



Institut nordique du Québec

Together for the North

2015-2016 Activity Report



Together for the North

INRS
UNIVERSITÉ DE RECHERCHE



The INQ **vision** reflects the partners' desire and determination to develop a sustainable North on a foundation of knowledge, integrate scientific knowledge with that of local communities, including Aboriginal knowledge, and partner with the public and private sectors to develop the Canadian Arctic and northern Québec for future generations, providing clean energy, healthy ecosystems, viable infrastructures, economic prosperity, vibrant cultures, and education and healthcare systems that meet their needs.

MESSAGE FROM THE STEERING COMMITTEE AND IMPLEMENTATION COMMITTEE CHAIRS



In 2014-2015, the leaders in northern research combined forces to create the Institut nordique du Québec (INQ). This groundbreaking initiative received valuable support from the three founding member institutions – Université Laval, McGill University, and Institut national de la recherche scientifique – and from numerous partners in the public and private sectors and academia.

Since the launch of this important project, INQ has been actively involved in dialogue with Aboriginal communities, encouraged the transfer of knowledge obtained from research, and helped disseminate knowledge about northern Québec and the Canadian Arctic.

Through frequent partner meetings and field visits, as well as high-level scientific gatherings, INQ has fulfilled its role of keeping its partners up-to-date on the latest advances in knowledge and its application with respect to northern and circumpolar development.

Whether by participating in the prestigious Arctic Circle in Iceland, or inviting the research community to the Northern Health Forum, INQ has been at the centre of discussions about the social, environmental, and economic issues related to northern development. In addition, the launch of a free French-language massive open online course (MOOC) on northern issues further demonstrates INQ's desire to disseminate knowledge and strengthen education about the North.

In this report, we are very proud to present INQ's many achievements and areas of progress for the period 2015-2016. A mere two years after its launch, Institut nordique du Québec has already laid a strong foundation for a major interdisciplinary initiative to ensure the ethical and harmonious development of northern Québec and the Canadian Arctic.

Edwin Bourget
Chair, Steering Committee

René Therrien
Chair, Implementation Committee

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Expertise adapted to the needs of the North

A world of contrast and diversity, the North has seen its environment, economy, culture, and the health of its populations drastically impacted by climate change, industrialization, and modernization. To meet the region's needs, the Institut nordique du Québec (INQ) brings together top-flight northern and Arctic research talent to work toward the ethical and harmonious development of northern Québec and the Canadian Arctic.

By focusing the cutting-edge expertise of Québec and Canadian researchers who have worked in the North for over half a century, INQ provides governments, companies, and communities with the scientific knowledge and technical know-how required for sustainable northern development.

In addition to training the next generation of researchers by emphasizing sustainable development, INQ supports the social and economic development of Aboriginal populations by pooling scientific knowledge with the knowledge held by Aboriginal communities.

The project is based on an unprecedented academic partnership between Université Laval, McGill University, and Institut national de recherche scientifique (INRS), in close collaboration with research centre directors, Aboriginal nations, private partners, Société du Plan Nord (SPN) and representatives from Québec universities and governments.

The North in figures



1.2 million km²
in area



72%
of Québec's
surface area



Over
200,000 km²
of forest



More than
75%
of Québec's
hydroelectric capacity



Over
120,000
people



1/3
of the population of
Aboriginal origin



4
Aboriginal nations
(Inuit, Cree, Innu,
and Naskapi) in
31 communities



32
non-Aboriginal communities
(James Bay, Lac Saint-Jean,
and Côte-Nord regions)



215
Université Laval,
McGill University, and INRS
researchers working
on northern issues



Project infrastructure

Upcoming deployment

The project includes the construction of cutting-edge research facilities for use by members.

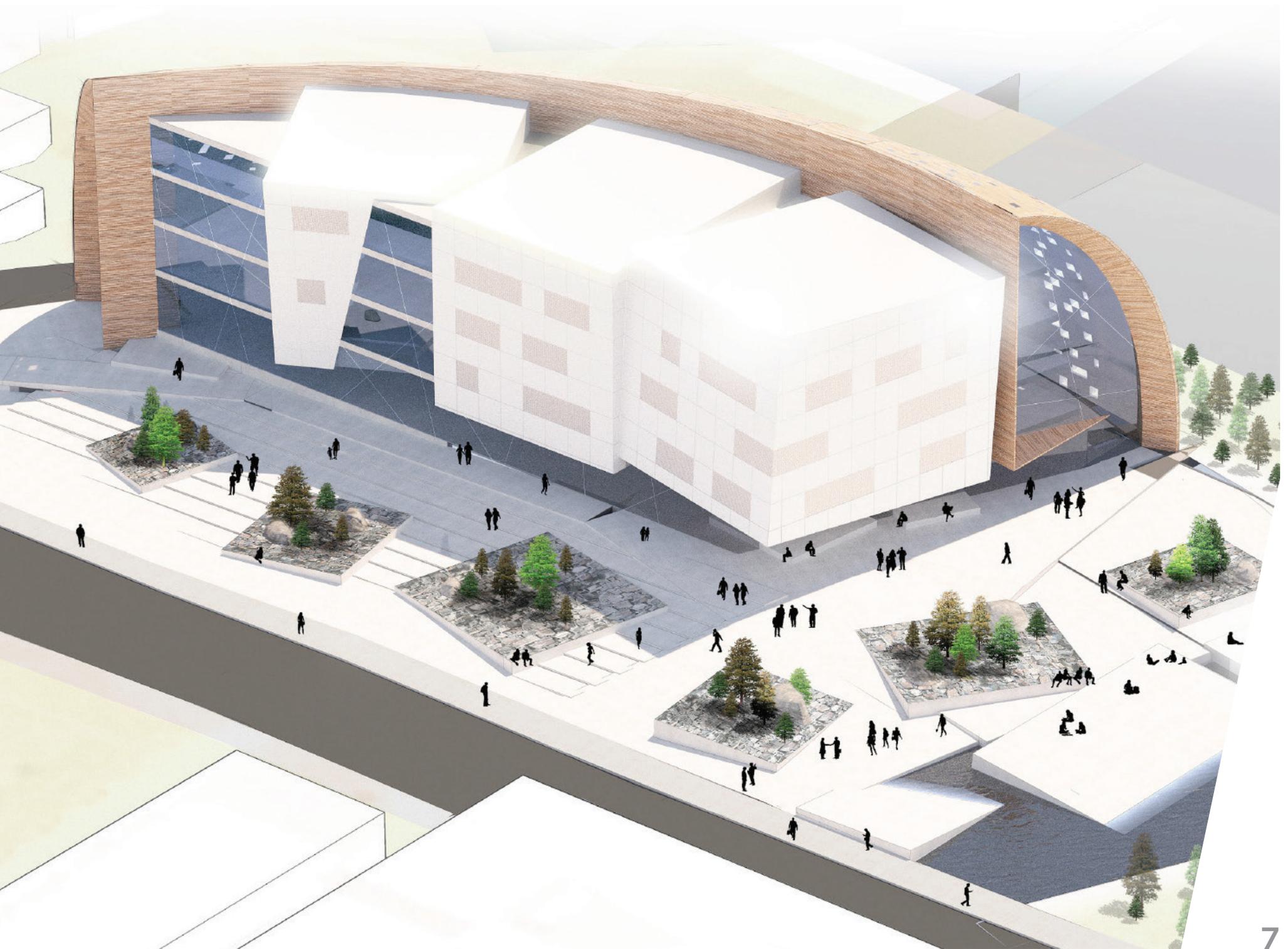
UNIVERSITÉ LAVAL

The INQ will have facilities in at least four locations: a main building at Université Laval and facilities and equipment at INRS, McGill, and in Kuujuaq. The new building in the works for the Université Laval campus will bring together several Québec centres of excellence on the North covering topics ranging from natural sciences to health, engineering, social sciences, and humanities. Its specialized facilities will include laboratories, storage space, and workshops for technological innovation and preparing missions in northern terrestrial and marine environments.

With a view towards partnership and knowledge transfer, the building will house a videoconferencing room for communicating with northern communities and other partners as well as spaces dedicated to distance learning for northern residents. In all, the building will accommodate over 200 permanent researchers, researchers in residence, professionals, and graduate students.



The architectural design concept for the new building on the Université Laval campus will emphasize wood and natural lighting. The cost is estimated at \$75 million.





INQ's partners have worked tirelessly over the past year to fine tune their respective projects for improving northern research infrastructure. From Schefferville to Kuujuaq to Québec City to James Bay, the founders of Institut nordique have made significant progress towards creating a world-class northern research network.

McGILL UNIVERSITY

More than 40 McGill University researchers and a large number of graduate students carry out research in northern Québec in the key sectors of health, engineering, economic development, and the natural, social, and human sciences. In addition to renovating the existing facilities at the Macdonald campus, McGill University will upgrade its Schefferville Sub-Arctic Research Station in the Côte-Nord region on the border with Labrador. Built in the 1950s, the research station provides access to a vast wooded area rich in lichen. The renovations include new wet and dry laboratories, a library, and accommodation for some thirty visitors.

A new building at James Bay is also part of the university's plans. The mobile research unit will be deployed to serve the Centre for Indigenous Peoples' Nutrition and the Environment (CINE) and the Centre for Indigenous Conservation and Development Alternatives (CICADA), which have both established have close connections with northern communities over the years.

INSTITUT NATIONAL DE LA RECHERCHE SCIENTIFIQUE (INRS)

INRS is planning to convert its open-air environmental hydraulics laboratory in Québec City into a year-round research facility by insulating the mechanical components. This will make it possible to carry out hydraulic experiments when frazil and ice are present. A refrigerated core bank will also be built, allowing for X-ray analysis of permafrost, sea ice, and glacier samples. Improvements to the facilities at the Québec Metro Hi-Tech Park will provide year-round access to equipment researchers can use to study the impact of climate change on the thermal regime of lakes and reservoirs and the effects of melting permafrost on the carbon cycle in aquatic environments.

NUNAVIK RESEARCH CENTRE

In partnership with the Makivik Corporation, INQ also plans to build accommodation facilities for researchers and students at the Nunavik Research Centre in Kuujuaq. This will make it possible for researchers and students to regularly make extended visits to the area, where housing and hotels are rare and expensive. The building will incorporate best green building practices and could be used as an exploratory laboratory for testing clean-energy heating methods at northern latitudes. These facilities will supplement the existing stations in the North.



Our project partners

AN UNPRECEDENTED COOPERATIVE EFFORT TO DEFINE GUIDELINES FOR NORTHERN RESEARCH.

1. WORKING GROUP ON SUSTAINABLE DEVELOPMENT

Leader

Murray Humphries (McGill)

François Anctil (Université Laval)

Thierry Rodon (Université Laval)

Meeting

December 14, 2015

Role

Draw on the UN's sustainable development objectives and validate those relevant for the North within INQ; develop suitable indicators for the North as well as a sustainable development toolbox for northern research

2. WORKING GROUP ON RESEARCH PRIORITIES

Leader

Jean-Éric Tremblay
(Université Laval)

Thierry Rodon (Université Laval)

Warwick F. Vincent (Université Laval)

Murray Humphries (McGill)

Jean-François Blais (INRS)

Alexandre Baillargeon (SPN)

Francis Fournier (FPIInnovations)

Gaétan Lantagne (IREQ)

Meetings

November 25, 2015; January 11 and February 9, 2016

Role

Define INQ research priorities and themes based on existing programs and with all INQ partners. Scientific programs will be updated through a series of workshops for each of the five priorities. Leaders for each priority and theme have been appointed.

3. WORKING GROUP ON PARTNERSHIPS

Leader

René Therrien (Université Laval)

Michel Allard (Université Laval)

Yves Bégin (INRS)

Francis Fournier (FPIInnovations)

Sophie D'Amours (Université Laval)

Gaétan Lantagne (IREQ)

Meetings

November 23, 2015; January 7 and February 9, 2016

Role

Define partnerships (conditions, type, involvement); identify INQ's current partners; define the procedure for recognizing partners; draw up a partnership development strategy and a financing strategy in relation to partnership; submit a plan for innovation.

4. WORKING GROUP ON INFRASTRUCTURE

Leader

Christine Barnard (CEN)

Jean-François Blais (INRS)

Marie-Hélène Forget (Takuviq)

Francis Fournier (FPInnovations)

Keith Levesque (Amundsen)

Wayne Pollard (McGill)

Stéphane Prémont (INRS)

Brigitte Robineau (Québec-Océan)

Meetings

December 17, 2015; January 20, January 25, January 26, and March 16, 2016

Role

Coordinate and facilitate access to and use of all INQ's infrastructure, facilities, and services. This committee aims to optimize the management, use, and acquisition of infrastructure in accordance with the various components of INQ and its partners.

5. FIRST PEOPLES WORKING GROUP

Leader

Mélissa Saganash (Cri)

Ellen Avard (Inuit)

Serge Ashini Goupil (Innu)

Élodie Lagrange (Naskapi)

Marie Audette (Université Laval)

Meetings

February 11 and April 27, 2016

Role

Define joint and specific research needs and priorities for Aboriginal communities in the North; define a code for the responsible conduct of research in the Northern territory in keeping with the activities of the First Peoples; define Aboriginal knowledge and identify its role within INQ.

HUNDREDS OF HOURS OF WORK, PREPARATION, AND DISCUSSION. NUMEROUS MEETINGS INVOLVING CLOSE TO 150 RESEARCHERS AND ORGANIZATION REPRESENTATIVES. A FAR-REACHING COLLABORATIVE EFFORT TO DEFINE NEEDS AND SET OUT INQ'S RESEARCH PROGRAMMING.

Canadian Forest Service

Centre d'enseignement et de recherche en foresterie de Sainte-Foy (CERFO) (CCTT*)

Centre Eau, Terre, Environnement Institut national de la recherche scientifique (INRS)

CHU de Québec – Université Laval Research Centre

Concordia University

Council of the Atikamek Nation

COREM

Cree Regional Authority

Direction de la recherche forestière du ministère des Forêts, de la Faune et des Parcs (MFFP DRF)

Direction générale du développement de l'industrie minière

Direction générale de Géologie Québec

Embassy of the Cree Nation

Energy Technology Laboratory Hydro-Québec

FPInnovations

Innofibre (CCTT*)

Institut Armand-Frappier Institut national de la recherche scientifique (INRS)

Institut national de la recherche scientifique (INRS)

Institut de recherche d'Hydro-Québec (IREQ)

Kativik Regional Government (KRG)

LAND chair CEGEP Jonquièrre

Mashteuiatsh

Maurice-Lamontagne Institute Fisheries and Oceans Canada

McGill University

Naskapi Nation

Natural Resources Canada

Nunavik Research Centre

Ouranos

Polytechnique Montréal

Research Institute of the McGill University Health Centre

Research Institute on Mines and Environment (RIME) UQAT-Polytechnique

Uapishka Station Manicouagan-Uapishka Biosphere Reserve

Uashat Mak Mani-Utenam

Université de Montréal

Université de Sherbrooke

Université du Québec à Chicoutimi

Université du Québec à Montréal

Université du Québec à Rimouski

Université du Québec à Trois-Rivières

Université du Québec en Abitibi-Témiscamingue

Université Laval

University of New Brunswick

Wind Energy TechnoCentre (CCTT*)

*CCTT: College Centres for the Transfer of Technology

Research priorities

PRIORITY 1 SOCIETIES AND CULTURES

“This priority aims to improve knowledge of the issues associated with the societies and cultures of northern Québec by examining different development models as well as heritage, identities, territoriality, knowledge, living environments, and governance. It will draw on partnerships with northern institutions and communities to facilitate the planning of research agendas, compliance with ethics protocols in Aboriginal environments, and the decolonization of research.”

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1. **Caroline Desbiens**
Professor
Geography Department
Université Laval

 2. **Thierry Rodon**
Director
Interuniversity Center
for Aboriginal Studies
and Research (CIÉRA)
Université Laval

PRIORITY 2 HEALTH

“The Health workshop brought together for the first time almost 20 researchers in northern health from INQ’s three founding institutions. These researchers work on projects whose objectives are determined in collaboration with Aboriginal partners. The priority research themes will be defined in cooperation with Aboriginal representatives in the coming months.”

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3. **Mylène Riva**
CHU de Québec-Université Laval
Research Centre – Université Laval

 4. **Mélanie Lemire**
Nasivvik Research Chair
in Ecosystem Approaches
to Northern Health
Université Laval

PRIORITY 3 ECOSYSTEM FUNCTIONING AND ENVIRONMENTAL PROTECTION

“Several meetings and workshops have been held for the purpose of developing INQ’s Ecosystem Functioning and Environment Protection priority. This priority has both a land component and a marine component. Meetings were attended by researchers from a number of institutions across Québec specializing in a variety of natural science disciplines. The collaborative discussion process will continue as results from the various thematic workshops are pooled.”

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5. **Warwick F. Vincent**
Scientific Director
Centre for Northern Studies (CEN)
Université Laval

 6. **Jean-Éric Tremblay**
Associate Professor
Biology Department
Université Laval

PRIORITY 4 INFRASTRUCTURE AND TECHNOLOGY

“INQ’s Infrastructure and Technology working group to support development in northern Québec met on June 3. About 20 specialists discussed three specific themes: environmental technology, construction of sustainable infrastructure, and information technology.”

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7. **Jean-François Blais**
Director
Centre Eau Terre Environnement
Institut national de la recherche
scientifique (INRS)

 8. **Guy Doré**
Professor
Civil and Water
Engineering Department
Université Laval

 9. **Leslie Ann Rusch**
Professor
Electrical and Computer
Engineering Department
Université Laval

**PRIORITY 5
NATURAL RESOURCES**

“The workshops and discussions held to date have already helped identify common research themes related to the natural resources sector. One such theme, which is important to forestry, mineral resources, and energy, involves the in-depth characterization of the environment and access to data seen as essential for the coherent development of northern Québec.”

10. Gaétan Lantagne
 Researcher
 Energy Technology Laboratory
 Institut de recherche
 d’Hydro-Québec (IREQ)

11. Georges Beaudoin
 Researcher
 Geology and Geological
 Engineering Department
 Université Laval

12. Francis Fournier
 Director
 Québec City Laboratory
 FPInnovations





Highlights

INAUGURAL NORTHERN HEALTH FORUM

On June 16, 2016, more than 150 scientists, Aboriginal community representatives, health and social services professionals, and provincial and federal government employees gathered at Université Laval's Pavillon Maurice-Pollack for the Northern Health Forum. Organized by INQ, the Forum was an opportunity to present the latest results from research on northern health, a constant challenge for northern populations. Participants discussed a variety of topics, including major health challenges, northern perspectives, health and nutrition, and social and environmental health determinants. The Forum also marked the official launch of the Nasivvik Research Chair in Ecosystem Approaches to Northern Health, which consolidates the expertise developed in social and preventive medicine.

MOOC ON NORTHERN QUÉBEC

Knowledge of the North is now more accessible than ever thanks to a MOOC (massive open online course) focusing exclusively on northern issues. The online course "Le Québec nordique: enjeux, espaces et cultures» is free and open to everyone. It will be taught by Thierry Rodon, a professor in the Political Science Department at Université Laval. Covering a variety of topics — migrations, the northern imagination, populations, culture, economy, and northern development — Professor Rodon will explain the specific characteristics of this region to a virtual audience from all corners of the globe. The MOOC is spearheaded by INQ and targets anyone with an interest in northern Québec, fitting in perfectly with the Institut's knowledge sharing values.

A STRONG SHOWING AT THE ARCTIC CIRCLE IN ICELAND

INQ took to the international stage by sending a delegation to the prestigious Arctic Circle in Reykjavik, Iceland, from October 16 to 18. This third annual gathering gave the Institut an opportunity to highlight the scientific and technological challenges of sustainable development in northern Québec. The INQ delegation was also able to invite a large number of international experts to a symposium on research and innovation, organized jointly with Société du Plan Nord. Moreover, the opening address for this strategic and far-reaching event was given by Québec premier Philippe Couillard.

INQ in the field

As part of the mission to promote a sustainable and respectful partnership with Aboriginal and northern communities, members of Institut nordique du Québec increased the number of meetings in the field over the last year. In September, researcher Thierry Rodon and anthropologist Amélie Breton went to **Schefferville** and **Mushuau-nipi** to discuss northern development and Innu community issues at the **Refaire le Nord seminar** organized by Les Amis du Mushuau-nipi.

Also in September, representatives from Université Laval (rector Denis Brière and vice rectors Éric Bauce and Edwin Bourget) took part in a **meeting with members of the Innu Nation in Sept-Îles**.

Field visits continued in October. Accompanied by Christine St-Pierre, minister of International Relations and La Francophonie, and Geoffrey Kelly, minister responsible for Native Affairs, INQ representative Yves Bégin travelled across huge swathes of territory in **Raglan**, **Radisson** and **Chisasibi**. Heads of European Union member states' diplomatic missions were also part of the group.

In April a large contingent from INQ expanded the scope of the discussion on northern research by assessing interest in creating a Canadian Arctic institute during the **Arctic Workshop at the University of Manitoba**.

David Lloyd Johnston, the Governor General of Canada, **toured a number of Hudson Bay communities** in May, meeting with scientists working in the North and visiting top-level research facilities.

Specifically, the Governor General observed all the work carried out by scientists from the Centre for Northern Studies (CEN) in **Whapmagoostui-Kuujuarapik**, accompanied by CEN scientific director Warwick F. Vincent.

In June, Mickaël Lemay represented INQ when he met with representatives from numerous Aboriginal communities at the **Northern Adaptation Strategy Workshop in Iqaluit**. The event, organized by Aboriginal Affairs and Northern Development Canada, was a significant milestone in developing an "adaptation strategy for the North."

INQ ambassadors also make it a priority to explain northern issues to the general public. As part of the **Décoder le monde - Nordicité au Musée de la civilisation de Québec** in March, researchers Michel Allard, Caroline Desbiens, and Louis Fortier gave a number of talks for the general public. This unique exhibition showcased the various aspects of the North through multiple activities: workshops, entertainment, shows, music, film, and gastronomy. In the same vein, INQ took part in the ninth **Les Affaires event** at the **Québec City Convention Centre**. Under the theme "Objective: North," INQ Implementation Committee chair René Therrien presented the Institute's policies and objectives to key players in the Québec economy.



Meetings and outreach

2015 JULY

Officials from the Manicouagan-Uapishka Biosphere Reserve visit INRS in Québec City.

SEPTEMBER

Discussions about an optical fibre project with representatives of the Cree Regional Authority

Adoption of INQ's official logo and unveiling of the visual identification program

OCTOBER

Meeting with the James Bay Regional Government

Meeting with Québec premier Philippe Couillard as part of the Arctic Circle Assembly in Reykjavik with Université Laval rector Denis Brière in attendance. Working session entitled “Québec Plan Nord: Development and Challenges for Researchers”

Meeting with representatives of École polytechnique fédérale de Lausanne

Launch of the official INQ website

NOVEMBER

Meeting with representatives from Tromsø University

Information session with the Université Laval Sustainable Development Committee

Meeting with representatives of the James Bay Development Corporation

DECEMBER

Participation in ArcticNet's annual meeting, Canada's largest Arctic science event, with 800 researchers, students, northern residents, decision makers, and other participants in attendance

2016 FEBRUARY

Meeting with leaders from Musée de la mémoire vivante in Saint-Jean-Port-Joli to discuss a potential project involving northern communities

MARCH

Discussions with the National Research Council of Canada about its Arctic program

Presentations and lectures at “Décoder le monde – Nordicité,” a special event at Musée de la civilisation de Québec

2016
MARCH

Meeting in Uashat mak Mani-utenam with Ricky Fontaine, general manager of the Innu community, about a pilot collaboration project with INQ

Participation in the “Plan Nord DNA: Supporting the Development of the North” symposium in Baie-Comeau on the economic challenges facing the Côte-Nord region

APRIL

INQ takes part in “Objective: North,” a Les Affaires event at the Québec City Convention Centre

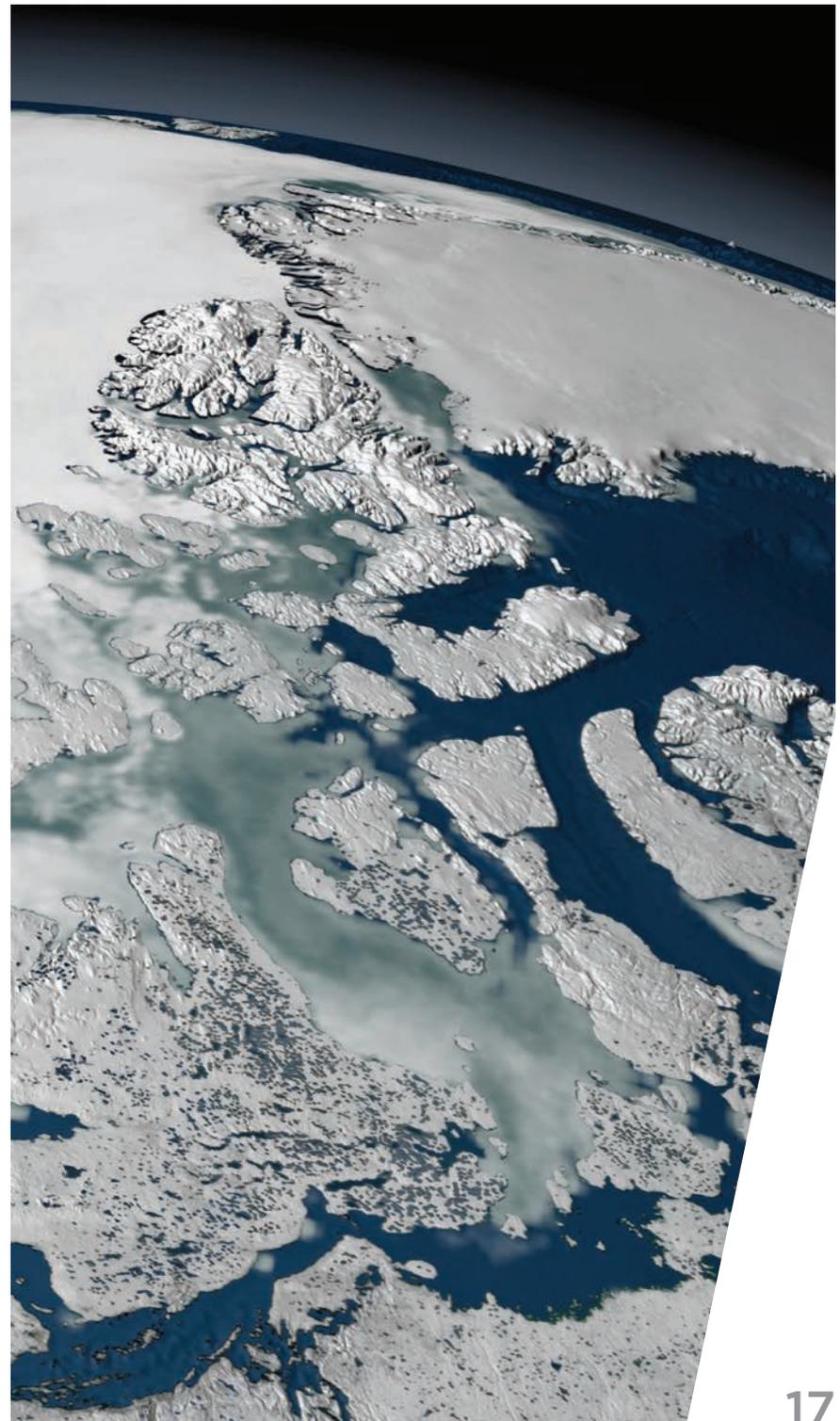
Université Laval, INRS, and McGill University launch the process to create dedicated northern research chairs under the auspices of INQ

MAY

Completion of the recruitment process for a science and innovation director

Participation in “Vers le Nord : regards croisés scientifiques Québec - Italie”, a symposium in Rome to encourage collaboration with northern and Arctic research institutes in Italy.

Bilateral meetings at IFAT 2016 (World’s Leading Trade Fair for Environmental Technologies) in Munich, Germany



2015-2016

INQ IMPLEMENTATION COMMITTEE

Research centres

- Warwick F. Vincent**
Scientific Director
Centre for Northern Studies (CEN)
Université Laval
- Jean-Éric Tremblay**
Director
Québec-Océan
Université Laval
- Marcel Babin**
Director
Takuvik
Université Laval
- Thierry Rodon**
Director
Interuniversity Center for Aboriginal
Studies and Research (CIÉRA)
Université Laval
- Gina Muckle**
Scientific Director
Nasivvik
Université Laval
- Martin Fortier**
Executive Director
ArcticNet
Université Laval
- François Anctil**
Director
Institut EDS
Université Laval
- René Therrien**
Chair
Implementation Committee
and Vice Dean of Research
Faculty of Science and Engineering
Université Laval
- Murray Humphries**
Director
Centre for Indigenous Peoples'
Nutrition and Environment (CINE)
McGill University
- Paul Brassard**
Northern Representative
Réseau universitaire
intégré en santé (RUIS)
McGill University
- Louis Fortier**
Scientific Director
ArcticNet, NGCC Amundsen,
Takuvik
Université Laval

Founding universities

- Marie Audette**
Assistant Vice Rector
of Research and Innovation
Université Laval
- Edwin Bourget**
Vice Rector of Research
and Innovation
Université Laval
- Kristina Öhrvall**
Director of Strategic Initiatives
McGill University
- Jean-François Blais**
Director
Centre Eau, Terre, Environnement
INRS (Institut national de la
recherche scientifique)

UQ network universities

- Denis Martel**
Vice Rector of Education,
Research, and Innovation
Université du Québec en
Abitibi-Témiscamingue

Other universities

- Marie-Josée Hébert**
Vice Rector of Research,
Creation, and Innovation
Université de Montréal

Société du Plan Nord

- Robert Sauvé**
Président and CEO
Société du Plan Nord

Aboriginal nations

- Ellen Avard**
Scientific Director
Makivik Corporation -
Nunavik Research Centre
- Mélissa Saganash**
Director of Cree-Québec Relations
Embassy of the Cree Nation
- Mike McKenzie**
Chief - Innu-utshimau (Sept-Îles)
Innu Nation
- Élodie Lagrange**
Assistant Project Coordinator -
Atmacinta
Naskapi Nation of Kawawachikamach

Private sector

- Francis Fournier**
Manager - Québec City Laboratory
FPInnovations
- Gaétan Lantagne**
General Manager
Institut de recherche
d'Hydro-Québec (IREQ)
- Claire Lavallée**
General Manager
COREM

College Centres for the Transfer of Technology (CCTTs)

- Drishtysingh Ramdenee**
Scientific Coordinator
Institut technologique
de maintenance industrielle
Cégep de Sept-Îles

Senior advisors on the North

- Michel Allard**
Professor
Centre for Northern Studies (CEN)
Université Laval
- Najat Bhiry**
Director
Centre for Northern Studies (CEN)
Université Laval

Project Director

- Brigitte Bigué**
Office of vice Rector
of Research and Innovation
Université Laval

EXECUTIVE COMMITTEE

Edwin Bourget

Vice Rector of Research and Innovation
Université Laval

Yves Bégin

Vice Rector of Research
and Academic Affairs
Institut national de la recherche
scientifique (INRS)

Rosie Goldstein

Vice Principal, Research
and International Relations
McGill University

Brigitte Bigué

Project Director, INQ
Université Laval
(non-voting member)

EXPANDED EXECUTIVE COMMITTEE

Denis Brière

Rector
Université Laval

Daniel Coderre

Rector
Institut national de la recherche
scientifique (INRS)

Suzanne Fortier

Principal and Vice Chancellor
McGill University

Yves Bégin

Vice Rector of Research
and Academic Affairs
Institut national de la recherche
scientifique (INRS)

Rosie Goldstein

Vice Principal, Research
and International Relations
McGill University

Edwin Bourget

Vice Rector of Research
and Innovation
Université Laval

René Therrien

Chair
Implementation Committee
and Vice Dean of Research
Faculty of Science and Engineering
Université Laval

Brigitte Bigué

Project Director, INQ
Université Laval
(non-voting member)

A DEDICATED TEAM, BRINGING NORTHERN EXPERTISE TOGETHER:

Brigitte Bigué, Project Director

Julie Dionne, Secretary

David Laberge, Administrative Technician

Joanie Couture, Research Professional

Sylvain Tougas, Information Technology Professional

Suzy Basile, Coordinator, Working Group on First Peoples

Photos:

Arctic Circle: page 14

Guy Doré: page 13 (priority 4)

Isabelle Dubois/ArcticNet: page 15

Alexandre Forest/ArcticNet: page 13 (priority 2)

Martin Fortier/ArcticNet: Cover and pages 4, 5, 8 and 9

Louise Leblanc: page 3

Isabeau Pratte/ArcticNet: page 13 (priority 3)

Heiko Wittenborn/Nunavik Tourism: page 13 (priority 1)

Institut nordique du Québec

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