

NORTHERN QUÉBEC, AT THE HEART OF OUR FUTURE

NORTHERN ACTION PLAN 2023-2028

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MESSAGE FROM THE PREMIER

Québec is a northern nation, and nearly three-quarters of our territory lies north of the 49th parallel. In fact, nordicity is an integral part of our identity, and of our government's vision for a greener, more prosperous and prouder Québec.

The Northern Action Plan 2023-2028 details our government's vision for the specific economic, social and environmental development issues facing the northern territory. It brings together 45 new actions that will enable us to achieve concrete results throughout Northern Québec. It continues the work begun with our government's first Northern Action Plan, and contributes to the achievement of many of Québec's objectives, including the implementation of our commitments made at the 2022 United Nations Biodiversity Conference held in Montréal. Thanks to the efforts of all our partners, a total of \$2.6 billion will be invested between now and 2028 in the sustainable development of the territory north of the 49th parallel.

The Northern Action Plan 2023-2028 has been developed with future generations in mind. The vitality of our regions, the green economy and the protection of our environment are essential to Québec's future. Particular attention has also been paid to the social and cultural realities of northern First Nations and Inuit communities, in order to guarantee their development and vitality.

I would like to thank all of our partners in the northern territory who helped us draw up this plan, which was designed with them in mind, for the future of us all.

François Legault



MESSAGE FROM THE MINISTER OF NATURAL RESOURCES AND FORESTS, AND MINISTER RESPONSIBLE FOR THE SOCIÉTÉ DU PLAN NORD

The Northern Action Plan 2023-2028 presents a promising vision to raise the profile of our northern territory. The result of your government's determination to make this territory a source of pride for all of Québec, this action plan consolidates sustainable development north of the 49th parallel.

It will enable the realization of inspiring and promising projects that will improve the daily lives of local communities in a concrete way. Whether by facilitating access to justice in Nunavik, stimulating the regional economy, strengthening food self-sufficiency or improving road and telecommunications networks, the initiatives it contains will undeniably contribute to the vitality of the northern territory.

Since 2015, the Société du Plan Nord has been working passionately on the sustainable development of Québec's northern territory, acting as a catalyst for projects within the gouvernement du Québec, in collaboration with local partners.

A large number of departments and agencies have been invited to participate in this social project. It is the result of a major collaborative effort involving all stakeholders in the northern territory, giving a voice to the communities of the Côte-Nord, northern Saguenay-Lac-Saint-Jean and Nord-du-Québec regions, both Indigenous and non-Indigenous. The Société du Plan Nord's Assembly of Partners and its Board of Directors have also played an essential role in this participatory process.

Through the Northern Action Plan 2023-2028, your government is also demonstrating the importance it places on maintaining an ongoing dialogue with local and Indigenous communities to enrich their living environments. The northern territory is at the heart of the future of the whole of Québec. Let's be proud of it! Together, let's continue to ensure its vitality!

Maïté Blanchette Vézina

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ACRONYMS

BAnQ	BAnQ Bibliothèque et Archives nationales du Québec	MRNF	Ministère des Ressources naturelles et des Forêts
CALQ	Conseil des arts et des lettres du Québec	MSP	Ministère de la Sécurité publique
CNS	Centre for Northern Studies	MSSS	Ministère de la Santé et des Services sociaux
COP 15	15 th Conference of Parties	MTMD	Ministère des Transports et de la Mobilité durable
FIN	Fonds d'initiatives nordiques	MTOUR	Ministère du Tourisme
FNQLEDC	First Nations of Quebec and Labrador Economic Development Commission	NAP	Northern Action Plan
IHC	Inuulitsivik Health Center	NRBHSS	Nunavik Regional Board of Health and Social Services
INQ	Institut nordique du Québec	QCBS	Quebec Center for Biodiversity Science
ISED	Innovation, Science and Economic Development Canada	RCM	Regional County Municipality
JBRG	James Bay Regional Government	SADC	Société d'aide au développement des collectivités
KMHB	Kativik Municipal Housing Bureau	SCT	Secrétariat du Conseil du trésor
KRG	Kativik Regional Government	SDBJ	Société de développement de la Baie-James
LHC	Landholding Corporation	Sépaq	Société des établissements de plein air du Québec
MAMH	Ministère des Affaires municipales et de l'Habitation	SME	Small or medium-sized enterprise
MAPAQ	Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec	SHQ	Société d'habitation du Québec
MCC	Ministère de la Culture et des Communications	SIHV	Secrétariat à l'Internet haute vitesse et aux projets spéciaux de connectivité
MEIE	Ministère de l'Économie, de l'Innovation et de l'Énergie	SIRCAAQ	Société immobilière du Regroupement des centres d'amitié autochtones du Québec
MELCCFP	Ministère de l'Environnement, de la Lutte contre les changements climatiques, de la Faune et des Parcs	SOPFEU	Société de protection des forêts contre le feu
MEQ	Ministère de l'Éducation	SPN	Société du Plan Nord
MES	Ministère de l'Enseignement supérieur	SQI	Société québécoise des infrastructures
MESS	Ministère de l'Emploi et de la Solidarité sociale	SRPNI	Secrétariat aux relations avec les Premières Nations et les Inuit
MFA	Ministère de la Famille	UDM	Université de Montréal
MJQ	Ministère de la Justice	UTHC	Ungava Tulattavik Health Center
MRIF	Ministère des Relations internationales et de la Francophonie		

PREAMBLE

The mission of the Société du Plan Nord is to contribute to the integrated and coherent development of Québec's northern territory, within a perspective of sustainable development. It does so in accordance with the key directions defined by the government, and in consultation with representatives of the regions and First Nations and Inuit concerned, as well as the private sector. The implementation of this mission will be carried out in different phases up to the year 2035. As such, the Northern Action Plan 2023-2028 (NAP 23-28) is the government's third northern development action plan since 2015. This five year plan is therefore the continuation of a process and the start of a new five year phase, which will be followed by others and may be enhanced along the way.

The elements that make up the NAP 23-28 are threefold:

- **The 45 new specific actions** for the period from 2023 to 2028;
- **The 30 actions begun** before 2023 and continuing until 2028;
- **The Société's financial tools** that enable it to carry out its fundamental mission, and to support projects that emerge from local communities over the course of the period.

The NAP 23-28 targets the entire northern territory and all the people who live there. Although certain actions are specified here, other actions may be defined between 2023 and 2028 for more circumscribed regions or populations. Lastly, the NAP 23-28 complements the actions of other departments and agencies active in the North. It strengthens their scope and fosters synergies between them.

OVERVIEW

The northern territory, which extends north of the 49th parallel and north of the St. Lawrence River and the Gulf of St. Lawrence, abounds in natural, human and cultural resources. Strong and resilient, the people inhabit it with pride and a strong sense of belonging to the vast territory that unites them.

Today, it is clear that this territory will play a central role in the energy transition and the decarbonization of the Québec economy.

The success of these vast projects also depends on the occupation of the northern territory by its populations. Harmonious development of the territory will position northern communities and Québec advantageously to take advantage of global opportunities in these fields. For the gouvernement du Québec, it is essential that development go hand in hand with a strong response to the needs of northern communities: they are at the heart of our future.

Spread over a vast territory of 1.2 million square kilometres (72% of the province of Québec), northern communities are often separated by hundreds of kilometres, where sometimes only sea or air access is possible. As a result, they face multiple challenges on a daily basis. The supply of essential goods and access to specialized services and professional resources, particularly in education and health, present challenges. Government action in the North is therefore part of a global approach to sustainable regional development that takes into account the realities of the northern territory and the issues specific to each of its communities. Three administrative regions are included, in whole or in part, in this territory: Côte-Nord, Nord-du-Québec (Nunavik, Eeyou Istchee and Baie-James sectors) and Saguenay–Lac-Saint-Jean. Nearly 130,000 people live in the northern territory, representing around 1.5% of Québec’s population. Demographically speaking, Indigenous communities are experiencing rapid population growth, while the communities in the James Bay, Saguenay–Lac-Saint-Jean and Côte-Nord regions are experiencing the opposite trend. The population is divided into 63 communities. There are 31 communities composed of Inuit, Cree, Innu and Naskapi Nations, and 32 communities in the James Bay, Saguenay–Lac-Saint-Jean and Côte-Nord regions.

72%
of Québec’s
geographic area

1.5%
of Québec’s
population

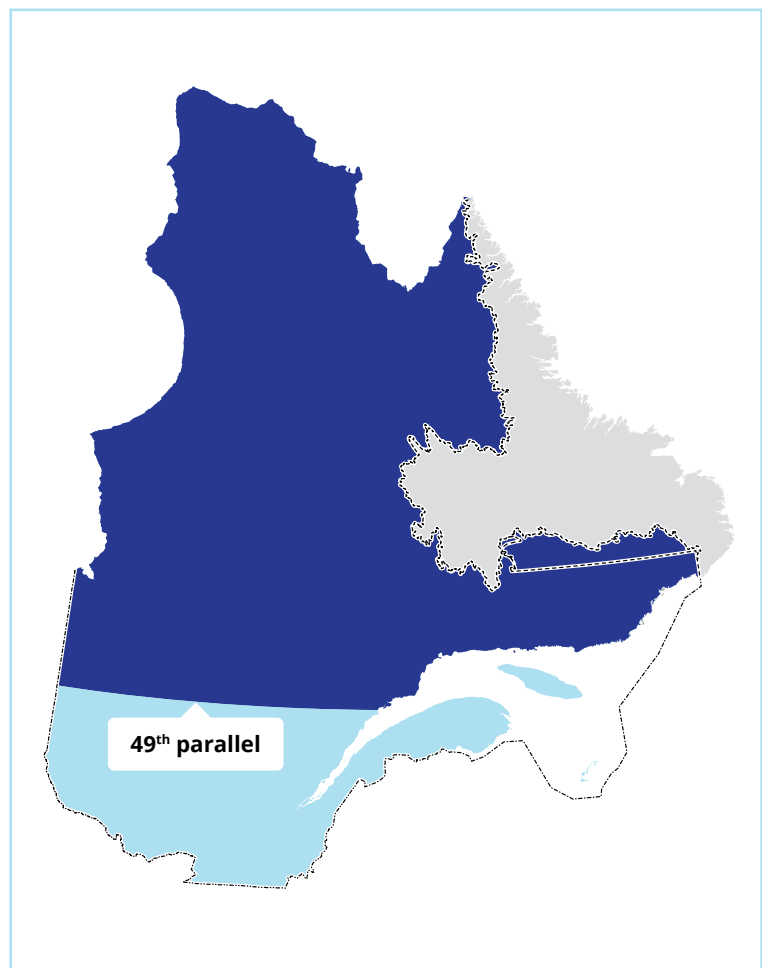
63
communities

In parallel with its development, this vast territory is vulnerable and will be one of the most affected by climate change and its hazards.

The impacts of climate change will be felt by its inhabitants, its biodiversity and its ecological processes. Consequently, it is essential to protect and strengthen its resilience by protecting vast swathes of territory that still bear witness to the main vital areas for wildlife and major ecological cycles. Land protection is also a key factor in the practice of traditional hunting, fishing and trapping activities, particularly for First Nations and Inuit.

The government is pursuing its commitment to designate 50% of the territory north of the 49th parallel for conservation purposes by 2035.

On the one hand, a network of protected areas representing nearly 20% of the northern territory has been identified by the government and its partners in the territory, in line with its targets. There remains a 30% portion of the territory that still needs to be designated for environmental protection, biodiversity conservation and various types of development. In addition, the government is currently drawing up a nature plan that will enable it to implement its commitments made at COP 15, held in Montréal in December 2022. The Société and its partners will be taking part in the various aspects of the plan that concern the northern territory.



Map 1: Map of the Northern Territory North of the 49th Parallel

KEY RESULTS OF THE NORTHERN ACTION PLAN 2020-2023

The Northern Action Plan 2020-2023 (NAP 20-23) ended on March 31, 2023. Of the 49 actions in the NAP 20-23, 48 are being finalized or have been completed. During the three years of this government plan, the Société du Plan Nord and its partners carried out several structuring actions, including:

- the extension of **Route 138** in the Côte-Nord region and improvements to **Route 389** between Baie-Comeau and Fermont, as well as upgrading of the Billy-Diamond Highway in Eeyou Istchee Baie-James;
- **improved telecommunication services** using fibre optics and microwave towers to better serve communities throughout the territory;
- continued development and sustainability of the **iron ore concentrate handling operations** of the Société ferroviaire et portuaire de Pointe-Noire, located in Sept-Îles;
- rehabilitation of the **Tshiuetin railway** to transport passengers and goods from Schefferville to Sept-Îles;
- construction of the new **Isuarsivik Regional Recovery Centre in Kuujuaq**, to provide the Inuit of Nunavik with an infrastructure that meets the needs of addiction recovery services;
- creation of the **Northern Incubator-Accelerator** for tourism to support the development of distinctive new tourism products;
- creation of a **program to support isolated communities** in the management of residual materials;
- construction of the first **living environment for Indigenous students** in Sept-Îles, to encourage students to stay in school;
- development support of production and markets for **Northern biofood products**;
- creation of a **Northern Wildlife Fund** with the Fondation de la faune du Québec, to protect and enhance wildlife habitats in the North;
- several initiatives aimed exclusively at the **First Nations** and **Inuit** of the North.

Thanks to its financial tools, the Société du Plan Nord has also been able to support numerous projects that meet the needs of the northern territory and generate significant benefits:

FINANCIAL SUPPORT	NUMBER OF PROJECTS	AMOUNT COMMITTED	EXPECTED BENEFITS
Fonds d'initiatives nordiques, sections A and B	135	\$13.1M	\$42M
Programme de développement de serres communautaires	11	\$1.9M	\$6.5M
Programme de formation de la main d'œuvre en milieu nordique	11	\$1.5M	\$6.3M
Opportunity budget	45	\$40.5M	\$170.5M
Sectoral agreement for regional development	4	\$1.9M	\$6.4M

OBJECTIVES OF THE 2023-2028 NORTHERN ACTION PLAN

Even today, the vision of the NAP 20-23, «Living in the North», remains as relevant as ever, and still means propelling it, living in it and experiencing it.

That's why the gouvernement du Québec will once again focus on supporting local efforts and initiatives that take root in the North, to achieve its objectives.

Following in the footsteps of the two previous northern action plans, the NAP 23-28 aims to ensure the sustainability of communities in the North, by ensuring their occupation, development, conservation, economic vitality and quality of life.

Building on the objectives and results of the NAP 20-23, the NAP 23-28 will contribute to the realization of several major government projects, the success of which will depend on close collaboration with stakeholders in the North. **The NAP 23-28 represents a total investment of \$2.6 billion over five years**, including \$1,665.3 million from the gouvernement du Québec. The NAP 23-28 proposes concrete solutions and tangible, measurable results.

Throughout the NAP 23-28 development process, the Société du Plan Nord worked with the Assembly of Partners, the government's advisory body on northern development issues. The Société du Plan Nord also worked in collaboration with some twenty government departments and agencies, which will join forces with local and regional players to implement the NAP 23-28. The actions included in the plan are closely linked to the various government and territorial priorities for the coming years, including wealth creation, economic development, energy transition, housing, telecommunications, food self sufficiency, access to nature, environmental protection and biodiversity, education, health and workforce training.

Actions in Line with Previous Years

The NAP 23-28 also presents actions that were initiated in previous years and will continue to be carried out during the 2023-2028 period. These actions stem mainly from the Northern Action Plan 2020-2023. There are 30 of them, representing investments of \$1.4 billion¹, which illustrates the scale of government and partner intervention during the NAP 23-28 implementation period.

1. These actions can be found in a subsection of each of the four key directions mentioned on the following pages.

PRIORITIES STEMMING FROM THE TERRITORY

Northern Québec is a vast territory, and the communities that inhabit it have to deal with a wide range of economic, social, environmental and cultural realities.

Consequently, the development and implementation of the NAP 23-28 are part of a **co-construction** process that takes into account the needs of northern communities as well as territorial particularities. To achieve this, the gouvernement du Québec held several work sessions and consultations with representatives of Québec's northern territory to establish priorities. In addition to consultations with the Assembly of Partners, First Nations and Inuit were invited to meet with the Société du Plan Nord during bilateral meetings. Representatives were able to discuss their priorities directly with the Société du Plan Nord. As a result, the projects targeted under the NAP 23-28, based on the priorities of the territory's stakeholders and a sustainable development analysis, will be implemented with the collaboration of the territory's stakeholders.

The implementation of the NAP 23-28 will take place according to the sine qua non conditions for the development of the communities expressed by the representatives of Québec's northern territory, namely:

- **respect people's desire** to live in and fully occupy their territory;
- **recognize the power** of northern communities to act;
- **honour agreements** reached or to be reached with the Cree, Inuit, Naskapi and Innu Nations, as well as constitutional obligations regarding consultation with the First Nations and Inuit;
- **develop the region based on its strengths**, including the capacity of its communities;
- act according to the specific characteristics and realities of **nordicity**;
- **ensure economic benefits** throughout the northern region.

KEY DIRECTION 1:

INCREASE CONNECTIVITY TO THE TERRITORY

Great distances and a lack of adequate infrastructure restrict the emergence of economic projects and the provision of services to populations that are often landlocked. The continued installation of telecommunications infrastructures and the optimization of logistics and transportation are therefore essential to improving living conditions and services for northern communities, as well as for the region's economic development.

The government will continue to improve Internet services in the North through the deployment of fibre optics. The reliability of the entire northern network will also be ensured by the creation of redundant links. Pending connection of these links to the network, the government will maintain satellite services in the villages concerned. These networks will make it possible to offer remote services such as telehealth, tele justice and tele education.

The government has also contributed to the implementation of mobile services in the Basse-Côte-Nord region and Eeyou Istchee and Baie-James sectors. It will continue its work to provide a continuous network along the roads linking the various northern communities, thereby improving quality of life through greater safety for users of the transportation network.

The government will also work with local organizations to adapt and optimize municipal infrastructures in Nunavik's northern villages. These villages have to deal with inadequate infrastructures that affect the quality of life of residents and workers. These deficiencies also hinder the construction and development of infrastructure essential to the people of Nunavik.

Improving the logistics chain is a key factor in ensuring the supply of food and essential goods of all kinds to northern communities. The government will contribute to this initiative by collaborating with the public and concerned private organizations.

New actions

KEY DIRECTION 1: INCREASE CONNECTIVITY TO THE TERRITORY

THEME 1.1: TELECOMMUNICATIONS	
1.1.1 FINALIZE DEPLOYMENT OF HIGH SPEED INTERNET IN NUNAVIK	
ENTITY IN CHARGE	PARTNERS
SPN	SIHV Raglan Mine / Canadian Royalties KRG Federal government
<p>Description: The SPN, in collaboration with several private and public partners, will continue the deployment of high speed Internet in Nunavik to serve the communities of Kangiqsujuaq, Quaqtaq, Kangirsuk, Aupaluk, Tasiujaq and Kangiqsualujjuaq, as well as certain mining companies.</p>	
1.1.2 CONSOLIDATE HIGH SPEED INTERNET ACCESS IN BASSE-CÔTE-NORD REGION AND EYYOU ISTCHEE AND BAIE-JAMES SECTORS	
ENTITY IN CHARGE	PARTNER
SPN	-
<p>Description: The SPN, in collaboration with public and private partners, will fund redundant links in the Basse-Côte-Nord region and Eeyou Istchee and Baie-James sectors, in order to consolidate access to Internet services in these regions.</p>	
1.1.3 RENEW SATELLITE INTERNET SERVICE IN NUNAVIK	
ENTITY IN CHARGE	PARTNERS
SPN	SIHV ISDEC
<p>Description: The SPN, in collaboration with SIHV and ISEDC, will provide funding to ensure the continuity of satellite services from 2023 to 2028. This collaboration will enable all residents of communities not yet connected to a fibre-optic network to obtain essential residential Internet service.</p>	
1.1.4 CONTINUE THE DEPLOYMENT OF MOBILE TELEPHONE SERVICE IN EYYOU ISTCHEE AND BAIE-JAMES SECTORS	
ENTITY IN CHARGE	PARTNERS
SPN	SIHV Federal government
<p>Description: The SPN, in collaboration with SIHV and the federal government, will continue to install cell towers along main roads in Eeyou Istchee and Baie-James sectors.</p>	

THEME 1.2: INFRASTRUCTURE AND ROADS

1.2.1 DEVELOP AN INVESTMENT AND INTERVENTION STRATEGY FOR INFRASTRUCTURE IN NORTHERN VILLAGES

ENTITY IN CHARGES	PARTNERS
MAMH MTMD	SPN MSP MEQ MSSS MELCCFP KRG Makivik Corporation Northern villages

Description: The MAMH, in collaboration with several departments and agencies, will develop an investment and intervention strategy for infrastructure in Nunavik’s northern villages. This strategy will aim to better coordinate future public investments, particularly in water management and local roads.

1.2.2 OPTIMIZE TRANSPORTATION LOGISTICS

ENTITY IN CHARGE	PARTNERS
SPN	Caniapiscau RCM ARBJ Eeyou Istchee James Bay Regional Government SDBJ

Description: The SPN, in collaboration with the Caniapiscau RCM, the ARBJ and the Eeyou Istchee James Bay Regional Government, will conduct a study to understand the factors that lead to excessive road transportation costs in the Côte-Nord and Nord-du-Québec regions.

1.2.3 CONTINUE UPGRADING ROADS BETWEEN SCHEFFERVILLE AND KAWAWACHIKAMACH

ENTITY IN CHARGE	PARTNERS
MTMD	SPN Federal government

Description: The MTMD, in collaboration with the SPN and the federal government, will continue the road rehabilitation project between Schefferville and Kawawachikamach.

1.2.4 IMPROVE INFRASTRUCTURE DESIGN AND CONSTRUCTION PRACTICES

ENTITY IN CHARGE	PARTNER
SPN	-

Description: The SPN, in collaboration with several public and private partners, will fund research projects requiring high level engineering know how aimed at developing and maintaining safe, viable and resilient infrastructures in the North, with a smaller environmental footprint over their entire life cycle.

Ongoing actions initiated before 2023

Optimize freight transport
Continue installing fibre optics in Nunavik
Continue work to extend Route 138
Continue work on Phase I of the Billy-Diamond Highway upgrade
Continue work to improve Route 389
Renovate two hangars at La Grande-Rivière airport
Extend Route 167 to the Otish Mountains (debt servicing)
Roll out cell phone service in Eeyou Istchee and Baie-James sectors
Support the preparation of infrastructure development plans

KEY DIRECTION 2: BUILD ON NORTHERN ECONOMIC STRENGTHS

The region's economic development is largely based on major investments in natural resources. We must continue to support and develop them, while seeking to attract new investment. In addition, there are 28 private sector contractors (mining, forestry, industrial) generating approximately 12,000 direct jobs and over 9,000 indirect jobs among the network of local, regional and provincial suppliers. Mining and forestry companies have major needs in terms of supplies and services. Hydro-Québec is also a major contributor to local and regional economic benefits. These companies have a responsibility to contribute to the vitality of local communities by maximizing the economic benefits of their activities and projects.

It's vital that local companies be able to take advantage of the business opportunities generated by major public and private sector contractors. The economic vitality of northern communities depends on it. To this end, the government will work with small and medium sized enterprises (SMEs) to promote their competitiveness, and will aim to encourage local purchasing and entrepreneurship north of the 49th parallel, notably through the development of tools, support for SMEs in the pre qualification process, and the organization of business networking events. It will also support the maintenance and creation of new businesses.

The government also wishes to further modulate its actions to support the development of northern regions and protect them from the effects of mono industry. In particular, it will promote local economic diversification by focusing on promising industries such as tourism and northern biofood production. The actions selected are designed to support the start up and consolidation of companies that meet local needs or produce goods and services for regional, national or international markets.

Supporting the creation and growth of businesses in the region accentuates existing needs for a trained and qualified local workforce. Training opportunities in the region must be adapted to the context and profile of the available workforce, particularly that coming from Indigenous communities. Through its actions, the government aims to create good jobs that ensure a good quality of life for local residents and benefits for northern communities, notably by working closely with the Commission des partenaires du marché du travail (CPMT) and the regional councils of labour market partners in the North.

New actions

KEY DIRECTION 2: BUILD ON NORTHERN ECONOMIC STRENGTHS

THEME 2.1: BUSINESS SUPPORT	
2.1.1 CREATE AN INCUBATOR ACCELERATOR FOR NORTHERN ENTREPRENEURS TO SUPPORT THE START UP, EXPANSION AND INTERNATIONALIZATION OF SMES AND INDUSTRIES	
ENTITY IN CHARGE	PARTNER
SPN	-
<p>Description: The SPN would like to improve the support offered to local businesses by setting up an incubator accelerator for northern entrepreneurs, with the aim of creating a bank of experts able to offer various services in three development phases: start up, expansion and internationalization.</p>	
2.1.2 IMPROVE THE COMPETITIVENESS AND PERFORMANCE OF NORTHERN MINING SUPPLIERS	
ENTITY IN CHARGE	PARTNER
MRNF	SPN
<p>Description: The MRNF, in collaboration with the SPN, will support measures to develop the competitiveness and organizational performance of companies in the mining sector.</p>	
2.1.3 STRENGTHEN THE ENTREPRENEURIAL ECOSYSTEM IN NORTHERN REGIONS	
ENTITY IN CHARGE	PARTNER
MEIE	SPN
<p>Description: The MEIE, in collaboration with the SPN, will support local businesses by diversifying the range of career coaching services on offer.</p>	
2.1.4 SUPPORT INDIGENOUS ENTREPRENEURSHIP	
ENTITY IN CHARGE	PARTNERS
SPN	Mentoring Network SDBJ Makivik Corporation Hydro-Québec MTMD FNQLEDC
<p>Description: The SPN, in collaboration with a number of private and public partners, will fund activities to improve the capacity of Indigenous suppliers in the North to meet the needs of contractors, and will provide training for the Indigenous workforce with a view to acquiring competency cards and licences from the Régie du bâtiment du Québec.</p>	

THEME 2.1: BUSINESS SUPPORT

2.1.5 INCREASE THE SOCIAL RESPONSIBILITY OF SMES

ENTITY IN CHARGE	PARTNERS
SPN	MELCCFP MRNF

Description: The SPN, in collaboration with a local organization, will raise awareness, stimulate and support organizations in their efforts to integrate the principles of sustainable development. The SPN will be able to offer northern companies an intervention tailored to their needs in terms of corporate social responsibility.

2.1.6 CONTINUE TO DEVELOP DISTINCTIVE TOURISM PRODUCTS

ENTITY IN CHARGE	PARTNERS
MTOUR	SPN Quebec Outfitters Federation Indigenous Tourism Québec Aventure Écotourisme Québec Regional tourism associations

Description: The MTOUR, in collaboration with the SPN and several private and public partners, wishes to pursue the development of distinctive tourism products and accelerate the realization of structuring projects to enhance the quality of the nature culture adventure offer and the structuring of tourism in Québec's northern territory by supporting the Northern Incubator Accelerator.

2.1.7 DEVELOP THE PRODUCTION, PROCESSING AND MARKETING OF NORTHERN BIOFOOD PRODUCTS

ENTITY IN CHARGE	PARTNER
MAPAQ	SPN

Description: The MAPAQ, in collaboration with the SPN, will stimulate the development of sustainable production, processing and marketing of northern biofood products. The action will support the development of knowledge, investment and expertise in the northern biofood sector.

THEME 2.2: EDUCATION, TEACHING AND TRAINING

2.2.1 SUPPORT THE IMPLEMENTATION OF PROJECTS FOR TRAINING, INTERNATIONAL RECRUITMENT, RETENTION AND QUALIFICATION OF THE WORKFORCE

ENTITY IN CHARGE	PARTNERS
MESS	SPN MEQ MES MTOUR MAMH MEIE MCC MFA Private sector Partners in the community

Description: The MESS, in collaboration with the SPN and numerous public and private partners, will support Services Québec branches in the Nord-du-Québec, Saguenay–Lac-Saint-Jean and Côte-Nord regions in offering training, international recruitment, and workforce retention and qualification. The aim is to equip job seekers and workers with the skills they need to enter and stay in the job market.

2.2.2 SUPPORT THE DEPLOYMENT OF VOCATIONAL TRAINING IN THE NORTH

ENTITY IN CHARGE	PARTNER
MEQ	SPN

Description: The MEQ, in collaboration with the SPN, will support education projects adapted to the northern environment to better meet the needs of local stakeholders, particularly in the vocational training sector.

2.2.3 SUPPORT THE ACCESSIBILITY, PERSEVERANCE AND SUCCESS OF INDIGENOUS STUDENTS

ENTITY IN CHARGE	PARTNER
MES	SPN

Description: The MES, in collaboration with the SPN, will support organizations, Indigenous communities and higher education institutions in implementing various actions to promote accessibility, perseverance and success for Indigenous students in the North.

2.2.4 IMPROVE POST SECONDARY TRAINING OPPORTUNITIES FOR INDIGENOUS STUDENTS

ENTITY IN CHARGE	PARTNER
MES	SPN

Description: The MES, in collaboration with the SPN, will enhance the post secondary training offer in the North by relocating training programs, supporting the start up of small cohorts and developing training programs adapted to cultural and linguistic realities.

Ongoing actions initiated before 2023

Improve the capacity of the territory's suppliers to meet the needs of the mining and forestry sectors
Develop production and markets for northern bioproducts
Support entrepreneurs and organizations in the tourism sector / develop distinctive tourism products
Stimulate entrepreneurship in the bioproduct sector and biofood projects in northern communities

KEY DIRECTION 3:

STIMULATE COMMUNITY VITALITY

To ensure the region's economic vitality, the government plans to support communities in their efforts to attract a variety of players ready to invest, stay and, better still, live there.

Increasing the supply of housing is essential to attracting and retaining workers in the North. The government will work with its partners to help meet the housing needs of northern communities.

The government will help make available quality social infrastructures and local services adapted to the specific characteristics of the northern territory. It will focus on education, justice and research. It will also work to improve public health services, including hemodialysis. The government will continue to provide support and guidance in setting up essential infrastructures and services for the territory's vulnerable populations, in particular young people, families and seniors.

Finally, the attractiveness and dynamism of communities also depend on an interesting and varied range of cultural content that showcases the cultures they represent. The government will support various cultural initiatives across the country, including the promotion of Indigenous cultures.

The Société d'habitation du Québec (SHQ) is the government agency responsible for implementing housing programs and services for the population. For more than 50 years, the SHQ has been involved in housing throughout Québec. Working alongside the Société, provincial departments and agencies, and in partnership with communities and local authorities, the SHQ aims to improve living conditions in northern communities and increase the supply of housing. In particular, it supports the construction, renovation and management of housing for the benefit of the territory's population. In addition, it contributes to the development of knowledge to improve the quality of the built environment and promote innovation in design and construction techniques, so that citizens can enjoy safe, culturally adapted housing that is resistant to climate change.

In order to identify the most efficient way of building homes throughout the James Bay region, the Société d'habitation du Québec has set up a pilot project involving the participation of two towns, Chapais and Chibougamau, for the construction of six residential units in each of the two towns. The aim of the pilot project is to encourage the permanent settlement of workers in the Nord-du-Québec region, and to contribute to its economic development.

Since its inception in 2015, the Société du Plan Nord has funded the costs associated with maintaining the affordability and sustainability of 370 homes in various northern villages. Since 2022, the SHQ and the Société are supporting a research project aimed at improving the design of northern housing, with a particular focus on innovation in the design and construction of northern residential environments in Nunavik.

In keeping with the provisions of the James Bay and Northern Québec Agreement, the gouvernement du Québec has been involved in housing in Nunavik for over 50 years, through various programs and agreements, the vast majority of which are cost shared with the Government of Canada. These programs and agreements govern the construction, operation and repair of social housing in Nunavik. In fact, the social housing sector in Nunavik is considerable, with over 95% of the Inuit population living in 14 northern villages in more than 4,000 social housing units.

Housing issues in Québec are many and varied. The government is currently working on a housing action plan to collectively better meet the varied housing needs of Québec households, while taking into account the specific characteristics of different territories, including northern environments.

New actions

KEY DIRECTION 3: STIMULATE COMMUNITY VITALITY

THEME 3.1: OUTREACH SERVICES	
3.1.1 IMPROVE ACCESS TO JUSTICE SERVICES IN NUNAVIK	
ENTITY IN CHARGE	PARTNERS
MJQ	SPN Makivvik Corporation KRG NRBHSS
<p>Description: The MJQ, in collaboration with the SPN, the Makivvik Corporation, the KRG and the NRBHSS, will provide socio judicial workers with suitable premises and appropriate telecommunications technologies in each northern village. These resources will facilitate access to justice services closer to home, notably thanks to places allowing confidential face to face meetings, but also remote testimony or hearings.</p>	
3.1.2 BUILD YOUTH CENTRES IN NUNAVIK	
ENTITY IN CHARGE	PARTNERS
SPN	Nunavik Youth House Association NRBHSS Makivvik Corporation Northern villages Landholding corporations
<p>Description: The SPN, in collaboration with several local partners, will finance the construction of youth houses in several northern villages. In addition to being places of recreation and gathering, these houses will be shelters for young Inuit.</p>	
3.1.3 PREPARE TO BUILD A MULTI PURPOSE EDUCATIONAL CENTRE IN KAWAWACHIKAMACH	
ENTITY IN CHARGE	PARTNERS
MEQ	SPN Naskapi School (Central Quebec School Board) MES
<p>Description: The MEQ, in collaboration with the SPN, the Naskapi School and the MES, will carry out preliminary design studies for the construction of a multifunctional educational centre in Kawawachikamach. These studies will enable detailed planning of the project's construction.</p>	

3.1.4 PROMOTE ACCESS TO COMMUNITY SERVICES ADAPTED TO THE REALITIES OF FIRST NATIONS AND INUIT FAMILIES

ENTITY IN CHARGE	PARTNER
MFA	SPN

Description: The MFA, in collaboration with the SPN, will promote the mobilization of Indigenous communities and families in the North to enable the deployment of services and support adapted to the realities and cultures of First Nations and Inuit.

3.1.5 BUILD EMERGENCY SHELTERS IN NUNAVIK

ENTITY IN CHARGE	PARTNERS								
MSSS (NRBHSS)	<table border="0"> <tr> <td>SPN</td> <td>IHC</td> </tr> <tr> <td>Northern villages</td> <td>Makivik Corporation</td> </tr> <tr> <td>MSSS</td> <td>KMHB</td> </tr> <tr> <td>UTHC</td> <td>LHC</td> </tr> </table>	SPN	IHC	Northern villages	Makivik Corporation	MSSS	KMHB	UTHC	LHC
SPN	IHC								
Northern villages	Makivik Corporation								
MSSS	KMHB								
UTHC	LHC								

Description: The MSSS, in collaboration with the SPN and several local partners, will build two new emergency shelters in Nunavik. These emergency resources provide Inuit men, women and children with a place of refuge that is accessible at all times.

3.1.6 BUILD A SHELTER FOR MEN IN NEED IN NUNAVIK

ENTITY IN CHARGE	PARTNERS						
MSSS (NRBHSS)	<table border="0"> <tr> <td>SPN</td> <td>KMHB</td> </tr> <tr> <td>QAJAQ network</td> <td>LHC</td> </tr> <tr> <td>Makivik Corporation</td> <td>Northern villages</td> </tr> </table>	SPN	KMHB	QAJAQ network	LHC	Makivik Corporation	Northern villages
SPN	KMHB						
QAJAQ network	LHC						
Makivik Corporation	Northern villages						

Description: The MSSS, in collaboration with the SPN and several local partners, will build a shelter to house and support men in need throughout the Nunavik region. The shelter will provide stable service and consistent, sustainable assistance.

3.1.7 PROVIDE VETERINARY SERVICES AND CARE IN NORTHERN VILLAGES

ENTITY IN CHARGE	PARTNERS						
SPN	<table border="0"> <tr> <td>KRG</td> <td>MES</td> </tr> <tr> <td>UDM</td> <td>Makivik Corporation</td> </tr> <tr> <td>NRBHSS</td> <td></td> </tr> </table>	KRG	MES	UDM	Makivik Corporation	NRBHSS	
KRG	MES						
UDM	Makivik Corporation						
NRBHSS							

Description: The SPN, in collaboration with several public and private partners, will develop a network of veterinary health responders through a training program offered in northern villages.

3.1.8 BUILD A LIVING ENVIRONMENT FOR INDIGENOUS STUDENTS AND THEIR FAMILIES IN CHIBOUGAMAU

ENTITY IN CHARGE	PARTNERS						
MES	<table border="0"> <tr> <td>SPN</td> <td>MFA</td> </tr> <tr> <td>SRPNI</td> <td>SIRCAAQ</td> </tr> <tr> <td>SHQ</td> <td></td> </tr> </table>	SPN	MFA	SRPNI	SIRCAAQ	SHQ	
SPN	MFA						
SRPNI	SIRCAAQ						
SHQ							

Description: The MES, in collaboration with the SPN and several public partners, will build a living environment for Indigenous students and their families in Chibougamau. This environment will offer a culturally adapted setting to promote academic success and facilitate arrival in an urban environment.

THEME 3.2: EMERGENCY MANAGEMENT	
3.2.1 IMPLEMENT RISK MITIGATION MEASURES FOR NORTHERN HAZARDS	
ENTITY IN CHARGE	PARTNERS
MSP	SPN MRNF SOPFEU
<p>Description: The MSP, in collaboration with the SPN, the MRNF and the SOPFEU, will implement concrete measures to mitigate the risks associated with forest fires, in order to ensure the safety of people and protect property and essential infrastructure, with a view to increasing the cooperation, resilience and autonomy of northern communities.</p>	

THEME 3.3: CULTURE	
3.3.1 PROMOTE EXCHANGES AND THE EMERGENCE OF ARTS AND CULTURE	
ENTITY IN CHARGE	PARTNER
CALQ	SPN
<p>Description: The CALQ, in collaboration with the SPN, will financially enhance some of its programs to promote exchanges and the emergence of arts and culture in the North. Among other things, they will support artists and cultural organizations, the circulation of works and promotion of artists, and exchange projects between artists from Québec and Greenland.</p>	
3.3.2 SECURE AND DISTRIBUTE CULTURAL CONTENT NORTH OF THE 49 th PARALLEL	
ENTITY IN CHARGE	PARTNER
BAnQ	SPN
<p>Description: The BAnQ, in collaboration with the SPN and several local partners, will set up a network for sharing and co creating cultural content. This network will unite cultural organizations from the four northern First Nations and agencies working in culture, with the aim of producing a common cultural offering based on northern realities.</p>	

THEME 3.4: INTERNATIONAL INFLUENCE	
3.4.1 PROMOTE QUÉBEC'S NORTHERN EXPERTISE INTERNATIONALLY	
ENTITY IN CHARGE	PARTNER
MRIF	SPN
<p>Description: The MRIF, in collaboration with the SPN, will launch an international initiative to achieve multifaceted scientific, cultural and influential diplomacy objectives with high potential economic benefits for Québec.</p>	

THEME 3.5: ATTRACTION AND RETENTION

3.5.1 DEVELOP AND IMPLEMENT A TERRITORIAL MARKETING STRATEGY

ENTITY IN CHARGE	PARTNER
SPN	MAMH

Description: The SPN, in collaboration with the MAMH and local partners, will coordinate the development and deployment of a territorial marketing strategy to promote the distinctive character of the northern territory. This strategy will aim to increase retention and strengthen the sense of belonging of local populations, while attracting businesses, workers and tourists.

THEME 3.6: RESEARCH

3.6.1 SUPPORT THE CREATION OF A NEW ORGANIZATION RESPONSIBLE FOR RESEARCH GOVERNANCE IN NUNAVIK

ENTITY IN CHARGE	PARTNERS
SPN	Makivik Corporation KRG NRBHSS Kativik Ilisarniliriniq Kativik Municipal Housing Bureau Nunavik Marine Region Avataq Cultural Institute

Description: The SPN, in collaboration with local partners, is funding the establishment of a new organization to review, approve and monitor research projects in Nunavik.

3.6.2 STRUCTURE FINANCIAL SUPPORT FOR NORTHERN RESEARCH

ENTITY IN CHARGE	PARTNER
SPN	-

Description: The SPN will develop specific objectives to support scientific research within the Fonds d'initiatives nordiques, in order to better respond to the particularities of promoters and provide a framework for this category of project.

3.6.3 CONTINUE INFRASTRUCTURE FUNDING FOR THE INSTITUT NORDIQUE DU QUÉBEC (INQ)

ENTITY IN CHARGE	PARTNERS
SPN	Federal government MEIE MES Université Laval SQI City of Québec

Description: The SPN, in collaboration with the federal government, the MEIE, the SQI, the City of Québec and the MES, is supporting the construction of the INQ scientific complex, which will mobilize Québec research teams to create a Québec centre of excellence capable of developing and transferring northern scientific knowledge to communities, governments and businesses.

THEME 3.7: HOUSING	
3.7.1 START IMPLEMENTING THE RECOMMENDATIONS OF THE ASSEMBLY OF PARTNERS' OPINION ON HOUSING	
ENTITY IN CHARGE	PARTNER
SPN	-
<p>Description: The SPN, in collaboration with government and local partners, is committed to continuing its efforts to address housing issues in the North.</p>	

Ongoing actions initiated before 2023

Contribute to a research project aimed at improving the design of northern housing
Contribute to local cultural partnership agreements
Develop innovative solutions to environmental challenges by supporting the Institut nordique du Québec
Support the development of social housing in Nunavik
Continue work on the new Isuarsivik Regional Recovery Centre project
Support the establishment of cultural agents in the northern region
Develop the Indigenous component of public libraries in the North

KEY DIRECTION 4: PRESERVE A UNIQUE ENVIRONMENT

Northern Québec's natural environment is vast, unique and fragile. Development must be planned to protect its ecosystems, which are home to exceptional biodiversity. **Innovative measures are needed to reconcile the economic and social benefits of development with the conservation of the northern environment.**

In accordance with its incorporating Act, the Société du Plan Nord has already committed, in its 2023-2028 Strategic Plan, to designating, with its government partners and northern stakeholders, a minimum of 10 new northern conservation areas.

The gouvernement du Québec will continue to work with its partners in the region to promote innovation, notably through the reclamation of residual materials and soil decontamination and, more broadly, the application of circular economy principles.

The government will also promote access to nature, a key factor in a healthy society, with the creation of Nibiischii National Park. The park's development will give not only northerners, but all Quebecers, access to a unique natural and cultural environment.

Finally, northern flora and fauna will be significantly impacted by climate change in the coming years. This is why the government will support the deployment of a biodiversity monitoring network to detect and anticipate the effects of climate change on biodiversity.

New actions

KEY DIRECTION 4: PRESERVE A UNIQUE ENVIRONMENT

THEME 4.1: RESIDUAL MATERIALS	
4.1.1 SUPPORT THE DEVELOPMENT AND IMPLEMENTATION OF PILOT PROJECTS TO REPLACE OPEN BURNING OF WASTE	
ENTITY IN CHARGE	PARTNERS
SPN	RECYC-QUÉBEC KRG MEIE MELCCFP MSSS Northern Village of Kuujjuaq
<p>Description: The SPN, in collaboration with several public partners, will support pilot projects to test new technologies as alternatives to open burning.</p>	
4.1.2 OPTIMIZE WASTE MANAGEMENT IN THE NORTH	
ENTITY IN CHARGE	PARTNER
RECYC-QUÉBEC	SPN
<p>Description: RECYC-QUÉBEC, in collaboration with the SPN, will continue to support projects aimed at reducing residual materials at the source, setting up storage infrastructures, dismantling stored materials and finding outlets for residual materials.</p>	
4.1.3 SUPPORT NUNAVIK IN THE MANAGEMENT OF RESIDUAL MATERIALS ON ITS TERRITORY	
ENTITY IN CHARGE	PARTNERS
MELCCFP	SPN KRG
<p>Description: The MELCCFP, in collaboration with the SPN and the KRG, will support several projects aimed at extending the life of landfill sites that are reaching maximum capacity. This action will also make it possible to maintain the support offered to northern villages for the implementation of the 2021-2027 Residual Materials Management Plan and the training of local players.</p>	

THEME 4.2: SOIL RESTORATION

4.2.1 SOIL DECONTAMINATION OF HAZARDOUS MATERIALS STORAGE SITES IN NUNAVIK VILLAGES

ENTITY IN CHARGE	PARTNERS
SPN	MELCCFP KRG

Description: The SPN, in collaboration with the MELCCFP, will provide financial support to the KRG to characterize and decontaminate soils and hazardous material storage sites in Nunavik's northern villages.

4.2.2 PROVIDE NORTHERN VILLAGES WITH CONTAMINATED SOIL TREATMENT PLATFORMS

ENTITY IN CHARGE	PARTNER
MELCCFP	SPN

Description: The MELCCFP, in collaboration with the SPN, will set up contaminated soil treatment platforms in Nunavik's northern villages. These platforms will enable contaminated soils to be treated and showcased on site, while considerably reducing management costs.

THEME 4.3: CONSERVATION AND PARKS

4.3.1 DEVELOP THE NIBIISCHII NATIONAL PARK PROJECT

ENTITY IN CHARGE	PARTNERS
MELCCFP	SPN Cree Nation of Mistissini

Description: The MELCCFP, in collaboration with the SPN, will enter into an agreement with the Cree Nation of Mistissini for the development of infrastructure required for the operations of the Nibiischii National Park project.

4.3.2 DETECT AND ANTICIPATE THE EFFECTS OF CLIMATE CHANGE ON NORTHERN BIODIVERSITY

ENTITY IN CHARGE	PARTNERS										
MELCCFP	<table border="0"> <tr> <td>SPN</td> <td>CNS</td> </tr> <tr> <td>Sépaq</td> <td>Cree Nation</td> </tr> <tr> <td>QCBS</td> <td>Naskapi Nation</td> </tr> <tr> <td>Makivik Corporation</td> <td>Innu Nation</td> </tr> <tr> <td>KRG</td> <td></td> </tr> </table>	SPN	CNS	Sépaq	Cree Nation	QCBS	Naskapi Nation	Makivik Corporation	Innu Nation	KRG	
SPN	CNS										
Sépaq	Cree Nation										
QCBS	Naskapi Nation										
Makivik Corporation	Innu Nation										
KRG											

Description: The MELCCFP, in collaboration with the SPN and local stakeholders, will monitor biodiversity indicators to detect and anticipate the effects of climate change on northern biodiversity. The deployment of the Québec Biodiversity Monitoring Network will enable the development and consolidation of partnerships with First Nations and Inuit as well as local organizations.

THEME 4.4: CIRCULAR ECONOMY	
4.4.1 STIMULATE CIRCULAR ECONOMY INITIATIVES	
ENTITY IN CHARGE	PARTNERS
SPN	SADC Chibougamau-Chapais SADC Côte-Nord Environnement Côte-Nord MEIE MELCCFP
<p>Description: The SPN, in collaboration with local players, will stimulate circular economy initiatives in the Côte-Nord and Nord-du-Québec regions.</p>	
4.4.2 IDENTIFY RESIDUAL WASTE DEPOSITS ON THE TERRITORY AND SUPPORT COMMUNITIES TO PROMOTE THE CIRCULAR ECONOMY	
ENTITY IN CHARGE	PARTNERS
RECYC-QUÉBEC	SPN MELCCFP
<p>Description: RECYC-QUÉBEC, in collaboration with the SPN, will support northern communities and a mining company in a circular economy approach. A firm will work with them to develop an action plan to maximize local benefits.</p>	

Ongoing actions initiated before 2023

Development of Nibiischii National Park and the Albabel-Mistassini-Waconichi and Assinica wildlife reserves by the Cree Nation
Develop expertise and entrepreneurship in the circular economy sector
Optimize the management of residual materials in the North
Support the production of biofuels and bioproducts
Create a Northern Wildlife Fund

BUDGETARY FRAMEWORK AND FINANCIAL TOOLS

Budgetary framework

Major investments will support current and future development projects north of the 49th parallel, enabling the government to continue its involvement in the North.

To create the conditions necessary to promote development and access to the territory, the government, through the Société du Plan Nord, will draw on the funds from the Northern Plan Fund, estimated at \$641.9 million over the 2023-2028 horizon.

Over the next five years, these sums will enable the government to support initiatives totalling \$2.6 billion, including \$933.1 million in new investments, \$260.1 million in investments using the Société's financial tools, and the realization of \$1.4 billion in investments already planned and to be carried out over the next few years.

Financial tools

In addition to the 45 new actions in the NAP 23-28 presented above, and the ongoing actions initiated before 2023, the Société du Plan Nord maintains, as part of its mission activities, a number of financial tools that contribute directly to the government's objective of "Living in the North". These financial tools support a wide variety of projects, ranging from entrepreneurship, environment and land conservation, to strategic infrastructure construction, workforce training and food security.

Fonds d'initiatives nordiques

The Société's Fonds d'initiatives nordiques is a financial assistance program designed to recognize and support a wide range of economic, social and environmental projects originating north of the 49th parallel. In addition to highlighting the specific characteristics of northern communities, these projects will help strengthen their capacity to act in all spheres of development, while stimulating sustainable, innovative approaches in the territory. The Fonds d'initiatives nordiques enables local and regional players to participate closely and actively in the transformations they are aiming for, through flexible, dynamic support focused on sustainability. This financial tool, tailored to the needs of northern communities, is designed to support northern organizations and businesses, while contributing to the sustainable development of the region.

Programme de sécurité alimentaire nordique

The Programme de sécurité alimentaire nordique aims to continue developing greenhouse projects adapted to the climatic conditions of northern communities. To better meet community needs, the program is adapting by supporting various initiatives aimed at local food production, both in terms of processing and preservation of food produced by and for northern communities.

Programme de formation de la main-d'œuvre en milieu nordique

The Programme de formation de la main-d'œuvre en milieu nordique is designed to support training projects that are of interest to northern communities, as well as projects that help retain the workforce on the territory, in line with the government's key directions in terms of northern development. Drawn up in collaboration with the Ministère de l'Éducation, the Ministère de l'Enseignement Supérieur and the Ministère de l'Emploi et de la Solidarité Sociale, the program is designed to support projects that meet the needs of the labour market. With this in mind, projects must enable the development, adaptation or implementation of training projects that meet concrete community needs. Projects may also involve hiring agents to help workers integrate into the job market.

Opportunity Budget

The gouvernement du Québec must be able to respond to constantly changing needs and territorial situations. The opportunity budget, which provides the government with budgetary leeway, has been renewed. It encourages agility in responding to new issues that emerge during implementation of the NAP 23-28. The use of this budget will respect rigorous criteria, particularly in terms of sustainable development, and will aim to maximize the leverage effect in complementarity with local players, for the real benefit of the northern territory.

Sectoral Agreements

Regional county municipalities (RCMs) and regional development agencies may enter into agreements with government departments and agencies to implement regional priorities and adapt government activities to regional particularities. The Société may participate financially in sectoral agreements to support promising projects and sectors in line with regional priorities and the key directions of the NAP 23-28.

Other Financing Operations

In addition to the aforementioned tools and the actions specific to the NAP 23-28, the Société also contributes in various ways to the realization of structuring projects, particularly in terms of infrastructure. In fact, the Société is involved both in the planning and the support of partners, and in the financing of certain projects that are in line with major northern development objectives. Over the next five years, in order to fully realize its mission, the Société will have to define financing solutions tailored to the specific needs of the various projects, within the limits of its budgetary framework.

GOVERNANCE

The Société du Plan Nord plays the role of coordinator of government action within the framework of the NAP 23-28. As such, the coordination and implementation of actions under this government plan are based on a collaborative approach between the Société and its many partners, including government departments and agencies, as well as the Assembly of Partners. Its central role in the NAP 23-28 enables the Société to contribute to economic development, the creation of a dynamic living environment, the protection of the environment and biodiversity, and a wide range of services offering in the North.

Assembly of Partners of the Société du Plan Nord

The Société is supported in its approach by the Assembly of Partners. The Assembly acts as a privileged advisory body to the government in matters of northern development. Its members, between 25 and 30, are appointed to represent local communities, the First Nations and Inuit from the Nunavik, Eeyou Istchee and Baie-James sectors, Côte-Nord and northern Saguenay–Lac-Saint-Jean regions, as well as the main industries concerned. The Assembly's mission is to give its opinion and make recommendations on any matter related to the Société's mandate and activities.

Comité interministériel de mise en œuvre du PAN 23-28

The Comité interministériel de mise en œuvre du PAN 23-28 ensures the cohesion of government action in the implementation of the NAP 23-28. It is made up of deputy ministers, associate deputy ministers and heads of organizations. The committee's mandate is to ensure that the measures put forward by government departments and agencies are in line with the key directions and priorities set out in the NAP 23-28.

Board of Directors of the Société du Plan Nord

The Société is managed by a Board of Directors consisting of 9 to 15 members, including the Chairperson and the President and CEO. The majority of Board members, including the Chairman, must qualify as independent directors and come from the northern territory. Through its strategic planning, the Board of Directors establishes the Société's orientations, in line with the government's key directions. It ensures their implementation, and is accountable to the gouvernement du Québec for the Société's decisions.

Société du Plan Nord Regional Offices

The Société relies on the multidisciplinary expertise of a team mobilized to meet the needs of local stakeholders. Its presence on the northern territory is ensured by a network of four regional offices, located in Baie-Comeau, Chibougamau, Roberval and Sept-Îles. Their employees act as privileged contacts, liaisons and close collaborators with local and regional partners. Their proximity and in depth knowledge of the region enable the Société to fully understand the needs of its clientele.

Agreements Between the Société du Plan Nord and Government Departments and Agencies

To support the implementation of the NAP 23-28, the Société enters into implementation agreements with each of the departments and agencies concerned. These agreements guarantee funding for actions cofinanced by the Société and the departments and agencies, and accountability for measuring results.

Société du Plan Nord Sponsor Network

More than 25 departments and agencies are involved in the NAP 23-28. A sponsor, designated for each entity, ensures smooth links with the Société in the implementation of NAP 23-28 actions.

IMPLEMENTATION, MONITORING AND REPORTING FRAMEWORK

Financial framework

The NAP 23-28 enables the government to pursue its commitment to creating the conditions needed to live in the North, and to provide a concrete response to the needs of northern communities, which are at the heart of our future. The collaborative approach favoured for the implementation of this government plan will help ensure the sustainability of the northern territory by ensuring its occupation, economic vitality, preservation and development.

The government and its partners will invest a total of \$2.6 billion over five years, including \$1,665.3 million provided by the gouvernement du Québec. This amount includes the Société's contribution of \$828.7 million. Other partners are contributing \$908.7 million. Thus, for every dollar invested by the Société, two dollars is invested by its partners.

NORTHERN ACTION PLAN (NAP) 2023-2028	
KEY DIRECTIONS	INVESTMENTS
1. Increase connectivity to the territory	\$593.2M
2. Build on northern economic strengths	\$62.3M
3. Stimulate community vitality	\$171.9M
4. Preserve a unique environment	\$105.7M
Total	\$933.1M

ONGOING ACTIONS	
KEY DIRECTIONS	INVESTMENTS
1. Increase connectivity to the territory	\$1,201.9M
2. Build on northern economic strengths	\$10.1M
3. Stimulate community vitality	\$82.5M
4. Preserve a unique environment	\$8.1M
FINANCIAL TOOLS	INVESTMENTS
Conclusion of funded projects	\$77.7M
Total	\$1,380.3M

FINANCIAL TOOLS 2023-2028	
FINANCIAL TOOLS	INVESTMENTS
Fonds d'initiatives nordiques	\$22M
Opportunity budget	\$180M
Programme de sécurité alimentaire nordique	\$3.3M
Programme de formation de la main d'œuvre en milieu nordique	\$10M
Sectoral agreements	\$6.6M
Other financing operations	\$38.7M
Total	\$260.6M

Evaluation activity

In accordance with the directives of the Secrétariat du Conseil du trésor, the Société will carry out evaluation activities for the NAP 23-28. These activities will include a plan for monitoring the main outputs and effects targeted by the NAP 23-28. The evaluation activities of previous plans will have led to improvements in the various processes for developing and managing the NAP 23-28.

Accountability of Government Departments and Agencies

Periodically, government departments and agencies under agreement with the Société will be required to provide documentary evidence of the progress of NAP 23-28 actions. During the annual reporting process, they must provide the Société with the status of indicators and targets for each of the planned actions.

Follow up With the Assembly of Partners

To ensure that the NAP 23-28 reflects the realities and priorities of the northern territory, an annual review will be presented to the Assembly of Partners. At a meeting, the Assembly will be able to give its opinion and make recommendations on any adaptations required. The Société will relay these comments to the government departments and agencies concerned, so that they can make the necessary changes.

APPENDIX:
QUÉBEC'S NORTHERN
TERRITORY

QUÉBEC'S NORTHERN TERRITORY



Territorial organization

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



Aboriginal nations

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

Borders

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

Sources

Data
Map background

Organizations
MERN

<https://www.quebec.ca/gouvernement/portrait-quebec/territoire-nordique>

information@spn.gouv.qc.ca

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