

The background of the cover is a photograph of a person wearing a brown parka and dark boots, standing on a large, flat ice floe. The surrounding water is filled with numerous smaller, broken ice floes of various sizes. The sky is a deep blue, and the overall scene conveys a sense of isolation and resilience in a cold environment. In the top left corner, there are several parallel white dotted lines that curve downwards and to the right. The bottom of the cover features a decorative blue wave-like shape with a white dotted pattern underneath it.

2020-2023 STRATEGIC PLAN

SOCIÉTÉ DU PLAN NORD

Update – 2021

UPDATE OF THE 2020-2023 STRATEGIC PLAN

In light of the results obtained for the first year of its strategic plan, the Société du Plan Nord has analyzed the targets set for the years 2021-2022 and 2022-2023 and has deemed it appropriate to increase some of them.

Indicators		2020-2021 Target	2021-2022 Target	2022-2023 Target
3	Customer satisfaction rate with support services	75%	77% 82%	80% 85%
7	Among citizens (baseline: 41%)	43%	46% 48%	50% 52%
9	Employee engagement rate (baseline: 81%)	80%	80% 82%	80% 82%
10	Digital services users' satisfaction rate	65%	70% 80%	75% 80%

The changes are highlighted in grey in this document.

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Location: Nord-du-Québec

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MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

On behalf of the Board of Directors, I am thrilled to present the Société du Plan Nord (SPN) 2020-2023 Strategic Plan.

The Société du Plan Nord is pursuing its mission to develop Québec's northern territory sustainably. SPN has been working on this objective since 2015, in collaboration with regional representatives and concerned Indigenous communities, along with the private sector. In its actions, territorial protection and biodiversity conservation are among the SPN's priorities.

The main directions of the Société's second strategic plan have been defined thanks to rigorous and concerted joint discussions. The Board of Directors examined the context and issues on several occasions to establish strategic decisions consistent with the SPN's mission, vision and values. The Assembly of Partners, the government's advisory body on northern development, was asked for input on the strategic decisions. In the long term, these choices will cement the mobilizing role of the Société du Plan Nord among its clientele.

To fulfil its mission, the Société du Plan Nord relies upon a dedicated team spread between its head office in Québec City and its four regional offices, which bring together key stakeholders in the development of the North. To ensure the implementation of this strategy, the Société du Plan Nord draws upon the close collaboration of its committed partners, who contribute to its mission's success.

The objectives of this plan, which will guide the Société du Plan Nord's actions for the three years to come, will have tangible and measurable impacts north of the 49th parallel. They will undoubtedly support the development of the North and, therefore, Québec as a whole, as the Société du Plan Nord has done since its inception.



Élisabeth Blais

Chair of the Board of Directors

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

I am proud to present to you the Société du Plan Nord's 2020-2023 Strategic Plan. This planning exercise demonstrates the importance we attribute to sustainable and responsible development and our clients' needs.

After consultations with our team and partners in the North, two main issues became apparent. The resulting objectives will guide us in achieving our mission.

Over the next three years, sustainable and responsible development will be at the heart of the Société du Plan Nord's actions. The Société du Plan Nord will enhance its practices in this regard and support additional, tangible, northern projects that integrate the social, economic, and environmental dimensions of development.

The Société du Plan Nord also aims to be considered as a leader in northern development. In addition to coordinating the development of the 2020-2023 Northern Action Plan, the Société du Plan Nord has been mandated by the government to oversee its implementation. Northern Québec is unique and the Société du Plan Nord, with its in-depth knowledge of the territory, is well equipped to support these communities. Thanks to its expertise, our organization will offer quality support for implementing projects and solutions adapted to the particular challenges faced in the North.

The Société du Plan Nord is first and foremost a team. Our staffmembers enable us to meet the needs and demands of the northern territory. Therefore, the SPN is committed to offering a stimulating work environment to encourage the success and engagement of our employees.

Through its Stratégie de transformation numérique gouvernementale 2019-2023, the Québec government wants to offer more intuitive public services to residents and improve government efficiency. The last objective of the Société du Plan Nord is in line with this trend. Therefore, certain processes will be revised to respond to citizens and businesses who, today more than ever, have high expectations in terms of online services.

Finally, I would like to acknowledge the work of the SPN's Board of Directors and employees in establishing the vision of our organization over the next three years. Once again, thank you to the various partners who will be involved in helping us achieve the objectives set out in this document.



Patrick Beauchesne

Président-directeur général

THE ORGANIZATION AT A GLANCE

Mission

The Société du Plan Nord's mission is to contribute to the integrated and coherent development of Québec's northern territory guided by sustainable development practices. It does so according to the orientations defined by the government and in collaboration with relevant regional representatives and Indigenous communities, as well as the private sector.

SPN's Mandates

- Coordinate, and contribute financially or otherwise to, the implementation of the policy directions stated in its mission.
- Coordinate infrastructure projects and, if applicable, engage in infrastructure development and operation, alone or in partnership, including as a rail carrier.
- Assist and support local and Indigenous communities in their community and socio-economic development projects, among others.
- Carry out or contribute to research and development activities as well as activities to acquire knowledge of the area.
- Contribute to setting up mechanisms to allow 50% of the area covered by the Northern Plan to be used, by 2035, for purposes other than industrial purposes, for the protection of the environment and for the preservation of biodiversity.
- Contribute to maximizing the economic spinoffs generated by the development of the natural resources in the area covered by the Northern Plan, in accordance with Québec's intergovernmental and international trade commitments.
- Manage a Business Development Office whose purpose is to inform local and regional businesses and all other Québec enterprises of the goods and services needs of ordering parties operating in the north.
- Advise the Government on any matter the latter submits to it.

The Société du Plan Nord coordinates the Québec government's actions north of the 49th parallel. It is responsible for deploying the 2020-2023 Northern Action Plan, the government's tangible response to the needs defined and prioritized by representatives of the northern territory. Unlike the strategic plan, a governance tool specific to the SPN aimed at guiding the organization according to its priorities, the 2020-2023 Northern Action Plan is a governmental strategy whose operations are coordinated by the SPN.

Vision

The SPN aims to be recognized as a leader in sustainable and responsible northern development through its knowledge of and ability to implement solutions that respond to the territory's distinctive nature.

Values

Flexibility

Remain flexible and responsive as a public organization to meet the specific needs of the North and contribute to its sustainable development and communities.

Integrity

Act with loyalty and respect in order to honour commitments to clients, the government authorities, partners and colleagues.

Cooperation

Consult and promote teamwork and partnerships to provide effective support for projects that generate adhesion.

Leadership

Become a point of reference in the field of northern development and help to implement projects of real benefit to the communities concerned.

Key Figures

Area of the northern territory 72% of Québec's territory 50% of the area to be conserved	4 regional offices in communities close to our clientele: Baie-Comeau, Chibougamau, Roberval and Sept-Îles
Close to 130,000 residents in 63 communities: 31 First Nation communities representing 4 nations (Inuit, Cree, Innu, and Naskapi) and 32 local communities (Jamésie, Saguenay-Lac-Saint-Jean, Côte-Nord)	
Nearly 400 M\$ invested in infrastructure projects for northern development between SPN's creation and 2020	The Assembly of Partners, the government's advisory body on northern development comprised of 29 representatives of the territory
287 approved projects from various funding programs offered by the SPN between 2015 and 2020, totalling 89,2 M\$	

ENVIRONMENTAL REVIEW

External Context

A Distinct Territory and Relevant Actors

The northern territory of Québec is immense. It extends north of the 49th parallel and north of the St. Lawrence River and the Gulf of St. Lawrence, covering an area of nearly 1.2 million square kilometres, or 72% of the surface area of Québec. Three administrative regions are included, either entirely or partially, in this territory: Côte-Nord, Nord-du-Québec (Nunavik and Eeyou Istchee Baie-James) and Saguenay-Lac-Saint-Jean.

The James Bay and Northern Québec Agreement and the Northeastern Québec Agreement - treaties that establish, among others, the rights of the Cree, Inuit and Naskapi nations - cover a large part of the northern territory. The territory is also covered by the Agreement-in-Principle of General Nature signed by four Innu communities. Additionally, the territory is also subject to rights claims.

The typical northern climate influences living conditions and activities in the area. Average annual temperatures vary widely, from 2.7°C at the 49th parallel and on the north shore of the St. Lawrence River to -10.8°C at the northern-most point. By comparison, it reaches 6.6°C at the southernmost point of Québec.

Nearly 130,000 people live in the North, representing roughly 1.5% of the population of Québec. One-third of the inhabitants are Indigenous, divided into four nations (Inuit, Cree, Innu and Naskapi) residing in 31 communities. There are also 32 local communities (Baie-James, Saguenay-Lac-Saint-Jean, Côte-Nord). More than one language is spoken in this area. In addition to French, which is widely used, English is used in several northern communities, and Inuktitut, Cree, Innu and Naskapi are used by First Nations and Inuit peoples.

The territory is extremely vast. The realities differ from one region to another and sometimes even from one community to another. Therefore, the SPN must be agile in its approach to clients.

The isolation of some communities exacerbates issues including the cost of living, food insecurity and access to services. Northerners' health and quality of life must be at the heart of the SPN's priorities in the support it provides to its clients. Regional decline and brain drain are also realities north of the 49th parallel. Community vitality and the attractiveness of the territory must be promoted.

In sum, the immensity of the territory, its northern character, and the diverse realities of the communities living across it indicate the importance of knowledge and research. Indeed, the SPN must put forward the necessary means to find solutions adapted to the Northern context. In this regard, the importance of collaboration and participation of the territory's stakeholders is also vital.

Assembly of Partners

Many northern stakeholders are willing to participate in the sustainable development of the territory in which they live. The SPN is supported in its mission by the Assembly of Partners, whose members are appointed to be representative of the local and Aboriginal communities of Nunavik, Eeyou Istchee Baie-James, the Côte-Nord, and Saguenay-Lac-Saint-Jean, as well as the territory's main business sectors.

One of the Assembly of Partners' functions is to provide advice to the Minister responsible for the Société du Plan Nord and to the SPN on any question that the Minister or the SPN brings to its attention concerning its mission and activities. It may also, on its own volition, provide advice and make recommendations. This Assembly is the government's advisory body on northern development. Engaging its participants is therefore an important vector in the successful deployment of government initiatives in the North.

Acting according to the specific environmental characteristics of the North

One of the Société du Plan Nord's mandates is contributing to the conservation of the environment of Québec's northern territory. Its ecosystems, rich in exceptional biodiversity rarely seen anywhere else in the world, require dedicated and innovative protection measures. These measures must reconcile environmental imperatives with social needs and projects that generate economic benefits for the territory's populations. Thus, there must be protected areas in the territory and other conservation mechanisms adapted to the many social, economic, and environmental characteristics that vary from one region to another.

With much left undiscovered and fragile, this vast territory is already evolving under the weight of climate change. Moreover, the effects are more pronounced in southern Québec since the warming of the climate is more pronounced in the north. According to certain models, the average temperature increase in northern Québec is expected to be between 1.25 to 1.5 times greater than in Québec, taken as a whole. The predicted 5 to 10°C warming by 2100 will change the nature of the territory in the short and medium-term.

The infrastructure's vulnerability to melting permafrost and the sensitivity of ecosystems and biodiversity demonstrate how climate change could have a major impact on the North. The Société du Plan Nord's actions must be consistent with government efforts to reduce greenhouse gas (GHG) emissions and adapt to the effects of climate change.

Abundant natural resources and potential for economic diversification

The northern territory is rich in natural resources. Economic activities are mainly based on mining and forestry, two industries known for their financial cycles. The investment environment is intricately linked to the boom and bust cycles of these so-called primary industries.

When the economic context is favourable to these industries, local suppliers cannot always adequately meet the needs for goods and services generated by investments in these sectors. At the entrepreneurial level, nearly 1,100 small and medium-sized businesses supplying goods and services in the natural resource exploitation and construction sectors could benefit from the SPN's support. Enhancing entrepreneurs' capacity is an opportunity to develop the North sustainably and responsibly, thereby maximizing the local economic benefits of public and private investment in the region. The Société du Plan Nord will encourage partnerships with other Québec suppliers and innovative methods to increase local suppliers' capacity.

As the economic fabric of the territory is still not very diversified, efforts are underway to develop other sectors, including tourism and northern agriculture. The Société du Plan Nord must take diversification opportunities into account when providing support to its clients.

Infrastructures tailored to the territory's specificities

Northern Québec is a vast territory with low population and industrial density. Weather conditions are sometimes extreme, and this territory is particularly vulnerable to the consequences of climate change. These circumstances pose challenges in infrastructure development, the efficiency and integrity of the community and industrial supply chains, affordable transportation services, and local services to the residents. Over 20 communities cannot be accessed by road.

Despite this, the territory features several major roads, rail, port, and airport infrastructures. Important roads such as the James Bay Highway and the Transtaïga Highway connect Eeyou Istchee James Bay and several major industrial sites to the rest of Québec. The Tshiuetin Railway, one of Canada's northern-most railways, provides an overland link between the Labrador Trough region and the world-class port infrastructure at Sept-Îles. The territory's development potential depends heavily on this strategic infrastructure, which must be maintained and optimized.

Multi-user infrastructures

The construction or rehabilitation of transportation infrastructure is often too large and risky for industrial project developers and communities. However, when multiple potential users could benefit from the infrastructure, the costs and risks can be shared among them. Multi-user infrastructures allow for the coordinated opening of the territory that are consistent with governmental and territorial objectives, in addition to being respectful of Québec taxpayers' ability to pay.

An example of multi-user infrastructure in Sept-Îles is the Société ferroviaire et portuaire de Pointe-Noire (SFPPN), LP, which since 2017 has provided mining companies in the Labrador Trough competitive access to international markets, notably through the Sept-Îles Port Authority's (SPA) multi-user wharf. The SFPPN, a limited partnership in which the Société du Plan Nord is the sole limited partner, possesses more than 1,100 ha of industrial land, 40 km of railroad tracks, as well as infrastructure permitting the handling of iron ore in two storage yards, the latter being linked by conveyor to three SPA wharfs.

Challenges associated with the isolation of communities and industrial sites can also be mitigated by providing effective telecommunications infrastructure. The vast majority of the territory's population has access to high-speed Internet services through a large network of fibre-optic cables. Lower North Shore communities are served by a modern microwave network, while the villages of Nunavik are connected by satellite. A major project is underway to improve the overall connectivity of Nunavik villages through the implementation of an underwater fibre optic cable. The use of fibre optics creates interesting opportunities in providing teleservices (e.g., telemedicine, distance learning, work-from-home), enhancing the quality of life and attractiveness of these communities.

The territory's infrastructure profile demonstrates the importance of developing the North in an integrated and coherent way, considering the region's social, economic, and environmental aspects.

Impacts of a global pandemic

The public health crisis linked to COVID-19 has had opposite effects on the North's economy. On the one hand, the crisis has delayed the development of several major investment projects. Uncertainty about the pandemic's evolution has led to reluctance from the financial community. However, some sectors, such as gold mining, have benefited from the surge in gold prices, considered a safe investment in an otherwise unstable market. The iron ore mining sector in the Côte-Nord region was little affected by the pandemic. Companies quickly adapted their practices to maintain their operations, which were deemed essential by the Québec government. On the other hand, necessary public health measures have increased the costs of current and future projects in the region, creating additional challenges for developers and requiring the SPN to adapt its approach in supporting organizations on the ground.

Although the northern territory has so far been relatively spared from COVID-19 concerning case numbers, several socio-economic factors specific to the territory make northern communities more vulnerable to the virus. The current situation demonstrates the importance of deploying an efficient telecommunications network and providing access to teleservices (work-from-home, telemedicine, remote training, e-justice).

Internal Context

The Société du Plan Nord was created in 2015 by the Act Respecting the Société du Plan Nord, is administered by a board of directors, and is subject to the Act Respecting the Governance of State-Owned Enterprises.

An engaged team in touch with northern development stakeholders

The SPN relies on the expertise of a dynamic and creative multidisciplinary team of about sixty people. Its work in the North is carried out through a network of four regional offices located in Baie-Comeau, Chibougamau, Roberval, and Sept-Îles. These offices bring together specialized, skilled workers that act as stakeholder managers, liaison agents, and close collaborators with local and regional partners in the territory. This proximity and in-depth knowledge of the territory enables the SPN to understand its clients' needs, support project development, and effectively deploy and monitor programs.

As laid out in the Act Respecting the Société du Plan Nord, the Business Development Office was created to meet the needs of its corporate stakeholders. More specifically, its actions aim to maximize the benefits of public and private contracts by promoting the establishment of sustainable business relationships between suppliers and stakeholders north of the 49th parallel. Deployed in all of the SPN's points of service, the Office's team contributes to the process of attracting investors, then supports and helps the territory's financial players in project development and takeover procedures.

The Société du Plan Nord plays a coordinating role in the development of Northern Québec and relies on the close collaboration of several departments and agencies to accomplish its mission.

A recent employee survey revealed a high level of engagement. Like most organizations, the SPN must compose with the labour markets' current realities, including staff turnover and labour shortages. Therefore, the SPN needs to continue its efforts to ensure employees' well-being by putting them at the heart of its concerns. This process has made it possible to survey employees better to identify their needs and expectations at the organizational level. These results will make it possible to implement various action plans within administrative departments to strengthen the feeling of belonging among employees.

Tools to Support Clients

Although the SPN relies on a motivated and dedicated team, challenges remain in meeting the numerous needs of such a vast territory whose realities are frequently different from those of the south. We must find solutions adapted to the specific northern context and thus rely on SPN's flexibility. Intending to adapt government intervention to the realities of the territory, the SPN has created four funding programs to support its clientele:

- The Fonds d'initiatives nordiques: with an envelope of \$11 million dollars, this fund aims to support the realization of projects that are of interest to northern communities and that correspond to the main principles of sustainable development;
- Programme de développement des serres communautaires: with a \$1.8 million budget, this programme allows the development of community greenhouses by providing grants for construction projects or feasibility studies;
- Programme de chemins multiressources: with a total budget of \$20 million, this program provides financial assistance to mining companies undertaking major rehabilitation work on multi-resource roads;
- Programme de formation de la main-d'œuvre en milieu nordique: with a total budget of \$3 million, this program aims to support skills training projects that meet the concrete needs of the North, projects aimed at hiring liaison officers by promoters to facilitate Indigenous workers' integration into the labour market, as well as training programs adapted for the specific needs of the territory.

Highlighting achievements

Since its creation, the Société du Plan Nord has continued its sustainable development for the North. However, its actions are little known by citizens living north of the 49th parallel. It faces two communication challenges: a lack of media interest and difficulties regarding local populations taking ownership of the Société du Plan Nord's actions (geographical and conceptual distance). However, by promoting its achievements and those of its partners, the SPN will be more successful in shedding light on its role as a pivotal organization in the context of Québec's northern development.

Supporting knowledge development and research: from local to international

Since 2015, the SPN has successfully supported several research projects in partnership with communities and academic researchers. The resulting knowledge is promising and offers concrete solutions for local and regional issues.

Additionally, the SPN's continued efforts invested in the creation of the Institut nordique du Québec and its territorial components, as well as in the realization of research projects in partnership, notably with the Fonds de recherche du Québec, demonstrate the organization's capacity to convene actors and ideas at the provincial level.

Research needs are also conveyed at the national level, notably through the SPN's involvement in the Conference Board of Canada's Centre for the North activities. Furthermore, through the Société du Plan Nord's participation in the development of Canada's Arctic and Northern Policy and the planning of the annual Northern Development Ministers' Forum, knowledge on Québec's northern and Arctic territory can be used in decision-making.

Finally, the SPN's significant contribution to the Arctic Council and Arctic Circle's forums demonstrates its rigorous understanding of the need for a concerted international effort to develop knowledge about the Arctic region's vulnerabilities.

Digital transformation for greater efficiency

With the growth of initiatives and staff in recent years, the SPN's technological needs have intensified. Regarding its digital evolution, four strategic objectives are targeted to increase organizational efficiency:

1. Rigorous IT governance;
2. A digital and agile organization;
3. High performing and competent staff;
4. A technological, secure and fast infrastructure.

The SPN is moving towards a global and integrated approach to facilitate the gradual evolution of applications, promote staff learning, and improve their experience in the office and on the move throughout the province. The SPN is focusing on developing initiatives and tools that will improve collaboration among its various administrative units. Finally, it is moving towards greater use of data as a necessary tool for generating value.

Keeping issues involved in enhancing government data security in mind, the SPN implements an innovative and proactive approach based on integrated cybersecurity risk management. To support its staff in this digital evolution, the SPN provides dynamic and interactive training activities that align with its new vision of skills development, particularly in information security.

Strategic review

The [2016-2020 Strategic Plan](#) of the Société du Plan Nord was the first strategic plan written for the organization. A large majority of the objectives set out in this plan have been achieved. This plan enabled the organization to structure its actions according to four major directions to act on the social, economic, and environmental levels it prioritized.

Although the Société's assessment of the previous Strategic Plan is positive, certain indicators whose targets were not met remain relevant and influenced the analysis that led to the choice of SPN's future engagements. These include the Assembly of Partner's participation rate and the Société du Plan Nord's awareness rate.

STRATEGIC DECISIONS

Analysis of the context in which the Société du Plan Nord operates highlights the distinctive character of the northern territory and the importance of working together with the various partners on social, environmental, and economic levels. Mindful of the threats and energized by the opportunities raised in the analysis of the external context, the SPN intends to respond to its clients' needs thanks to a committed team that has acquired a wealth of knowledge over the past five years.

Of course, the northern territory is certainly no exception to the disruptions caused by the global pandemic. Therefore, the targets for certain indicators have been revised to take account of this new reality.

First Strategic Challenge **Sustainable and Responsible Northern Development**

Sustainable development must be at the heart of the Société du Plan Nord's strategy. Contextual analysis has highlighted the importance of social, economic, and environmental considerations that must be prioritized in the approach chosen by the SPN. The SPN must work to create a synergy between these three areas in its actions. The SPN aspires to be a model in this regard and positively influences the territory's stakeholders. It must succeed in mobilizing various players to achieve the common goal of sustainable northern development.

First Key Direction **Positioning sustainable development at the heart of our actions**

The Société du Plan Nord is involved in several projects in the North, which may have collateral social, environmental, and economic impacts. To reduce these impacts, the SPN is committed to deploying the necessary steps to consider the principles of sustainable development and climate change in its actions and those achieved by its partners.

Objective 1.1 **Enhancing sustainable development practices in the northern territory**

Funding projects that integrate sustainable development practices is a key tool in promoting economically, environmentally, and socially responsible projects. By positioning itself as a model of sustainable development, the SPN wants to integrate sustainable development principles into its funding decisions for public and private sector projects.

Tools will be developed to take account of sustainable development in projects financed by the SPN. In particular, the financial aid programs for which it is responsible will include sustainable development criteria.

Indicator		2020-2021 Target	2021-2022 Target	2022-2023 Target
1	Percentage of funding granted that takes into account sustainable development	60%	80%	80%

Objective 1.2

Considering climate change in the projects carried out in the northern territory

Funding projects that account for the climate change criterion is critical for reducing greenhouse gas emissions and adapting to climate change. In positioning itself as a model for sustainable development, the SPN wants to integrate climate change considerations into its funding decisions for projects originating from both the public and private sectors. This approach is in line with the government's objectives in fighting climate change.

Indicator		2020-2021 Target	2021-2022 Target	2022-2023 Target
2	Percentage of funding provided that takes climate change into account	30%	45%	45%

Second Key Direction

Act as a leader in sustainable and responsible northern development

To contribute to the sustainable and responsible development of Northern Québec, the SPN must establish itself as a model of northern development. Various players will know to turn to the SPN to carry out their project, favouring coherent and integrated development. The Société du Plan Nord wishes to work in collaboration and partnership with the territory's stakeholders.

Objective 2.1

Providing support to promote the development of northern communities

Through the support it provides, the SPN aims to promote the development of northern communities by supporting the realization of promising initiatives. The objective will be measured on two levels: client satisfaction and the leverage effect of the Société's financial contribution.

The SPN contextual analysis highlighted the importance of adapting its services to its clients according to the particular circumstances of the territory. Annual surveying of client satisfaction will allow SPN to target areas for improvement to ensure met.

Community development is achieved through the project implementation within the territory. Several of the SPN's actions create favourable conditions for the financial involvement of various partners, thus promoting access to the territory, local workers training, economic diversification, and local entrepreneurship. Through its various financial aid programs, whether from the 2020-2023 Northern Action Plan or existing financial aid programs, the Société du Plan Nord aims to stimulate greater investment in the northern territory. It is why it has set itself the objective of maintaining a significant leverage effect for the next three years.

Indicators		2020-2021 Target	2021-2022 Target	2022-2023 Target
3	Customer satisfaction rate with support services	75%	82%	85%
4	The leverage effect of the SPN's financial contributions	1 for 2	1 for 2	1 for 2

Objective 2.2

Implementing solutions tailored to the needs of the territory's stakeholders through the implementation of the 2020-2023 Northern Action Plan

The Société du Plan Nord coordinates the Québec government's action north of the 49th parallel. The 2020-2023 Northern Action Plan is the government's response to the needs defined and prioritized by the territory's representatives. To this end, the Assembly of Partners was consulted on several occasions during the development of this plan. The solutions elaborated within are tailored to meet the territory's current needs.

The SPN is responsible for implementing this plan. Certain actions within the plan are under its jurisdiction and others are under the jurisdiction of ministries and organizations involved in northern development. The SPN will follow up with governmental commitments included in the plan and commits to deploy the necessary efforts to carry out the actions under its purview. Due to the pandemic, some actions may be accelerated or postponed, depending on the degree of priority in responding to economic, social, and environmental issues.

As this is a rolling plan, actions may be reviewed in Year 2 and 3.

Indicator		2020-2021 Target	2021-2022 Target	2022-2023 Target
5	Advancement rate of the initiatives carried out by the SPN in the 2020-2023 Northern Action Plan	15%	55%	95%

Objective 2.3

Mobilizing northern development stakeholders

As the government's main advisory body on northern development, the participation of members of the Assembly of Partners is essential. Assembly members' active participation is largely dependent on the SPN's recognition of their contributions. Measuring their satisfaction levels will help the SPN in effectively mobilizing these stakeholders.

To fulfil its leadership role in northern development and to mobilize stakeholders, the Société du Plan Nord considers making itself better known by its clientele a priority. Therefore, it intends to implement concrete measures to improve citizen and client perception and increase its influence north of the 49th parallel. The planned outreach activities are intended to spark the interest of residents and mobilize relevant players in northern development. The activities planned to promote the SPN's actions and activities will encourage companies and individuals to collaborate and develop projects together.

Indicators		2020-2021 Target	2021-2022 Target	2022-2023 Target
6	Assembly of Partners' satisfaction rate	70%	75%	80%
SPN's awareness rate north of the 49th parallel:				
7	Among citizens (baseline: 41%)	43%	48%	52%
8	Among businesses (baseline: 76%)	78%	80%	82%

Second Strategic Challenge

An Organization That Can Meet the Needs of the Northern Territory

Québec's northern territory is immense, and numerous challenges exist. The Société du Plan Nord must be equipped to adapt its actions and implement sustainable solutions that benefit the territory and its communities. Human capital growth and information technology optimization are areas in which the SPN is concentrating its efforts.

Third Key Direction

Rely on a committed and efficient team

A high-performant team guarantees success in achieving the mission and vision of the Société du Plan Nord. The SPN wishes to distinguish itself as an employer of choice by offering an attractive work environment and maintaining a high level of expertise. Employee well-being and retention will be promoted by using the appropriate tools and information technology's full potential. Offering a collaborative work environment, focusing on skill development, and adapting the organization to the new realities of work will contribute to the commitment and effectiveness of staff.

In March 2020, the SPN demonstrated its agility by swiftly responding to the situation arising from the global pandemic. The SPN quickly deployed measures to allow employees to provide services while meeting public health guidelines. This reality prompted the organization to practice new ways of operating and developing new human resource management and information technology skills and processes. This context has, for instance, provided an opportunity to anticipate the use of electronic signatures, replacing the need for handwritten signatures while maintaining a level of confidence and security while signing legal acts and administrative documents.

Objective 3.1

Providing a stimulating work environment

Focused on employee well-being, the Société du Plan Nord wishes to provide a stimulating work environment through flexible work organization while creating a climate that encourages innovation.

In the Spring of 2020, the SPN carried out an initial employee engagement survey. The survey revealed an impressive 81% engagement rate. Building on this measure, the SPN wishes to maintain a similarly high level of engagement over the next few years. It is an ambitious goal, especially because the pandemic is forcing employees to work from home.

The survey highlighted certain organizational aspects that must be strengthened. A concrete approach to increase engagement will be emphasized during the rollout of action plans within different departments. Employees will be surveyed annually to measure the effects of the plans and to identify their needs. It will encourage their involvement as actors of change by appealing to employees' sense of responsibility and commitment.

Indicator		2020-2021 Target	2021-2022 Target	2022-2023 Target
9	Employee engagement rate (baseline: 81%)	80%	82%	82%

Objective 3.2

Enhancing customer service through digital transformation

Digital transformation is a great opportunity for the Société du Plan Nord to promote its brand and embody leadership, cooperation, agility, and integrity while equipping itself with tools and ways of doing things closer to its reality and that of the northern territory. The SPN's ambition is inspired not only by the government's Stratégie de transformation numérique gouvernementale 2019-2023 to improve its efficiency but also by the government's desire to make Québec a greener, more innovative and responsible society.

Following its Plan directeur des ressources informationnelles, the SPN plans to improve customer service by implementing new digital solutions for all its partners. The multi-year deployment of these tools has been programmed to significantly increase the efficiency of the services offered to its clientele and to adequately respond to the challenges and needs of Québec's northern territory. The urgency resulting from the COVID-19 pandemic helped accelerate the completion of certain projects.

Indicator		2020-2021 Target	2021-2022 Target	2022-2023 Target
10	Digital services users' satisfaction rate	65%	80%	80%

SUMMARY TABLE

2020-2023 STRATEGIC
PLAN Société du Plan Nord
Update – 2021

Mission

The Société du Plan Nord's mission is to contribute to the integrated and coherent development of Québec's northern territory guided by sustainable development practices. It does so according to the directions defined by the government and in collaboration with relevant regional representatives and Indigenous communities, and the private sector.

Vision

The SPN aims to be recognized as a leader in sustainable and responsible northern development through its knowledge of and ability to implement solutions that respond to the territory's distinctive nature.

Values

Agility
Cooperation

Integrity
Leadership

First Strategic Challenge
Sustainable and Responsible
Northern Development

Key Directions		Objectives		Indicators		2020-2021 Targets	2021-2022 Targets	2022-2023 Targets
1	Positioning sustainable development at the heart of our actions	1.1	Enhancing sustainable development practices in the northern territory	1	Percentage of funding granted that takes into account sustainable development	60%	80%	80%
		1.2	Considering climate change in the projects carried out in the northern territory	2	Percentage of funding provided that takes climate change into account	30%	45%	45%
2	Act as a leader in sustainable and responsible northern development	2.1	Providing support to promote the development of northern communities	3	Customer satisfaction rate with support services	75%	82%	85%
				4	The leverage effect of the SPN's financial contributions	1 for 2	1 for 2	1 for 2
		2.2	Implementing solutions tailored to the needs of the territory's stakeholders through the implementation of the 2020-2023 Northern Action Plan	5	Advancement rate of the initiatives carried out by the SPN in the 2020-2023 Northern Action Plan	15%	55%	95%
		2.3	Mobilizing northern development stakeholders	6	Assembly of Partners' satisfaction rate	70%	75%	80%
				SPN's awareness rate north of the 49th parallel:				
				7	Among citizens (baseline: 41%)	43%	48%	52%
				8	Among businesses (baseline: 76%)	78%	80%	82%

Second Strategic Challenge
An Organization That Can Meet the
Needs of the Northern Territory

Key Directions		Objectives		Indicators		2020-2021 Targets	2021-2022 Targets	2022-2023 Targets
3	Rely on a committed and efficient team	3.1	Providing a stimulating work environment	9	Employee engagement rate (baseline: 81%)	80%	82%	82%
		3.2	Enhancing customer service through digital transformation	10	Digital services users’ satisfaction rate	65%	80%	80%

In light of the results obtained for the first year of its strategic plan, the Société du Plan Nord has analyzed the targets set for the years 2021-2022 and 2022-2023 and has deemed it appropriate to increase some of them. **The changes are highlighted in grey in this document.**

