

# CLIMATE IMPACTS GROUP STRATEGIC PLAN 2024-2029



EARTHLAB

UNIVERSITY of WASHINGTON



# TABLE OF CONTENTS

|                               |    |
|-------------------------------|----|
| INTRODUCTION                  | 2  |
| STRATEGIC PLAN OVERVIEW       | 3  |
| OUR PROGRAMS                  | 5  |
| STRATEGIC PRIORITY 1          | 6  |
| STRATEGIC PRIORITY 2          | 8  |
| STRATEGIC PRIORITY 3          | 11 |
| STRATEGIC PRIORITY 4          | 14 |
| STRATEGIC PRIORITY 5          | 16 |
| NEXT STEPS                    | 18 |
| GLOSSARY                      | 19 |
| ACKNOWLEDGEMENTS AND CONTACTS | 20 |

# INTRODUCTION

The Climate Impacts Group (CIG), a member organization of the University of Washington's EarthLab, has helped the Northwest region of the United States understand and build resilience to climate change since 1995. CIG's long and productive history of action-oriented climate research and decision support has increased understanding about what climate change means for diverse communities and ecosystems, and supported action by resource managers, elected officials, Tribes and others to prepare for and adjust to current and projected impacts of climate change. As a result of CIG's leading-edge work carried out with diverse federal, regional, state and local partners, Tribes and communities, the Northwest is better prepared for the rapidly emerging and long-lasting effects of climate change.

Although we have seen considerable progress in climate resilience, our collective climate action across the Northwest does not meet the scale of projected climate impacts. Demands for climate services are both increasing and evolving, and there is increasing acknowledgement of the need to center the priorities of frontline and marginalized communities, who historically have not benefited from climate services. Decisions and investments made or delayed today by communities, governments, individuals and businesses have immense potential to change the risks that communities, economies, infrastructure and ecosystems face from climate impacts for decades to come.

To respond to the increasing and evolving demands for climate services, CIG created a five-year strategic plan for 2024-2029 that builds on its proven strengths, expertise and experience of more than 25 years.<sup>1</sup> At the center of our strategic plan is a renewed commitment to equity. This commitment shapes our approach to all of our work, which we organize in four strategic priorities — action-oriented research, decision making, capacity-building and communications. We include a fifth strategic priority — fundraising — which is crucial to empower CIG to deliver greater impact across our first four strategic priorities.

CIG's updated vision, purpose, strategic priorities and action areas were co-created through extensive collaboration, input and feedback among all CIG staff and with guidance from the excellent consultants at Sustainability Partners. This work was informed with detailed input and feedback from many of our external partners, including academic personnel; federal, state and local government agency staff; Tribal members and representatives; and community members and representatives. We at CIG are grateful to the many individuals who helped shape this plan and set the direction for our programs and commitments over the next five years.

---

<sup>1</sup> This document is an abbreviated version of CIG's internal-facing strategic plan, which is more than 80 pages long. This abbreviated strategic plan provides a high-level comprehensive overview, while the internal version provides additional background information and detailed tactics and targets to achieve our goals across each action area.

# STRATEGIC PLAN OVERVIEW

## CIG'S VISION

A just and resilient world where people and nature thrive in a changing climate.

## CIG'S PURPOSE

We work in partnership to support equitable climate adaptation in the Northwest and beyond.

## CIG'S VISION, PURPOSE AND PRIORITIES





## CIG'S STRATEGIC PRIORITIES and 2029 GOALS



### 1. ACTION-ORIENTED RESEARCH

By 2029 CIG will directly and indirectly accelerate the implementation of climate adaptation strategies and push the boundaries of the climate adaptation field by delivering action-oriented research. We will be seen as a leader in climate adaptation research and as a valued and trusted partner.



### 2. DECISION-MAKING

By 2029 CIG will increase the number and diversity of organizations, communities and governments we collaborate with on adaptation decision-making, while continuing to be a trusted partner for federal, Tribal, state and local government decision makers.



### 3. CAPACITY-BUILDING

By 2029 CIG will serve as a valued resource for equitable climate adaptation capacity building. We will expand capacity building opportunities for academic scientists and practitioners, while increasing our focus on building capacity among marginalized communities.



### 4. COMMUNICATIONS

By 2029 CIG's communications program will proactively identify timely and relevant opportunities to expand our impact and uphold the CIG brand by leveraging and extending project and program outputs.



### 5. FUNDRAISING

By 2029 CIG has stable, flexible and diversified funding from long-term, non-restricted funding sources as well as multi-year, project-specific funding sources.

# OUR PROGRAMS

CIG engages in a broad range of work, including individual contractual arrangements with resource managers, elected officials, state agencies, Tribes and others. We also receive funding from the Washington state legislature to assist state agencies and Washington state communities in understanding and taking action around climate impacts, adaptation and resilience. In addition to this work, CIG hosts three major programs as described below, each of which we consider crucial to delivering climate services across Washington state and the Northwest region.



## NORTHWEST Climate Adaptation Science Center

**Northwest Climate Adaptation Science Center (NW CASC):** CIG hosts this Federal-University partnership that works closely with federal, state and Tribal entities to develop actionable climate adaptation science and decision support to safeguard the land, water and natural resources of Idaho, Oregon, Washington and surrounding river basins. NW CASC is a five-year cooperative agreement between CIG and the U.S. Geological Survey within the Department of the Interior. Since 2017 CIG has led the NW CASC's regional consortium, which includes the Affiliated Tribes of Northwest Indians, Boise State University, Northwest Indian College, Oregon State University, Portland State University, University of Montana, Washington State University and Western Washington University.



# NCRC

A NOAA CAP/RISA TEAM

**Northwest Climate Resilience Collaborative (NCRC):** CIG hosts this federal Climate Adaptation Partnerships program of the National Oceanic and Atmospheric Administration (NOAA). The NCRC is a five-year programmatic award funded by NOAA's Climate Program Office. It was established to work with Tribes, rural communities and other marginalized communities to pursue their own community-driven resilience priorities, and was designed to ensure the meaningful participation of frontline and marginalized communities. Community-based organizations are full partners on the Resilience Collaborative and share leadership positions to help guide this work. CIG leads the collaborative, which also includes Affiliated Tribes of Northwest Indians, American Farmland Trust, Front and Centered, Gonzaga University, Headwaters Economics, Portland State University, Washington Sea Grant, Washington State University and Western Washington University.



**The Washington State Climate Office (OWSC):** The Washington State Climate Office supports the use and application of climate information by the public, local and state decision makers, communities, Tribes and other organizations in Washington state, with a focus on equitably supporting access and use of this information. OWSC provides technical information and analysis, data resources, training and capacity building, and facilitates collaboration. First formed in 2003, OWSC receives a modest amount of state funding for operations and fills in the gaps through state and federal grants. OWSC rejoined the Climate Impacts Group in 2023.





# STRATEGIC PRIORITY 1:

## Strengthen and advance action-oriented research.

2029 Goal: CIG directly and indirectly accelerates the implementation of climate adaptation strategies and pushes the boundaries of the climate adaptation field by delivering action-oriented research. CIG is seen as a leader in climate adaptation research and as a valued and trusted partner.

### ***What is action-oriented research?***

Action-oriented research on equitable climate adaptation refers to the development of new climate adaptation knowledge to inform decision-making and build resilience. It typically involves co-production and working across a broad range of sectors, disciplines and actors to collaboratively design, execute and disseminate research that is useful and used. It is often interdisciplinary, weaving together the natural, physical and social sciences. It spans a range of topics, from how future climate will affect the hydrology of our region, to the kinds of policies and interventions that can save lives from extreme heat, to how a community's values influence their actions on climate.

### ***How does action-oriented research contribute to understanding and supporting equitable climate adaptation?***

Action-oriented research:

- Generates the necessary knowledge and evidence to make informed decisions on climate adaptation and resilience strategies.
- Investigates problems that are relevant to policy, funding and resource allocation.
- Generates understanding of the historic and present-day drivers of unequal climate impacts, as well as unequal resilience and adaptation solutions.
- Fosters innovation in equitable adaptation solutions.
- Empowers and engages affected communities in implementing solutions.

### ***What are some of the key components of action-oriented research?***

In action-oriented research, the goals, approaches and outcomes vary depending on the sectors, disciplines and actors involved. This may mean identifying the specific impacts of climate change on different sectors, regions and communities to enable actors to prioritize and implement effective adaptation measures. But it can also mean centering the resilience objectives of marginalized communities or supporting community-driven research — such as that led and conducted by community-based organizations — even if those objectives are not articulated in the language of climate. Action-oriented research includes pushing the boundaries of knowledge and driving both incremental and transformative action on climate adaptation and resilience.

## Action Area 1.1: Co-produce action-oriented research for and with diverse partners.

By 2029, we aim to:

1. Continue current action-oriented research and expand topical areas to those with the greatest need and relevance in the Northwest.
2. Execute several new action-oriented research projects with new partners and/or new geographies.
3. Execute new action-oriented research projects with marginalized communities.
4. Establish CIG as a leader in action-oriented research that supports climate justice.
5. Research, develop and pilot new methods for co-production and community-based, participatory research to better align CIG's action-oriented research outputs with the needs and objectives of frontline and marginalized communities.

What does co-production of action-oriented research look like in practice? One of our first steps is to develop an assessment that identifies emerging research needs, challenges and opportunities for climate justice efforts with community-based organizations and frontline communities.

## Action Area 1.2: Synthesize and create state-of-the-science/practice assessments of climate adaptation topics relevant to the Northwest and beyond.

By 2029, we aim to:

1. Execute on highest value state-of-the-science/practice assessments and ensure equity is appropriately addressed in these assessments.
2. Elevate climate and environmental justice in the Northwest and beyond by contributing to at least one state-of-the-practice assessment that centers equity issues.

What will we include in a state-of-the-practice assessment? We plan to develop a report synthesizing the climate finance landscape or creative funding models, with the aim of increasing community-level, public and private adaptation funding.

## Action Area 1.3: Contribute to and learn from national communities of practice and provide thought leadership on equitable climate adaptation.

By 2029, we aim to:

1. Contribute to peer reviewed literature, white papers, trainings, conferences, collaborative projects or other forms of knowledge transfer.
2. Learn from peers and peer organizations engaged in equity-focused climate work beyond the Northwest.





## STRATEGIC PRIORITY 2:

### Support adaptation decision-making.

2029 Goal: CIG increases the number and diversity of organizations, communities and governments we collaborate with on adaptation decision-making, while continuing to be a trusted partner for federal, Tribal, state and local government decision makers.

#### ***What is adaptation decision-making?***

Adaptation decision-making includes efforts to address climate risks and build resilience, such as governmental policy, management practices and community-level resilience building. This includes the knowledge-based aspects of decision-making, but also other phases of the decision-making process such as support for policy design, implementation and identification and selection of adaptation and resilience strategies. Equitable climate adaptation decision making strives to prevent the perpetuation of historical legacies of political, social and economic marginalization through elevating expressed community needs and knowledges into decisions regarding climate adaptation.

#### ***How does supporting decision-making contribute to equitable climate adaptation?***

Adaptation decision-making:

- Contributes to protecting lives and livelihoods, promotes economic stability and sustainability and protects or enhances natural resources.
- Empowers all participants in decision-making to understand the climate dimensions of the systems they manage or problems they face so they can make climate-informed choices among climate adaptation and resilience strategies.
- Accelerates implementation of climate adaptation and resilience strategies.
- Elevates consideration of the climate impacts and resilience needs relevant to marginalized communities in all decision support.
- Promotes the meaningful engagement of marginalized communities in climate adaptation decision-making.
- Supports the development of regulations and policies aligned with best practices in equity-centered adaptation.

#### ***What are some of the key components of supporting adaptation decision-making?***

Supporting decision-making involves working with partners to assist them with the information they need to implement adaptation and resilience efforts. In addition to generating new knowledge as described in Strategic Priority 1 (Action-oriented research), this includes translation of scientific knowledge to different audiences such as providing expert testimony or consulting with partners on legislative initiatives, supporting efforts to prioritize resilience strategies or developing model ordinances and implementation efforts such as assisting in resilience hub programs or advising on infrastructure design modifications to accommodate projected climate change. CIG will continue to focus our efforts to support decision-making processes by people in positions, or with relative authority, to improve climate adaptation outcomes. We will expand decision-making support to include marginalized communities who may not have access to formal decision-making authority.



©UW Climate Impacts Group, aerial support provided by LightHawk.

## Action Area 2.1: Maintain and enhance CIG's position as the central hub of climate information for practitioners in Washington state and the Northwest region.

By 2029, we aim to:

1. Maintain and enhance climate datasets available to decision makers.
2. Provide on-demand consultation and advice to adaptation practitioners, decision makers and others to assist them in understanding available climate adaptation knowledge.
3. Maintain existing and develop new tools that assist a variety of decision makers.
4. Ensure that issues of equity are thoughtfully considered in the collection of CIG climate information resources.

How can we serve as a central hub of climate information? We plan to develop a tool to help practitioners find the adaptation resources they need, including data, guidance, case studies and more.

## Action Area 2.2: Expand CIG's decision support to include policy design and implementation.

By 2029, we aim to:

1. Build out CIG's analytical capabilities in policy design, implementation and strategy identification and selection.
2. Work with key participants to identify opportunities to accelerate climate action.
3. Begin to generate knowledge and expertise on adaptation practices, monitoring and evaluation, governance-related issues and the science of solutions.



**Action Area 2.3:** Reinforce existing and expand new collaborations with decision makers and adaptation practitioners, especially in under-resourced governments and agencies with less capacity to do adaptation.

By 2029, we aim to:

1. Keep working with existing partners to support climate adaptation decision-making.
2. Work with more communities affected by climate change, but with insufficient resources.
3. Partner with new state and regional agencies that have less capacity to engage in climate issues or in sectors that are just beginning to consider climate impacts seriously.



**Action Area 2.4:** Collaborate with marginalized communities and community-based organizations to support their decision-making.

By 2029, we aim to:

1. Expand and diversify our collaborations with marginalized communities as a foundation for long-lasting relationships.
2. Support marginalized communities in understanding and participating in conventional governmental decision-making processes.
3. Center the expressed needs of marginalized communities in CIG's resilience and adaptation work.

What does collaborating with marginalized communities look like in practice? One of our first steps is to work with community-based organizations to better understand how they define equitable climate adaptation decision-making and to create an action plan for how CIG can most effectively serve marginalized communities.



## STRATEGIC PRIORITY 3:

### Build partner capacity.

2029 Goal: CIG serves as a valued resource for equitable climate adaptation capacity building. We expand capacity building opportunities for academic scientists and practitioners, while increasing our focus on building capacity among marginalized communities.

#### ***What is capacity-building?***

Capacity-building is a sustained and strategic effort to build or expand the skills, knowledge, abilities, processes and resources of individuals and organizations to increase their ability to advance equitable climate adaptation. Building the capacity of academic scientists, practitioners and marginalized communities is fundamental for advancing climate adaptation efforts, today and into the future.

#### ***How does capacity-building contribute to equitable climate adaptation?***

Capacity-building:

- Provides the necessary foundation to increase the scope, scale and effectiveness of implementation.
- Prepares and cultivates future leaders in climate adaptation and resilience.
- Builds communities of practice that can amplify and accelerate climate adaptation and resilience.

#### ***Who are the key audiences for capacity-building?***

By building capacity among academic scientists, we aim to support the development of technical experts able to work effectively with decision makers and politically, socially and/or economically marginalized communities to collaboratively generate the science, guidance and tools needed for climate resilience. By building capacity among practitioners, we aim to increase the fluency of professionals in climate science, justice, impacts and adaptation across the spectrum of expertise areas that must take action to address the impacts of climate change equitably. By building capacity among marginalized communities, we aim to elevate and center their expressed needs and knowledges in our work and to resource them when possible. We also aim to build the capacity of CIG staff and contribute to regional and national communities of practice in climate adaptation.





### Action Area 3.1: Support academic scientists at all career stages to work effectively with practitioners and marginalized communities and to co-create actionable climate adaptation knowledge.

By 2029, we aim to:

1. Provide hands-on opportunities for secondary, undergraduate and/or graduate students as well as early-career academic scientists to engage in climate resilience work and prepare for careers supporting equity-centered climate adaptation.
2. Continue to learn from, refine and share best practices from the Northwest Climate Adaptation Science Center (NW CASC)'s efforts to cultivate early-, mid- and late-career scientists with the skills, attitudes and behaviors required for co-producing actionable climate adaptation knowledge. Increase investment in programs that provide training to secondary, undergraduate and/or graduate students from groups underrepresented in the climate adaptation workforce.
3. Foster communities of practice that support peer-to-peer learning and knowledge-sharing among academic scientists and practitioners.

How will we support students and scientists to co-create actionable climate adaptation knowledge? One avenue is to build on the NCRC Science Justice Summer School, launched in 2024, by increasing the reach, the number of students and the duration of the program.

### Action Area 3.2: Train practitioners across multiple professional sectors to access, interpret and apply climate science, justice, impacts and adaptation knowledges equitably.

By 2029, we aim to:

1. Provide support across multiple professional sectors by offering sustained advisory and training opportunities to assist technical experts to integrate climate impacts and equity into their work.
2. Operate as a key source of scientific and technical information, including training and technical information for state agencies and practitioners across the state.



### Action Area 3.3: Build capacity among marginalized communities by elevating their expressed needs and knowledges and resourcing them when possible.

By 2029, we aim to:

1. Establish a community grant program to resource marginalized communities.
2. Work regularly with communities that are not able to afford to contract CIG on building climate resilience.
3. Develop meaningful relationships with community-based organizations working on climate justice.
4. Elevate Indigenous and local knowledges in discussions of climate adaptation decisions so they are considered along with Western science.

What does it look like to elevate the expressed needs of marginalized communities? We will continue to use oral histories and videography as a way of both elevating local knowledges and providing resources to frontline communities.

### Action Area 3.4: Develop internal staff capacity.

By 2029, we aim to:

1. Ensure all CIG staff have professional development plans that identify explicit training, mentoring, learning, teaching and other opportunities to advance their skill sets.
2. Provide opportunities to advance understanding, awareness and practice of diversity, equity, inclusion and justice to all CIG staff.





## STRATEGIC PRIORITY 4:

### Provide effective communications and outreach.

2029 Goal: CIG's communications program proactively identifies timely and relevant opportunities to expand our impact and uphold the CIG brand by leveraging and extending project and program outputs.

#### ***What are communications and outreach?***

Communications and outreach are the processes of sharing information and engaging with audiences in useful, accessible and novel ways that support equitable climate adaptation. At CIG, we are committed to connecting our diverse audiences to our organization's work and impact, as well as to each other, in pursuit of building a more climate-resilient future.

#### ***How do communications and outreach support equitable responses to climate impacts?***

Communications:

- Empower people to adapt to our changing climate and build climate resilience.
- Raise public awareness of climate impacts and adaptation and help shift policies and practices that determine our climate preparedness.
- Amplify stories from communities, practitioners and decision makers who are taking action to address climate impacts and motivate others to take action as well.
- Foster knowledge-sharing and collaboration, which can increase the effectiveness and pace of implementation of climate resilience strategies.
- Promote CIG's work to a broader audience, expand our impact and ensure the sustainability of our organization.

#### ***What are some of the key components of communications and outreach?***

Effective communications and outreach draw upon traditional methods of knowledge sharing as well as storytelling and personal narratives. Effective climate-resilience communications are accessible to diverse audiences by emphasizing cultural relevance, amplifying diverse voices and experiences, being available in multiple languages and honoring multiple ways of knowing. Evaluating communications and outreach efforts is necessary to continue to meet the needs of different audiences over time.



## Action Area 4.1: Employ communications to increase the use of CIG's work.

By 2029, we aim to:

1. Integrate communications into all CIG projects and programs from early in the process.
2. Create engaging, accessible and useful communications products as part of our projects.
3. Identify new ways to increase the scale and scope of projects (e.g. that go beyond the immediate 'client,' expand the geographic or substantive scope of a project or combine the results of multiple projects).

## Action Area 4.2: Influence public conversation and inspire action related to climate resilience.

By 2029, we aim to:

1. Reach and engage a greater range of audiences, including both those affected by, and those most able to influence, work in climate resilience.
2. Inspire and motivate decision makers and communities to take climate action.
3. Support community-driven engagement processes and elevate and amplify the stories of marginalized communities.

What does it look like to influence public conversation on climate? One of our early steps will be to provide media and presentation training to more CIG staff.

## Action Area 4.3: Improve CIG's communications program and become a significant player in the field of science communication.

By 2029, we aim to:

1. Help shape the landscape of communication about climate resilience in the Northwest.
2. Adopt, develop and evaluate different communications approaches in order to prioritize the tools and products that we use to support climate resilience efforts across the Pacific Northwest and beyond.
3. Leverage work in project communications (action area 1) and public awareness (action area 2) by distilling and sharing best practices to various audiences in the climate adaptation and science communication fields.

What does it look like to advance the field of science communication? We plan to present or convene a session on science communication at a regional or national conference.

## Action Area 4.4: Build awareness of CIG and our work through consistent and coherent branding, storytelling and marketing across all CIG programs.

By 2029, we aim to:

1. Increase and coordinate innovative, effective and memorable storytelling about CIG and our work.
2. Establish and maintain CIG's branding to build awareness of CIG and our work.
3. Use strategic marketing to raise awareness about CIG and our work.



## STRATEGIC PRIORITY 5:

Establish a secure, sustainable and diversified funding structure.

2029 Goal: CIG has stable, flexible and diversified funding from long-term, non-restricted funding sources as well as multi-year, project-specific funding sources.

### ***How does transforming CIG's funding structure contribute to advancing equitable climate adaptation?***

This fifth strategic priority is essential to CIG's capacity to accelerate and scale progress in the first four strategic priorities. While historically successful in securing and delivering on major federal and state climate projects that come with project-specific funding, as well as successfully completing hundreds of smaller projects, CIG is presently constrained in its capacity to meet the urgent climate adaptation needs and demands from many constituencies throughout the Northwest.

All these real and potential climate initiatives and opportunities, as well as many more not mentioned above, depend on stable and flexible funding outside of project-specific funding for CIG to be able to allocate resources and professional staff to them. In other words, while CIG has the climate science and decision-making know-how and expertise to respond to the requests and needs before it, it is constrained financially in its capacity to do so.



**Action Area 5.1:** Develop and implement a comprehensive funding strategy and fundraising campaign that ensures CIG's stability and capacity to fulfill our purpose and strategic priorities.

By 2029, we aim to:

1. Obtain funding to support the initiatives outlined in the Strategic Priorities 1-4 of this plan.
2. Have funding in place to achieve the stability and continuity required to ensure that the internal capacities and resources are in place to support the implementation of this strategic plan.
3. Have the funding to opportunistically pursue bold, innovative and experimental high-impact climate adaptation solutions where the needs and opportunities fall outside of conventional programs and programmatic funding cycles.

How will we diversify our funding sources? Our funding strategy will include targets and approaches to securing funding from government sources and partnerships (federal, regional, state and local), the University of Washington, major donor grants, an endowment and more.



# NEXT STEPS

This five-year strategic plan will guide CIG's annual operating plans beginning in mid-2024, upon finalization of this plan. To support our ability to move effectively from planning to implementation CIG will:

1. Align our activities across all CIG projects and staff with the strategic direction set out in this plan.
2. Ensure that all current and new staff understand our plan going forward and that staff roles and responsibilities for activating this plan to meet our goals, objectives and targets are clearly defined.
3. Ensure that the resources needed to support our success are fully identified, secured and in place.
4. Integrate status updates of progress, challenges, needs and adjustments related to elements of this plan into regular leadership and staff meetings.
5. Conduct a progress review for all aspects of the plan at the end of 2026 and adjust as needed for 2027-2029 based on resources that have been, or are expected to be, active and secured.
6. Communicate our strategic plan and our progress on the plan to internal and external partners.



# GLOSSARY

*Climate impacts:* We use the term climate impacts inclusive of climate variability, extreme events and climate change because all of these aspects of climate are relevant to adaptation and resilience for the communities and institutions with which we work.

*Equitable climate adaptation:* We use this term to describe CIG's substantive focus on climate impacts and adaptation with particular attention to environmental justice and community resilience. We acknowledge that many marginalized communities may not define their resilience priorities in the language of climate. We intend to meet such communities where they are instead of forcing the use of particular language or problem framing. We also use this term to describe a procedural commitment to equity in our work.

*Adaptation decision-making:* This term is inclusive of all efforts to address climate risks or build community resilience, whether those efforts are authoritative governmental policies, 'best' or 'good' management practices or community-level resilience building.

*Marginalized communities:* Communities, populations or groups that experience historical and sometimes ongoing political, social and/or economic discrimination and exclusion due to unequal power relationships.

*Frontline communities:* Communities disproportionately affected by climate change. Populations who face historic and current inequities often experience the earliest and most acute impacts of climate change and have limited resources and/or capacity to adapt. These groups are often communities of color, Indigenous, low-income, or those whose lives and livelihoods depend on climate-sensitive natural resources.

*Climate adaptation knowledges:* We use this term instead of 'climate adaptation science' in the recognition that there are knowledges beyond conventional Western physical and natural sciences crucial to building climate resilience. This includes other types of Western science such as the social and policy sciences as well as non-Western ways of knowing, such as local and Indigenous knowledges based, for example, on a deep understanding of place, observation or generational storytelling.

*Co-production:* We use this term to refer to new knowledge that is developed in collaboration with its intended users, such as decision makers, adaptation practitioners, resource managers, Tribes and community members. This includes involvement in setting the research agenda and developing research questions and subsequently throughout the research process and beyond.



# ACKNOWLEDGEMENTS AND CONTACTS

We would like to extend a special thank you to Drs. Brian and Mary Nattrass at Sustainability Partners, who guided our team through the strategic planning process. Thank you to all our external partners who provided detailed feedback on early drafts of our vision, mission and purpose, as well as insights into our strengths and opportunities for growth. Thank you to EarthLab and College of the Environment staff who helped shape the final strategic plan. We are grateful for your support and contributions.

With questions or feedback about this strategic plan, please reach out to the Climate Impacts Group at [cig@uw.edu](mailto:cig@uw.edu).

For a digital copy of the plan, visit [cig.uw.edu/plan-2024-29](https://cig.uw.edu/plan-2024-29) or scan the QR code.

All photos courtesy of the University of Washington, unless otherwise noted.

