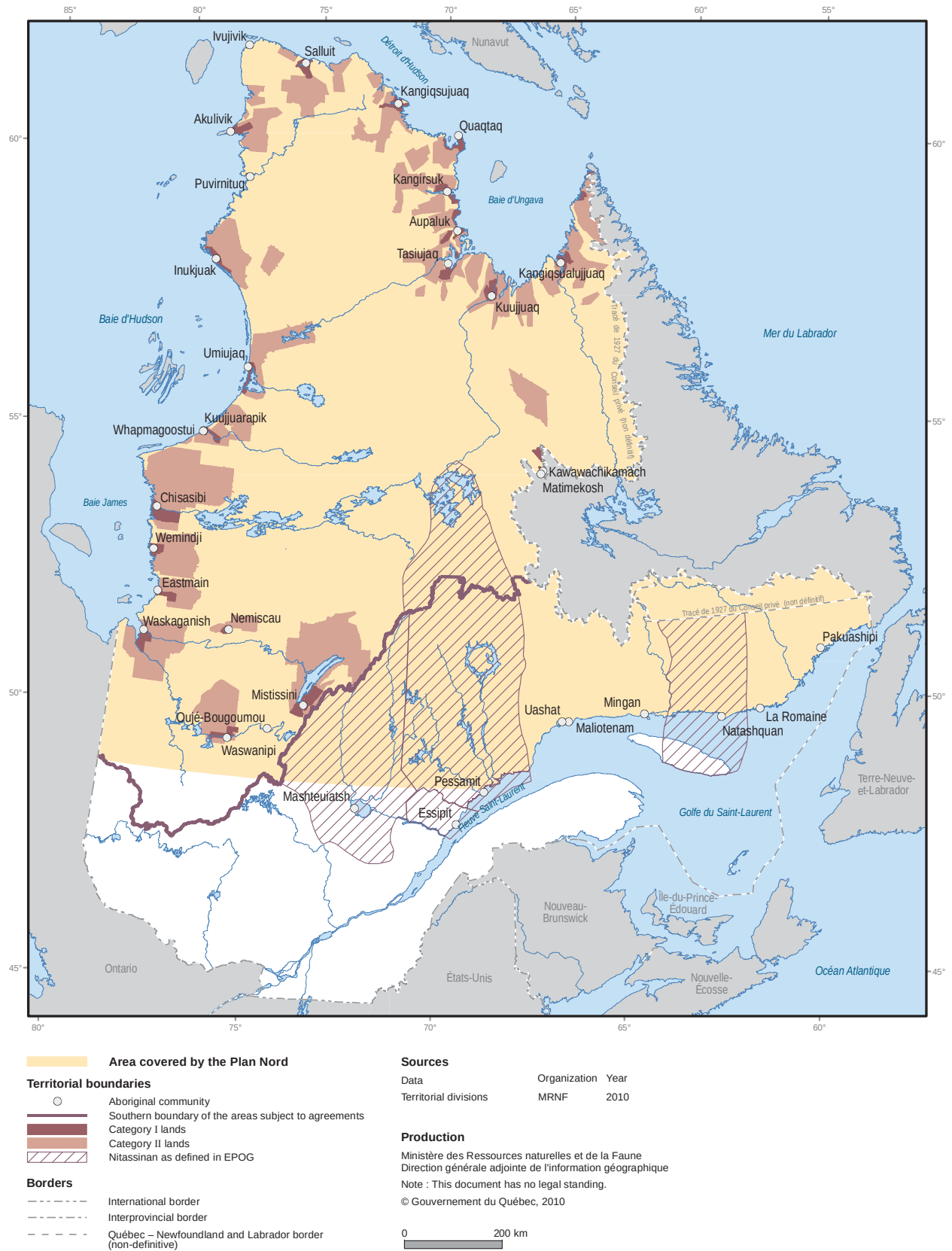
The implementation of the measures adopted will occur in close collaboration since most of the initiatives included in the Plan Nord will be accessible to the partners involved. Accordingly, aside from the projects targeted specially by the Aboriginal nations, most of the initiatives can be aimed both at the First Nations concerned and the Inuit. The initiatives will be carried out in collaboration with the other partners in the wake of the new synergy that has emerged since the launching of the Plan Nord elaboration process.

The economic space that the Plan Nord creates will afford the Aboriginal peoples numerous opportunities to create jobs, establish business partnerships and carry out their own development projects. Such economic activity will enhance the standard of living of the Aboriginal peoples through broader access to the job market, in particular through manpower training programs. In the same way, the Plan Nord will foster a social partnership through concrete measures in fields such as housing and education.

The Plan Nord thus becomes an additional tool through which the First Nations and the Inuit can participate more extensively in the coming years in the development of the territory. The Plan Nord's success can be measured, in particular, by the quality of the relations maintained with the Aboriginal nations. The harmonization of relations between the communities is essential to the creation in the new economic space of genuine synergy that promotes the emergence of partnerships between the Aboriginal peoples, entrepreneurs, regional communities and the gouvernement du Québec. Such relations also favour the establishment of a constructive dialogue through which the complementarity of means and needs is self-evident. Moreover, such dialogue can engender profitable initiatives of benefit to everyone.

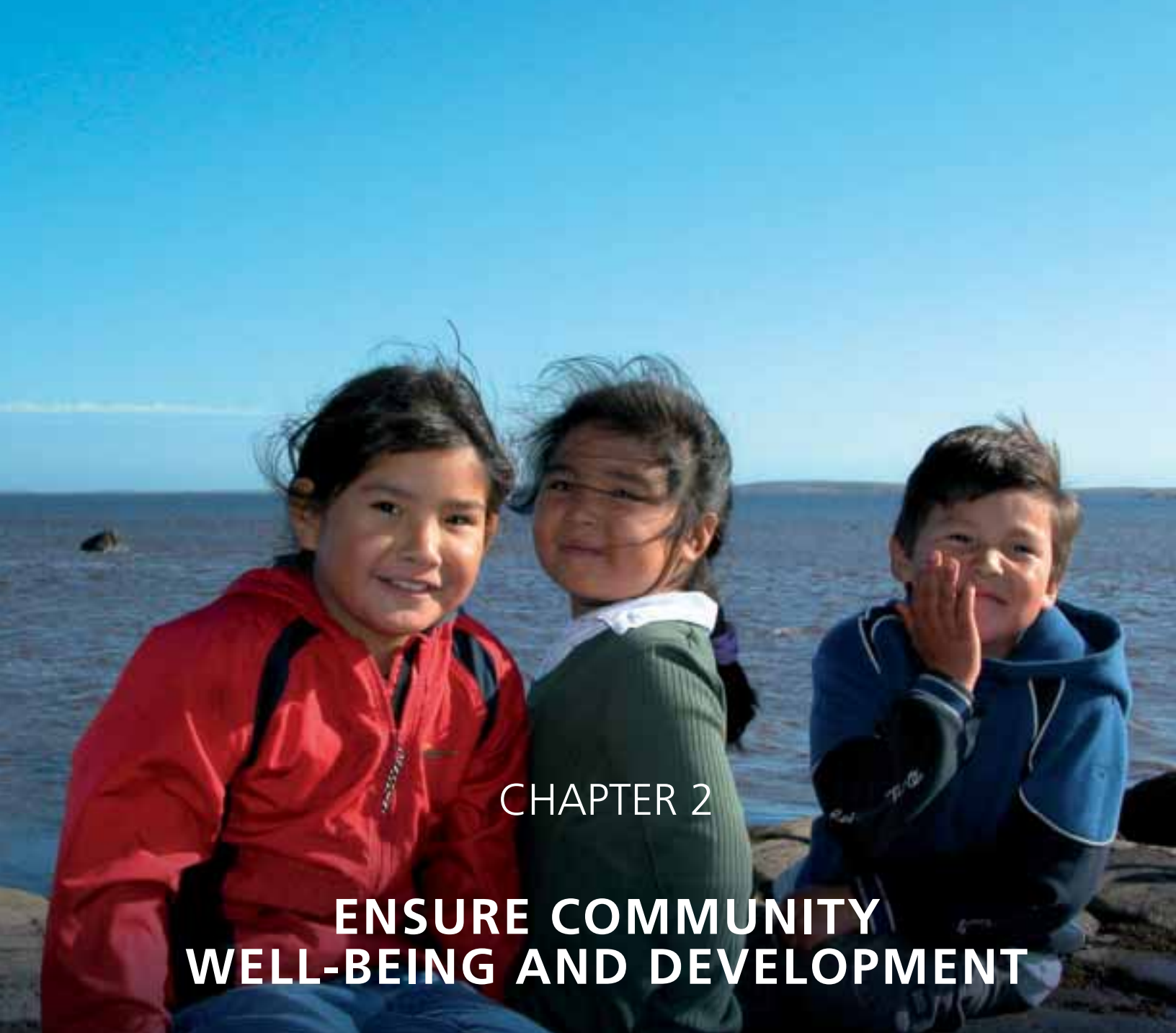
FIGURE 2

Aboriginal Communities





Innu children by the sea in Unaman Shipu
© Marc Tremblay



CHAPTER 2

ENSURE COMMUNITY WELL-BEING AND DEVELOPMENT

Northern Québec has a wealth of resources, but its main asset is neither in the land nor in the water, but is instead its residents, who are noteworthy for their youth, craving for the future and desire to develop their living environment.

2.1 UNIQUE DEMOGRAPHIC EVOLUTION

Between 1991 and 2006, the territory that the Plan Nord covers experienced demographic evolution contrary to that in Québec as a whole (Figure 3). While Québec's population increased by nearly 10% during the period, that of the territory that the Plan Nord covers declined by nearly 3%, from 124 500 to 121 000 inhabitants. At the same time, the Aboriginal population grew markedly and its demographic weight rose from 17.7% to 27.1% of the total population in the territory that the Plan Nord covers.

A comparison of data for 1991 and 2006 reveals that the non-Aboriginal population in the territory that the Plan Nord covers aged markedly during that time. The opposite was true in the Aboriginal communities. Young people up to the age of

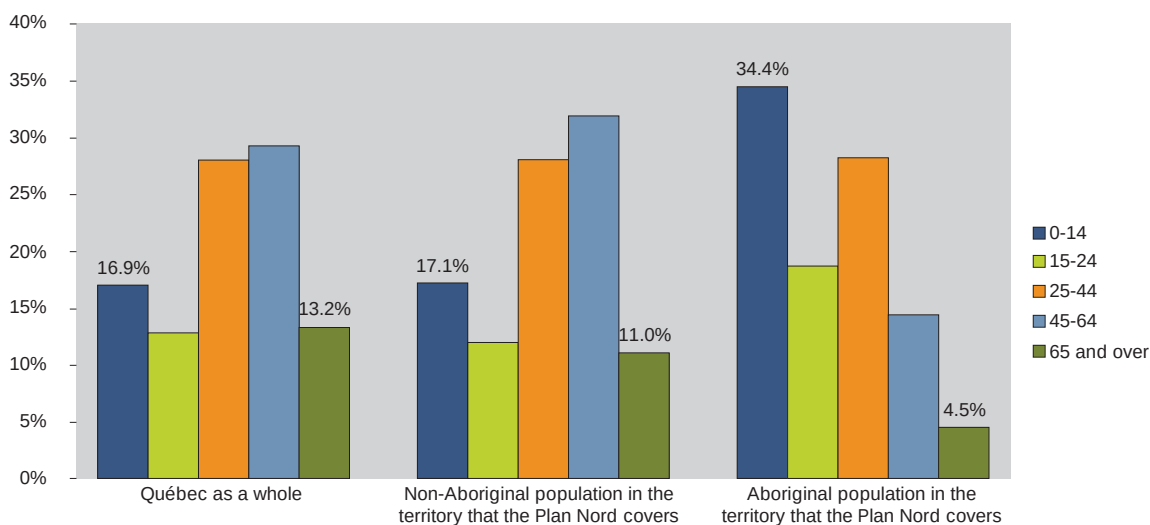
14 are twice as numerous, individuals 65 or over account for 4.5% of the population, less than half the figure for Québec overall (13.2%).

The figures confirm that the populations in the territory that the Plan Nord covers are young and that they constitute in the long term a noteworthy labour pool.

These changes in the populations are exerting considerable pressure on education and healthcare services. Housing needs are significant and cultural infrastructure should be upgraded.

Accordingly, the initiation of development projects within the framework of the Plan Nord will depend on the availability of services adapted to the needs of communities, workers who arrive from outside the region, and their families.

FIGURE 3
Breakdown, by age group, of the population of Québec as a whole and the territory that the Plan Nord covers, 2006



Source: Statistics Canada, Census of Population.

Excerpted from: *Le Plan Nord, un nouvel espace économique à développer: Indicateurs démographiques*, 2009.

THE COMMUNITY SUPPORT ACTION PLAN

The priority initiatives to support communities are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Reduce the cost of living in Nunavik, mainly food and transportation costs	SAA	MTQ
Create a Fonds de développement coopératif du Nunavik	MDEIE	
Pursue the implementation of the Fonds pour la réalisation d'initiatives régionales et locales (FRIRL)	MRNF	
Establish government guidance measures for the communities concerned by major projects ¹	Gouvernement du Québec	
Take into account northern conditions in the elaboration of the Québec entrepreneurship strategy	MDEIE	MELS, SAA, MESS
Heighten awareness among businesses established in Northern Québec of the question of sustainable development	MDEIE	MDDEP

2.2 EDUCATION

In the realm of education, there are six Centres de formation professionnelle (CFPs)¹ and three CEGEPs² in the territory that the Plan Nord covers. While no university maintains permanent facilities north of the 49th parallel, some university services are also offered there. The Saguenay–Lac-Saint-Jean and Abitibi-Témiscamingue regions also have institutions located near the territory in question. Infrastructure does, therefore, exist to develop new training fully adapted to the needs of businesses and the culture of

the communities concerned, and also offer training in greater numbers of remote points of service.

However, two problems must be overcome. The first problem is of an organizational nature. The very maintenance of existing services is already posing a challenge. Teaching and professional staff numbers in the territory that the Plan Nord covers are subject to high turnover, which compels officials to constantly seek qualified personnel that is motivated to remain in the regions.

1. For example, through the establishment of a committee to maximize economic spinoff or a committee to support community economic development projects.

2. CFP A.W. Gagné, CFP de la Jamésie, CFP de Waswanipi, CFP Nunavimmi Pigiursavik, CFP Roberval, and CFP de Baie-Comeau.

3. Cégep de Baie-Comeau, Cégep de Sept-Îles and Centre d'études collégiales de Chibougamau (under the authority of the Cégep de Saint-Félicien).

The second obstacle is of an entirely different nature. Aboriginal young people are hardly inclined to study in the existing environment. Moreover, it is to be hoped that the promise of a good job will raise the graduation rate. In this territory, roughly 24%⁴ of students leave school with neither a diploma nor any qualification, which is similar to the figure for Québec as a whole. The situation among Aboriginal students is entirely different. During the 2008-2009 school year, 70% of Naskapi young people, 81% of Inuit young people and 92% of Cree young people interrupted their school path without obtaining either a diploma or any qualification.

Numerous solutions must be contemplated: the enhancement of consensus-building mechanisms between the institutions and the partners concerned, the availability of telecommunications tools that facilitate distance education at all levels of education, a more flexible organizational model adapted to

local conditions, the adjustment of programs and standards, and the adaptation of teaching tools to conditions in northern communities.

Moreover, it is also necessary to elaborate a development plan in respect of university services. Collaboration between the regions, broader participation by university partners, inter-level education discussion tables and the RCEOs, and the involvement of private-sector partners are key factors to ensure the availability of such services.

**It is also necessary to elaborate
a development plan in respect
of university services.**

4. Two criteria apply to final year students with neither a diploma nor qualifications: during the year, they obtain neither a diploma nor qualifications and do not register anywhere else in Québec the following year, either in general education (young people or adults), occupational training or in CEGEP.

UNIVERSITY SERVICES

The development of university services in the territory that the Plan Nord covers must rely on the collaboration of various interveners. Accordingly, it requires:

- 1) **support from community assets:** regional stakeholders, in particular the RCEOs and inter-level education discussion tables, which assemble interveners from all levels of education, support existing networks and they must continue to play their consensus-building role in the definition of university services;
- 2) **the involvement of university partners:** recourse to the services of universities that have developed a specialization in a specific niche will be encouraged to promote the diversification of university training and the acquisition of expertise in Northern Québec;
- 3) **the development of distance training:** high travel costs and the obligation to adapt to students' needs make unavoidable recourse to distance training and the involvement of other universities, including Télé-université;
- 4) **the involvement of private-sector partners:** regional organizations must take advantage of the presence of big businesses to initiate shared-cost training projects that would ensure their participation in training and university research;
- 5) **joint action with other levels of education:** the inter-level education discussion tables should be asked to play a leading role in the pooling of resources, e.g. premises, equipment, the development of training programs, and support or tutorial services for distance training.

THE EDUCATION ACTION PLAN

School success, persistence in school and the acquisition of initial qualification by as many individuals as possible is the key objective of the Plan Nord in the realm of education. Four key directions have been adopted in the first five-year plan (2011-2016):

1. **Enrich partnerships:** Joint action by the education and labour sectors and government departments is essential to propose solutions to the development of local skills.
2. **Constantly adapt government action:** Programs must be adapted to conditions in the northern regions and adjusted accordingly. Authorization processes governing targeted occupational and technical training programs must be enhanced and accelerated.
3. **Modernize buildings and telecommunications services:** It is important for educational infrastructure to be adequate. In the same way, access to telecommunications cannot be ignored, especially for distance training purposes.
4. **Update data in the education sector:** To satisfy this need, it will be vital to acquire and update statistics and an array of other data on the regions that the Plan Nord covers.

The priority initiatives in the realm of education are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Develop a research program concerning Aboriginal persistence in school and school success	MELS	
Offer learning paths adapted to students in Nunavik	MELS	
Establish the Echelon program for school success elaborated by the Nunavik School Board	MELS	
Carry out the Nunavik Sivuniksavut project to develop a feeling of identity among Inuit young people	MELS	MCCCCF
Ensure follow-up with McGill University to the teacher training program for the Naskapi Nation	MELS	
Redevelop the multi-purpose centre of the James Bay School Board	MELS	
Establish multi-purpose centres at service points in the territory to offer occupational training programs	MELS	
Implement a new regional coordination mechanism aimed at accelerating the development of university training and research and development services, especially on the Côte-Nord, to better support socioeconomic development in the territory that the Plan Nord covers	MELS	
Stress among young people how important it is to pursue their studies	Local and Aboriginal communities	
Create alliances in the communities to foster persistence in school among young people		
Draw up a list, during the elaboration stage, of the skills required, from the standpoint of quality and number, for each project	Promoters/ Enterprises	
Participate with the partners in the education sector and the communities in producing an overview and an assessment of needs and, if necessary, invest with the partners in the development points of service		

2.3 MANPOWER

The implementation of the Plan Nord is a new challenge for Québec in terms of the development, retention and attraction of workers. The enhancement of the basic level of training acquired by residents of the territory that the Plan Nord covers is a priority. The territory's residents will have to develop the requisite skills, thereby maximizing local spinoff.

In addition to the challenge of developing and training local manpower, another challenge stems from the integration into local and Aboriginal communities of workers from outside the territory.

In fact, it goes without saying that all efforts to develop local employment will not suffice to satisfy all needs and assemble all of the expertise that projects under the Plan Nord require. Accordingly, many workers from southern Québec might live in the North, sometimes for long periods and sometimes for short, repeated periods.

Throughout Québec, thousands of workers are accustomed to this specific practice of working outside one's region of residence. In the case of Hydro-Québec's worksites and power plant operations, for example, the work rotation of eight days on and six days off is often advocated.

Workers from outside the territory will increase demand for the entire range of services essential to good quality of life.

To meet the challenge of on-site worker training and the reception of workers from outside the territory, each economic development project in the territory that the Plan Nord covers must include from the time of conception a precise list of the requisite skills so that as many young people as possible from the Aboriginal and local communities participate rapidly in the process that leads to the acquisition of the desired skills. The objective is to ensure that the workers are ready to work when the projects are launched. Such a plan should also stipulate the number of workers who will come from outside the territory and how many of them will work for short and long periods of time.

The success of such an approach will require close collaboration among all of the partners involved, i.e. educational and training institutions, businesses, the government, local communities, and the regional councils of labour market partners.

The ministère de l'Emploi et de la Solidarité sociale will be an active partner in recruiting and manpower training initiatives in the North. **An allocation of \$65 million over five years has already been earmarked specifically for the territory that the Plan Nord covers.**

A MANPOWER STRATEGY ADAPTED TO NORTHERN CONDITIONS

In the development perspective in the territory that the Plan Nord covers is an integrated, sustainable conception of participation by local residents in their development. The implementation of a strategy in this territory at once encompasses job creation, the recruiting of qualified workers and the training of skilled local workers. The three factors are vital to the perspective of the harmonious development of the labour market in the North and also underpin the Plan Nord manpower strategy.

The manpower strategy must respectfully take into account human factors such as the diversity of populations, the isolation of communities and worksites, cultures, and living, varied regional and local values. Among the short-term factors pinpointed, three of them vividly illustrate the impending challenges:

- renew and diversify over the next 10 years labour pools, especially on the Côte-Nord;
- attract new qualified workers to the territory that the Plan Nord covers;
- broaden the level of training and occupational qualification of current residents of the territory that the Plan Nord covers.

Accordingly, Emploi-Québec will initiate and support with its expertise a committee that will seek to ascertain manpower needs and implement an integrated strategy to train, retain and attract workers in the territory. In the short term, the strategy will cover three areas for intervention, although other areas could be added as needs are clarified.

An initial section consists in reviewing the diversity, accessibility and flexibility of ongoing training and pinpointing the specific needs of the Aboriginal communities. The analysis of training needs in the territory that the Plan Nord covers will help determine the location of four new multi-purpose training centres, one of which will be built in a Cree community.

A second section involving close collaboration between the employment and manpower sectors emphasizes vocational and technical training, including on-the-job training, tailor-made learning for businesses, and training in semi-specialized trades. Once again, the mobilization of the Aboriginal communities and a contribution from the school boards and educational institutions in the territory that the Plan Nord covers will be sought to maximize the training available. The school boards and educational institutions in the adjoining regions will be encouraged to participate in the development phase of adapted, quality training.

The third area of intervention concerns the problem of basic training for the territory's residents. To ensure long-term labour force participation by qualified, skilled local workers in the territory that the Plan Nord covers raises the question of school success and persistence in school in elementary and secondary schools.

INVOLVEMENT BY ALL OF THE PARTNERS UNDER THE PLAN NORD

The implementation of the economic development projects stipulated under the Plan Nord will significantly increase demand for workers. While, as noted earlier, residents of the territory that the Plan Nord covers will be called upon to satisfy a significant portion of new needs, workers will inevitably come from elsewhere in Québec and even from outside Québec.

Women, the Aboriginal peoples and young people living in the territory that the Plan Nord covers are among the target populations to develop qualified local workers who take their place in sectors that are often non-traditional or little-known. In this respect, initiatives aimed at promoting in the target populations training in key sectors and the jobs available will be encouraged and sustained.

Businesses are seeking not only specialized workers and labourers but also engineers, technicians and foremen. Certain big forest products and mining companies are already collaborating with the government to establish training programs. Emploi-Québec will be an especially active partner to respond to these concerns.

Furthermore, the rapid increase in the need for workers from outside the territory will require special management of the conditions in which new workers and, as the case may be, their families, are accommodated. Measures to accelerate immigration procedures for certain specialized workers may also be contemplated.

From a social and cultural standpoint, a massive influx of workers needed to carry out major projects can exert considerable pressure on local communities. To meet this challenge, the communities affected will be able to rely on support from the government, which will offer them assistance adapted to their needs. Through a committee with the appropriate mandate and that has at its disposal the resources necessary and reports to the regional administrative conference concerned, the government will guide the communities in the identification of social and cultural problems, the analysis of impact, and the proposal of solutions. The government will also ensure that it engages in coherent, integrated measures in respect of communities with specific needs concerning, in particular, housing, municipal infrastructure, and childcare, health or education services.

The Société d'habitation du Québec will review or create housing programs for the municipalities affected by rapid population growth. The adapted programs would be aimed, in particular, at new households wishing to settle permanently in a municipality located in the territory that the Plan Nord covers.

The scope of the question of training and manpower development demands the collaboration of all of the partners under the Plan Nord, accompanied by the mobilization of communities, labour market interveners, the private sector and public organizations, especially educational institutions. It is in this context of partnership that Emploi-Québec is subscribing to this essential question in a perspective of developing qualified, efficient local and regional manpower.

**EXAMPLES OF MANPOWER NEEDS AND TRAINING COSTS FOR MINING PROJECTS
IN THE TERRITORY THAT THE PLAN NORD COVERS
FUNDED BY THE GOUVERNEMENT DU QUÉBEC**

CÔTE-NORD	Period	Amount	Number of jobs
Alouette	2010-2012	\$750 800	240 maintained
IOC	2010-2014	\$2 296 335	133 created, 416 maintained
Consolidated Thompson Iron Mines	2008-2011	\$2 336 640	188 created, 60 maintained
Consolidated Thompson Iron Mines	2009-2010	\$538 276	34 created for the Aboriginal peoples
NORD-DU-QUÉBEC	Period	Amount	Number of jobs
Partnership for Cree employment	2009-2012	\$6 205 449	418 Aboriginals trained
Ressources Breakwater	2009-2010	\$827 080	24 created, 45 maintained
Xstrata/Raglan	2007-2011	\$2 652 158	170 created
TOTAL		\$15 606 783	549 created 761 maintained 418 trained

Each economic development project in the territory that the Plan Nord covers must include from the time of conception a precise list of the requisite skills and make provision for an adapted training plan including, in particular, the hiring of trainers and teachers, so that as many young as possible from the Aboriginal and local communities participate rapidly in the process that leads to the acquisition of the desired skills.

THE MANPOWER ACTION PLAN

The priority initiatives in the realm of manpower are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Prepare a profile of manpower in the territory that the Plan Nord covers and periodically update it	MESS	
Prepare an atlas that indicates the migratory patterns of workers active in the territory that the Plan Nord covers and periodically update it	MESS	
Implement a major project to facilitate access by the Cree to the labour market	MESS	FED
Support major projects that create and maintain jobs, especially in the mining sector	MESS	
Group together the jobs offers of businesses that are recruiting in the territory that the Plan Nord covers under Emploi-Québec's "Online Placement" service	MESS	
Establish a home base for Hydro-Québec employees at the Chapais-Chibougamau airport	Hydro-Québec	
Establish a new committee in the Plan Nord internal consultation mechanism on manpower and the labour market	MESS	MRNF
Foster public support for economic development projects	Local and Aboriginal communities	
Emphasize the acquisition of occupational skills		
Collaborate with the partners to facilitate the development of training facilities		
Establish with the partners training timetables to ensure that workers are ready at the right time	Promoters/ Enterprises	
Invest in the development of training facilities and the installation of proper equipment		
Contribute to the hiring and recruiting of trainers		

2.4 HOUSING

The development of the North and the arrival of workers from outside the territory will pose for the partners under the Plan Nord a challenge in respect of reception, lodging and housing infrastructure throughout the territory. This question cannot be overlooked, especially in anticipation of projects that might lead to rapid population growth or accelerated community development.

The government intends to invest to contribute to the solution, but once again new partnerships must be established. Accordingly, **the promoters of the economic development projects elaborated within the context of the Plan Nord must incorporate into the projects a housing component**

to contribute to the reception capacity of the communities that welcome workers and their families from outside the territory.

Whereas the number of housing units elsewhere in Québec is increasing steadily, the situation is entirely different between the 49th and 55th parallels. A significant shortage of affordable housing has been observed in all municipalities in Northern Québec. Furthermore, most dwellings are newer than in the rest of Québec but in poorer condition because of climatic conditions and overcrowding.

HOUSING PROBLEMS IN THE ABORIGINAL COMMUNITIES

Shortcomings in the availability and quality of public housing are striking in Nunavik. In late 2010, the housing stock in the territory comprised roughly 2 400 public housing units that are often overpopulated and require renovation.

In 2009, the Société d'habitation du Québec (SHQ) estimated that 1 000 additional housing units would have to be built by 2015 to offset the shortfall noted. The shortage leads to overcrowding in the dwellings, which harms the occupants' well-being, above all young people, and accelerates the deterioration of the housing. Moreover, the Commission des droits de la personne et des droits de la jeunesse⁵ mentions in the conclusions of the investigation that it conducted the social problems stemming from overcrowding in housing.

In addition, there are few owner-occupants in Nunavik, in particular because of high construction and occupancy costs. However, access to home ownership must be broadened there.

The situation is equally worrisome in the Cree and Naskapi communities. The federal government has an important role to play to solve this problem since housing on Indian reserves falls under its jurisdiction.

5. Commission des droits de la personne et des droits de la jeunesse, *Enquête portant sur les services de protection de la jeunesse dans la baie d'Ungava et la baie d'Hudson* — Rapport, conclusions d'enquête et recommandations, April 2007, 82 pages. [www2.cdpcj.qc.ca/publications/Documents/rapport_Nunavik_francais.pdf]

INNOVATIVE PARTNERSHIPS IN THE REALM OF HOUSING DEVELOPMENT

In September 2010 and February 2011, agreements were concluded between the ministère des Ressources naturelles et de la Faune and the municipalities of Fermont and Port-Cartier.

Through these agreements, the government is delegating to the municipalities its power to manage certain public lands and the attendant revenues in exchange for a commitment from the municipalities to invest there to build new residential districts to accommodate new workers and their families.

The agreements centre on the principle of decentralization and innovation in procedures.

In addition, there is a shortage of housing for seniors and dwellings that can accommodate several types of clientele, e.g. the disabled or seniors, families, and so on, especially because of high construction costs in the territory that the Plan Nord covers and the limited means available to smaller communities to support projects.

This situation will lead to significant pressure on the communities when new projects or enterprises are developed. For example, several communities on the Côte-Nord are contending with this phenomenon although housing projects for low- and moderate-income households (families, single people, autonomous seniors, autonomous disabled people) or housing projects with services such as meals, home support and housekeeping services for elderly people experiencing a slight loss of autonomy are being developed in Natashquan and Fermont.

THE HOUSING ACTION PLAN

In order to respond to population growth and pursuant to a tripartite five-year agreement signed by the federal and Québec governments and Inuit representatives, 340 housing units will be built in Nunavik between 2010 and 2015. Under the Plan Nord, the government also wishes to catch up with respect to housing in Nunavik. Some 500 new housing units will be built there during the first five-year plan under the Plan Nord, i.e. 300 public housing units and 200 housing units under a home-ownership initiative (150 housing units destined for home ownership and 50 new cooperative dwelling units). Together, these measures cover 840 new housing units in Nunavik by 2016. In addition, the gouvernement du Québec and the Inuit partners are pursuing talks with the federal government concerning the construction of 500 additional dwelling units in order to overcome the shortfall observed in Nunavik.

**Together, these measures
cover 840 new housing units
in Nunavik by 2016.**

In order to maintain existing housing, many public housing units deemed to be in a state of disrepair must also be renovated. Since 2008, the Société d'habitation du Québec has invested \$135 million in major renovations in Nunavik. Other renovations will be carried out on 482 housing units in Nunavik between 2011 and 2014.

Outside Nunavik, between the 49th and 55th parallels, concerns over the scarcity of affordable housing are hampering the recruiting by businesses of workers. Diversified, sufficient housing would encourage workers to settle in the region where their jobs are located and avoid frequent return trips ("fly in, fly out") by workers from outside the territory that the Plan Nord covers.

The Cree Nation is also grappling with a housing shortage. The gouvernement du Québec is determined to assist the Cree Nation in its dealings with the federal government concerning the number of housing units in the communities.

The priority initiatives in the realm of housing are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Build public housing in Nunavik — catch up program (300 housing units)	SHQ	
Implement a new program to foster home ownership (200 housing units)	SHQ	
Pursue the renovation of public housing stock in Nunavik (482 housing units)	SHQ	
Carry out additional projects outside Nunavik in the territory that the Plan Nord covers through the AccèsLogis Québec program	SHQ	
Provide manpower to help build housing	Local and Aboriginal communities	
Facilitate the granting of lots and the development of appropriate services when new districts are built		
Make public precisely how many individuals (workers from outside the territory and their families) are likely to settle in the region where the project is located	Promoters/ Enterprises	
Invest with the communities and the partners in the development of housing and community infrastructure		

2.5 HEALTH AND SOCIAL SERVICES

The populations in the territory that the Plan Nord covers are facing specific challenges from the standpoint of the enhancement of health. More people in the territory are suffering from chronic diseases or psychosocial problems than in the rest of Québec. Moreover, life expectancy in the territory that the Plan Nord covers is lower than in Québec as a whole. This unfavourable discrepancy is much more striking in the Aboriginal communities.

Moreover, the gains observed in recent years in Québec with respect to certain health problems such as cardiovascular diseases have not evolved in a comparable manner in the territory that the Plan Nord covers. Another example is the prevalence of diabetes in the Cree Nation (17% in 2003) compared with Québec overall (6% in 2007-2008).

In the same way, at-risk behaviour and distress appear to be more frequent in Northern Québec since very high intentional or unintentional injury-related mortality rates have been observed there. For example, in Nunavik and the Cree communities, the 15-24 age group accounts for over 70% of suicides, compared with 11% for Québec as a whole.

Northern Québec residents encounter certain difficulties in obtaining primary psychosocial services⁶ and health services close to their living environment. Against the backdrop of the development of northern regions, it seems essential to consolidate such services and further develop specialized services and the appropriate infrastructure to do so, including telecommunications that facilitate teleconsultation and telemedicine.

It is also essential to ensure that the economic and social development projects stemming from the Plan Nord proactively provide monitoring and guidance from the standpoint of the assessment of impact on the health of populations and the adaptation of services to the northern context.

THE HEALTH AND SOCIAL SERVICES ACTION PLAN

The availability of health and social services is a crucial issue under the Plan Nord. Existing infrastructure generally satisfies the needs of the populations residing in the territory concerned without for all that offering the resources necessary to satisfy the newcomers who settle there and their specific needs. Any development and any increase in the labour pool will require additional health and social services for the new clientele.

Accordingly, in collaboration with local communities and the businesses wishing to establish themselves in the northern territories, interveners in the health sector must get involved upstream from decision-making to plan the services to be offered and determine what infrastructure is necessary in terms of capital assets, human resources and specialized equipment, bearing in mind existing equipment and infrastructure in the territories covered or close to them.

The public health network maintains establishments and facilities in towns and villages but three types of issues pertaining to access to services, human resources and infrastructure require improvement.

6. For example, services pertaining to alcoholism and drug addiction, suicide prevention, developmental delays in children, violent and aggressive behaviour in children and adolescents, mental health problems, hyperactivity and mental impairment.

- It is necessary to consolidate **access to primary-care health and social services** and further develop specialized services, in particular to reduce the number of trips outside the community by individuals requiring such services.
- From the standpoint of **human resources**, improved incentives will be implemented to attract and retain manpower in the network and adapt staff training to the communities' specific traits.
- **Local facilities** must be enhanced to better respond to public health needs.

It is important to adjust health and social services to the population's specific conditions and needs, all the more so as population growth and ageing will pose a considerable challenge to the network throughout the next 25 years. The recruiting and training of Aboriginal staff will enable the network to offer services adapted to the communities' cultural and linguistic realities.

The priority initiatives in the realm of health are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Establish the necessary infrastructure and structure to allow for the creation of a genuine telehealth network in Nunavik	MSSS	
Implement a formal health impact assessment of development projects under the Plan Nord	MSSS	
Establish a committee devoted to justice and public security within the framework of the approach adopted under the Plan Nord	MJQ, MSP	MRNF
Promote healthy lifestyles	Local and Aboriginal communities	
Elaborate occupational health and safety programs adapted to the communities	Promoters/ Enterprises	
Invest in the development of community infrastructure devoted to health or social services or make available to the community premises that can be used for such purposes		

2.6 CULTURE

With the rollout of the Plan Nord, northern populations will experience extensive economic and preserve development over the next 25 years. The Aboriginal nations and local communities want their culture and way of life to benefit as well from such development.

In this spirit, young people from the communities have been mobilized to grasp and preserve their culture. They rely on points of reference from the past to define a contemporary perspective of their culture. The same goes for the survival of their culture, but also their quest for identity, a process that is posing a constant challenge to this generation. The role of young people is vital to regenerate this culture, avoid its trivialization, modernize it and foster its openness, both at home and abroad.

A living culture can also be a factor in the attraction and retention of workers. Moreover, it is by preserving this living culture that the communities that the Plan Nord covers can build a strong relationship with the rest of Québec.

What is more, through the rollout of the Plan Nord, many workers from outside the territory will work or reside in the northern communities. It will be advisable to establish cultural meeting points where workers from the south can become familiar with other culture and where artists from southern Québec can perform and meet each other to express the North through writing, painting, song and dance in order to enhance the culture's profile the world over. Certain northern communities will thus become rallying points where Quebecers from the North and the South meet and learn about each other.

In this spirit, young people from the communities have been mobilized to grasp and preserve their culture. They rely on points of reference from the past to define a contemporary perspective of their culture.

THE CULTURAL ACTION PLAN

By preserving their living culture, the communities that the Plan Nord covers can forge a strong relationship with the rest of Québec. It is also necessary to offer tools to enable the Aboriginal communities to ensure the vitality of their language, which is the core of their cultural identity. The preservation and development of languages inevitably depends on recognition of modern usage. The survival and transmission of the languages are vital concerns in the northern communities, bearing in mind that it is mainly the elderly who tend to use them.

Culture is a social cement of the utmost importance to all populations, especially those living in the territory. The Plan Nord will also afford Quebecers overall and the world at large an opportunity to rediscover the North.

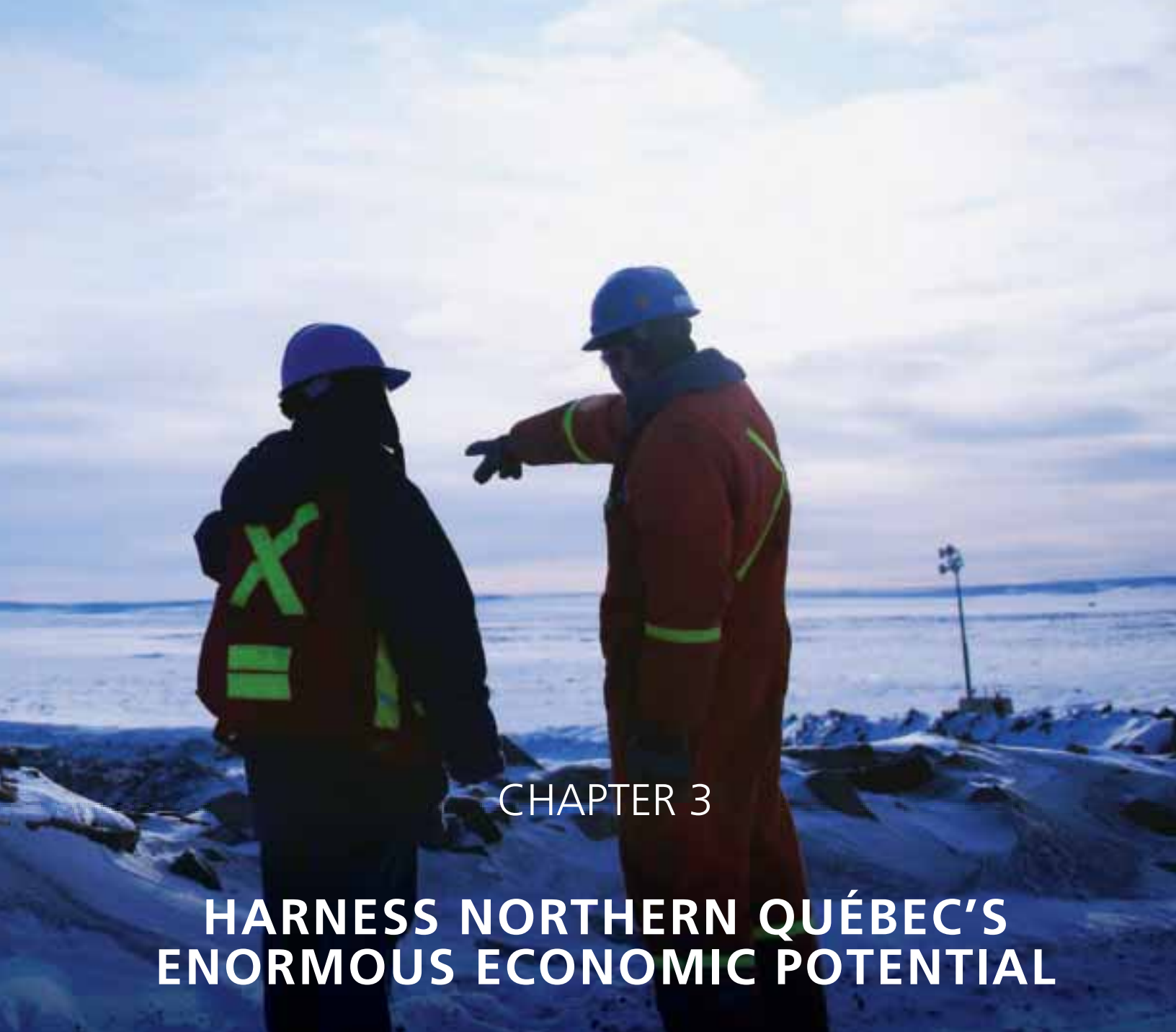
Accordingly, Télé-Québec will produce a documentary series on the Plan Nord. The interest that the public broadcaster has displayed might be shared by other media, which could send greater numbers of journalists to report on the North or install live-remote antennae there.

The priority initiatives in the realm of culture and identity are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Sign cultural cooperation agreements with the Aboriginal nations, the regional conferences of elected officers (RCEOs) and the northern partners	MCCCCF	SAA, MRI
Renew or conclude agreements between the Conseil des arts et des lettres du Québec and the Aboriginal nations or regional bodies	MCCCCF	MRI
Consolidate or create multi-purpose institutions and build cultural centres to preserve, develop and disseminate culture and the arts	MCCCCF	FED, MELS, MTO
Promote Northern Québec artists through the application of the <i>Politique d'intégration des arts à l'architecture et à l'environnement</i>	MCCCCF	
Support permanent exhibitions devoted to the Aboriginal cultures	MCCCCF	
Adjust programs and services to allow the northern partners to access culture	MCCCCF	
Establish a framework for exchanges between young people in the territory that the Plan Nord covers and young people from the rest of Québec	SAJ	
Support a documentary film project to promote the Plan Nord and Northern Québec	Gouvernement du Québec	Télé-Québec
Promote the communities' culture and facilitate exchanges between them in a dynamic of sharing and mutual understanding	Local and Aboriginal communities	
Make known to the partners, businesses and workers from outside the territory the importance of preserving cultures		
Display constant receptiveness to the Aboriginal cultures by making provision, for example, for familiarization sessions for their employees from outside the territory	Promoters/ Enterprises	
Develop approaches to work organization that take into account cultural differences		
Invest with the partners in community and cultural infrastructure		



Two workers chat in the port at Baie-Déception in Salluit
© Xstrata Nickel – Raglan Mine



CHAPTER 3

HARNESS NORTHERN QUÉBEC'S ENORMOUS ECONOMIC POTENTIAL

The Plan Nord is in keeping with the priority initiatives that the government has put forward to develop Québec's economic potential. It seeks to structure and develop a new economic space with enormous potential. The Plan Nord, through its scope, the extent of its spinoff, the abundance of the knowledge required and the suppliers involved, will benefit all regions of Québec and all sectors of our economy.

3.1 KEY ADVANTAGES FOR ECONOMIC DEVELOPMENT

The territory that the Plan Nord covers has in recent years experienced significant economic growth, in particular because of investments in the resource sector to satisfy strong worldwide demand for metals.

The Côte-Nord and Nord-du-Québec regions employ nearly 54 000 people, equivalent to 1.4% of all jobs in Québec in 2010. The regions' share of Québec gross domestic product has risen steadily since 2003. In 2009, it reached 2.7% of economic activity in Québec, totalling nearly \$8 billion.

The mining and metallurgy industry, the electricity generation industry and the forestry sector play a leading role in the territory's economic activity. In addition to providing thousands of jobs, the big companies that operate there offer significant business opportunities for many small and medium-sized enterprises (suppliers, subcontractors or manufacturers) throughout Québec.

The Aluminerie Alouette in Sept-Îles, North America's biggest aluminum smelter, and the Aluminerie Alcoa in Baie-Comeau, account for 40% of the total value of Québec's primary aluminum output, employ over 2 350 people and export between 80% and 85% of their output. They are the main employers

SPECIFICALLY, NORTHERN QUÉBEC:¹

- has over 3 700 industrial and commercial establishments, equivalent to 1.5% of the total number of establishments in Québec.
- Roughly 8% of them export. The primary and manufacturing sectors account in equal measure for exports.
- Big companies are proportionally more numerous than in Québec as a whole, i.e. nearly 2% of establishments with 200 or more employees.
- Such firms account for at least 30% of jobs and produce nearly 70% of international merchandise exports from the territory concerned.

Growing investments

Since 2006, private investment in Northern Québec has risen by 15.9% a year, as against only 0.9% for Québec as a whole, mainly as a result of investments made in the mining sector. Consequently, the share of private investment in Québec in the territory in question increased from 3.5% in 2006 to 4.4% in 2010.

1. To facilitate analysis, the statistics presented in this section focus solely on the Côte-Nord and Nord-du-Québec regions, unless otherwise indicated. Data source: Statistics Canada.

in their respective municipalities and engender concrete development opportunities both in the construction sector and in the realms of secondary metal processing and storage, handling and logistical services, among others.

Other industries such as the bio-food and tourism industries also have a positive impact on development. For example, the network of outfitting operations offers hunting and fishing activities, the international cruise sector is emerging, and several food processing firms are experiencing robust growth.

Lastly, among Northern Québec's advantages, the development of cooperatives is also playing a key role in Nunavik and in the northern portion of the Saguenay–Lac-Saint-Jean region. For example, the Fédération des coopératives du Nouveau-Québec has 14 member local cooperatives that serve the Inuit communities in Nunavik. The cooperative network, with over 8 000 members, is the biggest private-sector employer in Nunavik. It has over 250 full-time employees in the territory and annual sales of nearly \$150 million.

LA COOPÉRATIVE DE GIRARDVILLE IS AN EXAMPLE OF SUCCESS

Established in 1979, La Coopérative forestière de Girardville is active in the realms of forest management, timber supply and research and development focusing on new products that make use of the boreal forest.

Since its inception, the Coopérative has innovated by marketing essential oils extracted from black spruce needles and branches. It now produces and markets boreal spices, essential oils, natural infusions and cosmetics, all based on boreal forest resources.

In March 2011, the Coopérative announced a \$1.7-million investment in its processing plant to enhance its productivity and to launch a new range of cosmetic products containing oil extracted from trees and shrubs in the boreal forest.

Production is fully carried out on site, including the grinding and drying of plants and biochemical tests. Furthermore, forest biomass collected by the workers is used to heat the plant. The new investment will increase the plant's capacity and packaging and labelling will be done on the spot.

The federal and Québec governments have granted the Coopérative, which employs 459 people, financial assistance in respect of this investment.

The Plan Nord seeks to develop the economic potential of the territory covered in the energy, mining, forest, wildlife, tourism and bio-food sectors.

To this end, it will foster business investment and the solicitation of foreign investment, innovation and the development of products with higher added value. The government will also rely on the six niches of excellence within the framework of the ACCORD project,² which stakeholders in the regions concerned have targeted.³

Businesses operating in Northern Québec are contributing to economic activity in this vast territory not only by hiring and training local workers but also through purchases from regional suppliers and increases in property values and tax revenues. Investments to develop energy potential and build transportation and other infrastructure are also enhancing services and access to the territory. As a result, they are engendering considerable positive social and cultural spinoff.

Broader economic activity is not only apparent in the territory that the Plan Nord covers but it affects Québec as a whole. In fact, the companies that are carrying out projects in the territory concerned are developing a network of experts and suppliers

that are often located outside the territory. Certain sectors of activity, in particular, come to mind that require more specialized expertise in the realms of specialized technical, professional, structural, machinery and transportation services, research and development, or consulting-engineering firms. These major projects also create significant business opportunities for many small or medium-sized businesses throughout Québec, both in the regions and in big urban centres.

Moreover, because of the close ties that they create with most universities and chairs and research centres throughout Québec, businesses operating in the North are participating in the establishment of an extensive innovation system that fosters technical innovation and trade breakthroughs that also benefit Québec overall.

These major projects also create significant business opportunities for many small or medium-sized businesses throughout Québec, both in the regions and in big urban centres.

This chapter presents the enormous economic development potential in the energy, mining, forest, wildlife, tourism and bio-food sectors. It also presents the priority initiatives for the period 2011-2016 in each sector and the potential investment projects or projects under way and indicates examples of development, often stemming from local initiatives in each sector.

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2. Since 2002, the ACCORD (concerted action for regional development cooperation) project has relied on regional strengths and the search for excellence in key sectors in Québec. It seeks to position the regions of Québec as specific niches of industrial excellence recognized in North America and the world by developing niches of excellence that can become their brand image.
 3. Industrial, mining and metallurgical engineering processes (Côte-Nord); marine resources, sciences and technologies (Côte-Nord); northern agriculture centred on wild blueberries and seed potatoes (Saguenay–Lac-Saint-Jean); adventure tourism and ecotourism (Saguenay–Lac-Saint-Jean); aluminum smelting (Saguenay–Lac-Saint-Jean); and northern tourism: cultural diversity and adventure tourism (Nord-du-Québec).

3.2 ENERGY RESOURCES

The Plan Nord reflects the government's determination to make Québec a world leader in the realm of clean, renewable energy.

Since 2003, the gouvernement du Québec has revived Québec's hydroelectric development, which is continuing steadily. Such development focuses, by and large, on the territories that the Plan Nord covers.

All told, 97% of the 4 500 MW announced in the *Québec Energy Strategy 2006-2015* will be generated in this territory.

Under the Plan Nord, the government has undertaken to develop 3 500 MW of clean, renewable energy, i.e. 3 000 MW of hydroelectricity, 300 MW of wind power, and 200 MW from other renewable energy sources. The requisite investment is estimated at \$25 billion and should engender the creation of 75 000 jobs in man-years.

Accordingly, the development of hydro-power potentialities will continue throughout the period of application of the Plan Nord, in keeping with changing energy needs and market potential. Aside from the projects already pinpointed within the framework of Hydro-Québec's strategic plan, other sites with considerable hydroelectric development potential will be targeted to attain the objective of an additional 3 000 MW.

Renewable energy for the North

Energy is the key to the sustainable development of the territory that the Plan Nord covers. It affords an opportunity to develop energy in the North for the North.

The development of the renewable energy potential in the territory that the Plan Nord covers to satisfy the energy needs of communities and industrial projects in the territory opens up new prospects. Mapping of northern hydroelectric and wind power potential should pinpoint sites with development potential. Several known sites are suitable for small and medium-sized hydroelectric power plants (less than 400 MW), often run-of-the-river plants, or underwater generators. Moreover, the sites also likely offer attractive wind power potential to add an auxiliary energy source to the infrastructure and ensure uninterrupted energy supply.

The infrastructure could provide villages, industrial projects or mines established in the territory that the Plan Nord cover with renewable energy. The development of the hydroelectric and wind power to satisfy a specific need for local power would have the advantage of reducing energy supply costs in respect of the villages and businesses. It would also significantly reduce the greenhouse gas emissions that existing thermal power plants generate or that might be contemplated to supply them.

Energy is the key to the sustainable development of the territory that the Plan Nord covers. It affords an opportunity to develop energy in the North for the North.

Renewable energy for communities

The government intends to review renewable energy development in the territory that the Plan Nord covers such that the electricity generated further benefits northern populations, whether from the standpoint of social or economic development. Paradoxically, most northern residents do not have access to this clean, renewable source of energy even though most of Québec's hydroelectric power is generated in the territory that the Plan Nord covers.

For example, just over 7 000 customers obtain electricity produced by diesel generators. The combination of wind energy and the generators now in use would enhance the environmental balance sheet and reduce the cost of electricity generation. In fact, the realization of linked wind power-diesel projects, especially in the 14 towns in Nunavik, might substantially reduce fuel consumption. It would reduce carbon dioxide emissions by nearly 20 000 t⁴ a year, equivalent to a 42% decrease in relation to the current situation.

Hydro-Québec intends to complete a linked wind power-diesel project in Kangiqsualujjuaq (Nunavik). The contract covering implementation studies has been awarded and the commissioning of the project is planned between 2015 and 2017.

Moreover, **a pilot project will ascertain the efficacy and potential in the northern environment of an underwater generator with a capacity of 250 kW.** Designed and almost entirely manufactured in Québec, it will be installed in Kuujuaq in the fall of 2012. If the pilot project is conclusive, underwater generators could be installed near several Northern villages and, possibly, certain other communities in the territory that the Plan Nord covers, especially in the Basse-Côte-Nord region. They could thus gradually become part of thermal power generation.

Furthermore, certain local or Aboriginal communities regard the development of small-scale hydroelectric power (50 MW or less) as a worthwhile socioeconomic development opportunity for their regions. The government believes that it is timely to offer the communities interested an opportunity to develop such projects insofar as the communities support them, the projects engender benefits for the region and are managed by the community.

4. t: metric tonne.

HYDROELECTRIC POWER DEVELOPMENT

Since 2003, Québec has steadily developed its hydropower potentialities, centred mainly in the territories that the Plan Nord covers.

- The Eastmain-1 (James Bay/Eeyou Istchee) and Péribonka (Lac-Saint-Jean) power plants, with a total capacity of 912 MW, were commissioned in December 2006 and December 2007, respectively.
- The Eastmain-1-A-Sarcelle-Rupert (James Bay/Eeyou Istchee) project now under way will provide by 2012 additional capacity of nearly 920 MW through investments of \$5 billion.
- The projects will engender the creation of 50 000 direct and indirect jobs (man-years) and the addition of nearly 1 800 MW (680 000 households using electric heating).
- The construction of the La Romaine project (Côte-Nord), with a capacity of 1 550 MW, continues and will be commissioned in 2014. Its construction should lead to the creation of over 33 000 direct and indirect jobs (in man-year equivalents). When the La Romaine hydroelectric development is fully commissioned in 2020, total investment will stand at \$6.5 billion.
- Hydro-Québec will also spend \$1.8 billion to expand its network in Minganie to link the complex to its power transmission network.
- One project concerns the Rivière du Petit Mécatina, located some 250 km east of the Rivière Romaine on the Côte-Nord. Hydro-Québec has already conducted preliminary studies and certain ground surveys. The preliminary design studies could begin once the negotiations with the Aboriginal communities are concluded. Hydro-Québec's hypothesis calls for two power plants (Petit-Mécatina-3 and Petit-Mécatina-4), with a total capacity of 1 200 MW.
- Hydro-Québec will also carry out the following projects in the Côte-Nord region:
 - the installation of additional equipment at the Sainte-Marguerite-3 power plant with a capacity of 440 MW;
 - power gains at the Jean-Lesage power plant (120 MW);
 - power gains at the René-Lévesque power plant (210 MW).

Renewable energy for industrial and mining projects

Hydro-Québec will also support the development of industrial projects such as mining projects in the territory that the Plan Nord covers. The government corporation will develop and operate hydroelectric projects not linked to its main network in order to respond specifically to the energy and power needs of such industrial projects.

The terms and conditions of the power supply contracts will be agreed upon for each project depending on the project's specific nature. Beyond the period of operation of each of the industrial projects, Hydro-Québec will determine the optimum use of the hydroelectric assets thus developed.

Wind power potential is extensive

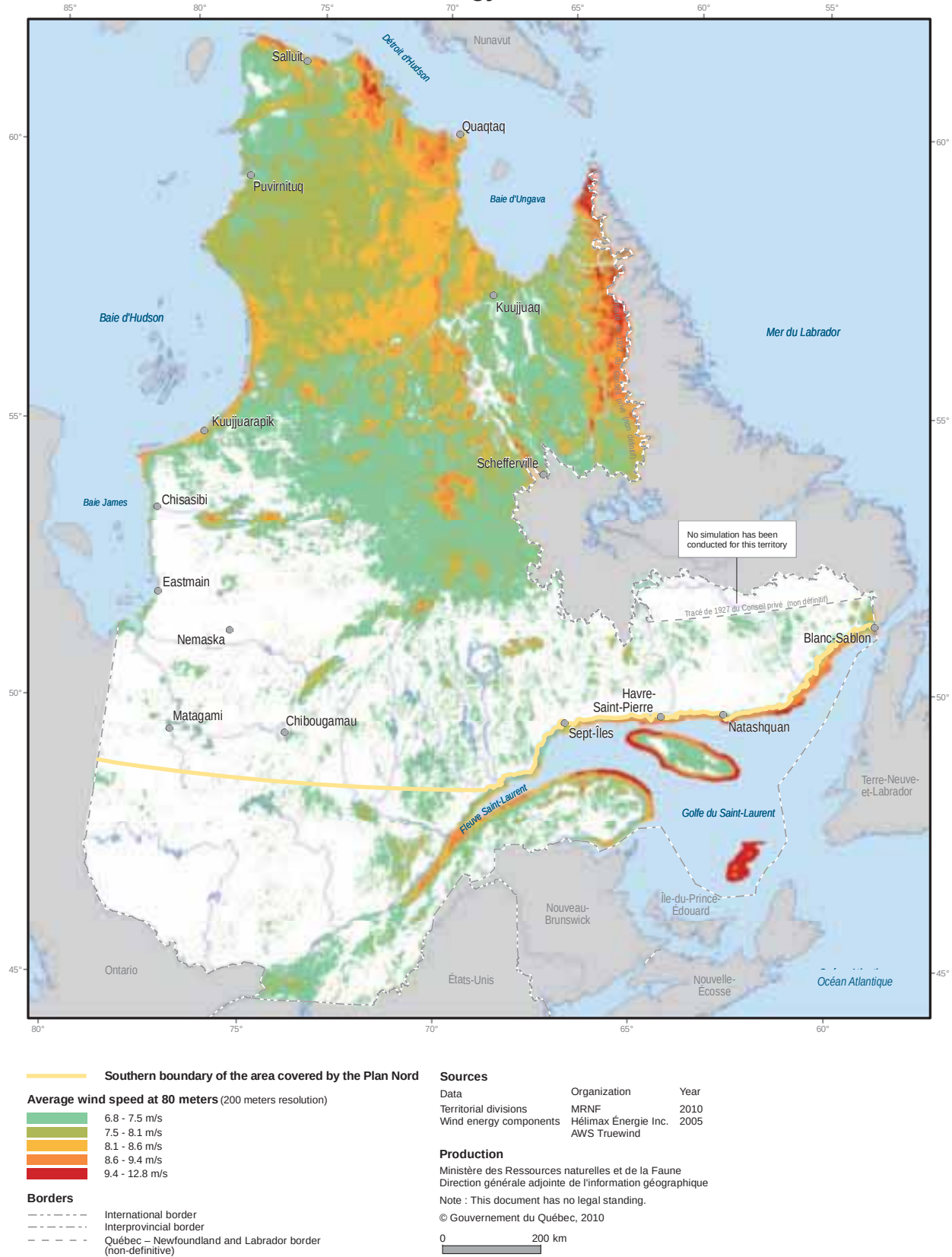
As for wind power, initial surveys suggest considerable potential in Northern Québec (Figure 4). This energy source could be contemplated as a complement in communities whose electricity is generated by fossil fuels.

In addition, wind power is a natural complement to hydroelectricity. Hydroelectric power plants can, under certain conditions, offset the intermittent nature of wind energy. On the other hand, wind turbines reduce demand on the water reserve capacity of dams.

Hydro-Québec TransÉnergie estimates that, to date, a 10% penetration level of peak power on the system is conceivable without posing major constraints to its operation. Furthermore, the study emphasizes that the integration capacity of wind power into the system will increase according to new hydroelectric power developments. This potential can thus be harnessed gradually.

FIGURE 4

Wind Energy Potential



THE ENERGY DEVELOPMENT ACTION PLAN

The priority initiatives in the realm of energy development are indicated below.

SUBJECT	RESPONSABLE	PARTICIPATING DEPARTMENTS OR BODIES
Carry out the projects already described by Hydro-Québec in its 2009-2013 strategic plan: - installation of additional equipment at the Sainte-Marguerite-3 power plant with a capacity of 440 MW - power gains at the Jean-Lesage power plant (120 MW) - power gains at the René-Lévesque power plant (210 MW)	Hydro-Québec	
Support the development of industrial projects not connected to the main network by elaborating, carrying out and operating hydroelectric power generation projects that specifically satisfy the energy and power needs of such industrial projects	Hydro-Québec	
Conduct a thorough study of sites offering hydroelectric and wind power potential in the territory that the Plan Nord covers to provide off-grid communities and industrial and mining projects with renewable energy	Hydro-Québec	
Carry out a combined wind power-diesel pilot project to supply an isolated network in a community in Nunavik	Hydro-Québec	
Fund the studies necessary for projects to develop underwater generators	MRNF — Énergie	

3.3 MINERAL RESOURCES

Mining operations are a major component of the economy of Northern Québec and Québec as a whole. In 2009, investment in mineral exploration and mining operations stood at \$958 million in the territory that the Plan Nord covers, which accounts for 50% of investments in Québec. Moreover, in 2008, the mining sector accounted for an estimated 10 000 jobs in the territory and nearly 24 000 jobs in the other regions of Québec, including nearly 8 000 jobs in the Montréal area.

Northern Québec produces all of Québec's nickel, cobalt, platinum group metals, zinc, iron ore and ilmenite, and accounts for a significant portion of gold production. Lithium, vanadium and rare-earth metals, used increasingly in numerous fields related to energy, transportation and high technology, are also found there. The use of and international demand for the metals is growing. Exploration to determine Québec's potential will be included in future knowledge acquisition projects. The territory also has high potential for uranium and diamonds,

as development projects in the Otish Mountains region reveal. Québec's first apatite⁵ mine may well be opened near Sept-Îles in the coming years.

In Nunavik, the Raglan mine has developed for a dozen years one of the world's biggest nickel sulfide deposits. The Géant Dormant and Casa Berardi gold mines are in operation in the James Bay region, where the Persévérance zinc mine, near Matagami, is also located. The Mont Wright and Lac Bloom iron mines are in operation near Fermont. The Lac Bloom mine has already led to \$550 million in investments and created 250 jobs. The Lac Tio iron and titanium mine is located several kilometres from Havre-Saint-Pierre.

In 2009, investment in mineral exploration and mining operations stood at \$958 million in the territory that the Plan Nord covers, which accounts for 50% of investments in Québec.

Despite the major projects under way, Northern Québec's mineral resource potential is far from being fully established (Figure 5). The Labrador Trough extends north of Schefferville. The vast, 60 000-km² zone stretches from the southeast to the northwest from Schefferville to Ungava Bay. The

Labrador Trough contains appreciable iron, copper, zinc and nickel deposits. The geological survey is still incomplete. However, the territory has been recognized for a long time for its abundant mineral resources.

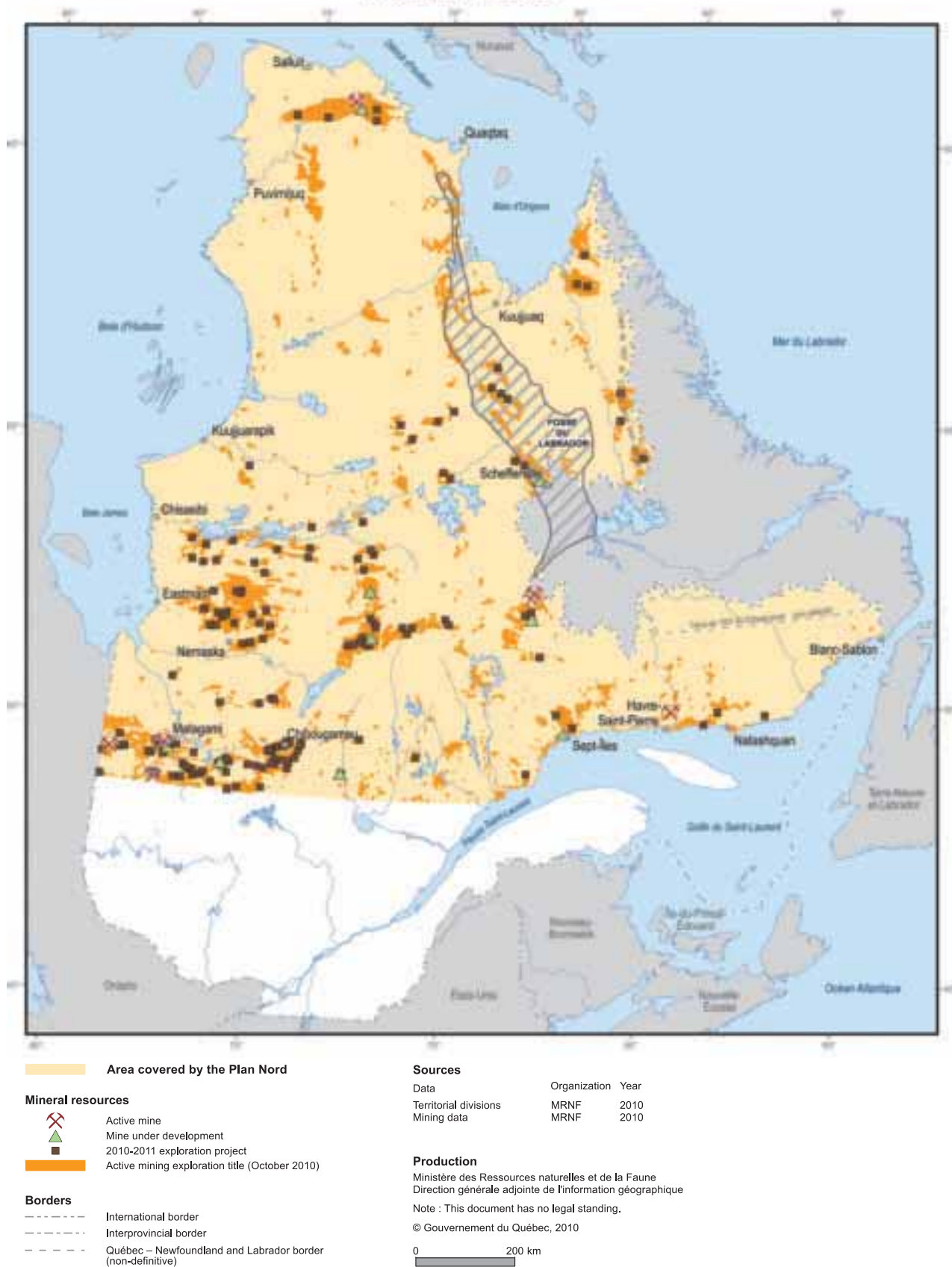
Development potential is even more promising in the sector north of Schefferville but also in the James Bay/Eeyou Istchee region, in Nunavik, and on the Côte-Nord. Québec has an opportunity to significantly diversify the array of minerals that can be extracted. Moreover, it possesses a geoscientific database available free of charge on the Internet that is acknowledged to be one of the best in the world. All knowledge acquired during mineral exploration phases must be recorded in the database. Accordingly, it contains data collected for nearly 100 years, equivalent to an acquisition value of \$5 billion.

There are already at least 11 new projects that could be launched in the coming years in the territory that the Plan Nord covers. The development of these projects would ultimately engender \$8.24 billion in investments and create 11 000 jobs during the construction phase, then nearly 4 000 jobs a year once they are in operation.

5. Calcium phosphate used, among other things, to manufacture chemical fertilizer and in the ornamental stone industry.

FIGURE 5

Mineral Potential



Mining projects under development in the territory that the Plan Nord covers

NAME OF THE PROJECT	LOCATION	MINERAL ORE
Xstrata Nickel – Raglan mine, phase 2	Nord-du-Québec (Nunavik)	Nickel Copper
MDN - Crevier project	Saguenay– Lac-Saint-Jean	Niobium Tantalum
New Millennium Capital Corporation – DSO project	Côte-Nord	Iron
ArcelorMittal Mines Canada - Mont Wright and Port-Cartier projects	Côte-Nord	Iron
Ressources Strateco – Matoush project	Nord-du-Québec (James Bay/Eeyou Istchee)	Uranium
Stornoway Diamond Corporation – Renard project	Nord-du-Québec (James Bay/Eeyou Istchee)	Diamonds
Canadian Royalties, a subsidiary of Jien Canada Mining – Nunavik Nickel project	Nord-du-Québec (Nunavik)	Nickel Copper
Mine Arnaud – Arnaud project	Côte-Nord	Apatite
Xstrata Zinc – Bracemac-McLeod project	Nord-du-Québec (James Bay/Eeyou Istchee)	Zinc Copper
Metanor Resources – Bachelor project	Nord-du-Québec (James Bay/Eeyou Istchee)	Gold
Mines Opinaca, a subsidiary of Goldcorp – Éléonore project	Nord-du-Québec (James Bay/Eeyou Istchee)	Gold

AN OVERVIEW OF MINERAL RESOURCES

IN NUNAVIK: NICKEL AND COPPER

- Xstrata is examining the extension of the life of the Raglan mine in Salluit, where production should normally end in 2020. It is planning an investment of over \$1 billion that would extend the mine's life and maintain 700 existing jobs beyond 2040.
- Nunavik Nickel could operate a nickel mine south of the Raglan mine. Investments would stand at several hundred million dollars and would create several hundred jobs.

IN THE JAMES BAY/EEYOU ISTCHEE REGION: GOLD, DIAMONDS, URANIUM, ZINC AND COPPER

- The Éléonore project focuses on the operation of a gold mine located some 350 km north of Matagami. Investments of over \$1.4 billion and the creation of more than 600 jobs are anticipated.
- Xstrata's new Bracemac-McLeod zinc mine located in Matagami will begin production in 2013 and generate 250 jobs. Some \$160 million is being invested in the project.
- Metanor Resources has begun work to deepen the mine shaft at the former Bachelor gold mine in order to conduct a feasibility study.
- In the Otish Mountains region, 350 km north of Chibougamau, Stornoway Diamond Corporation's Renard project could become Québec's first diamond mine. The project's realization would mean at least \$450 million in investments and the creation of 300 jobs.
- Strateco's proposed Matoush uranium mine, which is also located in the Otish Mountains region, is the most advanced exploration project. A decision may be made in the coming year concerning the site's development.

IN THE CÔTE-NORD REGION AND THE LABRADOR TROUGH: IRON, COPPER, ZINC AND NICKEL

- Tata Steel of India has announced a potential investment of \$300 million to operate iron mines in the Schefferville region. Mention should be made of the DSO project, in partnership with New Millennium, a Canadian mining company, and the Kémag project, could lead to \$4 billion in investments and create 750 jobs.
- ArcelorMittal's Mont Wright iron mine in Fermont now employs 1 100 workers. The company is examining a project that could boost by 50% the production of iron ore concentrate. Major investments could thus also be made in Fermont and in Port-Cartier.
- Near Sept-Îles, Yara International, a Norwegian multinational, and Investissement Québec are assessing the feasibility of mining an apatite deposit.

IN THE SAGUENAY-LAC-SAINT-JEAN REGION: NIOBIUM AND TANTALUM

- MDN should conclude in 2011 the feasibility study concerning the Crevier project, which is intended to develop a niobium-tantalum deposit north of the municipality of Girardville in the Lac-Saint-Jean region.

ADRIANA RESOURCES' OTELNUK PROJECT

Adriana Resources plans to make the Otelnuke project nothing less than the biggest mine in Canadian history.

The project, located in Nunavik between Schefferville and Kuujuaq, centres on a huge iron deposit that could potentially be mined for a hundred years. Imposing infrastructure will be needed to extract and transport the ore on an 850-km rail line to Sept-Îles. Over \$10 billion in investment would be required to open the mine.

To carry out the project, which will create 4 000 jobs during the construction phase and nearly 2 000 permanent jobs during the life of the mine, Adriana Resources wishes to hire all of the Inuit workers available.

A financial partnership with Wisco, a Chinese firm that is the fifth largest steel manufacturer in the world, bodes well for an ambitious implementation timetable and puts Québec in a privileged position among iron suppliers.

This investment project highlights the importance of the Otelnuke mining project for Northern Québec's economic and social development and for the development of Québec overall.

THE MINERAL RESOURCES ACTION PLAN

To ensure the renewal of mineral resources and the discovery of new deposits, mining exploration requires basic geological data to stimulate and support its research. The acquisition of knowledge on the territory that the Plan Nord covers is thus essential to develop new projects.

The pursuit and intensification of research in the realm of knowledge acquisition pertaining to the assessment of mining potential and local manpower training are among the main avenues to be promoted to ensure responsible, structuring mining development that creates wealth.

Furthermore, an assistance program for Aboriginal mining funds is encouraging participation by the Cree and Inuit communities in the development of the Nord-du-Québec region's mining potential. It is contributing to training qualified workers for mining

companies and establishing links between mining companies and the Aboriginal communities, creating Aboriginal businesses and developing the mining potential of the northern territories. Total investments could reach \$1.8 million between 2010 and 2013.

The government will seek to create an environment favourable to business investment in the mining sector in a spirit of respect for the principles of sustainable development. Moreover, it will ensure that it obtains a fair return on the development of natural resources.

In addition, a dozen abandoned mining sites have been inventoried in the territory that the Plan Nord covers and have been added to the government's list of environmental liabilities. The sites will be rehabilitated by 2017 at an estimated cost of \$250 million. Other mining sites will be rehabilitated, in particular by the industry, at an estimated cost of \$70 million.

The priority initiatives in the realm of mining are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Invest to acquire and integrate geoscientific knowledge into the Système d'information géomine (SIGEOM)	MRNF — Mines	
Coordinate government initiatives concerning the rehabilitation of the railway between Emeril Junction (Labrador) and Schefferville	MDEIE	
Examine the possibility of establishing a biodiversity tax credit to encourage investors to participate in ecosystem development or restoration projects	MRNF — Mines	ARQ, MFQ, MDDEP
Pursue the restoration of abandoned mining and exploration sites in the territories of Nunavik and James Bay/Eeyou Istchee.	MRNF — Mines	

3.4 FOREST RESOURCES

The continuous boreal forest, the main vegetation area in the territory that the Plan Nord covers, comprises forest stands of relatively dense trees, most of them softwood species (Figure 6). Black spruce is the dominant species. Its life expectancy can exceed 200 years and it often reaches a considerable height. Because of its long fibres and very dense, hard wood, black spruce is used for saw timber and to manufacture high-tensile engineering and structural products. It is also highly valued for the production of high-quality pulp, paper and specialized cardboard. The abundance of timber volumes with unique fibres is supporting the development of a vast, dynamic industrial fabric in the North and elsewhere in Québec:

- nearly 60% of Québec's continuous boreal forest located south of the northern boundary of attributable forests, covering nearly 320 000 km², has been harvested commercially for over 50 years and even 70 years in certain regions;
- logging in the territory that the Plan Nord covers produces annually 11.7 million m³ of wood, equivalent to nearly 53% of Québec's total output;
- all told, 32 plants obtain wood supplies in the territory that the Plan Nord covers, of which 11 are located north of the 49th parallel;
- these harvesting operations support nearly 15 000 jobs, 5 600 of them in the forests and 9 300 in primary wood processing plants.

Numerous communities, including several Aboriginal communities, are found in the boreal forest. The communities dwell in and harvest the forest and engage there in providing holiday facilities, hunting, fishing and gathering. All of these communities, each in its own way, have a strong feeling of belonging to this northern territory. Among the Aboriginal peoples, the Cree possess rights that protect their distinct use of the territory (JBNQA) and, more specifically, with regard to forest management (the *Peace of the Braves*). Accordingly, a significant territory in the boreal forest north of the 49th parallel is subject to an adapted forestry regime that seeks to take better account of the needs of Cree hunters. Several other Aboriginal communities and nations are demanding specific rights over these territories, particularly from the standpoint of forest management.

FIGURE 6

Major Vegetation Zones



— Southern boundary of the area covered by the Plan Nord

— Northern timber allocation limit

Borders

----- International border
 ----- Interprovincial border
 - - - - - Québec – Newfoundland and Labrador border (non-definitive)

Sources

Data	Organization	Year
Territorial divisions	MRNF	2010
Vegetation zones	MRNF	2010

Production

Ministère des Ressources naturelles et de la Faune
 Direction générale adjointe de l'information géographique
 Note : This document has no legal standing.

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0 200 km

More extensive development of boreal forests located between the 49th parallel and the northern boundary of the attributable forests⁶ poses a daunting but realistic challenge. It is essential to put into perspective that logging has gone on there for several decades and that it has progressed considerably in recent years. Moreover, the harsh climate, size of the territory, distance from major centres and markets, human occupation and fragility of the ecosystems are all factors that must be taken into account in the sustainable development of the North. Such development of the collective wealth that the boreal forest represents must rely on knowledge, social consensus building, and the development and protection of forest resources.

In this respect, in 2010 Québec launched a veritable revolution in its forestry regime. In particular, the reform is intended to find innovative solutions to the questions that forest development poses and especially those related to the northern boreal forests. The *Sustainable Forest Development Act* (R.S.Q., c. A-18.1), which puts the collective forest heritage at the forefront of Québec's sustainable socioeconomic development, is thus a precursor in this field. In the territory that the Plan Nord covers, the Act will promote broader protection of the unique, fragile biodiversity, enable local communities to participate in the development of the boreal forests and contribute to the rapid expansion of a more innovative logging industry.

Despite extensive experience of developing the boreal forest, its potential is undiminished and warrants further development. Intensive targeted silviculture on the most productive sites would bolster yields in northern forests and, consequently, returns on silvicultural investments. The resumption of production in deforested areas such as the northern barren lands would create carbon reservoirs and new wildlife habitats and, accordingly, bolster the boreal forest's ecological resilience and productivity.

Conversion of the forest biomass, comprising logging residues or wood unsuited to conventional use, would enhance the profitability of forest operations, create new economic benefits and maximize the use of the wood harvested in northern forests. Lastly, innovative processing methods could enhance the outcomes of silvicultural initiatives with a view to creating new products, especially glued-laminated or jointed wood, bioenergy, biofuels, and so on. The optimization of the wood value chain from the forest to the plant to customers would foster economic diversification, provide additional leeway in respect of the resource, and offer new conservation and development opportunities.

6. In 1986, Québec adopted a northern boundary in respect of attributable wood that corresponds to the boundaries in Timber Supply and Forest Management Agreements. The boundary, now under review by a scientific committee, determines the delineation of the territory within which the MRNF grants rights to develop forest resources.

THE BOREAL FOREST IS A FRAGILE ECOSYSTEM

The territories that the Plan Nord covers encompass two major vegetation areas, i.e. the boreal forest to the south and the Arctic Zone to the north.

The boreal forest is by far the biggest vegetation area. It covers a strip over 1 000 km wide between the 48th and 58th parallels, such that a considerable portion of the boreal forest, i.e. the portion located north of the 49th parallel, lies in the territory of application of the Plan Nord.

The boreal forest features remarkable, unique, fragile biodiversity. Natural disturbances and the vegetation dynamic specific to this ecosystem create a diversified mosaic of wildlife and floristic habitats. However, the climate there is harsh and species survive because of the boreal forest, which feeds and shelters them.

The territory has a wide array of species of mushrooms, plants, birds and mammals, some of them emblematic of northern environments, such as the beaver, the wolf, the moose, the sable, and the bald eagle. Certain other species, such as the willow ptarmigan and the woodland and barren-ground caribou, are closely linked to this territory. The boreal forest also acts as a natural filter and purifies vast stretches of fish-rich waters in the North. Riparian vegetation thus largely regulates the balance of aquatic ecosystems in the boreal forest.

THE FOREST RESOURCES ACTION PLAN

From an economic standpoint, the establishment of a free wood market will make wood more accessible in order to diversify the existing industrial structure, foster innovation and enhance competitiveness. The territory north of the 49th parallel has abundant, sought-after dense black spruce forests and is an ideal setting for industrial processing. To maintain and broaden access to international markets for such wood products, all forestry practices in the northern territories will be certified. To complement these initiatives, Québec will have to develop expertise in northern architecture and make such expertise its trademark for northern communities and on international markets. This niche will be based on the use of northern wood in all of its forms (roundwood, structural and finishing components, insulating materials, and so on) and on the development of

architectural designs suited to northern climates, with a view to offering an array of sustainable, ecoenergetic residential, institutional or commercial products.

The development of the boreal forests located north of the northern boundary of the attributable forests poses an even greater challenge. In fact, the ecosystems there are just as fragile and forest resources there have never been commercially harvested and are only now being studied. A sustainable forest development strategy analogous to the strategy elaborated for Québec's forests overall

Québec will have to develop expertise in northern architecture and make such expertise its trademark for northern communities and on international markets.

but adapted to the socioecological characteristics of the North will be drawn up to structure the sustainable management of the territory's forest resources. It will be based on an exhaustive knowledge of the territory, its forest resources and the support capacity of the ecosystems. Among other things, it will include a more northern concept of local forests to satisfy the local needs of forest communities. The community wood construction projects can, in particular, apply expertise developed in respect of northern architecture. In addition to satisfying local needs, such projects would help to develop local know-how, create jobs and potentially halt the rural exodus in the communities. All of the development projects in the territory that the *James Bay and Northern Quebec Agreement* covers must first be discussed with the Cree.

A sustainable forest development strategy analogous to the strategy elaborated for Québec's forests overall but adapted to the socioecological characteristics of the North will be drawn up to structure the sustainable management of the territory's forest resources.

The priority initiatives in the realm of forests are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Acquire knowledge of the vegetation north of the 53rd parallel	MRNF — Forêts	MDDEP ACRIGéo
Pursue the deliberations of the Comité scientifique sur la limite nordique des forêts attribuables	MRNF — Forêts	ACRIGéo
Reforest the forest heaths south of the boundary of attributable forests	MRNF — SOR	MRNF — Forêts
Establish local forests in the regions concerned	MRNF — Forêts	
Ensure that silvicultural regimes attain optimal yields	MRNF — Forêts	MRNF — SOR
Enhance the profitability of silvicultural investments		
Support initiatives that allow the use of forest biomass by conducting studies, opportunity analyses and inventories and by seeking uses (energy, wood-derived products, and so on) and good practices	MRNF — Forêts	MDEIE, MRI
Support the development of an interregional niche in the realm of wood	MDEIE	MRNF — Forêts
Certify forestry practices and the territories under management	MRNF — SOR	MRNF — Forêts
Harmonize the adapted forestry regime under the <i>Peace of the Braves</i> and that under the <i>Sustainable Forest Development Act</i>	MRNF — Forêts	MRNF — SOR
Manage sustainable forest development and implement ecosystem-based development in spruce stands	MRNF — SOR	MRNF — Forêts
Broaden social consensus building and the harmonization of uses in collaboration with the integrated resource and territorial management tables, the RCEO – RNRLUC, and when the forest management plans are consulted	MRNF — SOR	MRNF — Forêts
Develop and promote northern architecture	MRNF — Forêts	
Elaborate a sustainable development strategy for forests located north of the northern boundary of the attributable forests, including a northern adaptation of the concept of local forest	MRNF — Forêts	MRNF — SOR

3.5 WILDLIFE RESOURCES

The immensity of the territory that the Plan Nord covers offers a wide array of wildlife habitats suited to numerous species that are enriching Québec's ecological heritage and biodiversity. The territory is home to 237 bird species, 20-odd species of fur-bearing animals, a dozen fish species of interest to sport fishermen, e.g. Atlantic salmon and anadromous Arctic char, seven species of small wildlife such as the rock ptarmigan and snowshoe hare, and six big wildlife species, including barren-ground caribou and moose.

The wildlife resources in the territory are a very important component of the culture, traditions and subsistence of the Aboriginal nations and offer unique hunting, fishing, trapping and wildlife-observation experiences.

Sport hunting and fishing in Northern Québec arouse considerable interest not only among Quebecers but also among an international clientele. The activities are thus a key driving force in the territory's economic development. Data for 2000 reveal that sport hunting and fishing in the territory

that the Plan Nord covers engendered a minimum of \$100 million a year in economic spinoff, excluding economic spinoff stemming from the hunting of barren-ground caribou, which stood at \$70 million in 2005. However, economic spinoff from the latter type of hunting has declined significantly since then because of the natural, cyclical drop in the barren-ground caribou population and the impact on hunting of the recession.

The caribou hunting and fishing outfitting operations located in the territory that the Plan Nord covers are a key gateway for outside visitors. In addition, more specifically in the territories covered

The wildlife resources in the territory are a very important component of the culture, traditions and subsistence of the Aboriginal nations and offer unique hunting, fishing, trapping and wildlife-observation experiences.

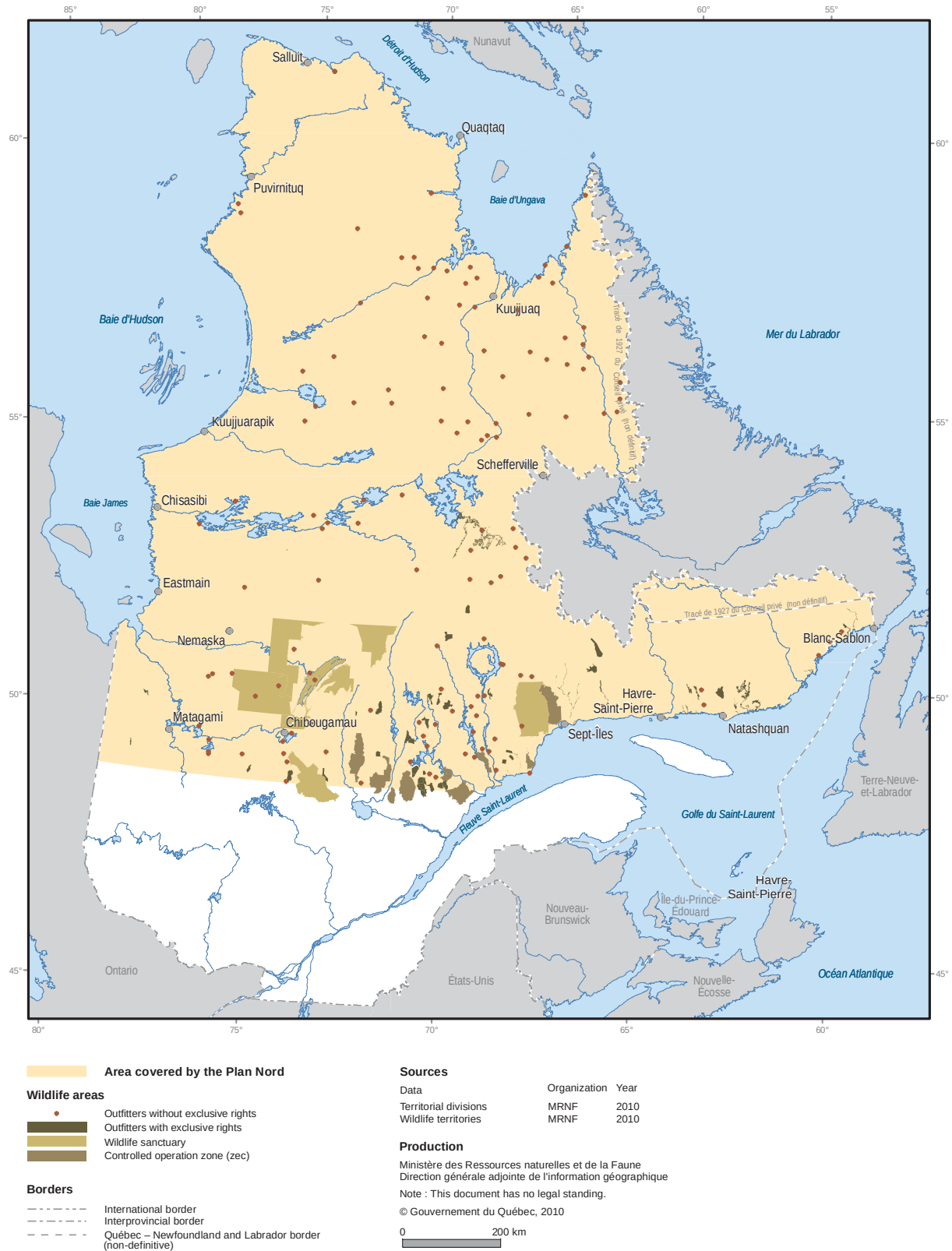
by an agreement, the outfitting operations are an ideal means of access to enable Quebecers and foreign tourists to engage in hunting and fishing. There are 186 outfitting operations, of which 52 have exclusive operating rights,⁷ in the territory

that the Plan Nord covers, which also encompasses three controlled salmon harvesting zones (ZECs), nine fishing-hunting ZECs, and four wildlife preserves that offer various activities associated with wildlife harvesting (Figure 7).

7. The outfitting operations exercise exclusive control over wildlife harvesting in a given territory pursuant to a lease signed to this effect with the Minister of Natural Resources and Wildlife. Their territory is subject to specific wildlife use and only their clients may hunt, fish or trap there. [www.fpq.com/fr/fpq.rating.asp]

FIGURE 7

Wildlife Areas



Reception infrastructure established in the territories is an excellent means of developing wildlife resources in remote areas and helping to control hunting, fishing and trapping.

Moreover, non-harvesting wildlife activities have developed rapidly in recent years. Northern Québec has spectacular scenery and specific wildlife and there is enormous potential for the development of such activities. Adventure excursions and non-harvesting wildlife activities such as ecotourism also attract outside visitors seeking adventure, exoticism and local products. Such activities, which are becoming increasingly popular in the world, should experience accelerated growth in Northern Québec.

By creating new employment prospects in the territory that the Plan Nord covers, the sustainable harvesting of wildlife resources will contribute significantly to the well-being of local populations. It is essential, among other things, to create abundant, better trained workers to provide accommodation and hotel services, act as hunting and fishing guides, and protect wildlife and wildlife habitats. Aboriginal workers and expertise are, in this respect, an appreciable asset given that the harvesting of certain wildlife resources is an integral part of the way of life of the Aboriginal communities and that the population of such communities is growing.

THE SPECIFIC SITUATION OF BARREN-GROUND CARIBOU

Biological indicators from the ministère des Ressources naturelles et de la Faune reveal that the populations of two barren-ground caribou herds in the Nord-du-Québec region are declining significantly. Moreover, the inventory conducted in the summer of 2010 of the Rivière George herd confirmed the decline. An inventory of the Rivière aux Feuilles herd will be carried out in the summer of 2011.

Given this worrisome situation, which stems from natural cyclical changes in the herds, the gouvernement du Québec has adopted several measures to ensure the barren-ground caribou's survival that will have an appreciable impact on the harvesting of caribou through sport hunting starting in the 2011-2012 season.

At the same time, the gouvernement du Québec and the partners concerned will elaborate the next *Plan de gestion du caribou toundrique*, which will seek to restore the herds and strike a balance between the Aboriginal way of life, hunters' expectations and those of outfitting operations. It is understood that the commitments in the JBNQA concerning Aboriginal harvesting activities will be fully respected.

THE WILDLIFE RESOURCES ACTION PLAN

The accessibility attributable to the development of the territory is a key issue for the wildlife sector. Such accessibility, while it can be beneficial in many ways for the development of activities in the wildlife sector, also fosters an increase in wildlife harvesting and the risk of damage to habitats. The harmonization of the uses to which natural resources and the territory are put thus poses a challenge. Moreover, within the context of the realization of natural resource development projects under the Plan Nord, it is essential to properly ascertain and take into account the projects' impact on wildlife resources and their habitats, and on the Aboriginal way of life.

To ensure the responsible, sustainable development of wildlife resources, the government is proposing to set out the projects to be developed in the wildlife sector in light of three key directions:

1. **Invest in the acquisition of knowledge of the wildlife environment:** The basic knowledge available is insufficient to ensure the sustainable development in respect of the use of most wildlife species of interest to sport hunters. The production of wildlife inventories and the monitoring of species of interest will create an up-to-date profile of the breakdown of species and harvesting potential.
2. **Consolidate and diversify the service offer and activities adapted to the territory covered:** Hunters and fishermen, along with outdoor enthusiasts, are seeking new products and new experiences such as the observation of muskox and barren-ground caribou in their environment. Extensive reception infrastructure must be upgraded in order to satisfy an increasingly demanding clientele.
3. **Foster participation by local communities in the initiatives implemented:** Active participation by local populations in the development and equitable sharing of economic and social spinoff between the communities and regions of Northern Québec are essential to develop wildlife resources in a responsible, sustainable manner. The Plan Nord will foster participation by local populations through worker training and assistance to start up businesses.

The priority initiatives in the realm of wildlife are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS or BODIES
IMPLEMENT A THREE-POINT PROGRAM TO DEVELOP AND ENHANCE WILDLIFE IN THE NORTH.		
Develop activities related to wildlife resources in the territory: ▪ support proposed diversified activities related to wildlife resources; ▪ promote and arouse interest among young people in wildlife-related activities; ▪ reach an international clientele through solicitation initiatives; ▪ develop and offer a training program adapted to conditions in Northern Québec to provide quality wildlife services that satisfy the clientele's expectations, including the training of guides and wildlife protection officers from the Aboriginal communities.	MRNF — Faune	
Ensure participation by northern communities in the development and use of wildlife resources in the territory: ▪ maintain and create jobs; ▪ encourage initiatives focusing on awareness-raising and public education concerning wildlife resources and their uses and the Aboriginal cultures in the territory that the Plan Nord covers; ▪ better publicize the northern environments in the territory and communities located there in order to attract new visitors from at home and abroad and thus develop an open territory, broaden exchanges with the outside and achieve international recognition in the realm of sustainable development.	MRNF — Faune	
Acquire knowledge of northern wildlife and its habitats: ▪ broaden knowledge of harvesting activities and the species harvested; ▪ document the diversity and abundance of wildlife species or habitats; ▪ assess the impact on wildlife resources of opening up the territory, anthropogenic activities or climate change.	MRNF — Faune	

3.6 TOURISM POTENTIAL

In addition to its abundant wildlife resources, Northern Québec possesses numerous attractions and points of interest likely to draw tourists from Québec and elsewhere. The assets of the territory that the Plan Nord covers are especially attractive to an international clientele seeking new, unusual destinations.

First, the territory features remarkable scenery and communities with lively, authentic cultures. The northern lights, for example, can be observed under optimal conditions. The river system and geophysical traits of the territory offer outstanding potential and their wild nature makes visitors' excursions even more memorable.

Encounters with the communities that inhabit the territory are also a major centre of interest. The communities have adapted remarkably to the occasionally extreme environmental and climatic conditions that prevail in Northern Québec. Growing numbers of tourists want to become acquainted with the way of life, customs, art and handicrafts of northern communities.

In the Côte-Nord and James Bay regions, hydroelectric power plants are also arousing considerable interest among Québec and foreign tourists. Accordingly, since 1965 in the case of the Manic-5 power plant and the late 1980s in the case of the Robert-Bourassa generating station, the facilities have become major tourist attractions that offer excursions and guided tours. In 2010, over 20 000 people visited the power plants.

Furthermore, the potential of the expedition cruise sector has been largely demonstrated in Nunavik and on the Côte-Nord. **Under the *Stratégie de développement durable et de promotion des croisières internationales sur le fleuve Saint-Laurent*, \$15.9 million has been granted to develop port visits in Baie-Comeau, Sept-Îles and Havre-Saint-Pierre. The assistance that the gouvernement du Québec has granted to support these projects will generate investments totalling \$53.2 million.**

The territory that the Plan Nord covers also offers the ideal environment in which to engage in adventure tourism and ecotourism, new forms of tourism that are growing very rapidly the world over. Ecotourism focuses mainly on the observation and appreciation of nature and the attendant cultural components. It is offered and practised in a sustainable manner in order to maximize economic spinoff for residents, respect the host environment and protect the natural and cultural environment, in keeping with the key objectives of the Plan Nord.

The assets of the territory that the Plan Nord covers are especially attractive to an international clientele seeking new, unusual destinations.

The network of protected areas, which encompass provincial parks in Northern Québec, are a key asset from the standpoint of northern tourism (Figure 8). While the territories are devoted first and foremost to the conservation and preservation of biological integrity, they in fact offer a noteworthy environment for structured tourism activities that respect the environment and cultures.

FIGURE 8



THE TOURISM ACTION PLAN

Generally speaking, tourism in the regions that the Plan Nord covers is in the emergent stage and additional development and marketing efforts are, therefore, necessary. The vast spaces, outstanding scenery and local and Aboriginal cultures are key assets from the standpoint of tourism development in Northern Québec.

Tourism development and promotion in Northern Québec are facing fundamental issues, in particular the cohabitation of different sectors of economic activity in a territory whose environment is fragile. The commitment of local communities and enterprises to develop tourism products and services is essential to foster the emergence of a new destination and the creation of a brand image and forceful marketing tools. Given their geographic and sociocultural particularities, the regions north of the 49th parallel require separate intervention adapted to conditions there.

The government will launch a Québec northern tourism development strategy that will propose an ambitious long-term perspective:

Make the region north of the 49th parallel, by 2021, a sustainable, world-class tourist destination that provides a genuine, outstanding, safe tourist experience that combines the cohabitation of the northern peoples and respect for nature in a perspective of entrepreneurial development and collective enrichment.

The ministère du Tourisme will implement the tourism strategy, which has already been subject to consensus building in the sector, in a comprehensive, integrated manner according to the resources available. The strategy will include, in particular, measures pertaining to the development of tourism supply, reception and marketing.

The priority initiatives in the realm of tourism are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Implement the tourism strategy	MTO	
Support the development and structuring of northern tourism supply by relying on sustainable development	MTO	
Rely on human resource training in the tourism sector	MTO	
Promote and market northern destinations in order to position them on the northern world stage	MTO	MRI
Plan and implement, in collaboration with local and regional communities, a reception, information and tourism development network	MTO	
Monitor the development and enhancement of tourism offerings in Northern Québec	MTO	

3.7 POTENTIAL FOR BIO-FOOD PRODUCTION

Farmland now under cultivation in the territory that the Plan Nord covers totals just over 8 500 ha,⁸ i.e. roughly 5 000 ha in the Côte-Nord region, 2 300 ha in the Saguenay–Lac-Saint-Jean region, and 1 200 ha in the Nord-du-Québec region. The cultivation of small fruits and fodder and pastureland account for over 90% of such farmland and most of the products are exported.

Northern Québec has 1.5 million ha of arable land, one of the biggest reserves in North America. For comparison purposes, total cultivated land in Québec stands at 2 million ha.

This land may potentially increase in value through climate change since the average temperatures observed in the North since the 1950s have risen by 2°C. Average temperatures could again rise by 2°C by 2050. The potential for plant growth in the North is necessarily greater and bodes well for a promising future for northern agriculture.

Moreover, commercial fishing in the North accounts for 20% of all landings in Québec in terms of the value of catches. Shipments from 15-odd plants on the Côte-Nord total \$65 million. Snow crab, Northern shrimp, molluscs (scallops, quahogs, Stimpson's surfclams) and bottom fish are the main species fished on the Côte-Nord.

8. ha: hectare.

It is noteworthy that a remarkable partnership has developed there between the regional fishing industry and the Aboriginal communities, which possess over 25% of the quotas and fish-processing plants. In Nunavik, the Makivik Corporation has joined with businesses to purchase fish factory ships that catch and directly process on board an annual quota of 8 000 t of Northern shrimp, which is then sold on international markets.

Furthermore, the regular supplying at reasonable cost of the population in Northern Québec is a logistical, economic and public health challenge. Food is expensive in the North, all the more so in the case of fresh products such as fruits and vegetables that are shipped by air. The accessibility, cost, quantity, quality, limited diversity, wholesomeness, and nutritional value of food sold and consumed in the North have obvious repercussions on the health and life expectancy of northern populations.

These factors are spurring regional stakeholders to develop agricultural production and the processing and distribution of food to offer local supplies and rebalance the eating habits of northern populations.

POTENTIAL FOR BIO-FOOD PRODUCTION

The northern climate is suited to market garden production, e.g. vegetables, root crops, and so on, and, in particular, the cultivation of small fruits such as blueberries and cranberries, which are rich in substances acknowledged to be beneficial to health such as antioxidants, which enhances their appeal to consumers and their marketing potential. Other less well-known fruits such as huckleberries and cloudbberries⁹ also grow in the North.

Québec's boreal forest and vast tundra also harbour enormous, scarcely-known potential with respect to non-timber forest products, which have varied commercial uses such as food and food additives, aromatic plants, resins, essential oils, medicinal products, skin-care products, ornamental products or biofuels.

There are a number of development opportunities in respect of commercial fishing and aquaculture north of the 49th parallel. Stocks of mackerel, capelin, herring and sea urchins in the Moyenne- and Haute-Côte-Nord regions are virtually untouched.

The cold, hardly polluted waters are also suited to the establishment of seawater farming. Moreover, the type of fishing carried on readily lends itself to eco-certification¹⁰ that guarantees access to the most lucrative, promising markets.

Marine resources and land-based products can also serve as healthy ingredients, either directly as health-enhancing foods,¹¹ or as inputs in an array of pharmaceutical, nutraceutical¹² or natural health products. The Makivik Corporation (Nunavik) has already concluded agreements with Québec research centres such as the Institut de recherche en biologie végétale at the Université de Montréal and the Centre d'études des procédés chimiques du Québec to pinpoint biomolecules for applications designed to attenuate the symptoms of ageing and cure or reduce the incidence of diseases.

9. A small, slightly acid, orange-coloured fruit that resembles a raspberry and grows in peat bogs in sub-Arctic regions.

10. Certification issued by a certification firm that applies international validation standards attesting the responsible, sustainable nature of the fishery.

11. A traditional food or one that appears to be so that is part of the everyday diet, which produces beneficial physiological effects that exceed its usual nutritional functions or reduces the risk of chronic diseases.

12. A product manufactured from food substances but offered in the form of tablets, powder, potions or other medicinal forms not usually associated with foods, which has a beneficial physiological effect or protects against chronic diseases.

THE BIO-FOOD SECTOR ACTION PLAN

Reliance on the bio-food sector in Northern Québec is a tool for social, community and sustainable development that can promote the settling of populations in their territories and ensure their betterment.

Remoteness from major markets and the cost of and logistical constraints in respect of the transportation of foodstuffs also affect the type of bio-food products that can be profitably grown in the territory. The development of conditioning and processing infrastructure and distinctive niche products with high added value are the strategies being emphasized to contend with transportation constraints. Reliance on renewable energy sources in the northern villages paves the way to the development in the North of greenhouse-gas-free, affordable greenhouses.

The question of manpower also poses a challenge. For example, in the commercial fishing sector, the ageing of the workers and strong appeal of other types of less physically demanding or better remunerated employment are key factors that are compelling the calling into question of ways of doing business.

However, these challenges are surmountable through the mobilization of the stakeholders in this nascent industry and their determination to methodically plan activities that ensure a sustainable future for the development of the North's bio-food potential.

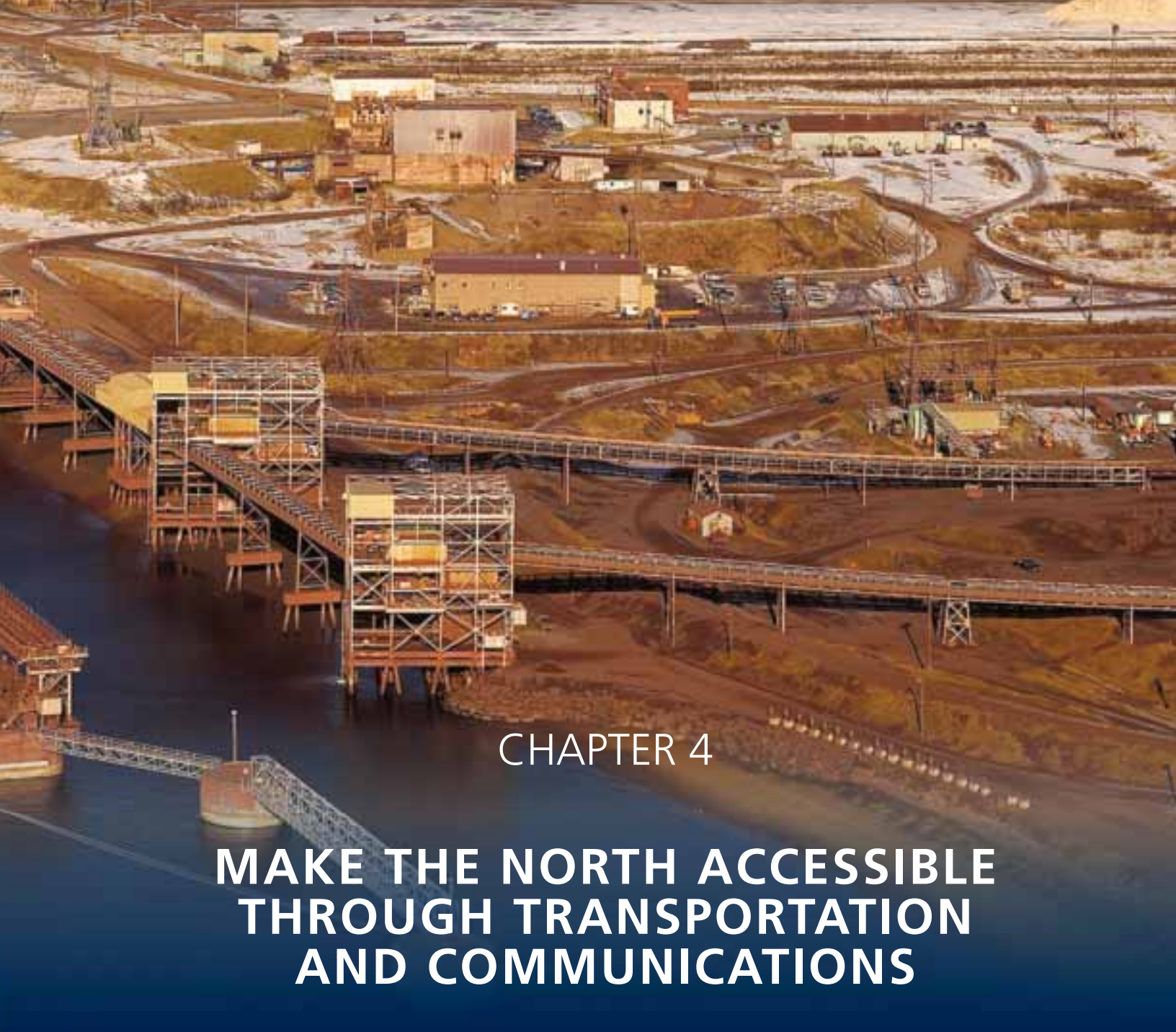
**Reliance on the bio-food sector
in Northern Québec is a tool for
social, community and sustainable
development that can promote
the settling of populations
in their territories and ensure
their betterment.**

The priority initiatives in the bio-food sector are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Establish a bio-food research network north of the 49th parallel	MAPAQ	FED
Support the setting up of greenhouses in the North	MAPAQ	MRNF, MDEIE
Elaborate a development strategy in respect of non-timber forest products	MAPAQ	MRNF — Forêts, FED, MDEIE
Implement a sustainable development strategy in respect of small northern fruits	MAPAQ	MRNF — Forêts, MDEIE
Develop a joint strategy to promote local and rural products outside the regions covered, in particular through the use of positive promotional terms	MAPAQ	MTO, MDEIE, MCCCC
Establish a network to support the development of the marketing of regional and rural products on the interregional market, especially to supply the kitchens of restaurants, outfitting operations, major construction sites and communities located farther north	MAPAQ	MRNF — Faune, MSSS, MAMROT, Hydro-Québec, MTO



The IOC Mining Company port in Sept-Îles
© Québec Mining Association



CHAPTER 4

MAKE THE NORTH ACCESSIBLE THROUGH TRANSPORTATION AND COMMUNICATIONS

The territory that the Plan Nord covers abounds in resources and wealth. However, only a small part of the territory's immense economic potential has been tapped because of the difficulty of access. The development of an integrated transportation and modern communications services network is necessary to develop the North.

The territory's very vastness poses a considerable challenge from the standpoint of access. The cost of building new transportation and communications infrastructure is often prohibitive because of the considerable distances between the territories.

It costs twice as much to maintain and establish transportation and communications infrastructure in the territory that the Plan Nord covers than in southern Québec. For example, the cost of building public housing in Nunavik is twice as high as elsewhere for different reasons, in particular the transportation of materials and manpower, housing for workers and other specific requirements.

To meet these challenges, the government has given the Société du Plan Nord a mandate to develop on an ongoing basis a new comprehensive, integrated perspective of different modes of transportation and means of communication. To this end, the Société du Plan Nord will encourage collaboration and participation by the government departments and bodies concerned, regional authorities, the Aboriginal nations and the businesses already present in the territory or about to set up operations there.

Moreover, the government will emphasize public investments that contribute the most to the development of an integrated transportation and communications network that facilitates the realization of structuring economic development projects.

Lastly, the government will demand from the private partners a contribution to fund investments for infrastructure that is built, by and large, for the benefit of an economic development project. The government, private-sector partners and users must fairly share the costs.

Through this approach, it will be possible to develop infrastructure networks at the same pace as the development of the territory's economic potential, minimize the environmental impact of development, and abide by the government's financial framework.

4.1 DEVELOP AN INTEGRATED TRANSPORTATION NETWORK

The territory that the Plan Nord covers includes undeniable strategic advantages with respect to infrastructure (Figure 9) with a view to developing an integrated transportation network.

In the realm of maritime transport, four of Québec's 10 biggest ports from the standpoint of commercial tonnage handled are located in the Côte-Nord region, i.e. Sept-Îles–Pointe-Noire, Port-Cartier, Baie-Comeau and Havre-Saint-Pierre. The Port de Sept-Îles even ranks third in Canada in respect of bulk tonnage handled. Port infrastructure will undergo major development because of the mineral resources that the emerging countries are seeking.

The airport system is also a key asset for the region that the Plan Nord covers. It currently comprises 46 airport facilities at all levels of jurisdiction, including 26 airports and six heliports for which the gouvernement du Québec is responsible. Moreover, Hydro-Québec owns five airports in the territory that the Plan Nord covers.

**The government,
private-sector partners
and users must fairly
share the costs.**

FIGURE 9

Transportation Infrastructure



The rail network in the eastern portion of the territory comprises five private networks that the mining industry uses to transport mineral ore. To the west, railway lines link Matagami and Lebel-sur-Quévillon to southern Québec and Ontario. Rail service is also available between Chapais and Chibougamau and the Saguenay–Lac-Saint-Jean region and southern Québec. All told, the Québec rail network north of the 49th parallel spans 1 190 km.

The road network is hardly developed north of the 49th parallel. In the western portion of the territory, it is concentrated, above all, in the James Bay/Eeyou Istchee region because of hydroelectric development. In the eastern portion, Route 138 links Tadoussac to Natashquan and Route 389 links Baie-Comeau and Fermont. Route 385 links Forestville and Labrieville.

The road network also comprises 51 000 km of logging roads. The network is strategic since all users can travel on the roads, whether they are interested in wildlife, mines, hiking or forestry. Logging roads have made possible the development of territories that used to be accessible solely by air.

The Plan Nord poses a twofold challenge. On the one hand, the integration of different modes of transportation into a strategic, coherent network is essential to the development of the territory's immense resources. On the other hand, the age of the transportation network requires major rehabilitation and appropriate maintenance.

The development of an integrated transportation network will necessitate the pooling of the expertise of all government departments and bodies and the collaboration of regional stakeholders and businesses already operating in the territory or that have development projects. It will be the Société du Plan Nord's role to coordinate the stakeholders.

The gouvernement du Québec has not waited for the publication of the Plan Nord to invest in transportation infrastructure. In the 2009 Budget, it announced a program to rebuild northern airports and rehabilitate Route 389 from Baie-Comeau to Fermont. It also launched the extension of Route 167 to the Otish Mountains and Route 138 to Blanc-Sablon.

From now on, reconstruction needs in the transportation network north of the 49th parallel will be analysed under the Programme quinquennal des infrastructures.

In addition, the Société du Plan Nord and its partners must assess the opportunities to be seized from the possible opening of the Northwest Passage, which will ultimately appreciably reduce transportation time between Asia and Europe and must be evaluated in order to fully profit from it. Québec can position itself advantageously on this new maritime route, which promises to considerably alter world trade.

THE MARITIME TRANSPORTATION AND RAIL NETWORKS

THE MARITIME TRANSPORTATION NETWORK

The maritime transportation network comprises over 40 marine infrastructure facilities located in 32 municipalities and Northern villages, mainly quays, floating docks, breakwaters, and boat launching ramps.

It also encompasses four of Québec's 10 biggest ports from the standpoint of tonnage handled, i.e. the ports of Sept-Îles–Pointe-Noire, Port-Cartier, Baie-Comeau and Havre-Saint-Pierre, all of them on the Côte-Nord.

The Nord-du-Québec region has one private deepwater quay at Baie-Déception, which serves the Raglan mine. Maritime service should also be noted in the Moyenne- and Basse-Côte-Nord regions.

The Côte-Nord region is also linked to the south shore of the St. Lawrence River by a ferry that operates between Baie-Comeau, Godbout and Matane. A train ferry also links Baie-Comeau and Sept-Îles to Matane. Lastly, a ferry links Blanc-Sablon and Sainte-Barbe, an island off Newfoundland and Labrador.

THE RAIL NETWORK

The mining industry uses five private rail networks located in the eastern portion of the territory to transport mineral ore:

- ArcelorMittal Mines Canada operates a railroad line between the Mont Wright mine and Port-Cartier.
- Transport Ferroviaire Tshiuetin (TFT) serves Emeril Junction (Labrador)-Schefferville.
- Chemin de fer Arnaud operates a railway between Pointe-Noire and Sept-Îles.
- Quebec North Shore and Labrador Railway Company links Sept-Îles and Emeril Junction (Labrador).
- Compagnie de Chemin de fer de la rivière la Romaine links Havre-Saint-Pierre and Lac Tio.

To the west, railway lines link Matagami and Lebel-sur-Quévillon to Abitibi-Témiscamingue, southern Québec and Ontario. Rail service is also available between Chapais and Chibougamau and the Saguenay–Lac-Saint-Jean region and southern Québec.

THE ROAD NETWORK

In the western portion of the territory, the road network is mainly concentrated in the James Bay/Eeyou Istchee territory:

- Route 109 links Matagami and Amos;
- the James Bay Road links Chisasibi and Radisson to Matagami;
- Route 113 links Chibougamau and the Abitibi-Témiscamingue region;
- the North Road links Chibougamau and Nemaska, then joins the James Bay Road;
- Route 167 links Mistissini and Chibougamau to the Saguenay–Lac-Saint-Jean region;
- the Trans-Taiga Road runs east to west over 670 km along the hydroelectric facilities at the La Grande Complex to the Caniapiscau reservoir.

In the eastern portion of the territory:

- Route 138 links Tadoussac and Natashquan;
- Route 389 links Baie-Comeau and Fermont;
- Route 385 links Forestville and Labrieville.

The road network also comprises 51 000 km of logging roads.

THE AIRPORT SYSTEM

The existing airport system comprises 46 airport facilities at all levels of jurisdiction, including 26 airports and six heliports for which the gouvernement du Québec is responsible.

The infrastructure links, in particular, Montréal and Québec City airports with:

- | | |
|--|---|
| ▪ the 14 Northern villages in Nunavik; | ▪ Fermont; |
| ▪ five Cree communities; | ▪ Schefferville; |
| ▪ Lebel-sur-Quévillon; | ▪ Sept-Îles; |
| ▪ Matagami; | ▪ Baie-Comeau; |
| ▪ Chibougamau; | ▪ municipalities and towns and villages in Minganie and the Basse-Côte-Nord region. |
| ▪ Chapais; | |
| ▪ Radisson; | |

Hydro-Québec owns five airports located at Nemaska, La Grande 3, La Grande 4, La Grande Rivière and La Forge 2.

A private airport is used to operate the Raglan mine in Nunavik.

THE TRANSPORTATION INFRASTRUCTURE ACTION PLAN

The government will emphasize the establishment of an integrated transportation network. To this end, it is adopting a new approach that consists in maximizing the contribution that infrastructure development projects make to the network's establishment.

It will be essential for private investors to be partners in the establishment of transportation infrastructure. Business models will be elaborated

to satisfy the distinctive nature of each economic development project. Private-sector partners will contribute financially to infrastructure projects linked directly to their investment projects.

The government is emphasizing transportation infrastructure projects that provide access to the territories with the greatest economic potential.

Furthermore, the government intends to emphasize the rehabilitation and maintenance of the existing network in order to consolidate it.

The priority initiatives in the realm of transportation are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Conduct studies to ascertain the feasibility of a road or rail link from Kuujuaq southward	MTQ	
Conduct studies to ascertain the feasibility and profitability of a deepwater port in Whapmagoostui-Kuujuarapik and of the construction of a land link to Radisson	MTQ	
Extend Route 167 to the Otish Mountains	MTQ	MRNF
Rebuild Route 389 between Baie-Comeau and Fermont	MTQ	
Pursue the upgrading of airports	MTQ	MRNF
Pursue the extension of Route 138 between Natashquan and Kegaska	MTQ	
Extend Route 138 by building a link between Kegaska and Blanc-Sablon	MTQ	
Carry out a pilot project focusing on northern transportation weight standards	MTQ	MRNF
Take stock of the needs of promoters and businesses		
Determine with the interveners concerned the best routes to serve a maximum number of uses	Promoters/ Enterprises	
Participate in the construction, maintenance and financing of access routes		

4.2 TELECOMMUNICATIONS INFRASTRUCTURE

Telecommunications are now essential to any form of economic and social development. The available technologies only partly satisfy the needs of communities and businesses.

In recent years, the realization of new telecommunications infrastructure projects within the framework of government initiatives, in particular the Connectivity for Québec's Communities program, has enhanced school and municipal services.

In Nunavik, the Kativik Regional Government, through the increase in its satellite capacity initiated in 2007, has improved educational services. Students from the Kativik School Board can now access the Internet in all schools and thus find educational content online. Internet access also benefits businesses and residents. However, any service enhancement assumes a significant increase in the cost of the requisite bandwidth.

In James Bay, the installation of fibre optic infrastructure has been completed and the final acceptance of the work is slated for mid-May 2011. The service will be introduced gradually in the coming months. It will enable students from the James Bay School Board and the Cree School Board to access services equivalent to those in other regions of Québec. The infrastructure will also be made available to local promoters to ensure that they have access to high-speed Internet service.

On the Basse-Côte-Nord, the rollout project is now in the engineering phase and work should commence in the coming months.

Given the very high cost of accessing such services in the northern regions, concrete measures must be promptly implemented to make available services such as high-speed Internet and cellular telephony, which can also contribute to the quality of life of families and young people.

In the same way, distance training, which, in some instances may afford an appropriate solution for these regions, will require efficient means of communications. Moreover, the private-sector businesses that set up operations in the territory that the Plan Nord covers will exert additional pressure from the standpoint of high-bandwidth services. The establishment of a suitable telecommunications network along access routes in the territory that the Plan Nord covers will also facilitate the organization of troubleshooting operations or emergency response.

For this reason, the government will initially emphasize the improvement of telecommunications networks to broaden access to the territories in the North and facilitate entrepreneurial development. In this way, communities can obtain better services in a number of fields such as education and health and social services.

TELECOMMUNICATIONS SERVICES

NUNAVIK: SATELLITE COMMUNICATIONS

The KRG operates a satellite communications network that links 14 Northern villages. The regional network offers Internet access to schools, municipalities, regional police forces, private homes, businesses and organizations. A project to improve satellite communications, managed by the KRG, was launched in 2007 with a view to increasing existing satellite capacity to allow access to a number of remote services such as telemedicine.

THE JAMES BAY/EEYOU ISTCHEE TERRITORY: FIBRE OPTICS

In the James Bay/Eeyou Istchee region, the Eeyou communication network, which comprises the Cree and James Bay communities, received in April 2010 \$19.2 million (\$9.6 million from Québec through the Connectivity for Québec's Communities program and \$9.6 million from the federal government) to establish telecommunications infrastructure. Local organizations will also contribute \$9.6 million. This high-bandwidth network relies primarily on fibre-optic technology and is intended to serve the entire James Bay/Eeyou Istchee territory. It should become operational in the summer of 2011.

THE BASSE-CÔTE-NORD REGION:

MIXED MICROWAVE AND TERRESTRIAL INFRASTRUCTURE

On the Basse-Côte-Nord, the most suitable telecommunications technology relies on mixed microwave and terrestrial infrastructure.¹ The Commission scolaire du Littoral and the MRC du Golfe-du-Saint-Laurent have received \$7.8 million from the gouvernement du Québec's Connectivity for Québec's Communities program to implement telecommunications infrastructure to link their respective buildings.

1. Transmission by Hertzian waves that make it possible, in particular, to receive radio and television waves.

THE TELECOMMUNICATIONS INFRASTRUCTURE ACTION PLAN

The priority initiatives in the realm of telecommunications are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Invest in telecommunications infrastructure	MAMROT and MRNF	MDEIE
Make known their existing means of communications, as the case may be, and their investment projects in these fields	Promoters/ Enterprises	
Be receptive to partnerships that call, for example, for the pooling of their facilities for the benefit of communities or investments in joint projects		



Atlantic puffins in the MRC de Minganie
© Christian Chevalier



CHAPTER 5

PROTECT THE ENVIRONMENT

At all stages of the planning and realization of the projects put forward under the Plan Nord, the protection of the environment and northern ecosystems, which are especially sensitive to climate change and disturbances stemming from human intervention, will be at the forefront of decision-making.

A concern for environmental protection and biodiversity will be an integral part of all development projects under the Plan Nord.

5.1 A FRAGILE, CHANGING TERRITORY

Its unique northern heritage enriches Québec. It can still rely on immense territories and intact or hardly disturbed rivers. **The biodiversity of this vast territory where the human presence is still limited is an important identity symbol for the territory's residents and for all Quebecers.**

It is in this perspective but also because current knowledge of northern biodiversity must be broadened that the environmental component is crucial to the approach adopted under the Plan Nord. To properly protect biodiversity, it is essential to first know it better and describe and map it in order to integrate it into decision-making. In the absence of such knowledge, it is essential to act cautiously and protect the environment in keeping with existing knowledge. It is also important to incorporate into development decision-making ecological planning processes to ensure the maintenance of biodiversity and the preservation of territories and thus respect the support capacity of ecosystems. The challenge is a daunting one given the complexity of northern ecosystems, the vastness of the territory and the dynamic of climate change occurring there.

Climate change is a tangible reality in the North. The government is already collaborating with the Kativik Regional Government and the community of Salluit in Nunavik to elaborate solutions to deal with problems stemming from the deterioration of

the permafrost,¹ which are affecting planning and development in the village. Several buildings there have been erected on lots undermined by subsidence and buckling. In addition, thawing of the permafrost causes subsidence and cracking, which affect airport and road infrastructure in Nunavik.

It is also important to incorporate into development decision-making ecological planning processes to ensure the maintenance of biodiversity and the preservation of territories.

Changes in ice conditions and stormy weather stemming from climate change could also compromise the integrity of marine infrastructure. Accordingly, the ministère des Transports du Québec, in collaboration with Ouranos,² a consortium on regional climatology and adaptation to climate change, has launched a research project aimed at anticipating the potential impact of climate change on Nunavik's marine infrastructure with a view to finding solutions to adapt to it, as the case may be.

Moreover, coastal regions, in particular the Côte-Nord region, where all facilities are located along the shoreline, are exposed to heavier precipitation, higher tides and more frequent storms. Extensive highway and street facilities are located in vulnerable zones subject to submersion or shoreline erosion.

1. Any soil, subsoil, or other surficial deposit, or even bedrock, occurring in arctic, subarctic, and alpine regions at a variable depth beneath the Earth's surface in which a temperature below freezing has existed continuously for a long time (from two years to tens of thousands of years). It exists where summer temperatures do not reach the base of the layer of frozen ground.

2. **Ouranos** assembles some 250 scientists and professionals from various disciplines. It seeks to acquire and develop knowledge on climate change and its impact on socioeconomic and environmental vulnerabilities in order to inform decision-makers about climate change and advise them to identify, assess, promote and implement local and regional adaptation strategies. [www.ouranos.ca/]

Lastly, more frequent mild spells, a result of global warming, affect animal migrations and increase the vulnerability to insects of forests and market gardening.

For all of these reasons, Northern Québec is an ideal vantage point from which to study environmental and ecological phenomena. Furthermore, the northern regions worldwide are contributing to a sweeping international effort to inventory biodiversity and environmental parameters. The North is thus also a focal point of research that requires extensive international collaboration.

5.2 THE MEANS TO ENSURE EFFECTIVE ENVIRONMENTAL ASSESSMENT PROCESSES

Under the Plan Nord, the assurance of sustainable development and environmental management necessarily depends on the sound planning of the projects. The government undertakes to ensure that the projects are carried out in a spirit of respect for Québec's environmental legislation and regulations and, therefore, after rigorous environmental assessments have been conducted that abide by existing processes and respect the populations concerned.

In particular, a number of projects must undergo an environmental impact assessment. The assessments ensure, prior to the realization of the projects, that all of the factors that affect ecosystems, resources and the quality of life of individuals and communities

are considered, analysed and interpreted. Bearing in mind the vast territory that the Plan Nord covers, the project's location will determine the process through which it is analysed. In fact, the environmental impact assessment process varies depending on whether the project is located inside or outside the territory covered by the *James Bay and Northern Quebec Agreement (JBNQA)*.

- ***Procedure to assess and examine impact on the natural and social environments:***

The territory that the JBNQA covers encompasses Nunavik, the James Bay/Eeyou Istchee region and the Abitibi region, as well as the de Moinier region northwest of Schefferville. This vast territory is subject to two assessment processes depending on whether the project is located north or south of the 55th parallel.³

- ***Procedure to assess and examine environmental impact outside the territories covered by the JBNQA:*** In the Côte-Nord and Saguenay–Lac-Saint-Jean regions and in the rest of Québec, projects that are covered by the *Regulation respecting environmental impact assessment and review* will be analysed pursuant to sections 31.1 *et seq.* of Section IV.1 of the *Environment Quality Act* (R.S.Q., c. Q-2). The projects may be submitted to the Bureau d'audience publique sur l'environnement (BAPE) for the purpose of holding public hearings.

3. **South of the 55th parallel in the territory that the JBNQA covers:** Chapter 22 of the JBNQA, concerning the Cree territory, covers this territory. The Evaluating Committee comprising six representatives, two from Québec, two from Canada and two from the Cree Regional Authority, determines whether or not projects are subject to assessment. The committee also prepares directives concerning impact studies in respect of the projects subject to assessment. The projects subject to this impact assessment procedure are submitted for analysis and recommendation to the Review Committee, comprising three Québec members and two Cree members. The deputy minister of the MDDEP, who acts as the provincial administrator of the JBNQA, issues directives concerning impact studies and authorizations following the recommendations of the northern committees.

North of the 55th parallel in the territory that the JBNQA covers: Chapter 23 of the JBNQA, concerning the territory of Nunavik, covers this territory. The Kativik Environmental Quality Commission examines the inclusion and assessment of projects subject to the impact assessment procedure and transmits its decisions to the provincial administrator for implementation.

Moreover, certain projects analysed through an environmental assessment pursuant to either of the Québec procedures may also be covered by the rules stipulated in the *Canadian Environmental Assessment Act* (S.C. 1992, c. 37).

5.3 COMMITMENTS TO ENSURE THE PRESERVATION OF BIODIVERSITY AND FOSTER SUSTAINABLE USE OF IT

While the resources of the northern territories seem immense, their development must take into account ecosystem equilibrium and their support capacity.

The challenges imposed by the prevention of repercussions on biodiversity and the preservation of the integrity of all species and ecosystems require the adoption of measures dedicated to minimizing the ecological footprint of development initiatives devoted to the territory and natural resources.

It is important to incorporate into the realization of all projects to develop natural resources and the territory mitigation measures pertaining, in particular, to threatened and vulnerable species and rare, outstanding or fragile ecosystems.

Such an approach must include follow-up and monitoring processes and biodiversity assessments throughout the territory. Experiments developed in conjunction with ecosystemic forest management⁴ by the ministère des Ressources naturelles et de la Faune could serve as a reference for the implementation of such measures.

The government is making two key commitments to ensure environmental protection in the territory that the Plan Nord covers while abiding by all of the processes linked to environmental impact assessments.

5.3.1 Devote half the territory that the Plan Nord covers to purposes other than industrial ones, environmental protection and safeguarding biodiversity

The government intends, ultimately, to devote 50% of the territory that the Plan Nord covers to purposes other than industrial ones, environmental protection, and safeguarding biodiversity. Accordingly, it is seeking to strike a balance between types of development and forms of conservation, in a perspective of the sustainable development of the territory.

To attain this objective, the government will withdraw from industrial activity land in the Québec public domain located in the territory that the Plan Nord covers by resorting to mechanisms enshrined in a statute.

4. Ecosystem-based development means development that consists in ensuring the preservation of the biodiversity and viability of ecosystems by reducing the differences between developed and natural forests. The concept is central to the recent *Sustainable Forest Development Act*. Québec will from now on emphasize this means of ensuring the sustainable development of its forests. [www.mrnf.gouv.qc.ca/forets/amenagement/amenagement-ecosystemique.jsp]

The legislation will serve primarily to clarify:

- the general process and the nature of the setting aside of land reserved for purposes other than industrial ones, environmental protection, and the safeguarding of biodiversity, except for protected areas;
- the definition of the notion of industrial activities;
- the process of implementing the government's decision and its linkage with territorial planning operations.

Before such legislation is tabled, the government intends to consult Quebecers on the measures that it is contemplating to follow up on its commitment to protect the environment, safeguard biodiversity and the use of the territory for non-industrial purposes.

The development potential of natural resources and conservation potential based on the ecological value of the territory covered by the Plan Nord are still, by and large, unknown. A comprehensive knowledge acquisition approach will ensure that the decisions made in the context of the Plan Nord are based on multidisciplinary environmental, ecological, socioeconomic and other data that offer a maximum of reliability. Projects of an industrial or other nature will develop gradually, in particular as knowledge of the territory becomes available.

Accordingly, the government is seeking to strike a balance between types of development and forms of conservation, in a perspective of the sustainable development of the territory.

PRINCIPLES CONCERNING THE IMPLEMENTATION OF THE GOVERNMENT'S COMMITMENT

- 1) Enable current generations to satisfy their needs but ensure that future generations also have the possibility of satisfying their needs.
- 2) Assure all Quebecers now and in the future that the ecological services now provided by ecosystems and biodiversity in the territory that the Plan Nord covers will be maintained or even enhanced.
- 3) Establish a dynamic approach to identify the territory that will be withdrawn from industrial activity in order to adapt to changing knowledge and social, economic and environmental conditions.
- 4) Guarantee, through the implementation of information, consultation and possible partnership mechanisms, consideration of the interests, needs and concerns voiced by Aboriginal, regional and local communities.

In such a context, it is essential to plan for the identification of new potential, economic development, preservation or other sectors and their possible development. The process proposed will pinpoint, within the framework of an ecological planning process, the territories withdrawn from industrial activities and those that should be set aside beyond the mechanisms adopted in respect of protected areas and replacement areas.

A comprehensive knowledge acquisition approach will ensure that the decisions made in the context of the Plan Nord are based on multidisciplinary data that offer a maximum of reliability.

5.3.2 Round out the network of protected areas

The establishment by 2015 of a network of protected areas equivalent to at least 12% of the area covered by the Plan Nord is a significant component of the government's commitments from the standpoint of the protection of this territory but also of Québec's territory overall.

As of December 31, 2010, there were 136 042 km² of protected areas in Québec, equivalent to roughly 8.16% of its territory overall. The territory that the Plan Nord covers extends over an area of 1.2 million km², equivalent to over 70% of Québec's territory. The proportion of protected areas in this zone now stands at 9.4%. The territory of Northern Québec will have contributed significantly to these gains since:

- the proportion of protected areas in the boreal zone increased from 2.5% in 2002 to 9% in 2009;
- significant portions of the Rivière Ashuapmushuan (Saguenay–Lac-Saint-Jean), the Rivière Moisie (Côte-Nord), the Rivière Harricana (Nord-du-Québec), the Rivière Natashquan (Côte-Nord), the Rivière George (Nord-du-Québec) and the Rivière Koroc (Nord-du-Québec), which are among Québec's most beautiful rivers, have been protected;
- a large proportion of major fresh water systems has also been set aside (this is true, among others sites, of Lac Mistassini and Lac Albanel as well as Lac Guillaume-Delisle and Lac à l'Eau-Claire, in the Nord-du-Québec region);
- in Québec as a whole, there are now 30 protected areas that cover over 1 000 km², including two that cover over 10 000 km², and a large proportion of them have been established in the territory that the Plan Nord covers;

- lastly, two provincial parks⁵ have been established since 2002 in the territory that the Plan Nord covers and other projects there will significantly expand in the near future the area covered by the network of Québec provincial parks.

The establishment of new protected areas with a view to attaining the target of at least 12% by 2015 will be carried out by means of a process that calls upon all of the stakeholders. Moreover, the process will entail:

- bolstering the existing process respecting consultation and providing the public and stakeholders in the territory with information upstream from government decision-making concerning the creation of the new protected areas;

- the consultation of the Aboriginal communities, also upstream from the decision-making process, and consideration of their rights and concerns as regards the creation and management of the protected areas;
- linking of the processes concerning the creation of protected areas and the processes of land-use planning and development, in a context of integrated management; and
- consideration of socioeconomic factors, especially through the recognition of the rights granted in the territory, the economic repercussions that can affect natural resource enterprises, the social impact on communities, and current and future needs in terms of access to the territory.

Accordingly, in 2015, at least 12% of the territory to which the Plan Nord applies will satisfy the international criteria of the International Union for Conservation of Nature (IUCN) governing protected areas and the territories in question will be recorded in the Register of Protected Areas.

5. The Parc national des Pingualuit and the Parc national Kuururjuaq.

MAGNIFICENT SCENERY

THE PARC NATIONAL DES PINGUALUIT

In 2004, the government inaugurated the Parc national des Pingualuit, the first park to be established in Nunavik. Developed in collaboration with the Kativik Regional Government and the Makivik Corporation, the park covers an area of 1 133.9 km².

Its key characteristic is the Pingualuit Crater, formerly known as the New Quebec Crater, a meteorite crater that is one of the most recent and best preserved in the world. The depression that the impact created is now filled with exceptionally pure water.

The park also protects numerous attractions specific to this area of Ungava, including part of the calving grounds of the Rivière aux Feuilles caribou herd.

The park is located southwest of the Inuit community of Kangiqsujuaq.

THE PARC NATIONAL KUURURJUAQ

The Parc national Kuururjuaq, the second park to have been created in Nunavik in collaboration with Inuit organizations, was inaugurated in 2009.

It is located east of Ungava Bay and features some of Québec's most spectacular scenery. The 1 646-m-high Mont D'Iberville, directly east of the park, is the highest peak in Québec and dominates the Torngat Mountains massif. From the mountaintops are visible the vast amphitheatres carved by the glaciers, the majestic fjords of the Labrador Sea.

The Rivière Koroc has its source in these mountains. The Parc national Kuururjuaq protects almost the entire drainage basin of the limpid river with its cascades and waterfalls.

THE ECOSYSTEM AND BIODIVERSITY PRESERVATION ACTION PLAN

By 2015, the implementation of the process to set aside territories withdrawn from industrial activities will include:

- public consultations on the processes, mechanisms and orientations that will ensure compliance with the commitment made;
- the elaboration of a legislative framework and the adoption of an implementation statute;
- the implementation of a comprehensive approach to knowledge acquisition and ecological planning in respect of the territory;
- the implementation of replacement mechanisms in respect of land that is allocated to industrial purposes;
- the initiation of ecological planning to determine the territories to be withdrawn from industrial activities and to set aside portions of the territories;
- the initiation of the approach respecting the setting aside, through governmental decisions, of the territories devoted to non-industrial activities.

Moreover, in 2015, at least 12% of the territory that the Plan Nord covers must be earmarked for the establishment of protected areas. The key forms of legal status to be attributed to such areas are that of a provincial park, a biodiversity reserve, an aquatic reserve, an ecological reserve, and a wildlife habitat.

In addition, some 31 034 km² will be added to the existing network of protected areas to conform to the government's ambitious commitment.

The government is elaborating the planning of additions to the current network of protected areas based on new orientations stemming from the *Portrait du réseau des aires protégées – Période 2002-2009*,⁶ which has established the shortcomings to be remedied from the standpoint, in particular, of the representativeness of the preservation of biodiversity.

Lastly, it hopes to pursue its deliberations with the environmental sector concerning the approach adopted under the Plan Nord. In this respect, it can rely on the deliberations of the new Table de concertation sur la conservation established by the ministère du Développement durable, de l'Environnement et des Parcs. This is an important facet of the sustainable development approach to which the government is committed.

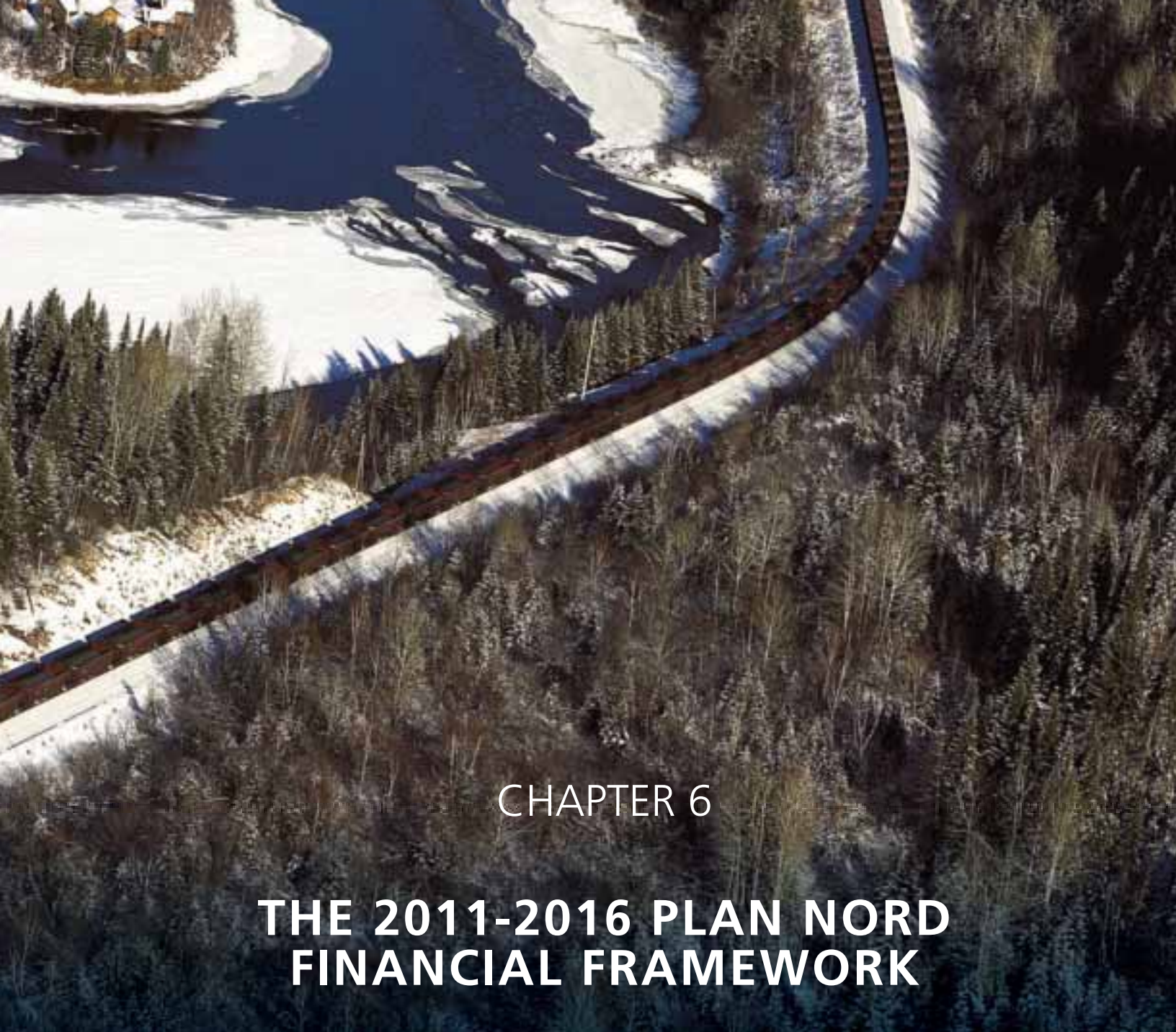
6. [www.mddep.gouv.qc.ca/biodiversite/aires_protegees/portrait02-09/fr/intro.pdf]

The priority initiatives to preserve ecosystems and biodiversity are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Broaden knowledge for the purposes of decision-making, the preservation and sustainable use of biodiversity, and environmental protection	MDDEP	MRNF
Finish and distribute the <i>Atlas sur la biodiversité du Québec nordique</i>	MDDEP	Fondation Prince Albert II de Monaco, Ouranos, MRI
Establish provincial parks	MDDEP	
Set aside over 31 000 km ² of land and attribute, among other things, the status of projected biodiversity reserves or projected aquatic reserves	MDDEP	MRNF
Adopt a legislative framework concerning the commitment to devote 50% of the territory in question to non-industrial activities and coordinate its implementation	MDDEP	
Participate in initiatives to protect the territory	Local and Aboriginal communities	
Promote the adoption of environmentally-friendly practices		
Work with the partners to ensure the ecological development of the natural heritage		
Abide by the withdrawal of public lands and protected areas		
Adopt environmentally-friendly practices	Promoters/ Enterprises	
Adopt in each of their projects environmental protection, mitigation or restoration plans		



A train transports iron ore concentrate on the Côte-Nord
© Québec Mining Association



CHAPTER 6

THE 2011-2016 PLAN NORD FINANCIAL FRAMEWORK

The Plan Nord is ambitious and requires substantial investment. At the same time, its implementation must respect the government's overall financial framework, i.e. the plan to return to fiscal balance and the reduction of the weight of the debt.

To attain its two objectives, the government is implementing innovative funding:

- first, private-sector partners will be required to contribute to fund investments in infrastructure built essentially for the benefit of an economic development project;
- second, part of the tax revenues stemming from economic development initiatives such as mining and hydroelectricity projects (including the tax on public services) will be reinvested in the implementation of the Plan Nord;
- third, direct and indirect tax spinoff from public infrastructure projects will also be used to fund the Plan Nord;
- fourth, Hydro-Québec will contribute each year to funding projects in the territory that the Plan Nord covers.

This innovative funding establishes a direct link between economic activity that the Plan Nord triggers and the resources invested to develop infrastructure and enhance services intended for the inhabitants of the territory that the Plan Nord covers.

Accordingly, the quality of life of the territory's residents will improve from the outset of the Plan Nord's implementation and at the pace of development of economic activities.

This approach also has the advantage of protecting the government's financial framework. If, for example, mining activity increases, the government

can accelerate the rollout of the Plan Nord because of higher tax revenues. In the event of an economic slowdown, the government can reduce the pace of its investments to maintain fiscal balance. This innovative funding takes into account the high sensitivity of natural resource-related economic activity to economic cycles.

6.1 CREATION OF THE FONDS DU PLAN NORD

To implement this business plan, the government is establishing the Fonds du Plan Nord, a special-purpose fund devoted to the implementation of the Plan Nord.

The tax spinoff stemming from new mining projects, Hydro-Québec's new projects and new infrastructure projects will be paid into the fund.

The proportion of the funds drawn from own-source revenue to be paid into the Fonds du Plan Nord will be determined for a five-year period, to be revised annually to take into account the state of advancement of the projects undertaken and the tax spinoff that the government actually receives.

Moreover, a contribution from Hydro-Québec to fund social projects, set at \$10 million a year, will also be added to the Fonds du Plan Nord.

This innovative funding establishes a direct link between economic activity that the Plan Nord triggers and the resources invested to develop infrastructure and enhance services intended for the inhabitants of the territory that the Plan Nord covers.

Revenues from water-power royalties will continue to be paid into the Generations Fund, which was established to reduce the weight of public debt. The government has defined a policy under which water-power royalties are paid into the Generations Fund and this policy will be maintained.

6.2 THE 2011-2016 ACTION PLAN UNDER THE PLAN NORD: \$1.625 BILLION IN INVESTMENTS

The first action plan under the Plan Nord will cover the period 2011-2016. It plans initiatives totalling \$1.625 billion over five years, i.e. \$1.191 billion for infrastructure development, \$382 million for social measures and \$52 million to fund the Société du Plan Nord and initiatives to solicit partner investors abroad.

Infrastructure: \$1.2 billion

More specifically, the 2011-2016 five-year plan calls for the following infrastructure investments over the next five years:

- \$821 million for transportation infrastructure;
- \$370 million for other infrastructure related to housing, health, education, culture and the creation of parks and protected areas.

From the standpoint of transportation infrastructure, the government will first invest in projects that afford access to areas with the greatest economic development potential. Government investments will thus be linked as a matter of priority to the most promising energy, mining and other development projects.

FUNDING OF THE PLAN NORD: SOURCES OF REVENUE OTHER THAN GOVERNMENT TAX REVENUES

CONTRIBUTIONS PAYABLE BY PRIVATE AND PUBLIC PARTNERS

The Fonds du Plan Nord will finance new strategic infrastructure, especially in the transportation sector. The strategic infrastructure will allow for:

- the realization of a number of economic projects, in particular mining and energy projects;
- the territory's accessibility for multiple uses.

The new strategic infrastructure will be funded in partnership with the private sector and the other levels of government. The Société du Plan Nord will develop business models in this respect.

The government is announcing the implementation over the next five years of five big projects that have the greatest impact on economic development:

- the extension of Route 138 from Natashquan to Blanc-Sablon (\$251 million);
- the extension of Route 167 to the Otish Mountains (\$279 million);
- the rebuilding of Route 389 between Baie-Comeau and Fermont (\$201 million);
- studies of a proposed land link between Nunavik and the rest of Québec (\$57 million);
- studies concerning the construction of a deepwater port in Whapmagoostui-Kuujuarapik and a land link to Radisson (\$33 million).

In addition to these projects totalling \$821 million, \$112 million in investments have already been announced to rebuild airport facilities.

Social measures: \$382 million

The first five-year action plan under the Plan Nord also includes \$382 million in expenditures to cover essentially social measures, in particular pertaining to housing, health, the reduction of transportation costs, and education.

Such investments are essential: the development of the North and the enhancement of the quality of life of its inhabitants are closely linked.

The 2011-2016 action plan also sets aside \$52 million over the entire period to cover the implementation by the Société du Plan Nord of the Plan Nord and initiatives to solicit foreign investors.

TABLE 1

Intervention in the territory that the Plan Nord covers — 2011-2016 five-year plan under the Plan Nord (millions of dollars)

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	TOTAL 5 YEARS
Investments in infrastructure						
– Roads	99.9	123.4	173.3	218.0	206.5	821.1
– Parks	3.4	6.8	6.2	4.5	3.3	24.1
– Public housing (300 units) and major renovations (482 units) in Nunavik	36.2	36.6	37.0	36.9	37.8	184.4
– Cultural infrastructure	5.0	5.0	5.0	5.0	5.0	25.0
– Other	52.1	24.1	24.2	29.2	7.1	136.7
Subtotal — Investments in infrastructure	196.6	195.9	245.7	293.6	259.6	1 191.3
Social spending						
Public housing						
– Operating deficit of Nunavik housing (300 units)	0.3	1.3	2.4	3.5	4.9	12.4
– Home ownership program in Nunavik (200 units)	12.4	13.0	13.6	14.3	14.9	68.2
Subtotal — Public housing	12.7	14.3	16.0	17.8	19.8	80.6
Socioeconomic projects						
– Contribution from the Fonds du Plan Nord ¹	10.0	15.0	20.0	20.0	20.0	85.0
– Contributions from government departments and bodies and partners	5.0	7.0	10.0	10.0	10.0	42.0
Subtotal — Socioeconomic projects	15.0	22.0	30.0	30.0	30.0	127.0
Measures funded by government departments and bodies						
– Self-financing measures ²	43.3	45.1	23.7	25.0	19.5	156.5
– Measures in the 2010-2011 Budget	9.0	9.0	0.0	0.0	0.0	18.0
Subtotal — Self-financing measures	52.3	54.1	23.7	25.0	19.5	174.6
Operating budget of the Société du Plan Nord and investment prospecting³	5.0	10.0	12.0	12.2	12.8	52.0
Subtotal — Expenditures	85.0	100.4	81.7	85.0	82.1	434.2
TOTAL — INTERVENTION IN THE TERRITORY THAT THE PLAN NORD COVERS	281.6	296.3	327.3	378.5	341.7	1 625.5

Note: The figures have been rounded and the sum may not correspond to the total indicated.

1 Including Hydro-Québec's contribution of \$10 million a year.

2 Including the partners' contribution.

3 Funded by the Fonds du Plan Nord.

6.3 INVESTISSEMENT QUÉBEC'S EQUITY PARTICIPATION

With the support of Investissement Québec, the government will negotiate equity participations in projects to ensure that the inhabitants of the North and Quebecers overall benefit directly from the resources developed in their territory.

As announced in the 2011-2012 Budget Speech, the government will earmark \$500 million over the next five years for the purpose of concluding participations in impending projects. Investissement Québec will manage the funds and will negotiate equity interests on a business basis with the objective of a return. The participations may take the form of:

- joint ventures;
- purchases of share capital or investments in the form of convertible debentures.

The method of intervention in respect of each project will be chosen in light of the risk incurred, anticipated return and the desired level of involvement. Investissement Québec will support the government in the selection of projects based on their profitability and their structuring nature for the territory.

The government must authorize:

- participations exceeding 30% of the cost of the project (this percentage may be higher if the acquisition of equity securities has a value of less than \$10 million);
- the takeover of a company;
- any equity participation of more than \$50 million in a project.

Investissement Québec may round out the financing package in respect of a project by means of its own financing tools.

A RECENT EXAMPLE OF A PARTICIPATION

STORNOWAY

Under an agreement concluded in December 2010, Investissement Québec owns 37% of Stornoway.

- Investissement Québec will obtain 25% of the common shares with voting rights.
- It will also obtain non-voting convertible shares such that its total investment in Stornoway stands at 37%.

In addition to a 37% equity interest in Stornoway, Investissement Québec will obtain a royalty¹ of 2% of the value of mining production under the Renard project, a major undeveloped diamond deposit located in the Nord-du-Québec region. The Renard diamandiferous project is located roughly 350 km north of Chibougamau in the James Bay region. In May 2010, the project had an estimated production potential of roughly 30 million carats over 25 years of mining operations.

RIGOUR AND TRANSPARENCY IN MANAGEMENT

The business model that the government has implemented to ensure the realization of the Plan Nord will include exemplary authorization and accountability processes such that this big project is carried out with the requisite rigour and transparency.

OVERSIGHT OF THE FONDS DU PLAN NORD

The Minister of Finance will be responsible for the Fonds du Plan Nord and will draft the legislation authorizing its creation.

The management of the Fonds du Plan Nord will be subject to strict rules.²

THE USE BY THE SOCIÉTÉ DU PLAN NORD OF THE RESOURCES OF THE FONDS DU PLAN NORD

The ministère des Finances will elaborate standards governing the use by the Société du Plan Nord of funds from the Fonds du Plan Nord.

- The standards will specify the use of such funds in accordance with procedures similar to those in a standards-based program.
- The ministère des Finances may demand of the Société du Plan Nord the information needed to analyse the financial requirements that justify the amounts paid.
- Moreover, the ministère des Finances may also demand more detailed accounting of the Société du Plan Nord's use of funds from the Fonds.

Through these strict rules, the government will ensure the sound use of public funds while providing the Plan Nord and the Société du Plan Nord with the means necessary to carry out this ambitious project.

1. Amounts of money that must be paid periodically in return for an advantage conceded contractually.

2. See the 2011-2012 Budget, Budget Plan, "Preparing for Our Future by Building on Our Wealth," Québec City, March 2011, page E.34.

INVESTISSEMENT QUÉBEC HAS A MANDATE TO SOLICIT INVESTMENT ABROAD

Investissement Québec and the MDEIE will have a mandate to foster business opportunities in the territory that the Plan Nord covers, in collaboration with the MRNF and the other government departments concerned. It will engage in solicitation abroad aimed at future investors.

The government corporation already possesses recognized know-how in the realm of investor solicitation. Moreover, since its merger with the Société générale de financement (SGF), Investissement Québec has integrated the teams from the Société québécoise d'exploration minière (SOQUEM) and the office of the vice-president of the SGF assigned to mining investments.

The new mandate, coordinated by the MDEIE, falls within the scope of the recent changes made to the government corporation. Through it, experienced teams and a thorough knowledge of the sectors concerned can serve the Plan Nord.

Investissement Québec can rely on support from the network of Québec delegations abroad, which has also developed extensive expertise in the solicitation of foreign investment.

Funding has been reserved over the next five years to engage in investor solicitation and investment prospecting, to be drawn from the \$52-million allocation also intended to cover operating costs of the Société Plan Nord. The funds earmarked for solicitation will be deposited in the Fonds de développement économique, then transferred to Investissement Québec to enable the latter to fulfil the mandate assigned to it.

Investissement Québec will not confine its investor solicitation and support activities to projects in the mining sector. The government corporation will perform an analogous task in respect of the other resources to be developed, in particular forest, wildlife and tourism resources, and the primary processing of metals and wood products. Moreover, it will have a mandate to ensure follow-up in respect of businesses that invest in the territory that the Plan Nord covers.

A total of \$2.1 billion in funding

All told, the government anticipates \$2.1 billion in investments and expenditures through the first action plan (2011-2016) implemented under the Plan Nord:

- \$1.2 billion for transportation infrastructure and social spending;
- \$382 million for social measures in the realms of housing, health and education;
- \$52 million to solicit investment abroad and for the administration of the Société du Plan Nord;
- \$500 million in the form of an advance to Investissement Québec to cover equity participations.

These investments are being funded by means of innovative financing methods that ensure that the Plan Nord is implemented in keeping with the government's financial framework, in particular a return to fiscal balance and the reduction of the debt.

BENEFITS FOR ALL QUEBECERS

The Plan Nord is a megaproject. It will create jobs and wealth for the benefit of all Quebecers over the next 25 years. In concrete terms, it will engender the following spinoff:

- a minimum of \$80 billion in private and public investments;
 - \$47 billion for the development of renewable energy;
 - \$33 billion for investments in the mining sector and public infrastructure such as roads and airports;
- \$14 billion in tax revenues for the government;
- 20 000 jobs, on average, created or maintained each year, equivalent to 500 000 man-years;
- the investments, totalling \$162 billion, will significantly affect GDP.



Northern lights
© Gilles Boutin



CONCLUSION

The North is part of the Québec identity. It has always sustained our imagination. It has marked our literature and culture and shaped our economy. It provides us with most of our energy. Today, through the Plan Nord, we are preparing to make of the North an example of international scope of sustainable development through a respectful, modern partnership with the First Nations, the Inuit and local communities.

Through the patient, determined elaboration of a unifying, consensual vision, the establishment of a public coordinating mechanism, the Société du Plan Nord, and permanent discussion tables, the Plan Nord can be implemented in an orderly, participatory manner. Innovative funding methods afford the Plan Nord means that are commensurate with its ambitions.

The implementation of the Plan Nord will take its place at the forefront of numerous networks both from the standpoint of community betterment, economic development, environmental protection, knowledge acquisition, the search for investment and support for innovation. Such networks, in turn, will, by publicizing the Plan Nord, broaden Québec's influence well beyond its borders.

The objective is to ensure that the extensive economic development potential in the territory that the Plan Nord covers is achieved with and for the communities located there, in a spirit of respect for the environment and biodiversity. Above all, the Plan Nord seeks to ensure that future generations continue to thrive in this vast, unique territory.

The Plan Nord is promising. The government ultimately wants Québec to become an international reference in the realm of sustainable northern development.

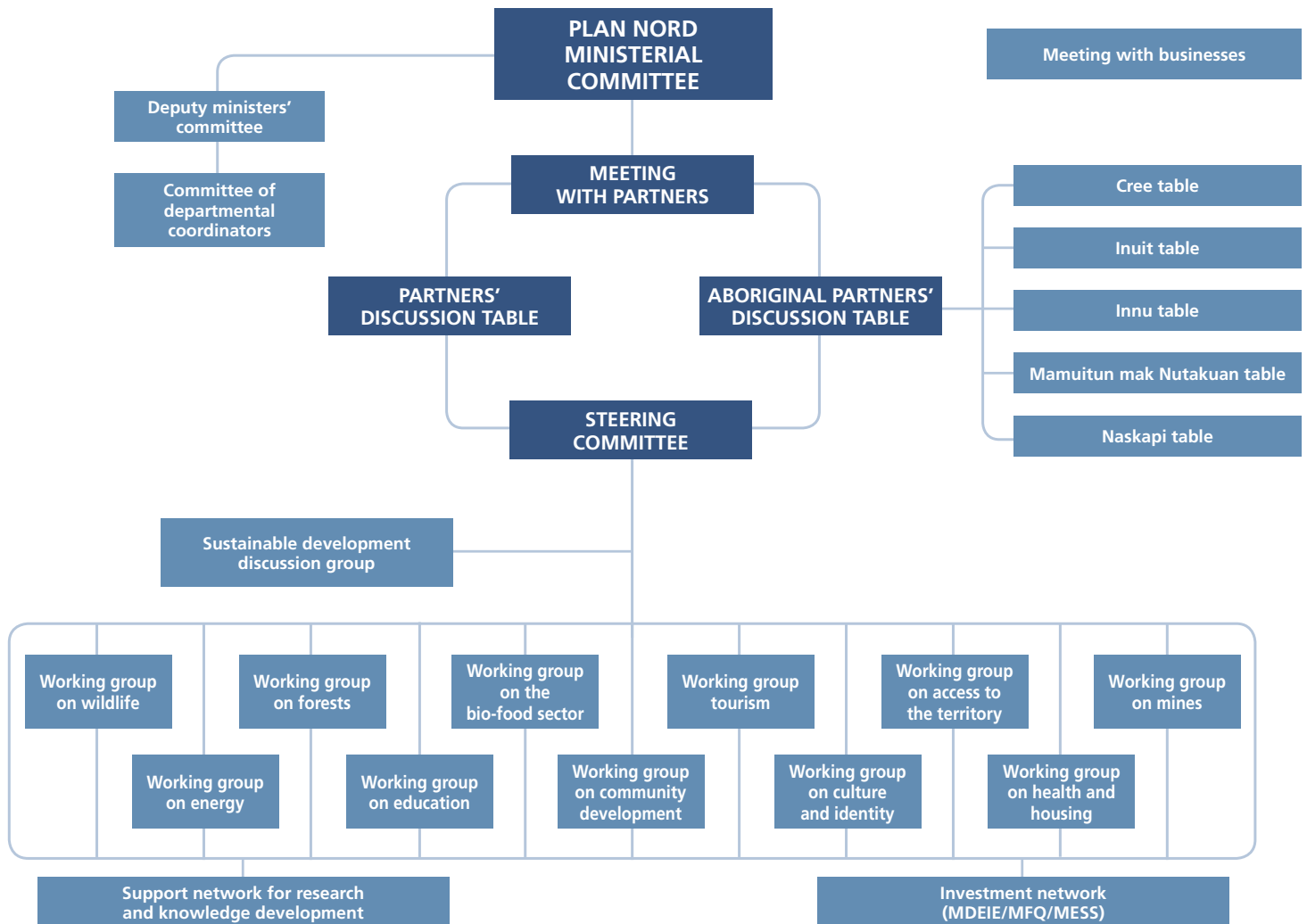
APPENDICES

APPENDIX A

THE ELABORATION OF THE PLAN NORD

Figure A illustrates how facets of the elaboration of the Plan Nord have been defined and apportioned among the partners and the government and the communications links between each of the groups concerned.

FIGURE A



MAIN STRUCTURES

The Plan Nord ministerial committee

The Plan Nord ministerial committee has overseen the process and is responsible for coordinating the government departments concerned. The committee, chaired by the Deputy Premier, Minister of Natural Resources and Wildlife and Minister responsible for the Plan Nord, comprises 16 ministers, assisted by a committee of deputy ministers and a committee of ministerial respondents.

COMPOSITION OF THE PLAN NORD MINISTERIAL COMMITTEE

Deputy Premier, Minister of Natural Resources and Wildlife
and Minister responsible for the Plan Nord, Chair

Minister responsible for Native Affairs

Minister of Sustainable Development, Environment and Parks

Minister of Municipal Affairs, Regions and Land Occupancy

Minister of Agriculture, Fisheries and Food

Minister of Culture, Communications and the Status of Women

Minister of Economic Development, Innovation and Export Trade

Minister of Education, Recreation and Sports

Minister of Employment and Social Solidarity

Minister of Finance

Minister of Health and Social Services

Minister for Natural Resources and Wildlife

Minister of International Relations

Minister for Social Services

Minister of Tourism

Minister for Transport

The Deputy Premier, Minister of Natural Resources and Wildlife and Minister responsible for the Plan Nord is also responsible for organizing and chairing the partners' meeting, held for the first time on November 6, 2009, which brought together nearly 200 people from all backgrounds.

The partners' discussion table

The partners' discussion table was established in collaboration with the regional conferences of elected officers (RCEOs) and the government departments concerned. It comprises 26 members from the Aboriginal, municipal and regional sectors and sectors of activity such as environmental protection, sustainable development, research, energy production, mineral exploration and mining operations, the forest products industry, the bio-food industry, education, labour, housing, culture, transportation, the tourist industry and wildlife.

Its role is to advise the government on the strategic choices to be made throughout the implementation of the Plan Nord. Among the key questions that the partners' discussion table is called upon to examine are those pertaining to the use of the territory. In particular, it may be asked to provide necessary arbitration between the projects and measures submitted or to prioritize certain development time frames.

The Aboriginal partners' discussion table

Representatives of the Inuit, Cree, Naskapi and certain Innu communities are participating in the meetings of the partners' discussion table. The same representatives also sit on the Aboriginal partners' discussion table, set up to deal with questions specific to them. Co-chaired by the Deputy Premier, Minister of Natural Resources and Wildlife and Minister responsible for the Plan Nord, and the Minister responsible for Native Affairs, this discussion table is a direct link between the Aboriginal nations concerned and the gouvernement du Québec.

A separate discussion table has also been established for each of the Cree, Inuit and Naskapi nations to enable their representatives to express their opinions, voice their concerns and share their ideas as the deliberations progress. As for the Innu nation, the Mamuitun mak Nutakuan discussion table was set up for the communities that are adhering to the process (Mashteuiatsh and Nutakuan). Moreover, provision has also been made for an Innu discussion table to possibly allow other communities to take part in the process. Aside from the two communities mentioned, it should be noted that the Essipit and Pakua Shipi communities are following the deliberations.

Working groups, the steering committee and support networks

The working groups, comprising members of the partners' discussion table, associate or assistant deputy ministers and representatives of the Aboriginal communities, the regions, the business community and the environmental sector, examine sectorial questions by determining potential and assessing development perspectives in the territory covered by the Plan Nord. The 11 groups are also elaborating a series of key directions, projects or support measures that can be carried out within the framework of the plan.

A steering committee made up of associate and assistant deputy ministers and members of the Plan Nord coordinating team is ensuring liaison between the working groups and the partners' discussion table.

Moreover, the working groups can rely on the expertise of government departments and bodies and support from the support network for research and knowledge development and the investment network. The latter network was established in collaboration with the ministère des Finances, the ministère du Développement économique, de l'Exportation et de l'Innovation and the ministère de l'Emploi et de la Solidarité sociale in order, if need be, to bolster support for businesses and optimize tools and financial leverage for the projects of enterprises within the context of the development of the North.

A sustainable development group is ensuring the observation of a coherent perspective of sustainable development that is integrated into the approach overall and proposing avenues and areas for reflection in this field. It has drafted a report (see Appendix C).

OUTCOME OF THE DELIBERATIONS

Since the partners' meeting on November 6, 2009, the approach under the Plan Nord has developed quickly. Based on the perspective agreed upon with the partners, the deliberations of different groups led to extensive discussions and the establishment of a consensus on the main development axes of the territory targeted.

Since January 2010, the **partners' discussion table** has met nine times, with the constant desire to discuss the priorities of the populations concerned, find innovative ideas to develop Northern Québec and advise the government on the elaboration of the Plan Nord.

During the same period, the **Aboriginal partners' discussion table** met five times to discuss the questions raised by the process involving the Aboriginal nations. Bilateral political meetings were also held with each of the nations concerned to ensure that each nation's specific concerns are understood.

Moreover, the 11 **working groups** and the **sustainable development discussion group** pursued reflection on specific sectors. The outcomes of their deliberations underpin the Plan Nord and are an invaluable source of ideas and projects for the implementation of the Plan.

Mention should also be made of the establishment of the **support network for research and knowledge development**, which, until now, has invited over 170 organizations to participate in its deliberations and has obtained roughly 65 positive responses. This represents the potential involvement of approximately 1 750 researchers.

Lastly, on March 19, 2010, a meeting was held with 122 representatives of enterprises from the territory covered or that engage in activities there. The meeting was intended to present to the enterprises the approach under the Plan Nord and the possibilities that it will create. Extensive discussions took place during the meeting and the participants displayed considerable interest in the approach and the gouvernement du Québec's determination to develop a new partnership model. The **investment network** will contribute in this regard.

APPENDIX B

MEMBERS OF THE PARTNERS' DISCUSSION TABLE

SECTOR	REPRESENTATIVE	ORGANIZATION
Access to the territory	Denis Blais	Ministère des Transports du Québec
Bio-food	Janita Gagnon	Pêcheries Manicouagan
CRE Nord-du-Québec Kativik Regional Government	Maggie Emudluk	Kativik Regional Government
CRE Côte-Nord	Julien Boudreau	CRE Côte-Nord
CRE Saguenay–Lac-Saint-Jean	Georges Bouchard	CRE Saguenay–Lac-Saint-Jean
CRE Baie-James / Community development	Gérald Lemoyne	CRE Nord-du-Québec – Baie-James
The Cree	Matthew Coon Come Ashley Iserhoff	Grand Council of the Crees Cree Regional Authority
Sustainable development	Suzann Méthot	Canadian Boreal Initiative (Québec Section)
Education	Lyne Laporte Joly	James Bay School Board
Energy	Stéphane Bertrand	XXIst World Energy Congress – Montréal 2010
Environment	Patrick Nadeau	Canadian Parks and Wilderness Society – Québec Chapter
Wildlife	Norman Ouellette	Fédération des pourvoiries du Québec
Forests	Marc Gilbert	BOISACO
Hydro-Québec	Richard Cacchione	Hydro-Québec Production
Identity and culture	Chief François Bellefleur	Community of Nutakuan
Mamuitun mak Nutakuan	Chief Clifford Moar	Community of Mashteuiatsh
Manpower	Danielle Delorme	Regional council of labour market partners – Côte-Nord

MEMBERS OF THE PARTNERS' DISCUSSION TABLE (continued)

SECTOR		REPRESENTATIVE	ORGANIZATION
Mines	Exploration	Ghislain Poirier	Québec Mineral Exploration Association
	Mining operations	Alain Cauchon	ArcelorMittal Mines Canada
Naskapi		Chief Louis Einish	Naskapi Nation of Kawawachikamach
		Theresa Chemaganish	Naskapi Development Corporation
Research		Marcel Darveau	Associate professor, Université Laval
Health and housing		Andy Moorhouse	Makivik Corporation
Makivik Corporation		Pita Aatami	Makivik Corporation
Tourism		Jean Chartier	Association touristique régionale de la Baie-James

APPENDIX C

PROPOSAL FROM THE SUSTAINABLE DEVELOPMENT DISCUSSION GROUP

This appendix presents the document submitted by the sustainable development discussion group, comprising delegates responsible for sustainable development from each working group, representatives of the partners' discussion table from the sustainable development and environment sectors, and the ministère du Développement durable, de l'Environnement et des Parcs. The document below is the outcome of their deliberations and discussions as of October 12, 2010. It is published here to contribute to reflection.

1. OBJECTIVE OF THE DOCUMENT

This document is intended to contribute to the gouvernement du Québec's determination to make of the Plan Nord a socially responsible, sustainable exemplary economic development project by proposing items and new ways of thinking to guide choices from the standpoint of sustainable development.

The items that the sustainable development discussion group has proposed seek to:

- 1) provide a focus of reflection and avenues for analysis in the establishment of policy directions and the identification and elaboration of sustainable development projects;
- 2) propose to and ensure that the working groups concerned by the Plan Nord process possess a comprehensive, integrated, shared perspective of sustainable development that favours coherent action.

The work approach adopted by the sustainable development discussion group centres on the vision indicated below.

The Plan Nord must be an exemplary sustainable development project that allows for the development of the collective wealth of the populations that live in the territory and of several sectors of its economy in a well-thought-out perspective for Québec as a whole. It must reflect the indissociable nature of the environmental, social and economic dimensions of activities to satisfy their current needs without compromising the ability of future generations to satisfy their needs by relying on the strengths of the community and an integrated development approach concerning uses of the territory.

2. SUSTAINABLE DEVELOPMENT: STRIKE A BALANCE BETWEEN CURRENT ECONOMIC, SOCIAL AND ENVIRONMENTAL NEEDS AND OPPORTUNITIES FOR THE FUTURE

The approach adopted by the Plan Nord, which centres above all on the need to establish a partnership between communities, community stakeholders and the government, is based on the terms of reference in the *Sustainable Development Act* adopted by the gouvernement du Québec.

Sustainable development and the withdrawing from industrial activity of 50% of the territory is a legacy for future generations

This government commitment, through which 50% of the territory covered by the Plan Nord will be devoted to environmental protection and tourist development by withdrawing it from industrial activity is a legacy for future generations that underpins the sustainable development approach adopted in the Plan Nord. It is thus essential to strike a balance between industrial and non-industrial activity and develop procedures that ensure that land-use planning is credible and durable.

Legislation can satisfy the need to perpetuate the commitment

To properly perpetuate the commitment to devote over time 50% of the territory covered by the Plan Nord to non-industrial purposes and offer future generations the possibility of enhancing their quality of life and well-being by safeguarding for them potential uses of the territory and resources of a quality similar to or better than is now the case, the government must legislate and adopt a specific statute.

Build on what exists

Sustainable development under the Plan Nord must hinge on past and current reflection. The legislation in force in the territory that the Plan Nord covers must, in particular, be based on compliance with various agreements and existing planning strategies that apply to the territory. The *James Bay and Northern Quebec Agreement*, the *Agreement-in-Principle of a General Nature between the First Nations of Mamuitun mak Nutashkuan and the Governments of Quebec and Canada*, and the land use planning and development plans of the RCMs are but some examples.

3. POLICY DIRECTIONS LINKED TO SUSTAINABLE DEVELOPMENT UNDER THE PLAN NORD

The Plan Nord must support the realization of sustainable development projects based on coherent policy directions that satisfy overall the key concerns stemming from the approach. Specifically, it must:

- ensure the application of a sustainable development approach centred on the essential needs of local and Aboriginal communities in the territory that the Plan Nord covers, their identities, and cultural heritage;
- support development that respects the quality of the environment and its biodiversity and allows for collective social and economic enrichment;
- apply integrated analytical approaches in respect of different uses of the territory that hinge on past or ongoing reflection, bearing in mind existing legislative frameworks, agreements and planning initiatives.

4. KEY CONCERNS LINKED TO SUSTAINABLE DEVELOPMENT UNDER THE PLAN NORD

Concerns linked to sustainable development under the Plan Nord centre on the desire to properly plan development and the development of the territory, fully bearing in mind that these geographic entities and regions of Québec are interdependent and complement each other. The approach should contribute to the development of prosperous living environments and sustainable economic projects and to the preservation of natural resources and biodiversity for future generations, in a spirit of respect for the cultural identities of the local and Aboriginal populations.

Local communities and Aboriginal communities are at the forefront of sustainable development under the Plan Nord: the social approach, integrated land-use planning, and the decision-making process

An approach that involves Québec society overall

When projects and activities are elaborated, consideration of the needs and objectives of the Aboriginal communities and local and regional communities must call upon Quebecers from the North and the South in the processes and decision-making and express itself through respect for identity and cultural specificity under an approach integrated into Québec society as a whole.

Integrated land-use planning of the territory

Integrated planning and management of projects, activities and uses must contribute to enhancing the quality of the living environments of local and regional populations by fostering their self-fulfilment and their maintenance in the territory.

The decision-making process under a concerted approach

To ensure the sound governance of projects and the social responsibility of enterprises in the case of initiatives and the specific management of projects or activities, it is essential to foster participation by residents, elected representatives, the representatives of groups and all community stakeholders in decision-making processes. Cooperation and the regular dissemination of information among the stakeholders (transparency) should be emphasized.

Recognition of the knowledge of local and Aboriginal communities, acceptance of their modes of operation and governance and respect for established agreements must also be part of the approach.

The satisfaction of essential needs: housing, health, water, food and energy

Sustainable development cannot be contemplated in a community if the essential needs of housing and health and access to water and quality food cannot be assured. Access to energy is also an essential need for several communities that now depend on it. Development projects or activities, in particular those aimed at improving infrastructure, must thus contribute to enhancing the quality of life of the populations concerned, satisfying their essential basic needs, and fostering their adaptation to change and their security.

The protection of cultural heritage and respect for cultures and identities

The protection of the tangible and intangible heritage and recognition of the right to development and the enhancement of the culture of Northern communities must be at the forefront of sustainable development. The fundamental dimension of respect for cultural identity must be central to the elaboration of new projects of interest to or that have an impact on communities and rely on regional communities, artists and craftspeople and cultural stakeholders, including research and the communities' decision-making methods. The Plan Nord must foster the development of projects and cultural activities that help to liberate the populations.

The need to protect the environment and biodiversity: pursuit of the development of the network of protected areas, maintenance of the ecological benefits of ecosystems and rigorous application of regulations concerning existing and future projects

Sustainable development cannot be achieved without respect for and the preservation of the natural environment and through genuine planning of current and future needs and activities. With the commitment to protect 50% of the territory covered by the Plan Nord, one way to achieve the objective of protecting and maintaining biodiversity is to pursue the development of its network of protected areas and maintain ecological services in the territory. The government must pursue its initiatives in this regard and protect the natural heritage. It is also important to integrate into land-use planning decisions ecological planning processes in order to guarantee the maintenance of biodiversity and the preservation of territories and thus better recognize the support capacity of ecosystems.

Current and future development projects must rigorously observe the requirements stipulated in legislation and regulations. They can be enhanced at the conclusion of the environmental assessment process through the application of mitigation measures that limit adverse impact on the environment or countervailing measures (or both) and even, in some instances, encourage the authorities to withdraw territories from activities that are incompatible or overly harmful to the environment and biodiversity.

The paramount importance of education, training and manpower development

To contribute actively to their rapid development, the communities must have access to good educational services and scientific and traditional knowledge. This is one key to the long-term sustainable development of a population so that it is involved and participates in socioeconomic development projects.

Specific, specialized training must also be made available to the territory's residents to enable them to work in new developments and thus satisfy significant manpower needs in Northern Québec. The government's involvement through *The Commitment for Employment* and the *Pacte pour l'emploi Plus* and through a concerted response adapted to the regions' specific needs from the standpoint of employment and manpower development must be maintained to provide broader support for individuals and businesses in the Northern regions.

The development of the social economy and cooperative systems

The strength and long-term survival of a community also centres on its ability to generate wealth and achieve some degree of economic independence. To this end, local management of economic development might be attained through financial alternatives, in particular by emphasizing the social economy and various modes of cooperation. It would also be desirable to offer education in the realm of entrepreneurship to develop considerable autonomy in the populations concerned and foster the emergence of projects in the communities.

Communications as an essential vehicle for sustainable development

With a view to maximizing Northern Québec's enormous potential, means of communication must be developed with respect to the needs of communities, their socioeconomic activities, objectives and new projects. This is a condition that promotes, first and foremost, community development and, in so doing, the realization of socioeconomic projects.

Transportation as an essential medium for the development of resources that can contribute to community development

To optimize the short- and long-term benefits that the development of modes of transportation can engender, new needs must be analysed bearing in mind the challenges posed by access to the territory and the impact on the environment, communities and the economy. Public consultations with the communities and environmental, socio-environmental and socioeconomic assessment processes will be desirable in order to make the best choices. This is an essential condition for the development of communities that often contributes significantly to broadening economic activity.

The development of collective and regional wealth through sound integration of approaches and sectorial projects: forests, mines, energy, wildlife, bio-food, tourism, and so on

The approach initiated under the Plan Nord must be carried out in such a way that it develops the full potential of each economic sector, bearing in mind the importance of developing the collective wealth of the northern territories and the rest of Québec. By attaching particular importance to the management by the populations of development and by developing flexible exchange and cooperation mechanisms, community stakeholders must make of this concerted approach an example to be followed.

The Plan Nord must properly integrate the approaches proposed by each of the working groups established and, possibly, major catalyst projects. The broad horizontal analysis of working groups conducted from the perspective of sustainable development, i.e. recognition of the principles and a constant desire to integrate into economic concerns the environmental and social dimensions, is essential. Moreover, the development of projects and activities that will have beneficial socio-economic repercussions in the community concerned must also be fostered.

It would thus be relevant for the authorities responsible for the approach under the Plan Nord to adopt all of the structural means and resources necessary to carry out this important mandate centred on analysis, the integration of information and overall planning of the approach under the Plan Nord.

Be receptive to change

For all of the stakeholders under the Plan Nord, sustainable development represents an opportunity that is not to be missed. Through the recognition of the needs of communities under a concerted approach to create collective wealth, sustainable development implies reviewing ways of doing things and being willing to act otherwise.

5. TOOLS TO SUPPORT THE SUSTAINABLE DEVELOPMENT APPROACH

- Recognition of the principles of sustainable development in the *Sustainable Development Act*
- The development and adaptation of tools to support reflection that leads to the elaboration or enhancement of sectorial projects following the recognition of principles
- Other analytical tools and tools to enhance approaches or projects
 - Environmental and social impact studies
 - Strategic environmental assessments (SEAs)
 - Economic and socio-economic analyses
 - Market analyses
 - Surveys or fact-finding centred on populations
 - Consultations in the communities concerned
 - Public environmental assessment hearings of the Bureau d'audiences publiques sur l'environnement (BAPE)
- Proposals concerning environmental mitigation or compensatory measures

APPENDIX D

POPULATIONS AND TERRITORIES INCLUDED IN THE PLAN NORD¹

SAGUENAY–LAC-SAINT-JEAN

RCM OR EQUIVALENT TERRITORY	COMMUNITIES	STATUS
Le Domaine-du-Roy (MRC)	Mashteuiatsh*	Indian reserve
	Girardville	Municipality
Maria-Chapdelaine (MRC)	Notre-Dame-de-Lorette	Municipality
	Saint-Stanislas	Municipality
Le Fjord-du-Saguenay (MRC)		

CÔTE-NORD

RCM OR EQUIVALENT TERRITORY	COMMUNITIES	STATUS
La Haute-Côte-Nord (MRC)	Essipit*	Indian reserve
	Baie-Comeau	City
	Baie-Trinité	Village
	Chute-aux-Outardes	Village
	Franquelin	Municipality
	Godbout	Village
	Pessamit*	Indian reserve
	Pointe-aux-Outardes	Village
	Pointe-Lebel	Village
	Ragueneau	Parish
	Fermont	City
Caniapiscou (MRC)	Kawawachikamach	Land reserved for the Naskapi
	Matimekossh/Lac-John	Indian reserve
	Schefferville	City
Sept-Rivières (MRC)	Port-Cartier	City
	Sept-Îles	City
	Uashat-Malotenam	Indian reserve
	Aguanish	Municipality
	Baie-Johan-Beetz	Municipality
	Havre-Saint-Pierre	Municipality
	Longue-Pointe-de-Mingan	Municipality
Minganie (MRC)	Mingan (Ekuanishit)	Indian reserve
	Natashquan	Township
	Nutakuan	Indian reserve
	Rivière-au-Tonnerre	Municipality
	Rivière-Saint-Jean	Municipality
	Blanc-Sablon	Municipality
	Bonne-Espérance	Municipality
	Côte-Nord-du-Golfe-du-Saint-Laurent	Municipality
	Gros-Mécatina	Municipality
	La Romaine (Unamen Shipu)	Indian reserve
	Pakuashipi	Indian establishment
	Saint-Augustin	Municipality

1. The data in this appendix are drawn from the *Répertoire des municipalités* of the ministère des Affaires municipales, des Régions et de l'Occupation du territoire (MAMROT) [www.mamrot.gouv.qc.ca/repertoire-des-municipalites]

NORD-DU-QUÉBEC

RCM OR EQUIVALENT TERRITORY	COMMUNITIES	STATUS
Kativik Regional Government (equivalent territory)	Akulivik	Northern village
	Aupaluk	Northern village
	Inukjuaq	Northern village
	Ivujivik	Northern village
	Kangiqsuallujjuaq	Northern village
	Kangiqsujuaq	Northern village
	Kangirsuk	Northern village
	Kiggaluk (Chisasibi)	Category I lands for the Inuit
	Kuujjuaq	Northern village
	Kuujjuarapik	Northern village
	Puvirnituq	Northern village
	Quaqtaq	Northern village
	Salluit	Northern village
	Tasiujaq	Northern village
	Umiujaq	Northern village
Cree Regional Authority (equivalent territory)	Chisasibi	Cree village
	Eastmain	Cree village
	Mistissini	Cree village
	Nemiscau	Cree village
	Oujé-Bougoumou	Indian establishment
	Waskaganish	Cree village
	Waswanipi	Cree village
	Wemindji	Cree village
Other James Bay municipalities (equivalent territory)	Whapmagoostui	Cree village
	Baie-James	Municipality
	Chapais	City
	Chibougamau	City
	Lebel-sur-Quévillon	City
	Matagami	City

* These communities are not located in the territory that the Plan Nord covers but signed the Agreement-in-Principle of a General Nature that concerns the use of part of the territory covered.

APPENDIX E

SECTORIAL INITIATIVES

The priority initiatives to support communities are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Reduce the cost of living in Nunavik, mainly food and transportation costs	SAA	MTQ
Create a Fonds de développement coopératif du Nunavik	MDEIE	
Pursue the implementation of the Fonds pour la réalisation d'initiatives régionales et locales (FRIRL)	MRNF	
Establish government guidance measures for the communities concerned by major projects	Gouvernement du Québec	
Take into account northern conditions in the elaboration of the Québec entrepreneurship strategy	MDEIE	MELS, SAA, MESS
Heighten awareness among businesses established in Northern Québec of the question of sustainable development	MDEIE	MDDEP

The priority initiatives in the realm of education are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Develop a research program concerning Aboriginal persistence in school and school success	MELS	
Offer learning paths adapted to students in Nunavik	MELS	
Establish the Echelon program for school success elaborated by the Nunavik School Board	MELS	
Carry out the Nunavik Sivuniksavut project to develop a feeling of identity among Inuit young people	MELS	MCCCF
Ensure follow-up with McGill University to the teacher training program for the Naskapi Nation	MELS	
Redevelop the multi-purpose centre of the James Bay School Board	MELS	
Establish multi-purpose centres at service points in the territory to offer occupational training programs	MELS	
Implement a new regional coordination mechanism aimed at accelerating the development of university training and research and development services, especially on the Côte-Nord, to better support socioeconomic development in the territory that the Plan Nord covers	MELS	
Stress among young people how important it is to pursue their studies	Local and Aboriginal communities	
Create alliances in the communities to foster persistence in school among young people		
Draw up a list, during the elaboration stage, of the skills required, from the standpoint of quality and number, for each project	Promoters/ Enterprises	
Participate with the partners in the education sector and the communities in producing an overview and an assessment of needs and, if necessary, invest with the partners in the development points of service		

The priority initiatives in the realm of manpower are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Prepare a profile of manpower in the territory that the Plan Nord covers and periodically update it	MESS	
Prepare an atlas that indicates the migratory patterns of workers active in the territory that the Plan Nord covers and periodically update it	MESS	
Implement a major project to facilitate access by the Cree to the labour market	MESS	FED
Support major projects that create and maintain jobs, especially in the mining sector	MESS	
Group together the jobs offers of businesses that are recruiting in the territory that the Plan Nord covers under Emploi-Québec's "Online Placement" service	MESS	
Establish a home base for Hydro-Québec employees at the Chapais-Chibougamau airport	Hydro-Québec	
Establish a new committee in the Plan Nord internal consultation mechanism on manpower and the labour market	MESS	MRNF
Foster public support for economic development projects	Local and Aboriginal communities	
Emphasize the acquisition of occupational skills		
Collaborate with the partners to facilitate the development of training facilities		
Establish with the partners training timetables to ensure that workers are ready at the right time	Promoters/ Enterprises	
Invest in the development of training facilities and the installation of proper equipment		
Contribute to the hiring and recruiting of trainers		

The priority initiatives in the realm of housing are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Build public housing in Nunavik — catch up program (300 housing units)	SHQ	
Implement a new program to foster home ownership (200 housing units)	SHQ	
Pursue the renovation of public housing stock in Nunavik (482 housing units)	SHQ	
Carry out additional projects outside Nunavik in the territory that the Plan Nord covers through the AccèsLogis Québec program	SHQ	
Provide manpower to help build housing	Local and Aboriginal communities	
Facilitate the granting of lots and the development of appropriate services when new districts are built		
Make public precisely how many individuals (workers from outside the territory and their families) are likely to settle in the region where the project is located	Promoters/ Enterprises	
Invest with the communities and the partners in the development of housing and community infrastructure		

The priority initiatives in the realm of health are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Establish the necessary infrastructure and structure to allow for the creation of a genuine telehealth network in Nunavik	MSSS	
Implement a formal health impact assessment of development projects under the Plan Nord	MSSS	
Establish a committee devoted to justice and public security within the framework of the approach adopted under the Plan Nord	MJQ, MSP	MRNF
Promote healthy lifestyles	Local and Aboriginal communities	
Elaborate occupational health and safety programs adapted to the communities	Promoters/ Enterprises	
Invest in the development of community infrastructure devoted to health or social services or lend to the community premises that can be used for such purposes		

The priority initiatives in the realm of culture and identity are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Sign cultural cooperation agreements with the Aboriginal nations, the regional conferences of elected officers (RCEOs) and the northern partners	MCCCCF	SAA, MRI
Renew or conclude agreements between the Conseil des arts et des lettres du Québec and the Aboriginal nations or regional bodies	MCCCCF	MRI
Consolidate or create multi-purpose institutions and build cultural centres to preserve, develop and disseminate culture and the arts	MCCCCF	FED, MELS, MTO
Promote Northern Québec artists through the application of the <i>Politique d'intégration des arts à l'architecture et à l'environnement</i>	MCCCCF	
Support permanent exhibitions devoted to the Aboriginal cultures	MCCCCF	
Adjust programs and services to allow the northern partners to access culture	MCCCCF	
Establish a framework for exchanges between young people in the territory that the Plan Nord covers and young people from the rest of Québec	SAJ	
Support a documentary film project to promote the Plan Nord and Northern Québec	Gouvernement du Québec	Télé-Québec
Promote the communities' culture and facilitate exchanges between them in a dynamic of sharing and mutual understanding	Local and Aboriginal communities	
Make known to the partners, businesses and workers from outside the territory the importance of preserving cultures		
Display constant receptiveness to the Aboriginal cultures by making provision, for example, for familiarization sessions for their employees from outside the territory	Promoters/ Enterprises	
Develop approaches to work organization that take into account cultural differences		
Invest with the partners in community and cultural infrastructure		

The priority initiatives in the realm of energy development are indicated below.

SUBJECT	RESPONSABLE	PARTICIPATING DEPARTMENTS OR BODIES
Carry out the projects already described by Hydro-Québec in its 2009-2013 strategic plan:		
- installation of additional equipment at the Sainte-Marguerite-3 power plant with a capacity of 440 MW	Hydro-Québec	
- power gains at the Jean-Lesage power plant (120 MW)		
- power gains at the René-Lévesque power plant (210 MW)		
Support the development of industrial projects not connected to the main network by elaborating, carrying out and operating hydroelectric power generation projects that specifically satisfy the energy and power needs of such industrial projects	Hydro-Québec	
Conduct a thorough study of sites offering hydroelectric and wind power potential in the territory that the Plan Nord covers to provide off-grid communities and industrial and mining projects with renewable energy	Hydro-Québec	
Carry out a combined wind power-diesel pilot project to supply an isolated network in a community in Nunavik	Hydro-Québec	
Fund the studies necessary for projects to develop underwater generators	MRNF — Énergie	

The priority initiatives in the realm of mining are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Invest to acquire and integrate geoscientific knowledge into the Système d'information géominière (SIGEOM)	MRNF — Mines	
Coordinate government initiatives concerning the rehabilitation of the railway between Emeril Junction (Labrador) and Schefferville	MDEIE	
Examine the possibility of establishing a biodiversity tax credit to encourage investors to participate in ecosystem development or restoration projects	MRNF — Mines	ARQ, MFQ, MDDEP
Pursue the restoration of abandoned mining and exploration sites in the territories of Nunavik and James Bay/Eeyou Istchee.	MRNF — Mines	

The priority initiatives in the realm of forests are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Acquire knowledge of the vegetation north of the 53rd parallel	MRNF — Forêts	MDDEP ACRIGéo
Pursue the deliberations of the Comité scientifique sur la limite nordique des forêts attribuables	MRNF — Forêts	ACRIGéo
Reforest the forest heaths south of the boundary of attributable forests	MRNF — SOR	MRNF — Forêts
Establish local forests in the regions concerned	MRNF — Forêts	
Ensure that silvicultural regimes attain optimal yields	MRNF — Forêts	MRNF — SOR
Enhance the profitability of silvicultural investments		
Support initiatives that allow the use of forest biomass by conducting studies, opportunity analyses and inventories and by seeking uses (energy, wood-derived products, and so on) and good practices	MRNF — Forêts	MDEIE, MRI
Support the development of an interregional niche in the realm of wood	MDEIE	MRNF — Forêts
Certify forestry practices and the territories under management	MRNF — SOR	MRNF — Forêts
Harmonize the adapted forestry regime under the <i>Peace of the Braves</i> and that under the <i>Sustainable Forest Development Act</i>	MRNF — Forêts	MRNF — SOR
Manage sustainable forest development and implement ecosystem-based development in spruce stands	MRNF — SOR	MRNF — Forêts
Broaden social consensus building and the harmonization of uses in collaboration with the integrated resource and territorial management tables, the RCEO – RNRLUC, and when the forest management plans are consulted	MRNF — SOR	MRNF — Forêts
Develop and promote northern architecture	MRNF — Forêts	
Elaborate a sustainable development strategy for forests located north of the northern boundary of the attributable forests, including a northern adaptation of the concept of local forest	MRNF — Forêts	MRNF — SOR

The priority initiatives in the realm of wildlife are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS or BODIES
IMPLEMENT A THREE-POINT PROGRAM TO DEVELOP AND ENHANCE WILDLIFE IN THE NORTH.		
Develop activities related to wildlife resources in the territory: ▪ support proposed diversified activities related to wildlife resources; ▪ promote and arouse interest among young people in wildlife-related activities; ▪ reach an international clientele through solicitation initiatives; ▪ develop and offer a training program adapted to conditions in Northern Québec to provide quality wildlife services that satisfy the clientele's expectations, including the training of guides and wildlife protection officers from the Aboriginal communities.	MRNF — Faune	
Ensure participation by northern communities in the development and use of wildlife resources in the territory: ▪ maintain and create jobs; ▪ encourage initiatives focusing on awareness-raising and public education concerning wildlife resources and their uses and the Aboriginal cultures in the territory that the Plan Nord covers; ▪ better publicize the northern environments in the territory and communities located there in order to attract new visitors from at home and abroad and thus develop an open territory, broaden exchanges with the outside and achieve international recognition in the realm of sustainable development.	MRNF — Faune	
Acquire knowledge of northern wildlife and its habitats: ▪ broaden knowledge of harvesting activities and the species harvested; ▪ document the diversity and abundance of wildlife species or habitats; ▪ assess the impact on wildlife resources of opening up the territory, anthropogenic activities or climate change.	MRNF — Faune	

The priority initiatives in the realm of tourism are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Implement the tourism strategy	MTO	
Support the development and structuring of northern tourism supply by relying on sustainable development	MTO	
Rely on human resource training in the tourism sector	MTO	
Promote and market northern destinations in order to position them on the northern world stage	MTO	MRI
Plan and implement, in collaboration with local and regional communities, a reception, information and tourism development network	MTO	
Monitor the development and enhancement of tourism offerings in Northern Québec	MTO	

The priority initiatives in the bio-food sector are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Establish a bio-food research network north of the 49th parallel	MAPAQ	FED
Support the setting up of greenhouses in the North	MAPAQ	MRNF, MDEIE
Elaborate a development strategy in respect of non-timber forest products	MAPAQ	MRNF — Forêts, FED, MDEIE
Implement a sustainable development strategy in respect of small northern fruits	MAPAQ	MRNF — Forêts, MDEIE
Develop a joint strategy to promote local and rural products outside the regions covered, in particular through the use of positive promotional terms	MAPAQ	MTO, MDEIE, MCCCC
Establish a network to support the development of the marketing of regional and rural products on the interregional market, especially to supply the kitchens of restaurants, outfitting operations, major construction sites and communities located farther north	MAPAQ	MRNF — Faune, MSSS, MAMROT, Hydro-Québec, MTO

The priority initiatives in the realm of transportation are indicated below.

SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Conduct studies to ascertain the feasibility of a road or rail link from Kuujuaq southward	MTQ	
Conduct studies to ascertain the feasibility and profitability of a deepwater port in Whapmagoostui-Kuujuarapik and of the construction of a land link to Radisson	MTQ	
Extend Route 167 to the Otish Mountains	MTQ	MRNF
Rebuild Route 389 between Baie-Comeau and Fermont	MTQ	
Pursue the upgrading of airports	MTQ	MRNF
Pursue the extension of Route 138 between Natashquan and Kegaska	MTQ	
Extend Route 138 by building a link between Kegaska and Blanc-Sablon	MTQ	
Carry out a pilot project focusing on northern transportation weight standards	MTQ	MRNF
Take stock of the needs of promoters and businesses		
Determine with the interveners concerned the best routes to serve a maximum number of uses	Promoters/ Enterprises	
Participate in the construction, maintenance and financing of access routes		

The priority initiatives in the realm of telecommunications are indicated below.

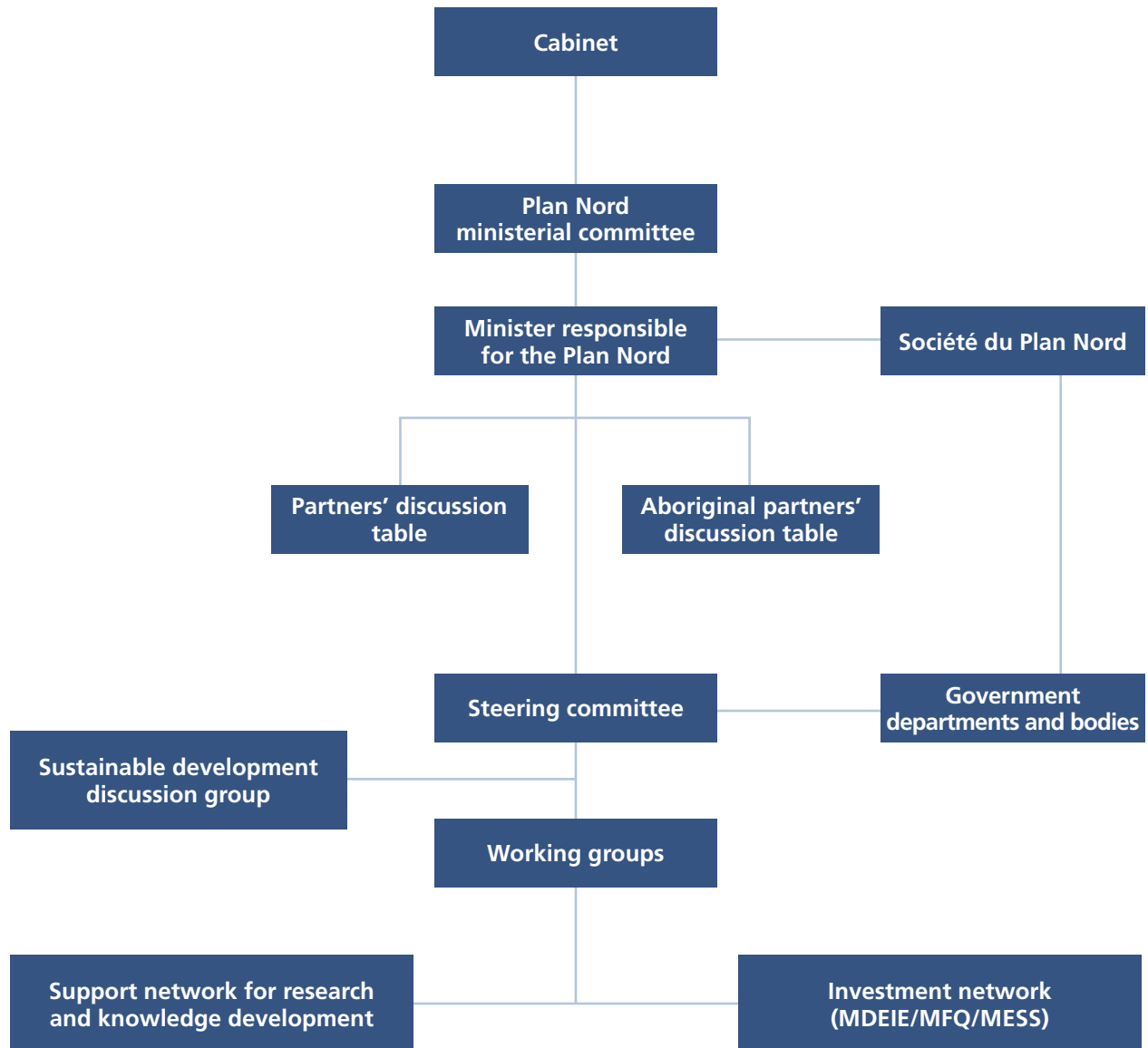
SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Invest in telecommunications infrastructure	MAMROT and MRNF	MDEIE
Make known their existing means of communications, as the case may be, and their investment projects in these fields	Promoters/ Enterprises	
Be receptive to partnerships that call, for example, for the pooling of their facilities for the benefit of communities or investments in joint projects		

The priority initiatives to preserve ecosystems and biodiversity are indicated below.

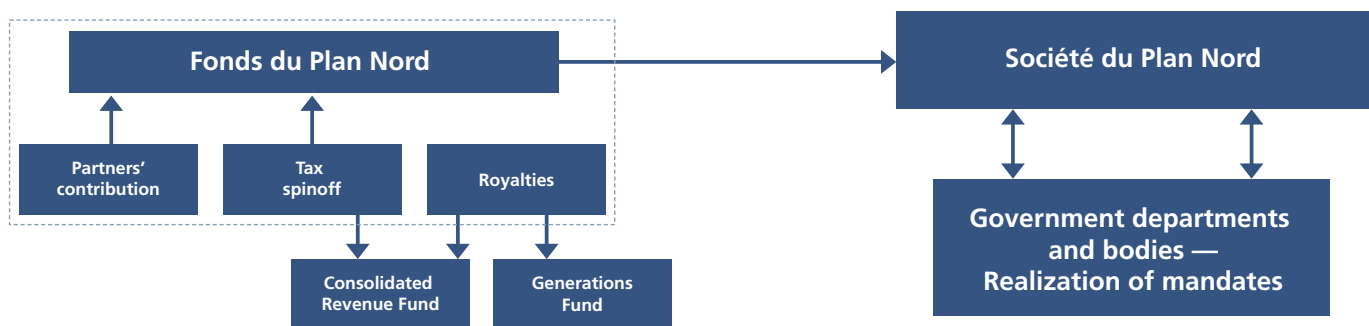
SUBJECT	COORDINATOR	PARTICIPATING DEPARTMENTS OR BODIES
Broaden knowledge for the purposes of decision-making, the preservation and sustainable use of biodiversity, and environmental protection	MDDEP	MRNF
Finish and distribute the <i>Atlas sur la biodiversité du Québec nordique</i>	MDDEP	Fondation Prince Albert II de Monaco, Ouranos, MRI
Establish provincial parks	MDDEP	
Set aside over 31 000 km ² of land and attribute, among other things, the status of projected biodiversity reserves or projected aquatic reserves	MDDEP	MRNF
Adopt a legislative framework concerning the commitment to devote 50% of the territory in question to non-industrial activities and coordinate its implementation	MDDEP	
Participate in initiatives to protect the territory	Local and Aboriginal communities	
Promote the adoption of environmentally-friendly practices		
Work with the partners to ensure the ecological development of the natural heritage		
Abide by the withdrawal of public lands and protected areas		
Adopt environmentally-friendly practices	Promoters/ Enterprises	
Adopt in each of their projects environmental protection, mitigation or restoration plans		

APPENDIX F

ORGANIZATION CHARTS INDICATING THE LINKS
BETWEEN THE INTERVENERS PARTICIPATING
IN THE IMPLEMENTATION OF THE PLAN NORD



Organization chart of the funding structure



APPENDIX G

FIGURES, INITIALISMS AND ABBREVIATIONS, AND GOVERNMENT DEPARTMENTS AND BODIES

FIGURES

Figure 1	Area covered by the Plan Nord
Figure 2	Aboriginal communities
Figure 3	Breakdown, by age group, of the population of Québec as a whole and the territory that the Plan Nord covers, 2006
Figure 4	Wind energy potential
Figure 5	Mineral potential
Figure 6	Major vegetation zones
Figure 7	Wildlife areas
Figure 8	Protected areas
Figure 9	Transportation infrastructure
Figure A	Organizational structure of the process of elaborating the Plan Nord

INITIALISMS AND ABBREVIATIONS

ACNR	Agreement Concerning a New Relationship Between le Gouvernement du Québec and the Crees of Québec
ACRIgéo	Collaborative network approach to geographical information
APGN	Agreement-in-Principle of a General Nature between the First Nations of Mamuitun mak Nutashkuan and the Governments of Quebec and Canada
CFP	Centre de formation professionnelle
FED	Government of Canada
IOC	Iron Ore Company
JBNQA	James Bay and Northern Quebec Agreement
KRG	Kativik Regional Government
MW	Megawatts
RCEO	Regional conference of elected officers
RCM	Regional county municipality
RNRLUC	Regional land and natural resource commission
ZEC	Controlled harvesting zone

GOVERNMENT DEPARTMENTS AND BODIES

ARQ	Agence du revenu du Québec
MAMROT	Ministère des Affaires municipales, des Régions et de l'Occupation du territoire
MAPAQ	Ministère de l'Agriculture, des Pêcheries et de l'Alimentation
MCCCF	Ministère de la Culture, des Communications et de la Condition féminine
MDDEP	Ministère du Développement durable, de l'Environnement et des Parcs
MDEIE	Ministère du Développement économique, de l'Innovation et de l'Exportation
MELS	Ministère de l'Éducation, du Loisir et du Sport
MESS	Ministère de l'Emploi et de la Solidarité sociale
MFQ	Ministère des Finances du Québec
MJQ	Ministère de la Justice du Québec
MRI	Ministère des Relations internationales
MRNF	Ministère des Ressources naturelles et de la Faune
MRNF — Énergie	Ministère des Ressources naturelles et de la Faune – Secteur de l'énergie
MRNF — Faune	Ministère des Ressources naturelles et de la Faune – Faune Québec
MRNF — Forêts	Ministère des Ressources naturelles et de la Faune – Forêt Québec
MRNF — Mines	Ministère des Ressources naturelles et de la Faune – Secteur des mines
MRNF — SOR	Ministère des Ressources naturelles et de la Faune – Secteur des opérations régionales
MSP	Ministère de la Sécurité publique
MSSS	Ministère de la Santé et des Services sociaux
MTO	Ministère du Tourisme
MTQ	Ministère des Transports du Québec
SAA	Secrétariat aux affaires autochtones
SAJ	Secrétariat à la jeunesse
SGF	Société générale de financement
SHQ	Société d'habitation du Québec
SOQUEM	Société québécoise d'exploration minière

