



# Horizon 2028 Strategic Plan

  
**Ouranos**



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# Glossary

## Adaptation actors

Generic term referring to any stakeholder able to take action on climate change adaptation.

## Integrated approach

A systematic interdisciplinary process that takes into account all relevant, meaningful aspects of climate change adaptation, including relationships, interactions and impacts between different elements of the ecosystem.

## Innovation or innovative approach

Tackling complex current issues using work methods or efforts that may be unconventional or completely new, or with more conventional approaches applied to a new context. Ouranos strives to help stakeholders co-develop programs and projects and co construct knowledge in a constant dialogue, thereby fostering innovation through the interaction of different disciplines and sectors.

## Knowledge mobilization

Organizational processes that foster the exchange of different types of knowledge, such as research, practices, experiences and cultures, in order to create new forms of knowledge that can become tools for action. Networking this process globally allows adaptation actors to learn even faster and do even more.

## Boundary organization

Organization on the boundary of decision making and science, helping to circulate information and fill gaps to address specific issues, while still respecting its partners' areas of jurisdiction.

## Partner

Ouranos emerged from partnerships between government departments, universities and other public and private institutions—all of them adaptation actors. A partner is an organization that has committed to backing Ouranos' mission in some way, whether that's providing financial support, sharing knowledge or expertise or engaging in scientific collaboration. Through shared learning, partners are able to leverage complementary skills, spread out risks and respect the responsibilities and work of other partners.

## Scientific program and adaptation research priorities

Refers to research themes focusing on a system likely to be affected by climate change and which has been deemed important for Quebec based on our literature review and consultations with various actors



# Message from the Chair of the Board of Directors and the Executive Director

## Efficiency, foresight and innovation through collaboration

As global climate change worsens, more and more people are hearing the call to mobilize. 2023 broke new records for surface temperatures and for the intensity and duration of multiple different extreme weather events.

The climate is experiencing irreversible change, and even if we achieve the optimistic scenario of global carbon neutrality by 2050 and manage to stabilize the situation, it is an absolute necessity that we start adapting in the short-, medium- and long-term to the climate change that is already happening.

Luckily, adaptation actors are increasingly committed to taking action. It is no longer enough to just be aware of phenomena, given our ever-growing needs year after year. People expect Ouranos to provide innovative solutions using collaborative, coordinated and integrated methods.

Ouranos is working hard to maintain the scientific rigour and agility it is known for, so that it can properly address climate issues. This also means being able to effectively manage growing, varied and increasingly complex requests. In carrying out its 2024–2028 strategic plan, Ouranos will choose its program based on suitability, in line with the actions and approaches undertaken in 2020.

At the start of 2024, the Ouranos Board of Directors reiterated its intention to strengthen ties with all stakeholders, including academia. This necessary synergy will support scientific progress and train the next generation, as well as bolster the state of practice and further inform decision making and adaptation.

Ouranos also has plans for more intensive international collaboration and more sustained monitoring of initiatives and best practices.

We invite all of Ouranos' partners to join forces and combine their strengths and expertise to carry out the 2024–2028 strategic plan. Ouranos' shared values and vision make it a key hub of innovation and cooperation, as it helps prepare Quebec society to take on the challenges of becoming more resilient and strengthening adaptation to a constantly changing climate.



**Kristina Öhrvall**  
Chair of the Board  
of Directors



**Alain Bourque**  
Executive Director

# Vision, values, principles and mission

## Vision

Ouranos intends to remain the primary hub of innovation and consultation to enable Quebec society to be more resilient and better adapted to a climate in constant flux

## Values

The organization's values are openness, integrity, respect and rigour.

## Mission

Drawing from its rigorous scientific knowledge, Ouranos endeavours to assist Quebec society in better adapting to an ever-changing climate.

To do so, Ouranos exercises the role of a boundary organization with the goal of ensuring strong ties and cohesion between the scientific community and adaptation stakeholders.

Ouranos promotes a research environment that offers room for growth and opportunities and where each player contributes to an overall understanding of the issues and comes up with solutions to address them.

## Principles

Ouranos draws on the following principles to guide its efforts in tackling the climate challenges facing Quebec society:

### Accelerating climate change adaptation

Ouranos' programming emphasizes the specific characteristics of different environments and groups and the needs that members have expressed, helping the organization focus on analyzing solutions to deal with the changing climate.

### Fostering true integration

Different sources of knowledge and a multitude of disciplines are pooled together and adaptation actors work together to promote cohesive decision making.

### Encouraging excellence, effectiveness, efficiency and transparency

Ouranos strives for excellence in everything it does, including effective, efficient and transparent management and governance.

### Stimulating innovation

Constant dialogue between stakeholders ensures knowledge is co-constructed and a mix of different perspectives, disciplines and sectors are taken into account. Innovation is encouraged through co-development of programs and projects, keeping in mind the specific characteristics of different environments and groups and existing intervention frameworks.

### Serving as a model of collaboration

Ouranos facilitates collaboration between users and researchers, as well as with leaders in Quebec, Canada and worldwide, in order to mobilize knowledge and share experiences.



# Intervention strategies and areas of focus

Ouranos has developed its intervention strategy around three areas of focus:

## Research and development

A strategy for building up scientific knowledge, spanning climate sciences to adaptation, and tools to inform users' decision making in fields such as land-use planning, public health, water management, etc.

## Climate services

A strategy to make relevant, credible climate information more readily accessible to improve how risks and opportunities are managed.

## Stakeholder and knowledge mobilization

A strategy to mobilize, pool together and successfully disseminate knowledge so that actors have a shared understanding of the issues and can make informed adaptation decisions.



Ouranos' intervention strategy is implemented through its services: knowledge mobilization, stakeholder support, advice and R&D support, all of which are intended to reduce climate risks and deploy adaptation strategies.

Service	Impacts and expected results
Climatology and climate change adaptation expertise and advice	<ul style="list-style-type: none"> <li>- Drive innovation</li> <li>- Create new knowledge and tools for each step of the adaptation cycle</li> </ul>
Integration of issues, knowledge and stakeholders	<ul style="list-style-type: none"> <li>- Increase stakeholder mobilization</li> <li>- Drive technological, regulatory and social innovation</li> <li>- Make new knowledge and tools available for each step of the adaptation cycle</li> <li>- Lead to better-informed decision making</li> </ul>
Technical and financial support for research and development	<ul style="list-style-type: none"> <li>- Build capacity in several sectors and fields of expertise</li> <li>- Lead to new knowledge and tools to help implement potential adaptation solutions</li> </ul>
Knowledge mobilization and stakeholder coordination	<ul style="list-style-type: none"> <li>- Increase mobilization of different stakeholders</li> <li>- Encourage a variety of adaptation stakeholders to contribute to co-developing programming</li> <li>- Build a dynamic network of researchers, experts, practitioners, managers and decision-makers working together to drive adaptation research and make maximum use of the results</li> </ul>
Enhanced dissemination and transfer of R&D results	<ul style="list-style-type: none"> <li>- Make research results more widely available</li> </ul>
Support for climate change adaptation actors	<ul style="list-style-type: none"> <li>- Build capacity in several sectors, organizations and fields of expertise</li> <li>- Centre research results in decision making and public policy</li> <li>- Draw on a better understanding of stakeholder needs and state of readiness to build more relevant research programming</li> </ul>





# Context and Ouranos' role as a boundary organization

## An integrated strategy for accelerating climate change adaptation by 2028

With more, and more serious, extreme weather events, expertise in climate change adaptation has become a hot commodity worldwide. As different levels of government commit to the fight against climate change, new policies are created and substantial investments are made to strengthen climate resiliency. A number of these plans, as well as scientific syntheses that have had a major impact on decision makers, are set to expire around 2030 (just after the end of this strategic plan, in 2028). This gives Ouranos momentum to positively influence the next round of adaptation efforts.

Coordination still remains the sticking point for accelerated adaptation. Ouranos has earned a reputation as a key adaptation actor mobilizer in Quebec, and has helped identify and develop scalable, responsible and optimal adaptation solutions, in collaboration with decision makers and the scientific community. The numerous achievements under Ouranos' belt have demonstrated the consortium's skill at tackling new challenges, even as it grapples with complex issues and a diverse group of adaptation actors. The organization has proved to be an inspiring model in terms of governance, operations and programming. Ouranos' approach draws on the findings and analyses of its research, which focuses specifically on how to make adaptation efforts a success.

The updated strategic plan, developed with members of the Ouranos Board of Directors, has shown once again why the organization's efforts matter. Ouranos would like to stay the course with its three flagship 2020–2025 orientations in order to achieve its 2028 objectives.

Ouranos has no doubt that the intervention strategy and areas of focus, as well as the Horizon 2028 implementation plan, are effective ways to handle the increased needs and demands that the organization will face as the effects of climate change are felt.



The concerted work behind the update will allow Ouranos to emphasize certain key elements over the next four years. Ouranos is seeking to expand its role as a boundary organization and strengthen its bonds with its partners, including academia. There is a desire to assert the organization's role and continue to innovate. This will be expressed both in methods of collaboration (integration of diverse perspectives) and the use of technologies such as artificial intelligence in cutting-edge climate-related fields.

The organization is paying special attention to maintaining its agility and ability to respond to short-term and medium-term requests as well as being proactive about comprehensively examining emerging climate issues that could have a major impact in the future. This will place Ouranos in a vantage position to influence the next cycle of climate change adaptation planning. Additionally, Ouranos is attempting to strike the right balance with its different areas of programming in order to ensure the organization has the biggest impact as climate change accelerates, which requires efforts and resources to be prioritized to ensure strategic implementation.

Finally, with the Horizon 2028 implementation plan, enhanced tools will make it easier to evaluate progress on objectives and different actors' contributions to the plan, improve the communication of research results and further encourage pooling of knowledge and lessons learned.

All this adds up to a team and stakeholders that are mobilized and on track to accomplish objectives for 2028, with a consortium that is dedicated to being ready for when government plans are up for renewal in 2030.



# Issues and orientations

To address the growing number of issues caused by climate change, Ouranos will make efforts over the next four years to continue with the three orientations adopted in 2020, in a perspective of continuous improvement.

## Target issues

### Acceleration of climate phenomena and associated impacts

A better understanding of how climate change affects different factors that impact Quebec and increase vulnerability in order to bolster the resiliency of Quebec society.

### Hindrances and hurdles caused by specific decision-making and financial structures

Explore adaptation options using integrated approaches focused on innovation and co-benefits.

### Complexity and volume of knowledge tied to climate and adaptation

Organize information and optimize communication methods and networking between adaptation actors and with the research community in order to leverage knowledge to the greatest extent for the benefit of society.

## Orientations

### Develop and strengthen climate change expertise

### Promote integration for optimal adaptation to climate change

### Mobilize knowledge to the benefit of members and society

### Proceed with the continuous improvement plan

## Things to consider



Public well-being and safety



Building and infrastructure longevity



Quebec's economic vitality



Sustainability of ecological resources



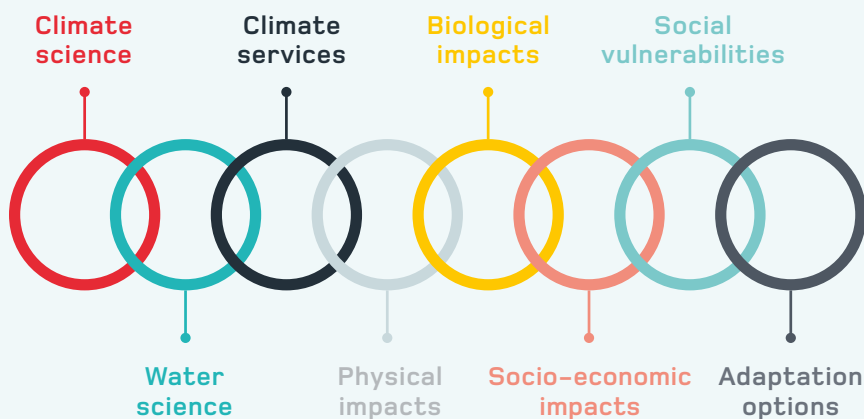
Continuous partner mobilization



## Develop and strengthen climate change expertise

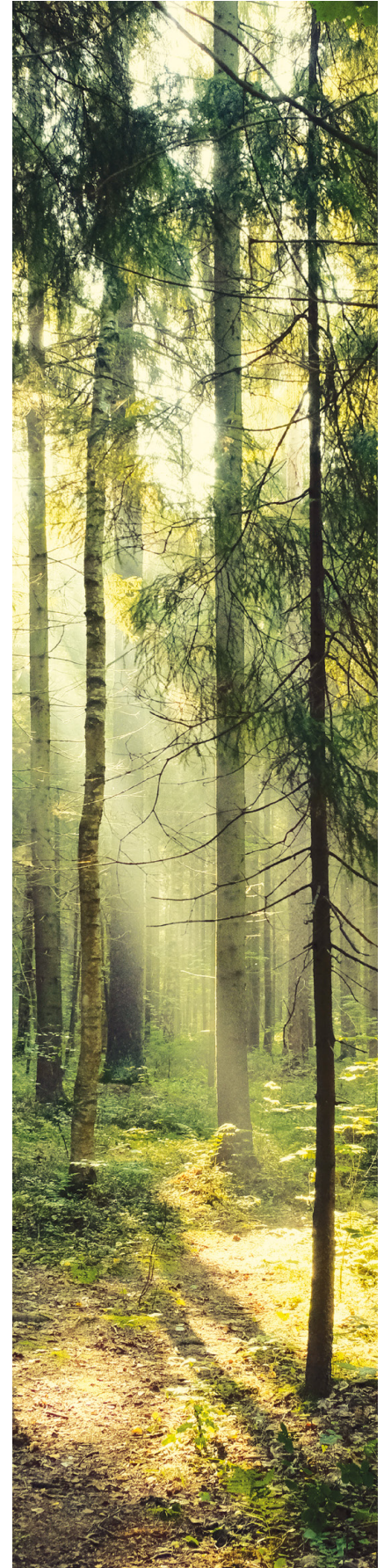
One of the key roles Ouranos plays is mobilizing and engaging organizations with a variety of expertise covering a broad spectrum of the “climate-decision” scientific continuum.

This is mainly done by taking a co-construction approach to applied research projects in order to better grasp how climate change affects different factors that impact Quebec and increase vulnerability. Making expertise and tools more accessible is still a priority for Ouranos, as it facilitates the processing and analysis of large quantities of data touching on a variety of issues.



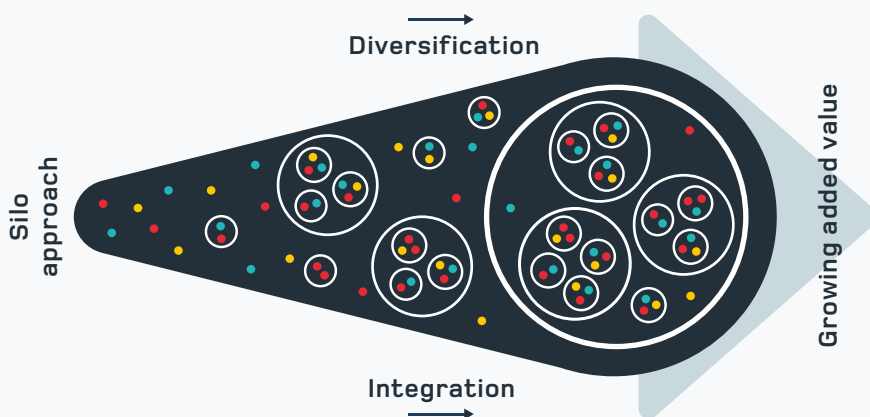
## Objectives

- Develop knowledge and tools
- Spur research to strengthen development of expertise in every link of the chain from climate science to adaptation
- Create the ideal conditions to drive interdisciplinary research
- Help prepare the next generation



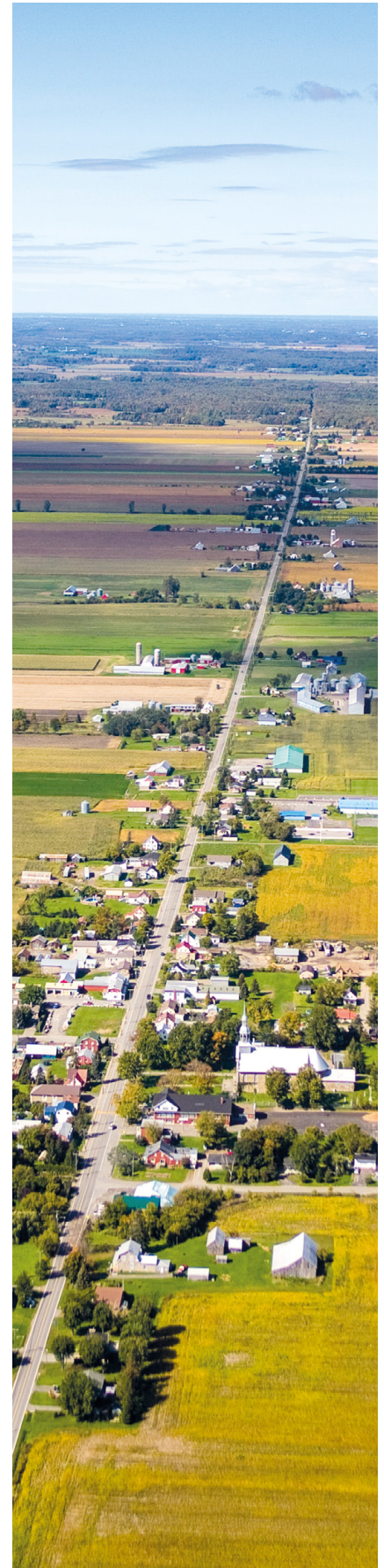
## Promote integration for optimal adaptation to climate change

In order to better understand the issues, get past partial solutions and prevent an unfair distribution of risks and costs between organizations, diverse perspectives will need to be integrated and multiple aspects of climate change adaptation considered at the same time. This will help identify adaptation options that cover multiple objectives and draw from sustainable development best practices. That's why continuing to promote collaborative work and making progress on the integration approach remains a priority for Ouranos leading up to 2028.



## Objectives

- Structure more integration-focused research and development programming
- Focus on projects that address the needs of Ouranos members and partners through issues shared by the greatest number of users and Quebec society
- Favour projects that analyze adaptation solutions and consider co benefits
- Foster co-development of programs and co-construction of projects by encouraging ongoing dialogue with stakeholders
- Help ensure alignment across national climate services





## Mobilize knowledge to the benefit of members and society

The challenge of mobilizing knowledge to benefit society grows with the increase in research, the growing interest of many decision makers and the frequently siloed way in which different adaptation actors work. Due to the complex nature of studies encompassing numerous disciplines and diverse actors, as well as the growing volume of information, it is necessary for users and researchers to get used to sharing, which requires new resources, innovative approaches and continuous support.

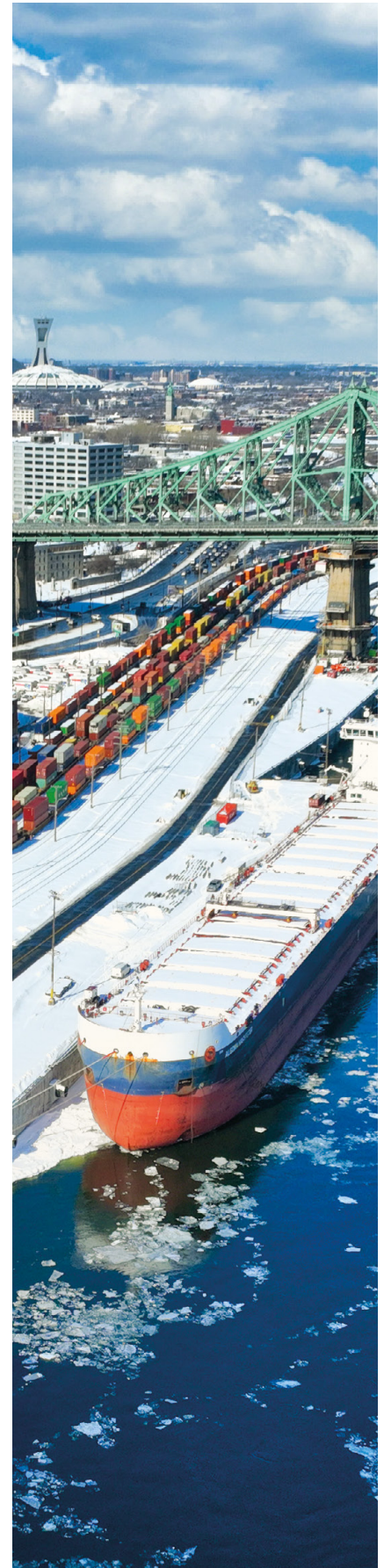
In addition to communication and knowledge transfer, Ouranos is continuing to mobilize stakeholders to take ownership of issues and integrate optimal, shared solutions into decision making. Ouranos prioritizes networking between users and scientists, producing an intermingling of practical, scientific and strategic knowledge.



## Objectives

In collaboration with its partners of user and research communities, Ouranos is mobilizing knowledge through a variety of efforts that already underway.

- Organize information from multiple sources and make it accessible to better inform decision making and practices and to guide research
- Pursue effective strategies for mobilizing knowledge to remain relevant
- Build new multidirectional communications tools and approaches





## Proceed with the continuous improvement plan

Carrying out these three orientations will require the consolidation of Ouranos as a boundary organization through a continuous improvement perspective. This means building on gains, including effective management and satisfaction of internal and external clients.

## Objectives

- Keep Ouranos relevant to the network
- Optimize internal operations
- Increase awareness of Ouranos in civil society and abroad



# Expected results by 2028

## Orientation

Develop and strengthen climate change expertise

### Objectives

Develop knowledge and tools

Spur research to strengthen development of expertise in every link of the chain from climate science to adaptation

Create the ideal conditions to drive interdisciplinary research

Help prepare the next generation

### Main targets for 2028

45 scientific articles published based on the programming

35% of science funding directed to Quebec universities

A wide diversity of disciplines maintained in the scientific program

140 highly qualified personnel come out of the programming

### Impacts and expected results

- Drive innovation
- Create new knowledge and tools for each step of the adaptation cycle
- Strengthen adaptation links by driving research
- Anticipate emerging climate issues
- Mobilize a network of researchers

## Orientation

### Promote integration for optimal adaptation to climate change

#### Objectives

Structure more integration-focused programming

Focus on projects that address the needs of members through issues shared by the greatest number of users and Quebec society

Foster co-development of programs and co-construction of projects

#### Main targets for 2028

Over 200 organizations supporting the scientific programming (projects, committees, workshops)

Program results address the needs of a variety of users

Roadmaps for each adaptation priority are co-developed with programming and implementation committees

#### Impacts and expected results

- Encourage a variety of adaptation stakeholders to contribute to co-developing programming
- Draw on a better understanding of stakeholder needs and state of readiness to build more relevant research programming
- Lead to collaboration between a dynamic network of researchers, experts, practitioners, managers and decision makers to drive adaptation research and efforts
- Better understand the co-benefits of adaptation solutions and the risks of poor adaptation



## Orientation

### Mobilize knowledge to the benefit of members and society

#### Objectives

Organize information from multiple sources and make it accessible

Build new multidirectional communications tools and approaches

#### Main targets for 2028

Increase average annual site traffic by 15%

Maintain a wide variety of knowledge mobilization activities (grey literature, symposia, conferences, seminars, coaching, etc.)

#### Impacts and expected results

- Centre research results in decision making and public policy
- Make research results more widely available

## Orientation

### Proceed with the continuous improvement plan

#### Objectives

Keep Ouranos relevant to the network

Increase awareness of Ouranos in civil society and abroad

Optimize internal operations

#### Main targets for 2028

Keep stakeholder satisfaction rate above 80%

Increase mentions of Ouranos by Quebec media by an annual average of 5%

Keep employee mobilization above 80% and keep administrative costs below 20% of total expenses

#### Impacts and expected results

- Improve recognition of Ouranos and understanding of its role
- Increase organizational efficiency
- Drive mission buy-in among employees
- Better track performance indicators in order to drive better informed decision making







550 Sherbrooke Street West,  
West Tower, 19th floor  
Montréal, Quebec H3A 1B9

Tel: 514-282-6464  
Fax: 514-282-7131  
[info@ouranos.ca](mailto:info@ouranos.ca)

[ouranos.ca](http://ouranos.ca)