

A photograph of two construction workers, a woman and a man, standing on a construction site. The woman is wearing a yellow hard hat and an orange safety vest over a black hoodie. The man is wearing a white hard hat and an orange safety vest over a black hoodie. They are both looking at a clipboard held by the man. The background shows a construction site with piles of sand and a house under construction. A large blue and white geometric graphic is overlaid on the left side of the image.

CONSTRUCTION INDUSTRY ACTION PLAN

FOR THE INCLUSION OF
THE FIRST NATIONS AND INUIT

2024-2034



COMMISSION
DE LA CONSTRUCTION
DU QUÉBEC



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ACKNOWLEDGMENTS

The Commission de la construction du Québec (CCQ) wishes to thank its First Nations and Inuit partners, participating employer and union associations, government departments and agencies, school boards, school service centers and educational institutions, and the *Association paritaire pour la santé et la sécurité du travail du secteur de la construction* for their commitment and contribution to the realization of the Construction Industry Action Plan for the Inclusion of the First Nations and Inuit.

Epicene writing: This document was written in accordance with the principles of epicene, or inclusive, writing, in particular the use of neutral phrasing and coordinated masculine and feminine designations.



LABOUR MINISTER'S MESSAGE



It gives me great pleasure to join the Commission de la construction du Québec (CCQ) in presenting its first action plan dedicated to Indigenous communities. I am confident that this is only the start of our collaboration with the First Peoples, a partnership aimed at integrating their communities throughout the province into the construction industry.

Many opportunities are yet to be imagined and developed. Thanks to concrete actions like this Action Plan and the amendments made to the Act to Modernize the Construction Industry, our communities will be better coordinated and more involved in meeting everyone's needs.

Our association partners have managed to put forward common interests such as the need for workers and boosting diversity as a means to reach agreements suited to each community.

I applaud the work that started in 2019 and has evolved considerably since then. This work led to finding a way to reconcile and harmonize what is essential, what is adaptable, what is innovative and what is applicable.

This Action Plan is not an end in itself: the construction industry is in full swing, our climate is changing and the construction landscape is vast and ever-evolving. We must keep improving to stay on top and meet the unique and specific needs of every location and every project.

The Action Plan has many objectives: generating interest in the construction industry among First Nations and Inuit businesses and workers, and fostering the latter's academic qualifications; working with stakeholders to support Indigenous businesses during their start-up phase and in their business development activities; promoting hiring while facilitating access to employment; creating a positive, healthy and inclusive environment; and implementing specific measures adapted to the realities of the First Nations and Inuit that foster job retention and professional development.

A collaborative approach was developed and succeeded in securing everyone's support for the measures put in place. Having the CCQ, partners and communities share responsibility will ensure that intentions are viable.

The plan involves more than just the CCQ, as external players will be able to contribute to the ecosystem by applying best practices within various administrative structures. I'm referring here to the province's departments of education and higher education, ASP-Construction, the CNESST and the RBQ.

I am confident that the consensus-based pathway to inclusion that arose from this exercise will serve as a model to inspire other sectors of the labour market.

I would like to thank all the parties, agencies and organizations involved for their openness and for participating in the process. I would also like to applaud the nations involved in this project: Abenaki, Algonquin, Atikamekw, Cree, Huron-Wendate, Innu, Inuk, Mohawk, Mi'kmaq, Naskapi and Wolastoqiyik.

Let's keep building together!

A handwritten signature in cursive script that reads "Jean Boulet".

M. Jean Boulet

**Minister of Labour and Minister Responsible for the Mauricie Region,
the Abitibi-Témiscamingue region, and the Nord-du-Québec region**



MESSAGE FROM THE PRESIDENT & CEO OF THE COMMISSION DE LA CONSTRUCTION DU QUEBEC



Reaching out and collaborating to learn how to build in a different way... A few years ago, the Commission de la construction du Québec (CCQ) embarked on one of its most important collaborative initiatives, which has given rise today to the Construction Industry Action Plan for the Inclusion of the First Nations and Inuit, the tangible outcome of a lively, engaging and rigorous consultation process. Most importantly, this initiative helped build trust, an essential element in building bridges, so that the desire to listen and change the world together is unequivocal.

The implementation of this Action Plan showcases the expertise of the First Peoples. We have so much to learn from you. Your knowledge, your worldview and your approach enrich Quebec and the construction industry. It is my deep conviction that this initiative is both sustainable and a driver of vital change. The First Peoples' active participation in building Quebec will guarantee lasting prosperity.

This initiative has yielded a consensus-based Action Plan heralding the roll-out of 24 bold measures, including support for communities upstream of construction project development, the promotion of trades and occupations among the First Nations and Inuit, and rules governing access to training and workforce qualifications which are inclusive and foster job retention and professional development. Everything has been put into place so that Indigenous communities can assert their leadership and amplify their essential contribution to Quebec's economic growth. As Hydro-Québec prepared to release its Action Plan 2035, the creation of such tools became essential.

One of the key milestones in this process was the harmonization of the boundaries of the reference region for the Baie-James labour pool with those of the Eeyou Itschee James Bay region, which now includes all Cree communities. The creation of this region at last acknowledges a historic territorial reality and will without a doubt become a catalyst for social and economic development, and the creation of a skilled workforce.

Our collective success now rests on a shared responsibility to monitor implementation, measure the impact of our realizations and reach the target of an active workforce whose membership is made up of at least 1% Indigenous workers by 2034. Currently, 753 Indigenous people, fewer than 100 of whom are women, work on Quebec's construction sites, accounting for only 0.38% of the total active workforce.

In closing, I would like to applaud and extend my gratitude to the representatives of the First Nations, Cree and Inuit communities, as well as to the leaders of the construction industry's employer and union associations, key partners in the government's departments and agencies, and school services centers and educational institutions, all of whom have taken part in this initiative and contributed to a profound change that will benefit so many.

In fact, I would go as far as to say that November 13, 2024, will have a before and an after thanks to this strong show of unity that demonstrates a firm commitment to Quebec's economic and social development. In the coming years, Quebec will face major challenges in fulfilling its ambitious order book for housing, energy transition and infrastructure upgrades. With the First Peoples, we will get there.

Mikwetc

A handwritten signature in black ink, appearing to read 'Audrey Murray', written in a cursive style.

Audrey Murray
President and Chief Executive Officer



MESSAGE FROM THE ADVISORY COMMITTEE OF THE COLLABORATIVE APPROACH FOR THE INCLUSION OF FIRST NATIONS AND INUIT IN THE CONSTRUCTION INDUSTRY

It is our great pleasure to present the Action Plan for the Inclusion of the First Nations and Inuit in the Construction Industry.

Over the past five years, the development of this plan has been marked by significant collaboration and a shared commitment to creating a comprehensive and high-quality reference that addresses the diverse needs of the construction industry, First Nations and Inuit communities, and union associations.

During this time, while the committee witnessed changes in participants, the unwavering dedication to fostering collaboration and mutual respect remained constant. The process was thorough and at times lengthy as we sought to ensure that the perspectives and needs of all stakeholders were carefully considered. We understood the complexities on both sides – industry and community – and worked diligently to promote awareness, understanding and cooperation. Our collective goal was always to find balanced solutions that would uphold the interests of all parties involved.

The challenges were many, but through perseverance, open dialogue and a shared vision, we were able to rise above these obstacles. The result is a plan that we are proud to present – a strategic, inclusive framework that reflects the diverse voices and insights of our committee and stakeholders.

We believe that this plan not only serves as a roadmap for enhancing the inclusion of the First Nations and Inuit within the construction sector, but also stands as a testament to what can be achieved when industry, communities and employer and union associations work together towards a common goal.

The benefits of prioritizing diversity, equity and inclusion in the construction industry are extensive. We are committed to pursuing, and will strive to pursue, higher standards in DEI in hiring practices and workplace policies through this Collaborative Approach.

We thank all those who have contributed to this journey and look forward to seeing the positive impact of this plan in the years to come.

Respectfully,

**The Advisory Committee
First Nations and Inuit representatives from the employment,
training and construction sectors**



STAKEHOLDERS IN THE CONSTRUCTION INDUSTRY ACTION PLAN FOR THE INCLUSION OF THE FIRST NATIONS AND INUIT

This list presents all the partners involved in the Construction Industry Action Plan for the Inclusion of the First Nations and Inuit.

ACRONYMS AND ABBREVIATIONS	PARTNERS
ASP CONSTRUCTION	Association paritaire pour la santé et la sécurité du travail du secteur de la construction
CCQ	Commission de la construction du Québec
FNQLEDC	First Nations of Quebec and Labrador Economic Development Commission
CNESST	Commission des normes, de l'équité, de la santé et de la sécurité du travail
FNHRDCQ	First Nations Human Resources Development Commission of Quebec
CNA	Conseil de la Nation Atikamekw
FNAESC	First Nations Adult Education School Council
ETS	École de technologie supérieure
MEQ	Ministère de l'Éducation du Québec
RBQ	Régie du bâtiment du Québec
EMPLOYER ASSOCIATIONS	
ACQ	Association de la construction du Québec
ACRGTDQ	Association des constructeurs de routes et grands travaux du Québec
AECQ	Association des entrepreneurs en construction du Québec
APCHQ	Association des professionnels de la construction et de l'habitation du Québec
CMEQ	Corporation des maîtres électriciens du Québec
CMMTQ	Corporation des maîtres mécaniciens en tuyauterie du Québec
UNION ASSOCIATIONS	
CSD	Centrale des syndicats démocratiques
CSN	Confédération des syndicats nationaux
CPQMCI	Conseil provincial du Québec des métiers de la construction – International
FTQ	Fédération des travailleurs et travailleuses du Québec
SQC	Syndicat québécois de la construction

INTRODUCTION



Since being established in 1987, the Commission de la construction du Québec (CCQ) has been responsible for applying the *Act respecting labour relations, vocational training and workforce management in the construction industry* (Act R-20). This act, which governs the construction industry, along with the resulting regulations, lies at the intersection of two broader sets of laws and regulations that govern construction work throughout the province and labour relations between the construction industry's employers and workforce.

Together with its partners, the CCQ seeks to help make the construction industry diverse and inclusive. The CCQ coordinates various action plans and structuring initiatives to facilitate the inclusion of the First Nations and Inuit, women, and other people representing the diversity of Quebec society.

In April 2019, the CCQ launched the Collaborative Approach for the Inclusion of First Nations and Inuit in the Construction Industry, whose objectives were to provide an adequate response to the demands expressed by the First Nations and Inuit in a general manner, and to enable the CCQ to coordinate structured efforts via the development of a *Construction Industry Action Plan for the Inclusion of the First Nations and Inuit*.

An advisory committee made up of First Nations and Inuit partners from the employment, training and construction sectors was set up to guide the process and support the consultations. The committee, most of whose members were the originators of the process, was involved throughout, from the development of the Construction Industry Action Plan for the Inclusion of the First Nations and Inuit to its implementation. The committee is made up of the following partners:

- Apatisiwin Skills Development
- First Nations Human Resources Development Commission of Quebec
- Conseil de la Nation Atikamekw
- Kahnawà:ke Labor Office
- Naskapi Nation of Kawawachikamach
- Sanajit Construction, of the Kativik Regional Government



A COLLABORATIVE APPROACH

Construction Industry Action Plan for the Inclusion of the First Nations and Inuit 2024-2034 is the result of a team effort. Developed through a collaborative approach, the Action Plan is based on shared responsibility and includes innovative measures to promote access to employment, job retention and professional development in the construction industry.

Given the specific regulatory framework governing Quebec's construction industry (ability for workers to move between construction companies and worksites, temporary employment status, construction companies being mostly small with fewer than five employees, benefit plans, training funds and collective agreements applying throughout Quebec, etc.), the Action Plan aims to put in place the means to facilitate the inclusion of the First Nations and Inuit, while keeping the unique nature of an entire industry in mind. It should be noted from the outset that the CCQ does not hire workers on construction sites. Instead, the CCQ has tasked itself with developing measures to promote First Nations and Inuit (FNI) access to the construction industry, support FNI employment retention, and increase FNI participation in the industry.¹ The CCQ's role also includes overseeing the implementation of the Construction Industry Action Plan for the inclusion of First Nations and Inuit.

To give substance to this collaborative process, the CCQ initiated a series of consultations with various community and urban stakeholders. The objective of these consultations was to provide a response that included solutions to the obstacles faced by First Nations and Inuit community members and partners. The CCQ consulted a total of 21 communities² across Quebec and met with 128 workers and 12 companies, providing a representative sample of First Nations and Inuit realities in Quebec. The main findings of the consultations with communities were the following:

- Lack of attractiveness of and information on the industry
- The administrative complexity of the CCQ
- Lack of adaptation to First Nations and Inuit realities
- Barriers to employment
- Difficulties with respect to job retention
- Discrimination, intimidation and harassment in the hiring and employment of local workers

From 2022 to September 2024, these findings were used to develop preliminary solutions and provide input for consultations conducted by the CCQ with First Nations and Inuit employability and economic development partners, a school board, a school service center and educational institutions, employer and union associations, government departments and agencies, and the *Association paritaire pour la santé et la sécurité du travail du secteur de la construction*.³

¹ Under the *Act respecting labour relations, vocational training and workforce management in the construction industry* (Act R-20), in particular articles 123.1 and 126.0.1.

² For further details, see Appendix 1 of the list of Quebec communities consulted.

³ For further details, see Appendix 2 of the list of Quebec communities consulted.

This collaborative process supported the task of identifying key innovative actions that could be taken in developing the specific measures of the Construction Industry Action Plan for the Inclusion of the First Nations and Inuit with the commitment of the CCQ and its partners.⁴ The CCQ and its partners worked together to gather a wealth of ideas and obtain key commitments to overcome the persistent obstacles to First Nations and Inuit inclusion in the construction industry.

The CCQ works tirelessly with industry stakeholders to help fill persistent gaps in and barriers to First Nations and Inuit inclusion. Given this, the deployment of the Construction Industry Action Plan for the Inclusion of the First Nations and Inuit is intended to continue evolving, with other key players joining in to implement its measures over the coming years.

THE ACTION PLAN'S OVERALL TARGET

The First Nations and Inuit account for 1.4% of Quebec's total population. By 2023, 0.38% of the First Nations and Inuit workforce was employed in the construction industry.

To foster the inclusion of First Nations and Inuit in the construction industry, the Action Plan sets an overall active workforce target, on construction sites subject to Act R-20, of at least 1% First Nations and Inuit by 2034⁵.

⁴The Construction Industry Action Plan for the Inclusion of the First Nations and Inuit 2024–2034 consists of 24 measures.

⁵ These 25 trades and six specialized occupations are defined by the *Règlement sur la formation professionnelle de la main-d'œuvre de l'industrie de la construction* or by Quebec collective agreements for the construction industry's four sectors.



PATHWAYS TO FIRST NATIONS AND INUIT INCLUSION IN THE CONSTRUCTION INDUSTRY

Based on the main persistent obstacles to be overcome, which emerged from the consultations carried out during the collaborative process, First Nations and Inuit inclusion paths were defined in response to the feedback received from the communities, the workforce, businesses and partners throughout the construction industry. The CCQ and its stakeholders agreed on 10 inclusion pathways to support the channelling of Action Plan efforts, including the implementation of 24 measures under the responsibility of the CCQ and its partners.⁶

INCLUSION PATHWAYS	SPECIFIC OBJECTIVES
1. A proactive industry	Guide communities in the upstream work of developing structuring projects for the inclusion of First Nations and Inuit in the construction industry
2. Attractiveness	Generate interest in the construction industry among First Nations and Inuit workers and businesses
3. Client experience	Deliver a client experience tailored to the First Nations and Inuit
4. Access to training	Promote the attainment of diplomas by First Nations and Inuit
5. Entrepreneurship	Work with stakeholders to support Indigenous businesses during their start-up phase and in their business development activities
6. Bridges between the workforce and businesses	Foster the hiring of First Nations and Inuit
7. Access to the construction industry	Facilitate access to the industry for First Nations and Inuit workforce
8. Workforce inclusion	Create a positive, healthy and inclusive environment
9. Retention and professional development	Implement specific measures adapted to First Nations and Inuit realities to foster their job retention and career development
10. Shared responsibility	Respond to the needs and realities of First Nations and Inuit in a modernizing industry Oversee the governance of the Construction Industry Action Plan for the Inclusion of First Nations and Inuit

⁶ For details, see Appendix 3 – Summary Table for the Construction Industry Action Plan for the Inclusion of First Nations and Inuit



PATHWAY 1

A PROACTIVE INDUSTRY



GUIDE COMMUNITIES IN THE UPSTREAM WORK OF DEVELOPING STRUCTURING PROJECTS FOR THE INCLUSION OF THE FIRST NATIONS AND INUIT IN THE CONSTRUCTION INDUSTRY

MEASURE 1

Support communities, project owners and provincial departments and agencies with the upstream planning work for construction projects by establishing cooperation mechanisms

- a) Form a working committee in conjunction with provincial departments and agencies to coordinate actions, mechanisms and collaborative activities in the development of construction projects for the First Nations and Inuit workforce.
- b) Equip communities and project owners to plan the various stages of a construction-related project with a focus on the following topics:
 - Stakeholder roles and responsibilities
 - The development of tools to foster an understanding how the construction industry works
 - Drafting of preferential hiring clauses

Responsible entity: CCQ

MEASURE 2

Offer a training program aimed at developing the construction project management skills of First Nations and Inuit construction project leaders/executives and workers/managers.

- a) Offer training focusing specifically on construction project management for First Nations and Inuit leaders and executives.
- b) Offer training focusing specifically on construction project management for First Nations and Inuit construction workers and managers.

Responsible entity: ETS

MEASURE 3

Develop a concerted approach to construction industry compliance for work in the communities

- a) Provide training on the impact of Indigenous legal frameworks (*Indian Act*, JBNQA, NEQA, the Kahnawà:ke Mohawk agreements) on the subjection of construction work in communities for CCQ employees and employer and union associations.
- b) Bolster the CCQ's approach to awareness-raising and information to assist communities in their transition to the application of Act R-20.
- c) Adopt a cultural safety approach and establish a suitable intervention method for community work site visits.

Responsible entity: CCQ

MEASURE 4

Identify and implement measures to promote the transmission of labour and business data with Indigenous authorities and employer and union associations to support the inclusion of First Nations and Inuit workers in the construction industry, in compliance with and subject to the legal framework

- a) After completing the requisite legal analyses, propose agreements with Indigenous authorities to give them access to information on the Indigenous workforce and businesses.
- b) Support communities in establishing portraits of the construction industry workforce with the aim of documenting the following points:
 - Employment prospects
 - The identification of initial and refresher training needs
 - The recognition of workers' experience in communities

Responsible entity: CCQ

MEASURE 5

Conduct a comparative assessment of allocated budgets vs actual residential construction costs in communities

- a) Enlist an Indigenous governing body to assess allocated budgets and actual housing construction costs.
- b) Conduct a study on the political, legal, financial, economic and social considerations related to housing in Indigenous communities.
- c) Create a working committee tasked with evaluating and recommending possible courses of action and made of experts in the following areas:
 - Infrastructure, housing and community real estate sectors
 - Employer associations
 - Union associations

Responsible entity: FNHRDCQ



PATHWAY 2 ATTRACTIVENESS



GENERATE INTEREST IN THE CONSTRUCTION INDUSTRY AMONG FIRST NATIONS AND INUIT WORKERS AND BUSINESSES

MEASURE 6

Promote the diversification of construction-related career choices and entrepreneurship and promote the participation of Indigenous workers and businesses

- a) Improve promotional tools and promote all construction trades and occupations, as well as construction-related entrepreneurship, among the First Nations and Inuit.
- b) Work with partners to create a communication plan aimed at presenting the Indigenous workforce and businesses in a positive light.

Responsible entity: CCQ



PATHWAY 3

CLIENT EXPERIENCE



DELIVER A CLIENT EXPERIENCE TAILORED TO THE FIRST NATIONS AND INUIT

MEASURE 7

Improve and promote the available information, guidance and support services

- a) Prioritize the information that needs to be simplified and develop tools adapted to First Nations and Inuit realities.
- b) While respecting Quebec's language laws, make CCQ services, tools and documents available in French and English to First Nations and Inuit people for whom French is neither their usual nor second language.
- c) Continue to improve the CCQ's personalized information and support service.
- d) Create a partner network made up of "FNI resource persons" from the communities and action plan stakeholders.
- e) Publicize and promote the available services along with the tools developed through the network of partners.
- f) Organize in-community and/or virtual information sessions.
- g) Provide information on the pathway to journeyperson status.

Responsible entity: CCQ



PATHWAY 4

ACCESS TO TRAINING



FOSTER DIPLOMA ATTAINMENT AMONG THE FIRST NATIONS AND INUIT

MEASURE 8

Support the career goals of First Nations and Inuit people by supporting their efforts to secure the academic prerequisites for specialized trades and occupations

- a) Explore opportunities to foster success in meeting admission requirements while taking into account the challenges surrounding the language of instruction.
- b) Consider expanding the criteria governing the acquisition of academic prerequisites to include and recognize Indigenous languages as official languages when it comes to securing academic prerequisites for certain programs of study.
- c) Consult the First Nations and Inuit as part of the revision of the *Test de développement général (TDG)* (general development test) and the *Tests d'équivalence de niveau de scolarité de 5^e secondaire* (education-level equivalence tests).

Responsible entity: MEQ

MEASURE 9

Offer construction-industry-oriented study programs adapted to the needs of Indigenous communities

- a) Adapt study program teaching and learning approaches to the needs of the communities so as to foster academic achievement:
 - Delocalization of vocational training to remote and isolated communities
 - Simultaneous studies to earn a secondary school diploma (DES) and a diploma of vocational studies (DEP)
 - Recruitment of a resource person to support students in their academic journey
 - Planning of longer-term study programs
 - Use of available technological tools
- b) Offer basic French-language classes to English-speaking Indigenous workers and provide them with tools to facilitate this learning.
- c) At the training centres, provide work teams with awareness training on First Nations and Inuit realities, and demonstrate that the training they receive is of the same quality as that provided in other regions of Quebec.

Responsible entity: FNAESC

- d) Expand the range of special accommodations available to candidates sitting exams leading to a contractor's license.

Responsible entity: RBQ

- e) In collaboration with partners with relevant language expertise, give the *Santé et sécurité générale sur les chantiers de construction* (job site health and safety) course in English and/or with a qualified translator or interpreter to promote a better understanding of job site health and safety issues.

Responsible entity: ASP Construction



PATHWAY 5 ENTREPRENEURSHIP



WORK WITH STAKEHOLDERS TO SUPPORT INDIGENOUS BUSINESSES DURING THEIR START-UP PHASE AND IN THEIR BUSINESS DEVELOPMENT ACTIVITIES

MEASURE 10

Promote Indigenous construction business start-ups and growth

- a) Create a roundtable to define “indigenous business status” for contract-awarding purposes.
- b) Publicize and promote the business start-up services offered by FNI economic development partners.
- c) Help businesses secure loan guarantees as they apply to Indigenous businesses.
- d) Create a bridge between community economic development officers and employer associations.

Responsible entities: CNA and FNQLEDC



PATHWAY 6

BUILDING BRIDGES BETWEEN THE WORKFORCE AND BUSINESSES



PROMOTE THE HIRING OF FIRST NATIONS AND INUIT PEOPLE

MEASURE 11

Foster ties between the workforce and businesses

- a) Guide and equip partners to promote networking between businesses and job-seekers:
 - Have CCQ liaison officers equip and train community workforce development liaison officers
 - Support and prepare Indigenous workers for the labour market (work attendance, cultural adaptation, etc.)
 - Create a practical job search and recruitment guide

Responsible entity: FNHRDCQ

- b) Expand the list of companies with the “gender diversity” label to include all First Nations and Inuit businesses

Responsible entities: ACQ, ACRGTQ, AECQ, APCHQ, CMEQ and CMMTQ

MEASURE 12

Create a bank of potential candidates to promote networking between Indigenous people interested in working in the industry and businesses looking to hire

- a) Create and publicize the availability of a tool for bringing together workers seeking to work in the industry and businesses looking to hire them.

Responsible entity: CCQ



PATHWAY 7

FACILITATE ACCESS TO THE INDUSTRY FOR FIRST NATIONS AND INUIT WORKFORCE



FACILITATE ACCESS TO THE INDUSTRY FOR FIRST NATIONS AND INUIT WORKFORCE

MEASURE 13

Promote access to the construction industry by recent First Nations and Inuit graduates of a recognized program of study

- a) Allow graduates of a recognized program of study to obtain a competency certificate valid for two years without the need for a 150-hour employment guarantee with one or more employers or a letter of commitment from an employer (subject to the general conditions governing the issuance of the competency certificate).

Responsible entity: CCQ

MEASURE 14

Facilitate access to the construction industry for First Nations and Inuit workers lacking academic qualifications

- a) Allow Indigenous workers to enter the industry when the labour pools are at 30% or less of capacity when a company guarantees 150 hours of work over three consecutive months (for the region and in-demand trade or occupation, subject to compliance with the general conditions governing the issuance of a competency certificate).
- b) On proof of a job guarantee, issue a regular competency certificate to Indigenous workers who benefit from an exemption and ensure that they are granted a two-year period in which to obtain their academic prerequisites without being considered to have failed to obtain their prerequisites when training services are unavailable on their territory.
- c) Enable a business's workers to more quickly obtain preferential status (provincial mobility), provided they have worked at least 500 hours for the business in 24 of the 26 months preceding the issuance or renewal of their certificate (500 instead of 1,500 hours).

Responsible entity: CCQ



PATHWAY 8

WORKFORCE INCLUSION



CREATE A POSITIVE, HEALTHY AND INCLUSIVE ENVIRONMENT

MEASURE 15

Implement actions to promote inclusion while addressing discrimination, intimidation and harassment (DIH)

- a) Roll out an action plan to counter hiring discrimination and promote job retention.
- b) Provide a continuum of personalized services aimed at guiding workers to the appropriate resources.
- c) Organize an awareness and prevention campaign on the topic of discrimination, intimidation and harassment.

Responsible entity: CCQ

MEASURE 16

Set up initiatives to raise awareness of First Nations and Inuit realities

- a) Implement continuing and recurring awareness training on First Nation and Inuit realities and cultural safety for all construction industry stakeholders:
 - CCQ managers, professionals and employees likely to interact with First Nations and Inuit people
 - Employer associations
 - Union associations
- b) Provide work teams and businesses with intercultural awareness training on First Nations and Inuit realities.

Responsible entity: CCQ

MEASURE 17

Develop tools that help businesses, as well as Indigenous and non-Indigenous workers, foster healthy and inclusive environments

- a) Develop a toolbox and courses on inclusive best practices on the following topics:
- Assessing the employment system
 - Integrating into and adapting to work teams
 - Raising awareness of discrimination, intimidation and harassment
 - Cultural safety
 - Intercultural relations
 - Recourses in cases of discrimination, intimidation and harassment

Responsible entity: FNHRDCQ



PATHWAY 9

JOB RETENTION AND PROFESSIONAL DEVELOPMENT



IMPLEMENT SPECIFIC MEASURES ADAPTED TO FIRST NATIONS AND INUIT REALITIES TO FOSTER THEIR JOB RETENTION AND CAREER DEVELOPMENT

MEASURE 18

Increase the proportion of Indigenous people in the industry with journeyman status

- a) Increase the FNI apprentice-journeyman ratio on job sites by allowing employers to take on one additional apprentice per journeyman than called for by the typical ratio.
- b) Help candidates pass the qualifying examination:
 - Provide online practice exams and exam preparation content
 - Offer the *Révision des notions théoriques* refresher courses on the theoretical concepts, either in communities or nearby, including a preparatory course that complies with the general rules of use of the *Fonds de formation des salariés de l'industrie de la construction (FFSIC)*, the training fund for construction industry employees
- c) Adapt the qualifying exams available to the First Nations and Inuit:
 - Offer qualification exams in the communities
 - Provide interpretation services for workers whose first language is neither English nor French
 - Provide a lexicon of Indigenous-language terms in partnership with organizations with the required linguistic expertise

Responsible entity: CCQ

MEASURE 19

Implement specific measures for Nunavik

- a) Increase the number of journeypersons in the Nunavik region:
 - Evaluate the possibility of introducing a Northern Journeyperson qualification, which would make it possible for specific carpentry tasks to be carried out in the Nunavik region
 - Develop, where appropriate, a pilot project for a practical exam leading to the Northern Journeyperson qualification
- b) Promote changes to the general rules governing the use of the *Fonds de formation des salariés de l'industrie de la construction* (FFSIC), the training fund for construction industry employees, in order to:
 - increase the number of workers with access to advanced training
 - raise the current 25% limit on Nunavik workers who can enroll in upgrading courses when they are not eligible to benefit from the FFSIC
 - adapt the FFSIC eligibility criteria for Nunavik workers to take into account the unique realities of working in this region
- c) Encourage the implementation of measures to enable the Kativik Regional Government to fund incentives (travel, accommodation and meal expenses) for workers not eligible for the FFSIC.
- d) Consider the possibility of implementing measures related to the certification process that take into account the unique characteristics of this region:
 - See to the processing of competency certificates during the summer construction vacation period
- e) Consider the possibility of harmonizing the application of the competency certificate issuance process in situations of labour shortages or according to labour availability, as set out in the *Regulation respecting the issuance of competency certificates*, to take into account the unique characteristics of the Nunavik region.

Responsible entity: CCQ

MEASURE 20

Harmonize the boundaries of the CCQ Baie-James region with those of the Eeyou Istchee James Bay region, and adapt the CCQ's administrative services accordingly

- a) Change the boundaries of the CCQ Baie-James region and the Eeyou Istchee James Bay region:
 - The territory of the Eeyou Istchee James Bay region includes the territory bounded on the west by the Quebec's western border, on the south by the parallel of latitude 49°00' north, on the east by the electoral districts of Roberval, Dubuc and Saguenay, as well as by the northern extension of the western boundary of the Saguenay electoral district, and on the north by the parallel of latitude 55°00' north
 - It also includes Category 1A and 1B lands intended for the Cree community of Whapmagoostui, as well as Category II lands over which this community alone has exclusive rights, as designated in the *Act respecting the land regime in the James Bay and New Québec Territories*
- b) Support the Cree local governments in their efforts to harmonize their laws and/or regulations with respect to the application of Act R-20 to Category 1A lands of the James Bay and Northern Quebec Agreement (JBNQA).
- c) See to the application of the collective agreements for the four activity sectors (industrial, institutional and commercial, residential, and civil engineering and roads) negotiated between employers and unions throughout the harmonized region, including JBNQA Category 1A territories.
- d) Ensure that the proposed harmonization amendments for the mobility component of the Eeyou Istchee James Bay region are without prejudice to the collective agreements for the industrial, institutional and commercial, and civil engineering and roads sectors, particularly with respect to mobility.
- e) Implement measures for the workforce affected by the creation of the region, in line with the CCQ's IT changes calendar:
 - Enable the workforce residing south of the 49th parallel in the Saguenay and Abitibi-Témiscamingue regions to maintain their mobility up to the 50th parallel in the new Eeyou Istchee James Bay region
 - Enable the workforce residing between the 49th and 50th parallels to maintain their mobility in the Saguenay or Abitibi-Témiscamingue regions, as well as in the new Eeyou Istchee James Bay region
- f) Foster the CCQ's presence throughout the Eeyou Istchee James Bay region.
- g) Consider the possibility of harmonizing the application of the competency certificate issuance process in situations of labour shortages or according to labour availability, as set out in the *Regulation respecting the issuance of competency certificates*, to take into account the unique characteristics of the Eeyou Istchee James Bay region.
- h) Create a liaison and monitoring committee tasked with communication between Cree representatives, employer and union associations, and CCQ representatives, and deploy a mechanism to discuss issues related to the application of Act R-20 on JBNQA Category 1A territories.

Responsible entity: CCQ

MEASURE 21

Support the career paths of First Nations and Inuit women in the construction industry by focusing on issues specific to FNI women

- a) Document the experiences of First Nations and Inuit women in the construction industry and examine the possibility of implementing specific measures to address the issues that affect them.
- b) Collaborate with resources working to bolster the employability of First Nations and Inuit women in the construction industry (women's groups, employability and training organizations in Indigenous communities, etc.) to support them both in developing their expertise in the industry, more specifically with regard to the issues specific to them, and in developing enabling practices.

Responsible entity: CCQ



PATHWAY 10

SHARED RESPONSABILITIES



RESPOND TO THE NEEDS AND REALITIES OF THE FIRST NATIONS AND INUIT IN A MODERNIZING INDUSTRY

MEASURE 22

As part of the CCQ's review of its regulatory framework, ensure that measures to include the First Nations and Inuit in the construction industry are maintained and promoted

- a) Identify the regulatory framework review's impacts on the measures laid out in the Construction Industry Action Plan for the Inclusion of the First Nations and Inuit that have been adopted and ensure that measures to include the First Nations and Inuit in the construction industry are maintained and promoted.

Responsible entity: CCQ

MEASURE 23

Invite stakeholders to develop a service and information offering adapted to the needs of the First Nations and Inuit

- a) Develop an approach for specific communities aimed at raising prevention awareness and providing information on occupational health and safety rights and obligations.

Responsible entity: CNESST

- b) Develop and publicize, whenever possible and in accordance with the respective commitments of employer and union associations, a service and information offer intended specifically for First Nations and Inuit.
- c) In keeping with Quebec's language laws and the respective commitments of employer and union associations, ensure that services, tools and documents produced by the employer and union associations are available in French and English to First Nations and Inuit people for whom French is neither the usual nor second language.

Responsible entities: ACQ, ACRGTQ, AECQ, APCHQ, CMEQ, CMMTQ, CPQMCI, CSD, CSN, FTQ and SQC

OVERSEE THE GOVERNANCE OF THE CONSTRUCTION INDUSTRY ACTION PLAN FOR THE INCLUSION OF THE FIRST NATIONS AND INUIT

MEASURE 24

Establish a system, based on predefined indicators and targets, for implementing, monitoring, reporting annually, conducting triennial progress assessments and producing a general review

- a) Establish an implementation committee to monitor, implement and evaluate the measures of the Construction Industry Action Plan for the Inclusion of the First Nations and Inuit.
- b) Publish in conjunction with the relevant organizations an annual statistical portrait of Indigenous workers in the construction industry.
- c) Mobilize Action Plan stakeholders and hold a discussion forum mid-way through its implementation.

Responsible entities: ACQ, ACRGTQ, AECQ, APCHQ, ASP Construction, CCQ, CDEPNQL, CDRHPNQ, CMEQ, CMMTQ, CNA, CNESST, CPQMCI, CSD, CSN, CSPNEA, FTQ, MEQ, RBQ and SQC

APPENDIX 1 : CONSULTATIONS WITH THE FIRST NATIONS AND INUIT

TABLE: LIST OF COMMUNITIES CONSULTED

NUMBER OF	COMMUNITIES	NATION
1	Kebaowek	Algonquin
2	Kitcisakik	Algonquin
3	Temiskaming First Nation	Algonquin
4	Wemotaci	Atikamekw
5	Chisasibi	Cree
6	Wendake	Huron-Wendat
7	Pessamit	Innu
8	Unamen Shipu	Innu
9	Matimekosh Lac-John	Innu
10	Pakua Shipu	Innu
11	Uashat mak Mani-Utenam	Innu
12	Aupaluk	Inuk
13	Inukjuak	Inuk
14	Ivujivik	Inuk
15	Kangirsuk	Inuk
16	Kuujuaq	Inuk
17	Kuujuarapik	Inuk
18	Puvirnituq	Inuk
19	Salluit	Inuk
20	Kawawachikamach	Naskapi
21	Wahsipekuk	Wolastoqiyik Wahsipekuk (formerly Maliseet of Viger)

APPENDIX 2 : CONSULTATIONS WITH PARTNERS

TABLE 6: LIST OF PARTNERS CONSULTED, BY TYPE

PARTNER TYPE	LIST OF PARTNERS
FIRST NATIONS AND INUIT	Algonquin Anishinabeg Nation Tribal Council Apitsiwiin Skills Development Conseil de la Nation Atikamekw Conseil de la Nation Huronne-Wendat Conseil des Innus de Mashteuiatsh Conseil tribal Mamuitun Cree Nation Government Fédération des coopératives du Nouveau-Québec First Nations and Inuit Labour Market Advisory Committee First Nations Human Resources Development Commission of Quebec First Nations of Quebec and Labrador Economic Development Commission First Nations' Community of Practice In Housing Kahnawà:ke Labor Office Kativik Municipal Housing Bureau Kativik Regional Government Listuguj Mi'gmaq Development Centre Makivvik Corporation Naskapi Nation of Kawawachikamach Nunavik Regional Board of Health and Social Services Quebec Native Women Regroupement des centres d'amitié autochtones du Québec (RCAAQ) Regroupement Mamit Innuat Sanajit Construction Tewatohnhi'saktha
SCHOOL BOARD, SCHOOL SERVICE CENTER AND EDUCATIONAL INSTITUTIONS	Centre de développement de la formation et de la main-d'œuvre huron-wendat Centre de formation professionnelle Qualitech Centre de services scolaire de l'Estuaire Centre régional en éducation des adultes – Centre Mitshapeu Cree School Board École des métiers et occupations de l'industrie de la construction de Québec Fédération des centres de services scolaires du Québec First Nations Adult Education School Council First Nations Regional Adult Education Center - Elawsimgewei Gina'muo'guom Kativik Ilisarniliriniq

PARTNER TYPE	LIST OF PARTNERS
CONSTRUCTION INDUSTRY	<p>Employer associations:</p> <ul style="list-style-type: none"> Association de la construction du Québec Association des constructeurs de routes et grands travaux du Québec Association des entrepreneurs en construction du Québec Association des professionnels de la construction et de l'habitation du Québec Corporation des entrepreneurs généraux du Québec Corporation des maîtres électriciens du Québec Corporation des maîtres mécaniciens en tuyauterie du Québec <hr/> <p>Union associations:</p> <ul style="list-style-type: none"> Centrale des syndicats démocratiques Confédération des syndicats nationaux Conseil provincial du Québec des métiers de la construction (International) Fédération des travailleurs et travailleuses du Québec Syndicat québécois de la construction
PUBLIC ORGANIZATIONS AND GOVERNMENT DEPARTMENTS	<ul style="list-style-type: none"> ASP Construction Commission des normes, de l'équité, de la santé et de la sécurité du travail École de technologie supérieure Québec emploi Hydro-Québec Ministère des Affaires municipales et de l'Habitation Ministère de l'Éducation Ministère de l'Enseignement supérieur Ministère de l'Emploi et de la Solidarité sociale Ministère des Transports et de la Mobilité durable Ministère de la Famille Ministère de la Culture et des Communications Ministère du travail Régie du bâtiment du Québec Secrétariat du Conseil du trésor Secrétariat aux relations avec les Premières Nations et les Inuit Société du Plan Nord

APPENDIX 3 : SUMMARY TABLE FOR THE CONSTRUCTION INDUSTRY ACTION PLAN FOR THE INCLUSION OF THE FIRST NATIONS AND INUIT

PATHWAY	SPECIFIC OBJECTIVE(S)	MEASURE(S) AND DESCRIPTION	RESPONSIBLE ENTITY/IES	
			CCQ	EXTERNAL PARTNER
PATHWAY 1 A proactive industry	Guide communities in the upstream work of developing structuring projects for the inclusion of the First Nations and Inuit in the construction industry	MEASURE 1 Support communities, project owners and provincial departments and agencies with the upstream planning work for construction projects by implementing cooperation mechanisms	X	
		MEASURE 2 Offer a training program aimed at developing the construction project management skills of First Nations and Inuit construction project leaders/executives and workers/managers		ETS
		MEASURE 3 Develop a concerted approach to construction industry compliance for work in the communities	X	
		MEASURE 4 Identify and implement measures to promote the transmission of labour and business data with Indigenous authorities and employer and union associations to support the inclusion of First Nations and Inuit workers in the construction industry, in compliance with and subject to the legal framework	X	
		MEASURE 5 Conduct a comparative assessment of allocated budgets vs actual residential construction costs in communities		FNHRDCQ
PATHWAY 2 Attractiveness	Generate interest in the construction industry among the First Nations and Inuit workforce and businesses	MEASURE 6 Promote the diversification of construction-related career choices and entrepreneurship, and promote the participation of Indigenous workers and businesses	X	

PATHWAY	SPECIFIC OBJECTIVE(S)	MEASURE(S) AND DESCRIPTION	RESPONSIBLE ENTITY/IES	
			CCQ	EXTERNAL PARTNER
PATHWAY 3 Client experience	Deliver a client experience tailored to the First Nations and Inuit	MEASURE 7 Improve and promote the available information, guidance and support services	X	
PATHWAY 4 Access to training	Promote the attainment of diplomas by the First Nations and Inuit	MEASURE 8 Support the career goals of Indigenous people, specifically by supporting their efforts to secure the academic prerequisites required for the trades and specialized occupations		MEQ
		MEASURE 9 Offer construction-industry-oriented study programs adapted to the needs of Indigenous communities		ASP Construction FNAESC RBQ
PATHWAY 5 Entrepreneurship	Work with stakeholders to support Indigenous businesses during their start-up phase and in their business development activities	MEASURE 10 Promote Indigenous construction business start-ups and growth		FNQLEDC CNA
PATHWAY 6 Build a bridge between the workforce and businesses	Foster the hiring of First Nations and Inuit people	MEASURE 11 Foster ties between the workforce and businesses		ACQ ACRGTO AECQ APCHQ FNHRDCQ CMEQ CMMTQ
		MEASURE 12 Create a bank of potential candidates to promote networking between Indigenous people interested in working in the industry and businesses looking to hire	X	
PATHWAY 7 Access to the construction industry	Facilitate access to the industry for First Nations and Inuit workforce	MEASURE 13 Promote access to the construction industry by recent First Nations and Inuit graduates of a recognized program of study	X	
		MEASURE 14 Facilitate access to the construction industry for First Nations and Inuit workers lacking academic qualifications	X	

PATHWAY	SPECIFIC OBJECTIVE(S)	MEASURE(S) AND DESCRIPTION	RESPONSIBLE ENTITY/IES	
			CCQ	EXTERNAL PARTNER
PATHWAY 8 Workforce inclusion	Create a positive, healthy and inclusive environment	MEASURE 15 Implement actions to promote inclusion while addressing discrimination, intimidation and harassment (DIH)	X	
		MEASURE 16 Set up initiatives to raise awareness of First Nations and Inuit realities	X	
		MEASURE 17 Develop tools that help businesses, as well as Indigenous and non-Indigenous workers, foster healthy and inclusive environments		FNHRDCQ
PATHWAY 9 Job retention and professional development	Implement specific measures adapted to First Nations and Inuit realities to foster their job retention and career development	MEASURE 18 Increase the proportion of Indigenous people in the industry with journey person status	X	
		MEASURE 19 Implement specific measures for Nunavik	X	
		MEASURE 20 Harmonize the boundaries of the CCQ Baie-James region with those of the Eeyou Istchee James Bay region, and adapt the CCQ's administrative services accordingly	X	
		MEASURE 21 Support the career paths of First Nations and Inuit women in the construction industry by focusing on issues specific to FNI women	X	

PATHWAY	SPECIFIC OBJECTIVE(S)	MEASURE(S) AND DESCRIPTION	RESPONSIBLE ENTITY/IES	
			CCQ	EXTERNAL PARTNER
PATHWAY 10 Shared responsibility	Respond to the needs and realities of First Nations and Inuit in a modernizing industry	MEASURE 22 As part of the CCQ's review of its regulatory framework, ensure that measures to include the First Nations and Inuit in the construction industry are maintained and promoted	X	
		MEASURE 23 Invite stakeholders to develop a service and information offering adapted to the needs of the First Nations and Inuit		ACQ ACRGTO AECQ APCHQ CMEQ CNESST CMMTQ CPQMCI CSD CSN FTQ SQC
	Oversee the governance of the Construction Industry Action Plan for the Inclusion of First Nations and Inuit	MEASURE 24 Establish a system, based on predefined indicators and targets, for implementing, monitoring, reporting annually, conducting triennial progress assessments and producing a general review	X	ACQ ACRGTO AECQ APCHQ ASP Construction FNQLEDC FNHRDCQ CMEQ CMMTQ CNA CNESST CPQMCI CSD CSN FNAESC FTQ MEQ RBQ SQC