

# STRATEGIC PLAN

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## INTRODUCTION

The Lake Winnipeg Research Consortium Ltd. (LWRC) was founded in 1998 to address the need for scientific studies on Lake Winnipeg following evidence of water quality deterioration related to the 1997 Red River flood and to seize the opportunity to secure the former Canadian Coast Guard vessel “*Namao*” as a platform for conducting research. The administrative structure established to secure the *Namao* and sufficient funding for its operation served the LWRC well in that early time. The LWRC has a proven track record and is seen as a critical component of the collective efforts to understand and address the changes occurring in Lake Winnipeg. The LWRC was incorporated in 2001 and received charitable status in 2008.

The purpose of this Strategic Plan is to identify current operational and governing priorities of the LWRC and to determine how they will be proactively achieved or overcome in the next two years in order to enhance and ensure the longer-term sustainability and relevance of the Corporation and its Programs.

The time period for the Plan is restricted to two years in order to provide a solid foundation upon which a subsequent three- to five-year Strategic Plan can be developed.

## ORGANIZATIONAL TENETS

**MISSION:** The Corporation is dedicated to facilitating multidisciplinary research on Lake Winnipeg in Manitoba, promoting educational opportunities regarding the Lake, and fostering communication among all parties having an interest in the Lake

**GOALS OF THE LWRC:** To encourage, promote, and facilitate multidisciplinary research that will lead to a better understanding of the condition of the lake and human activities within its drainage basin:

To provide researchers with a dedicated and capable research platform such that research regarding the lake can be conducted where and when it is needed in a safe and effective manner;

To provide educational opportunities to students interested in any aspects of the research regarding the lake; and

To facilitate the communication of research results to resource managers, commercial fishers, First nations people and other lake residents as well as recreational users and other parties interested in the lake, including the general public.

## STRATEGIC PRIORITIES (2015 – 2017)

The strategic priorities for this two-year period align well with the mission and goals of the LWRC and directly address the need to:

- Stabilize and diversify our funding base;
- Strengthen governance to ensure long-term sustainability;
- Augment the value and relevance of our programming; and
- Enhance communication with our various constituencies.

## GOALS

1. Achieve financial stability by addressing current financial shortcomings and longer-term fundraising in a strategic manner
2. Optimize organizational efficiency, function and succession planning
3. Add value to and maintain relevance of the LWRC’s Programs
4. Communicate effectively and regularly with the LWRC’s constituencies to provide value and maintain credibility

## STRATEGIES

Goal 1. Achieve financial stability by addressing current financial shortcomings and longer-term fundraising in a strategic manner

1-a Enhance the financial accounting system to provide greater details at the Board level, as well as for planning and fundraising purposes

1-b Develop a fundraising strategy to take advantage of public and private support for the LWRC, including use of the endowment fund

Goal 2. Optimize organizational efficiency, function and succession planning

2-a Define and enhance Board sub-structure

2-b Clarify expectations of paid personnel and Board of Directors

2-c Define the reporting structure for summarizing activities to consistently and effectively update the Board

2-d Unify, organize and store agency records

Goal 3. Add value to and maintain relevance of the LWRC’s Programs

3-a Enable and foster deeper partnerships with science agencies, with emphasis on Academia

3-b Enhance on-board science infrastructure and adapt field programming to more effectively reflect changes to user needs

3-c Ensure safe and efficient on-board facilities by means of a review and evaluation of safety protocols on board both research vessels

Goal 4. Communicate effectively and regularly with the LWRC’s constituencies to provide value and maintain credibility

4-a Develop a communications plan that articulates and integrates the role and relevance of the LWRC’s Programs within the collective interests of all contributors