

MOUNTAIN PLAN 2022–2025

The Mountain Plan reflects the shared desire of the Ministère du Tourisme (MTO) and Outaouais Tourism to work together to enhance the vitality and resilience of the ecosystem of businesses and communities involved in mountain tourism, using a responsible and sustainable approach.

This initiative focuses in particular on developing or consolidating a year-round tourism offer, strengthening local supply chains, and showcasing Quebec products, as well as on promoting collaborative development and adopting best practices in responsible and sustainable tourism to better address various economic, environmental and social challenges.

Local communities are key players and catalysts in implementing mountain tourism initiatives. It is essential to work jointly with the various players in the field to encourage networking, ensure the consistency of programs and services, and contribute to the implementation of sustainable projects for the communities with a view to enhancing the region's economic prosperity.

To ensure that projects are aligned with this collective concept, at the time of application each project must involve:

- a mountain tourism company or organization;
- two other stakeholders / project partners.

Examples of project partners:

- Mountain tourism business (ski centre, regional park, accommodation, attraction, service, restaurant, etc.) in the region where the project is based
- Quebec company in the agriculture, food or retail sector
- Regional or sectoral tourism association (ATR or ATS)
- Economic development organization or tourism board
- Bio-food round table
- Municipal entity (municipality, RCM)
- Any other stakeholder(s) relevant to the project

OBJECTIVES

Projects must be designed to meet the following [objectives](#):

1. Develop a year-round, accessible, diversified and sustainable mountain tourism offer.
2. Encourage spending within the local economy.
3. Promote tourism that benefits individuals and respects communities.
4. Strengthen the competitiveness of tourism businesses.
5. Promote community consultation to optimize economic spinoffs and ensure cohesive development.
6. Contribute to developing and strengthening local supply chains.

CLIENTS ELIGIBLE FOR PROGRAM FUNDING

To be eligible, applicants must demonstrate that they are able to bring together stakeholders from the community, RCM, region or sector concerned.

The following types of clients are eligible:

- Businesses operating in the mountain tourism sector
 - For-profit organizations (FPOs)
 - Non-profit organizations (NPOs)
 - Cooperatives

- Municipal entities¹
- Indigenous communities and nations recognized by the Quebec National Assembly, and Indigenous tourism businesses and organizations
- Any combination or grouping of the above

The business must be legally constituted under the laws of the Government of Quebec or the Government of Canada and must do business in Quebec.

Where applicable, eligible organizations must have fulfilled their commitments to the partners with respect to previous funding.

The following are *not* eligible for funding:

- Crown corporations and departments and agencies of the governments of Quebec and Canada
- Companies controlled directly or indirectly by a government (provincial or federal)
- Companies that are majority owned by a Crown corporation; companies under the protection of the *Companies' Creditors Arrangement Act* or the *Bankruptcy and Insolvency Act*
- Companies listed in the Registre des entreprises non admissibles aux contrats publics (RENA) (Quebec register of companies not eligible for public contracts)
- Companies that, in the two years preceding the application for financial assistance, have failed to meet their obligations after having been duly given formal notice in connection with financial assistance previously provided by MTO.

Although the above entities cannot apply on their own behalf, they can be project partners. This means that they can take part in the collaborative and concerted approach, but cannot receive program funding directly (either individually or in the context of a group application).

COMPONENT 1: DESTINATION PLANNING

Maximum funding amount: \$50,000

Minimum project cost: \$25,000

Mountain communities' business models need to be adapted in order to rebuild mountain tourism that is collaborative, operates all year round, and is sustainable and therefore more resilient. This is an opportunity to innovate and find new ways to work together to increase the retention of tourism dollars in the local economy.

The project must be consistent with the [objectives](#) of the support program and contribute to the development of sustainable tourism in the Outaouais.

EXAMPLES OF ELIGIBLE PROJECTS

- Carrying out studies, business plans, and sustainable tourism development plans that require specific expertise with a view to increasing the development of the tourism offer and validating a project's financial viability.
- Developing a marketing plan that highlights local sources and facilitates the networking of products around the mountain tourism structure.
- Hiring a coach or consultant to provide advisory services aimed at adopting best business practices, improving the quality of customer services, and/or supporting the development of a new project or activity.
- Hiring a resource dedicated to carrying out a planning project that meets the six objectives of the support program.

Projects must demonstrate a commitment to sustainable development principles based on the UN's [Sustainable Development Goals \(SDGs\)](#).

¹ The term *municipal entity* includes municipalities, cities, towns, villages, parishes, townships, united townships, northern villages, unorganized areas, regional county municipalities (RCMs), metropolitan areas, intermunicipal boards, businesses or organizations where a municipal entity appoints the majority of the members or provides more than half of the business or organization's funding, and any group or association of such municipalities, businesses or organizations.

ELIGIBLE EXPENSES

- Fees paid to specialist firms or consultants. The work must be performed by a reputable consulting firm or organization in the tourism and economic sectors, following a request for proposals.
- Travel expenses (comparable to those accepted by the Quebec public service), general expenses, wages and benefits of promoter's employees working exclusively on the project.
- Costs related to communication activities, particularly distributing and publishing project outcomes.
- Cost of other items required to complete the project.
- The non-refundable portion of taxes on eligible expenses.

NON-ELIGIBLE EXPENSES

In addition to expenses covered by other funding measures or programs mentioned in the *Project Funding* section, non-eligible expenses are those that are not directly related to carrying out the project, including but not limited to:

- Expenses incurred before the funding application date or after the project completion date.
- Expenses relating to the communication or promotion of the organization's regular activities.
- Normal maintenance and operating costs.
- Costs related to working capital, debt service, operating losses, capital losses or redemption of capital.
- Costs of facility upgrades, asset maintenance or regulatory compliance.
- The promoter's regular salaries, operating costs and administrative expenses.
- Donations and contributions in kind or in services.
- Transfers of assets.
- Cost overruns.
- Legal fees.
- Rights of way, easements and other related costs.
- The portion of the Quebec sales tax and the portion of the goods and services tax for which the business is entitled to a refund.
- Other expenses not directly linked to the project.

COMPONENT 2: IMPLEMENTATION OF CONCERTED ACTIONS

Maximum funding amount: \$150,000

Minimum project cost: \$50,000

The proposed project must contribute to structuring the mountain tourism offer, in particular by improving the quality of the experience, extending the tourist season, offering new activities and new services adapted to the clientele, or promoting local products.

The project must be aligned with the support program's [objectives](#) and contribute to the development of sustainable tourism in the Outaouais.

The project must also be integrated into a local mountain development plan, have a tourism focus, and demonstrate a commitment to sustainable development principles based on the UN's [Sustainable Development Goals \(SDGs\)](#).

ELIGIBLE PROJECTS

The following types of projects are eligible for program funding:

Structuring projects designed to implement or improve a tourist attraction, facility, activity, service or digital solution consistent with the funding program's six objectives, such as a reception pavilion, a project to enhance the natural environment, or a tourist experience promoting natural environments in mountainous terrain (e.g., trails, observation platforms, etc.).

NON-ELIGIBLE PROJECTS

The following types of projects are not eligible for program funding:

- Projects not meeting the objectives of Component 2, for example:
 - Replacement of equipment
 - Acquisition of a business
- Projects whose sole purpose is to develop or add to the supply of, in particular:
 - general tourist accommodation establishments such as bed and breakfasts and tourist residences
 - golf courses and docks
 - tourist signage (blue signboards)
 - retail outlets (excluding local product stands)
 - tourist information offices
 - advertising placements
 - activities in the gaming sector
 - the sale or consumption of alcohol or cannabis
- Projects in the gaming sector
- Projects in the food service sector (except those that extend or promote the use of local products)
- Projects already completed at the time of application
- Projects with a majority of costs related to upgrading, maintaining or replacing existing infrastructure or equipment

ELIGIBLE EXPENSES

Eligible expenses are direct costs, incidental costs and other expenses incurred and paid solely and specifically by the applicant or invoiced to the applicant for goods and services required to carry out the project and dedicated solely to that purpose, i.e.

- The cost of setting up, expanding or modernizing a tourist attraction, facility, activity or service.
- Construction, expansion or improvement costs for a tourism infrastructure.
- Purchase of equipment for a new activity.
- Professional fees for the preparation of construction plans and specifications, interior or exterior landscaping plans, design (exhibition, performance, installation), specialized studies (soil, environmental, structural, equipment) and other related items.
- Interior or exterior design or landscaping.
- Costs related to purchasing and installing specialized equipment and furniture.
- Promotion, advertising and marketing expenses for concerted mountain tourism initiatives.
- The non-refundable portion of taxes on eligible expenses.
- Travel expenses (comparable to those accepted by the Quebec public service), general expenses, wages and benefits of promoter's employees working exclusively on the project.
- Costs related to communication activities, particularly distributing and publishing project outcomes.
- Cost of other items required to complete the project.

NON-ELIGIBLE EXPENSES

Non-eligible expenses are those not directly related to carrying out the project, i.e.:

- Expenses incurred before the funding application date or after the project completion date.
- Remuneration paid to the organization's staff for carrying out its regular activities.
- Expenses relating to the communication or promotion of the organization's regular activities.
- Normal maintenance and operating costs.
- Costs related to working capital, debt service, operating losses, capital losses or redemption of capital.
- Costs of facility upgrades (other than those required by health protocols issued by the Quebec government or one of its partners), asset maintenance or regulatory compliance.
- The promoter's regular salaries, operating costs and administrative expenses.
- Donations and contributions in kind or in services.
- Transfers of assets.
- Cost overruns.
- Legal fees.
- Rights of way, easements and other related costs.
- The portion of the Quebec sales tax and the portion of the goods and services tax for which the business is entitled to a refund.

Notwithstanding the foregoing, financial assistance may take into account work undertaken as part of an agritourism or gourmet tourism project and related to the facilities and equipment required for the sale of agri-food products, these components being essential to the tourist experience in this sector.

FUNDING CHARACTERISTICS

A business may receive funding for only one project under each component.

Stacked government funding and applicant's contribution

Stacked government funding includes contributions from municipal entities and from Quebec and federal government departments and agencies.

Stacked government funding must not exceed 80%² of the total eligible project costs. Maximum allowable stacked government funding refers to the total amount received from Quebec and federal government departments and agencies, their Crown corporations, and municipal entities. However, funding from municipal entities for projects for which they are project sponsors is not included in this calculation when those entities act as applicants for the project.

The table below shows the percentages that apply to the promoter's contribution and to stacked funding, according to the eligible applicant category, for Components 1 and 2 of the funding program:

Eligible applicant category	Promoter's minimum contribution	Maximum allowable stacked government funding
FPO	50%	50%
NPO, cooperative or municipal entity	20%	80%
Indigenous community, organization or nation	10%	90%
Group application	20%	Depending on the category/ies of the organizations applying, the lowest percentage applies

Project funding

Funding for each project must include a contribution from non-government sources. **The promoter has 6 months to secure the funding.**

Eligible project expenses already covered by the Ministère du Tourisme's *Programme d'aide à la relance de l'industrie touristique* (PARIT) or the *Destination durable et Actions concertées* program managed by the Fonds d'action québécois pour le développement durable (FAQDD) are not eligible for this funding program. However, certain specific expenses related to the same project and of a complementary nature may be eligible for funding under another MTO program. Applicants must ensure that they comply with the applicable project funding requirements and identify any expenses already covered by other funding sources. If funding for this project has also been requested from other funders, they must be listed on the form.

Funding increase

Under no circumstances will funding for approved projects be increased to cover cost overruns.

Memorandum of Understanding

Projects selected for funding will be subject to a memorandum of understanding (MOU) between the funder and the promoter. The MOU will define the terms of payment and the obligations of the parties. A sample MOU is available on request.

Project duration

Maximum duration of two years, starting on the date of the letter confirming the granting of project funding.

² Except in the case of Indigenous communities or nations (including FPOs and NPOs), where the maximum allowable stacked government funding can be up to 90% of the total eligible costs.

SPECIFIC RULES

RULES FOR THE AWARDING OF CONTRACTS

The funding granted to a project includes the obligation to issue an open call for tenders for the award of a construction contract valued at \$100,000 or more.

Where the beneficiary is a municipal entity, it is subject to the legislative and regulatory provisions governing the awarding of contracts.

POLITIQUE D'INTÉGRATION DES ARTS À L'ARCHITECTURE ET À L'ENVIRONNEMENT DES BÂTIMENTS ET DES SITES GOUVERNEMENTAUX ET PUBLICS

Any construction or expansion project valued at \$150,000 or more and involving a building or space that is partly or entirely open to the public for purposes of information, recreation, or the providing of goods or services is subject to the *Politique d'intégration des arts à l'architecture et à l'environnement des bâtiments et des sites gouvernementaux et publics* (Government of Quebec policy to integrate art into the architecture and environment of government and public buildings and spaces).

EQUAL ACCESS TO EMPLOYMENT PROGRAM

Funding of \$100,000 or more granted to an FPO with more than 100 employees includes the obligation for the organization to commit to implementing an equal access to employment program in accordance with the *Charter of Human Rights and Freedoms*.

ACT RESPECTING FRENCH, THE OFFICIAL AND COMMON LANGUAGE OF QUEBEC

On June 1, 2022, the *Act respecting French, the official and common language of Quebec* came into force. All businesses operating in Quebec, regardless of their size, must comply with its terms.

QUALITY-SAFETY CERTIFICATION FROM AVENTURE ÉCOTOURISME QUÉBEC

As stated in the announcement by the Quebec Minister of Tourism (MTO) on January 23, 2020, the Quality-Safety certification is mandatory for adventure tourism businesses that wish to apply for funding from MTO grant programs.

SUPPORTING DOCUMENTS REQUIRED

- Completed and signed application form SUBMITTED AS AN EXCEL FILE.
- Proof of promoter's contribution.
- Letters of commitment from the three (3) project partners and, where applicable, letters confirming funding.
- A copy of the charter of incorporation of each of the three (3) project partners.
- Resolution of the board of directors (or equivalent body) authorizing the signatory of the program funding application and any document relevant to the application.
- Project promoter's financial statements for the two (2) fiscal periods preceding the funding application. For municipal entities and Indigenous communities, a statement of the revenues and expenses of the project or attraction (not required for startups).
- Statement of stakeholders' commitment to a sustainable development approach.
- Letters of support for the project, if applicable.
- Confirmation of financial partners, if available.
- For projects submitted under Component 1:
 - A copy of the request for proposals
 - Copies of at least two (2) offers of professional services
- For projects submitted under Component 2:
 - Proof of participation in the Quebec Ski Areas Association's risk management program OR proof of Quality-Safety certification from Aventure Écotourisme Québec, or a copy of an email exchange indicating that the process to obtain such certification is underway, if applicable.
 - List of authorizations, certifications and/or permits required for the project.
 - Business plan, including a marketing plan.
 - Projected financial statements for the three (3) fiscal periods following project completion.
 - Email from the Ministère de la Culture et des Communications indicating whether the project is subject to the *Politique d'intégration des arts à l'architecture et à l'environnement des bâtiments et des sites gouvernementaux et publics*.

DISTRIBUTION OF DOCUMENTS

The application form will be distributed to the members of the Management Committee and will serve as the basis for their evaluation. Therefore, please pay special attention when completing the form. The business plan, including the promoter's financial information, will be reviewed by a panel of professional analysts and their observations will be forwarded to the Management Committee. Applicants can be sure that their information will be kept secure and confidential.

PROJECT SELECTION CRITERIA

Eligible projects will be evaluated according to the following criteria:

- Extent to which the project meets the program objectives, i.e., impact on seasonality, integration of local sourcing, respect for the notion of stakeholder consultation and commitment, and positive impact on competitiveness and positive spinoffs for individuals and communities.
- Structuring potential (capacity to attract new visitors, impact at the local/regional/sectoral level, tangible benefits, participation of other partners, impact on job creation, extension of the tourist season, etc.).
- Innovation (e.g., adding a new element to the existing tourism offer, providing new products or services not offered by competitors).
- Quality of project concept, product(s) and services.
- Financial structure and viability (promoter's contribution, thoroughness of fundraising efforts, appropriateness of funding request, financial health of the organization and/or promoter, existence of detailed and realistic financial data, self-financing prospects, industry support, etc.).
- Relevance (size and diversity of tourism clientele, size of project's target market, competition, quality of the offer, marketing strategy, key benefits, networking, etc.).
- Feasibility (realistic deadlines, marketing strategy, quality of business plan or study, promoter's expertise and experience).
- The project must also:
 - have the potential to generate spinoffs for several partners;
 - demonstrate sustainability over a minimum of three (3) years.
- Integration of sustainable development principles and consistency with the guidelines of the Ministry of Tourism's [Plan d'action pour un tourisme durable et responsable 2020-2025](#) (Action Plan for Sustainable and Responsible Tourism 2020-2025).

PROJECT SELECTION CRITERIA

Eligible projects will be assessed according to the following criteria:

- Extent to which the project meets the program objectives, i.e., impact on seasonality, integration of local sourcing, respect for the notion of stakeholder consultation and commitment, and positive impact on competitiveness and positive spinoffs for individuals and communities;
- Structuring potential (capacity to attract new visitors to the region; local, regional and sectoral scope; quantifiable spinoffs; participation of other partners; impact on job creation; extension of the tourist season; etc.).
- Innovative character of the project (new dimension to existing tourism offer, new trends not offered by the competition).
- Quality of project concept, product(s) and services.
- Financial structure and viability (promoter's contribution, thorough search for funding, relevance of assistance requested, financial health of the company or promoter, reliable and realistic financial data, self-financing prospects, community support, etc.).
- Relevance (size and diversity of tourism clientele, size of project's target market, competition, quality of the offer, marketing strategy, significant spinoffs, networking, etc.).
- Feasibility (timeframe, marketing strategy, quality of business plan or study, promoter's expertise).
- The project must also:
 - have the potential to generate spinoffs for several partners;
 - demonstrate sustainability over a minimum of three (3) years.
- Integration of sustainable development principles based on [the UN's Sustainable Development Goals](#) (SDGs).

HOW TO APPLY

Complete the form titled *Demande d'aide financière PLANMONTAGNE 22-25* and submit it, together with the required supporting material, to programmes@tourisme-outaouais.ca.

Applications that are incomplete at the time of submission will not be considered.

For more information, please contact:

Gilliane Cyr
Strategic Development Manager
819-743-4317
gcyr@tourisme-outaouais.ca

Charlène Raby
Tourism Development Coordinator
819-576-3166
craby@tourisme-outaouais.ca

APPENDIX 1 – DEFINITION OF TERMS

ACTIVE MOBILITY: All non-motorized travel (e.g., walking, cycling, canoeing, etc.).

COLLECTIVE: A group of stakeholders brought together for a specific period of time to work together on the planning and implementation of a common initiative, under the guidance of its members.

CONCERTED ACTION: Action coordinated, organized and planned by a group of stakeholders, based on dialogue and the exchange of ideas and viewpoints, with the aim of identifying collective interests by consensus or compromise (e.g., co-creation meeting, public consultation session, sharing workshop, etc.).

DAY VISITOR: Someone who travels at least 40 km from their usual place of residence to visit a destination and returns home the same day.

DESTINATION: A place that, when developed, shared, used and frequented for tourism purposes, provides a diversified and competitive tourism offer. A destination comprises a diversified set of projects or tourist activities that form part of an overall local or regional development, planning or management project.

ELIGIBLE ADMINISTRATION EXPENSES: Administrative support expenses directly linked to the implementation of the project, including salaries and benefits paid to the organization's administrative staff, staff training and development costs, and operating costs (telephone service, photocopying, postage, courier services, office equipment, subscriptions, carrying charges).

FLAGSHIP PRODUCT: A product that sets the theme of a tourist experience, is widely recognized, and is the primary attractor of visitors to the destination.

FUNDING AGREEMENT: Agreement specifying the commitments and obligations of the various parties with regard to the project selected, signed by the funding program representative and the beneficiary.

INDICATOR: Measure used to assess project performance, progress and outcomes.

MOUNTAIN TOURISM: A type of tourist activity practised within a specific and defined geographical area, such as hills or mountains, whose characteristics and features are specific to a given landscape, topography, climate, biodiversity (flora and fauna) and local population. It covers a wide range of outdoor sports and leisure activities.

REDUCING GHG EMISSIONS AND ADAPTING TO CLIMATE CHANGE: Concrete action intended to reduce greenhouse gas (GHG) emissions associated with certain activities and/or to adapt the tourism offer to the consequences of climate change, in order to reduce its impact. For example, an action aiming to: structure public transport or active mobility for visitors, as an alternative to driving alone; provide recycling and composting options to divert waste from landfill; develop short-distance supply, to reduce the distances involved in transporting goods, materials and food; plan infrastructure that can adapt to a changing climate or ecosystem.

SLOW TOURISM: A contemplative and appreciative form of tourism that invites visitors to slow down, take the time to explore a destination in greater depth, and seek out more meaningful experiences, and that promotes encounters with others and participation in the local economy.

STAKEHOLDER: Person or organization likely to affect project decisions and activities by contributing to project development and implementation, with a view to achieving common tourism development objectives. Stakeholders' contribution is confirmed through a letter of interest in the project.

STRUCTURING PROJECT: A project that has an impact and visibility at the regional level and beyond, has the potential to generate other projects and/or foster regional partnerships, is supported by the local community, and demonstrates job creation potential.

STRUCTURING THE TOURISM OFFER: Developing, networking and/or linking separate elements into an integrated whole that constitutes a marketable tourism product.

SUSTAINABLE DEVELOPMENT: Development that meets current needs without jeopardizing the ability of future generations to meet their own needs. Sustainable development combines environmental, economic and sociological issues and is part of every aspect of the tourism industry.

TOURISM DEVELOPMENT: Introduction (establishment, implementation), consolidation and/or diversification of a tourism product or service.

TOURISM PRODUCT: A combination of tangible elements (accommodation, food, activities, etc.) and intangible elements (ambiance, hospitality, animation, etc.) offering visitors a range of tourist experiences.

TOURIST: Someone who spends one or more nights, but less than a year, at a destination away from their place of residence and who stays in commercial or private accommodation.

APPENDIX 2 – SAMPLE BUSINESS PLAN

<p>Applicant's contact information</p>
<p>Executive summary</p>
<p>Description of the business and project</p> <ul style="list-style-type: none"> ▪ Corporate mission ▪ Corporate history ▪ Legal status of the organization ▪ List of promoters and owners ▪ Project description ▪ Project location ▪ Description of products/services offered: target clientele, target territory, distribution mechanisms for the products/services offered ▪ Project stages and projected completion date for each stage ▪ Promotional brochure (if available)
<p>Market analysis</p> <ul style="list-style-type: none"> ▪ Description of activity sector <ul style="list-style-type: none"> ▪ Overview ▪ Market trends ▪ Opportunities ▪ Government regulation ▪ Target clientele (sociodemographic profile, behaviours, attitudes, requirements) ▪ List of potential clients ▪ Target territory ▪ Competitors <ul style="list-style-type: none"> ▪ Description ▪ Key strengths and weaknesses ▪ Competitive advantages ▪ Market potential (e.g., estimated annual sales)
<p>Marketing plan</p> <ul style="list-style-type: none"> ▪ Price strategy (competitors' prices, gross profit margin, cost price) ▪ Sales and distribution strategy (publicity, telemarketing, Internet and other) ▪ Promotional initiatives ▪ Budget and deadlines
<p>Operating plan</p> <ul style="list-style-type: none"> ▪ Quality approach ▪ Supply system (suppliers, products/services, delivery time) ▪ Capital requirements (buildings/equipment) ▪ Human resources required to implement the project ▪ Technological investments ▪ Environmental standards ▪ Permits and licences required to implement the project
<p>Financial profile</p> <ul style="list-style-type: none"> ▪ Projected investment costs and funding required to implement the project ▪ Financial statements for the previous three (2) fiscal periods ▪ Financial forecasts for the first three (3) years of operation, including income statement, balance sheet and monthly cash flow budget ▪ Commitments from banking institutions ▪ Commitments from financial partners
<p>Documents</p> <ul style="list-style-type: none"> ▪ Promoters' C.V. ▪ Shareholders' agreement (if required)

Note: Financial statements and forecasts must be prepared in accordance with the accounting standards generally accepted in the Province of Quebec.

APPENDIX 3 – USEFUL LINKS

For more information and to draw inspiration from what's being done elsewhere, here are a few articles from the [Tourism Intelligence Network](#). (Note: Some resources are available in French only.)

Développer l'offre touristique de la montagne sur 4 saisons

<https://veilletourisme.ca/2022/06/21/developper-offre-touristique-montagne-saisons/>

Mountain Destinations: Trends and Best Practices in Tourism

<https://veilletourisme.ca/2011/11/15/mountain-destinations-trends-and-best-practices-in-tourism/?lang=en>

L'été, ça bouge au pied des pistes!

<https://veilletourisme.ca/2014/07/07/ete-ca-bouge-au-pied-des-pistes>

Petites et moyennes stations de montagne : vers l'aventure durable

<https://veilletourisme.ca/2014/02/04/petites-et-moyennes-stations-de-montagne-vers-laventure-durable>

Other useful links

Mountain tourism: Towards a more sustainable path

Study of mountain tourism by the United Nations World Tourism Organization, with examples of projects around the world

<https://www.e-unwto.org/doi/epdf/10.18111/9789284423163>

Table agroalimentaire de l'Outaouais

<https://www.agro-outaouais.com/en>

Croquez l'Outaouais

<https://www.croquezoutaouais.com/en/local-food-directory/>

Quebec Food Directory

<https://www.repertoirealimentsquebecois.gouv.qc.ca/>

Find agricultural producers near you

<https://mangeonslocal.upa.qc.ca/explorer>

Modèle de plan de commercialisation (MAPAQ)

https://www.mapaq.gouv.qc.ca/fr/Publications/Modele_plan_commercialisation.pdf

Service-conseil en développement de produits et en approvisionnement local de l'Institut de tourisme et d'hôtellerie du Québec

<https://www.ithq.qc.ca/expertise-et-recherche/service-conseil/>

Fonds Écoleader directory of over 490 Quebec-based experts offering services related to adopting environmentally responsible business practices and preparing for the acquisition of clean technologies (in French only)

https://www.fondsecoleader.ca/repertoire-experts/?region=Chaudi%C3%A8reAppalaches&thematic=&limit=&text_search=#filtres

Accès entreprise Québec (AEQ)

Support service offered by regional county municipalities (RCMs) to entrepreneurs in the Quebec Regions (in French only)

<https://www.economie.gouv.qc.ca/bibliotheques/accompagnement/acces-entreprise-quebec/>

Sociétés d'aide au développement des collectivités (SADC) and Centre d'aide aux entreprises (CAE)

<https://www.sadc-cae.ca/en/>

Fédération des chambres de commerce du Québec (FCCQ)

<https://www1.fccq.ca/>