

Strategic Plan



Climate Institute

2008-2013

FOREWORD JOHN C. TOPPING, CLIMATE INSTITUTE PRESIDENT

In 1986 when the Climate Institute was established as the world's first environmental organization focused primarily on climate protection, disruptive climate change seemed a distant threat. From our inception we set out to establish a flexible framework for international cooperation, one that could readily respond to unanticipated developments. In our first few years we organized the first workshop directed toward developing a model framework convention, carried out briefings under IPCC auspices for heads of state and Cabinet Ministers in 22 nations, and edited or contributed much of the text of the First IPCC Assessment Report on potential impacts of climate change. Although our Board of Directors, Board of Advisors, staff and interns were drawn from many countries, they share a common belief in being an honest broker of climate information and to recognizing that climate change raises profound international and intergenerational equity concerns.



Over the next decades, the Climate Institute undertook a formidable challenge and sought to develop alternative models that might ultimately lay the groundwork for stabilization of the global concentration of greenhouse gases. Presentations at our 20th Anniversary Washington Summit on Climate Stabilization made clear that this revolution was well underway. Not only were major financial and industrial firms making significant investments in a low carbon future, but educational, civic and religious groups are also acting to build markets for a greenhouse-friendly future. The Washington Summit presented compelling evidence that humanity is nearing climatic tipping points that could cause massive biodiversity loss, destruction of fragile ecosystems and rapid melting of ice sheets that might ultimately swamp Earth's coastal cities. The urgency of decisive action was further underscored by new evidence of dramatic reductions over the past decade in ocean absorption of CO₂.

This Strategic Plan identifies ways that the Climate Institute can help in the coming decade to catalyze an effective response to the acceleration of climate change and its impacts as well as highlight opportunities to foster innovation in climate protection. ***Sudden and Disruptive Climate Change***, a book that has emerged from our 2006 Washington Summit, provides the Climate Institute with a platform from which to speak out on the urgency of decisive action and the availability of attractive response options. Serving as a catalyst for innovation in climate protection, the Climate Institute intends to provide future generations of humanity and other living creatures a world in which they can flourish.

John C. Topping

FOREWORD WILLIAM A. NITZE, CLIMATE INSTITUTE CHAIRMAN

Over the past few years severe weather related events have highlighted the vulnerability of humanity to climate change. In the summer of 2003 over 30,000 people in Europe died from heat related stress; in a single hour in September 2004 Hurricane Ivan destroyed property in Grenada equal to 200% of that Caribbean nation's annual GDP; the devastation wreaked by Hurricane Katrina in 2005 highlighted the vulnerability of the US Gulf Coast to severe storms. While no single storm, flood, drought, heat wave or wildfire can be attributed to climate change, a robust scientific consensus is developing that such events will be more commonplace in a greenhouse- warmed world. Human activities continue to contribute to anthropogenic greenhouse warming and compound the impact of weather events already felt.



An effective climate response strategy must seek to enhance the resilience of humanity and natural systems to respond to climate change. Whatever policy is pursued it is likely that humanity has already bought into sizable future climate warming. Intelligent anticipatory adaptation is thus one critical component of a successful and ethical climate response strategy. Few environmental groups have focused much on this area, generally preferring to concentrate on greenhouse emissions mitigation. Having emerged in its early history as the de facto NGO of the climate science and impacts community, the Climate Institute is uniquely suited to play a leadership role in innovative adaptation and planning.

Over the next few years the Institute plans to extend its Global Sustainable Energy Islands Initiative (GSEII) into a more comprehensive Endangered Islands Campaign that will encompass anticipatory adaptation, coastal planning and emergency preparedness. Already several university groups, research institutions and religious groups as well as several states – the Dominican Republic, Iceland, Mexico – have expressed interest in participating by linking with projects in participating island nations.

In addition, the Institute seeks to increase the capacity of US tribal colleges to help tribes become proactive in climate response planning and enhance their understanding of vulnerabilities to climate change. Ultimately the Institute seeks to link these efforts to our ongoing activity in Mexico and the Caribbean by, for example, linking tribal colleges with our museum climate awareness program in Mexico. Through this emphasis on intelligent adaptation both in the US and abroad the Climate Institute will help enable vulnerable groups to withstand the most adverse impacts of climate change.

William A. Nitze

Table of Contents

EXECUTIVE SUMMARY	5
HISTORY	6
STRATEGIC PHILOSOPHY	8
OUR VISION	8
OUR MISSION	8
CORE OPERATING VALUES	9
CORE STRATEGIES	10
PROGRAM GOALS AND OBJECTIVES	11
Mexico and Latin America Climate Protection	11
Islands Program.....	12
Adaptation and Protection Strategies	13
Education & Outreach.....	15
STAFF POSITIONS AND RESPONSIBILITIES.....	16

EXECUTIVE SUMMARY

Building on its 21 years as the world's first climate protection organization and on its extensive network of international partners the Climate Institute plans to:

Move forward by creating win-win partnerships and transcending boundaries

- Partner with Mexican organizations to build a climate observatory in Mexico and spur leadership in environmental science.
- Collaborate with Mexican state governments, the Mexico City Government, CICEANA, firms and museums to develop climate plans and launch a national climate awareness campaign.
- Lead in implementation of the Global Sustainable Energy Islands Initiative that is designed to help several small developing island nations transform their energy systems to less carbon-based and less expensive energy.
- Develop awareness in Florida of the need for long-term coastal adaptation and then to use the program as a model for expanding efforts with other coastal states, linking ongoing activities in coastal areas of Mexico and the Caribbean.
- Lead efforts to create a partnership with NASA, tribal colleges, and major universities to strengthen the capacity of Native American communities to play a proactive role in preparing and responding to climate change,
- Identify opportunities throughout North America and the Caribbean to reduce greenhouse emissions and simultaneously reap large savings for consumers and industry by removing barriers to cogeneration and introduction climate friendly energy technologies and helping achieve necessary policy changes, through the building of partnerships that will initiate action, and work to break down the barriers limiting innovative solutions.
- Work with professional associations, trade unions, industry and financial institutions in the US, Canada, the Caribbean and Mexico to foster practices that simultaneously lower greenhouse emissions and enhance prosperity.
- Become a lead source of information through its webpage and publications for US and international media on sudden and disruptive climate change, as well as smart climate solutions such as removing barriers to energy recycling and fostering use of natural defenses against sea level rise and storm damage.

HISTORY

For more than 21 years, the Climate Institute has been a catalyst in moving the world toward more effective cooperation in addressing the challenge of climate change. The Institute has succeeded in promoting climate change education and solutions, and in serving as a bridge between the science and policy communities and between industrial and developing countries.

Our achievements include:

- Creating in 1986 the world's first environmental non-profit organization that have been focused exclusively on addressing climate change impacts, adaptation, and mitigation
- Organizing the first broad-scale climate change conference in North America in 1987, the first climate change symposium for UN missions in 1988, and the first major climate conference in the Middle East in 1989 in Cairo, Egypt
- Playing a key role in the work of the work of the Intergovernmental Panel on Climate Change (IPCC) from its inception, including editing and co-authoring large portions of the First Assessment Report (1990) and 1992 Update.
- Conducting climate change briefings for heads of state and cabinet ministers from 22 nations for the IPCC in 1991 and 1992.
- Helping prepare the groundwork for the United Nations Framework Convention on Climate Change, which was agreed to by nations of the world in Rio de Janeiro in June 1992; including the convening in February 1990 in Washington of an *International Workshop on a Framework Convention and Associated Protocols: A Nongovernmental Perspective* that produced a draft Framework Convention.
- Establishing climate.org on the web, which presents up-to-date information on climate change and efforts of public and private groups to address the issue



Coordinating pioneering studies by 8 Asian nations to examine the implications of climate change for the region from 1992 to 1994 and helping President Ramos of Philippines organize the 1995 Manila Asia Pacific Leaders Summit on Climate Change based on these studies and those in two other Asian nations.

- Conducting extensive analysis of the Environmental Refugee Challenge publishing *Environmental Exodus* in 1995, which is still the most definitive work on the topic.
- Preparing major reference works on climate change, including *Preparing for Climate Change*, (1988), *Coping with Climate Change* (1989), *Climate Change in Asia*, ten volumes (1994), and *Sudden and Disruptive Climate Change: Exploring the Real Risks and How We Can Avoid Them* (2007).
- Helping state and local governments to develop and implement sustainable community plans.
- Working in over 40 countries with the help of our multi-lingual international staff.
- Sustaining a wide-reaching outreach effort to help educate leaders and the public about issues relating to climate change, its impacts, and available approaches for addressing the increasing pace of climate change. Efforts have ranged from individual presentations to the comprehensive focus at the Climate Institute's 20th Anniversary Washington Summit on Climate Stabilization.
- Sponsoring a proven Washington intern program that introduces top-flight young people to the Washington scene, helping them to understand and internalize positive, solution-oriented attitudes and to develop the connections to gain jobs with the Congress, the Executive branch, NGOs, and scientific organizations. Over 150 students from about twenty nations have participated. The Institute has also placed students and recent graduates in projects in Mexico and the Caribbean.

STRATEGIC PHILOSOPHY

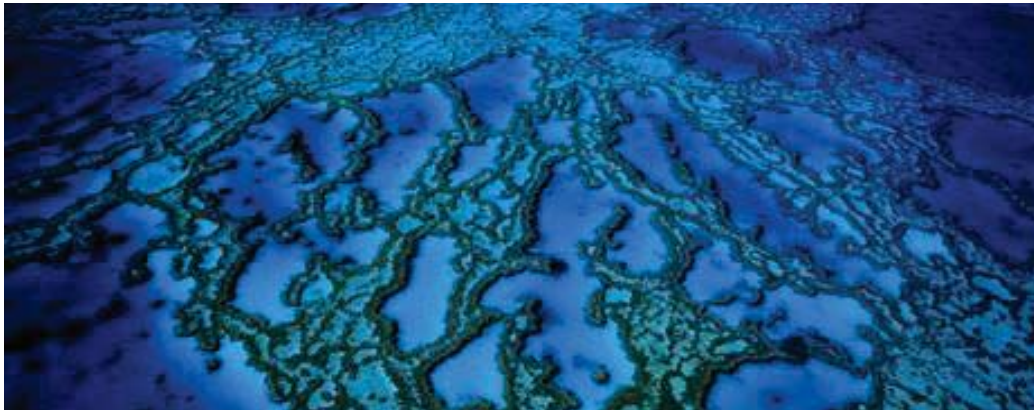
OUR VISION

The Climate Institute's vision is to promote climate stabilization and create opportunities around the world for enhancing human well-being and ecosystem vitality. We believe that these goals can and must be achieved in a manner that improves the quality of life of people all over the world, particularly the most vulnerable.

OUR MISSION

The Climate Institute's mission is to

- Catalyze innovative and practical solutions for climate change adaptation, mitigation, and climate stabilization, contribute to scientific research and communicate the results of that research in an accurate and comprehensive manner.
- Create partnerships among policymakers, scientists, the public and environmental institutions at the local, national and international levels to address the climate challenge more effectively.
- Provide objective and comprehensive information on climate change risks and potential responses



CORE OPERATING VALUES

Honest and Complete Information on Climate Change

Disruptive climate change is an ongoing reality. It is essential to provide information about this reality as accurately, honestly and openly as possible given the state of scientific knowledge. This information should be available, not only to policymakers but also to individuals and groups around the Earth whose lives may be affected by climate change and societal responses to it.

Environmental Protection & Economic Well-being as Mutually Reinforcing

Climate protection and economic progress are mutually reinforcing; much of our success in achieving both will depend on encouraging innovation and foresighted planning. To be effective, climate protection strategies should be integrated with other strategies for environmental, energy and infrastructure planning. Implementing these strategies is not the province of governments alone, but will require active participation of the private sector and other affected groups.

Commitment to Social Justice

Climate change poses profound issues of international and intergenerational equity because the effects of climate change and the costs of response actions are allocated quite differently from the source of greenhouse emissions driving much of this change. Addressing these issues of distributive justice is central to achieving climate stabilization.



CORE STRATEGIES

Focus on Intelligent Adaptation as well as Mitigation

Focus on multidisciplinary issues including adaptation and risk management in addition to emissions mitigation. Communicate information on the accelerating pace of climate change and its implications through multiple channels, e.g. the Internet, books, news media, films, briefings and speeches. Engage in broader education on the possibilities for action by individuals and small groups.

Identify Interdisciplinary Win-Win Solutions

Catalyze coordinated strategies for climate and air quality protection and the use of alternative energy to reduce greenhouse emissions. Promote front-ending of solutions, including better building design and anticipatory coastal planning.

Facilitate Climate Protection among Vulnerable Groups

Provide means for more vulnerable individuals and groups to achieve social justice objectives and draw on international networks to encourage the sharing of problem solving know-how and recognition of pioneering scientific work to ensure that successful models are widely emulated.



CLIMATE INSTITUTE PROGRAMS

Mexico and Latin America Climate Protection

Program Goal

Create intense interest and awareness of climate change and the need for climate responses and protection strategies in Mexico and Latin America and build effective international partnerships.

Program Activities

- Create the world's highest climate observatory in the National Park de Orizaba atop Sierra Negra (Puebla, Mexico).
- Explore possibilities for building additional stations in Quintana Roo, Mexico and the Dominican Republic.
- Design and implement an effective national climate awareness campaign in Mexico.
- Work with museums in Mexico City and other parts of the nation to develop climate awareness exhibits.
- Set up a Latin American regional headquarters in Mexico City by early 2008 to provide staff and logistical support for Climate Institute activities in Latin American countries.
- Help participating Mexican States and national agencies identify and develop comprehensive climate plans with a focus on adaptation and mitigation strategies to face climate change impacts (sea level rise, coastal erosion, etc...) through Emergency Preparedness, Mitigation and Adaptation Management Systems and safeguarding and greening buildings in tourism sector, preservation or restoration of coral, preservation of beaches and roads from storm related erosion, etc.
- Work with nature areas to develop programs for training youth on environmental protection; likeliest program at Yu-Balcah, a 1500-acre nature preserve in the State of Tabasco.



Small Islands States Initiative

Program Goal

Assist small developing island nations in building capacity to respond to the impacts of climate change through adaptation and mitigation measures.

Program Objectives

- Provide technical support on development and implementation of comprehensive sustainable energy plans to Small Islands Development Initiative (SIDS) to transform their energy system from fossil fuel base to renewable energy and energy efficiency technologies.
- Establish a wider network of donor support and private sector investment in sustainable energy initiatives.
- Assist small island nations to build capacity to respond and recover from extreme events induced by climate change (adaptation planning, emergency preparedness etc...).
- Expand the Carbon Offset Program in alliance with partners including Climate Care and Presbyterian Church USA and others.

Global Sustainable Energy Islands Initiative (GSEII)

The Global Sustainable Energy Islands Initiative (GSEII) is active in about half a dozen countries with as many as a dozen possible by 2010. It is now active in St. Lucia, Dominica, Grenada, St Kitts & Nevis and the Marshall Islands.

Program Objectives

- To assist the participating Small Island Developing States (SIDS) in transforming their energy systems from fossil fuels to a sustainable energy base;
- To establish donor support and private sector investment for implementation of sustainable energy plans in the SIDS;
- To enhance the capacity and awareness of renewable energy utilization and energy efficiency in the SIDS and provide practical examples;
- To demonstrate that SIDS can set examples for the bigger and more polluting countries by cutting their greenhouse gas emissions;

International Leadership Alliance for Climate Stabilization (ILA)

Launched at the Washington Summit on Climate Stabilization in September 2006, this is a Public Private Partnership that seeks to match island states and states, provinces or major cities of larger developing countries that seek to pioneer in Climate Protection initiatives with Research institutions, Universities, Religious groups, International agencies and Carbon offset groups in more affluent countries. Generally these groups would match with programs in Mexico or with those in the Islands.

Program Goal:

Create a model for public private partnerships that will provide international recognition to leaders who step forward to pioneer on climate change and that will help leverage talent and financial resources to enhance prospects of success.

Program Objectives:

- Extend this effort to encompass most GSEII members, some other larger island or Caribbean nations and states, provinces or larger cities in some more populous countries
- Cement partnerships with interested groups such as Climate Care, International Hurricane Research Center, Vetiver Network, National Association of Environmental Law Societies, and Church related organizations.
- Establish by 2010 a successful model in the Mexico and Caribbean Region that might be extended to Central or South America or South Asia as early as 2011, should interest be identified.



Tribal College Tribal Protection

Program Goal

Create a partnership with NASA, tribal colleges, and major universities to strengthen the capacity of Native American communities to play a proactive role in preparing and responding to climate change

Program Activities

- Strengthen partnership with American University's WINS Program (Washington Internship for Native Students), NASA, and tribal colleges to launch efforts toward raising climate response capabilities of tribes by the end of 2008
- Provide expertise and speakers for events or lectures organized through partners and aimed at educating Native American students/communities about environmental challenges
- Collaborate with Dan Wildcat, Director of the Haskell Environmental Research Studies Center at Haskell Indian Nations University, on video recordings by students within their tribal areas to capture the perceptions of tribal elders about changes in climate since their childhood and of steps tribes traditionally undertook to address environmental and climatic stresses
- Engage other universities, including Dartmouth College, Stanford University and Lewis and Clark College in efforts to strengthen climate awareness and protection capabilities of tribal colleges
- Within five years try to ensure that at least five tribal colleges have the capacity to provide the tribes they service with the technical and policy support needed to develop comprehensive climate response strategies.



Education & Outreach

Program Goal

Serve as a trusted source of information on risks of climate change and potential options for intelligent adaptation and greenhouse emissions reduction and make this information available worldwide.

Program Activities

- Build on the coming release of ***Sudden and Disruptive Climate Change*** to establish the Climate Institute as a premier source of information for media and policymakers on sudden and disruptive climate change
- Maintain a strong outreach program through public talks, lectures, presentations; become a focus especially for conveying climate information to Washington- based Embassies and for encouraging cooperative action among universities, religious groups and developing country institutions; carry messages on economically sensible climate options to groups where environmental NGOs fear to tread, e.g. ***Mike MacCracken's*** recent presentation to Telecom Conference of George Gilder and Steve Forbes
- Make www.climate.org the most comprehensive and user friendly online source of information on climate risks and options for anticipatory adaptation and greenhouse emissions mitigation; to this end, we seek to have Topics Section and key articles available in Spanish, French and German by the end of 2008
- Attract an average of 10,000 distinct visitors each day to www.climate.org and have online donations provide a significant source of revenues to support Institute activities
- Become a lead source of information for US and international media on smart climate solutions such as removing barriers to energy recycling and use of natural defenses against sea level rise and storm damage; achieve this especially by website postings and articles in ***Climate Alert***, both electronic and hard copy version
- Work as a Partner with film makers seeking to do major television series or full length films on climate topics; most immediate partnerships are with Stonehaven Productions in Montreal (Karen Coshof) that wants our technical support in an international HDTV series they are developing and Bahati Productions (Katie Carpenter) in New York that is considering doing a full length film on the Tickell Observatory; Mike MacCracken is working with Discovery Channel as a science advisor on forthcoming series on geoengineering and climate change.
- Expand the Climate Institute's internship program to create virtual internships at places around the world to generate articles for web placement; offer placement for 5-8 volunteer interns each term (fall, spring and summer) in the Institute's Washington Office and a similar number in the Latin American office upon its opening next year; maintain Gordon MacDonald Dinner Speaker Program seeking to organize at least five intern dinners each year; by 2010 place 2-4 recent graduates abroad each year with climate protection groups in developing countries.

STAFF POSITIONS AND RESPONSIBILITIES

Washington, D.C. Office:

President & CEO, John C. Topping, Jr.

Provides overall direction of the Climate Institute within priorities set out by the Board of Directors; chief spokesperson on policy issues; reviews for substance postings on www.climate.org and major publications such as *Climate Alert*; and in 2008-2009 will be involved especially helping catalyze three program areas: Mexico and Latin America Program, Tribal Colleges Climate Protection Initiative and Green Energy corner of www.climate.org (principal means of advancing initiative to remove barriers to energy recycling and to market entry of low carbon technologies); reports to Board of Directors.

Director, Global Environmental Programs, Nasir Khattak

Provides primary technical lead on energy initiatives of GSEII, maintaining close liaison with stakeholders; serves as Executive Secretary of GSEII, organizing partner meetings and overseeing publication of newsletter; serves as Director of International Leadership Alliance for Climate Stabilization with responsibilities both for enhancing this effort within the Mexico, Caribbean and Latin America region but also exploring opportunities in other regions; reports to Climate Institute President and provides technical support as needed to Director of GSEII.

Director, Operations and Strategic Planning, Nina Rinnerberger

Oversees financial and administrative aspects of the Climate Institute; coordinates Climate Institute team effort to develop a Strategic Plan and develops process for monitoring success in achieving objectives; responsible for budget planning; manages Institute Intern Program and recruits interns from schools both in the DC area and around the world; reports to the President and advises the Treasurer on important financial developments. (Now serving on a part-time basis while completing graduate program in International Affairs at American University, would move to full-time status in June 2008).

Editor, *Climate Alert*, and Research Associate, Magali Devic

Edits Institute newsletter in both online and hard copy version; spearheads effort to have topic sections of website and some key articles available in English, Spanish, French, German, Portuguese, Russian and Chinese (working with Nina Rinnerberger to ensure recruitment of linguistically talented interns); serves as principal Washington Office liaison to Mexico City Latin American Regional Office; backs up the Institute President on research related to television shows and films as well as major presentations; reports to the Institute President.

Consultants:**Chief Scientist for Climate Change Programs, Dr. Michael MacCracken**

Chief spokesperson on climate science issues and reviewer of major web postings and publications on science related issues; Manager of programs on Climate Science and Impacts; Lecturer and Media Interviewee on Issues of Climate Science and Policy Response; works largely independently from home/office but keeps Institute President advised of activities.

Director, Global Sustainable Energy Islands Initiative (GSEII), Hon. Tom Roper

Directs initiative involving a partnership among a number of small island developing states (SIDS) NGOs, energy expert firms and international agencies to facilitate clean energy transformation in SIDS; represents Institute on most island related issues and on many other climate related areas, drawing on his experience as a state level minister holding a wide range of Cabinet portfolios; serves as principal liaison with heads of state or government and Ministers in island nations and with United Nations representatives of both island states and other countries and with other United Nations officials; serves as liaison with Pacific Power Association and CARILEC; operates with autonomy from home office in Manhattan but coordinates closely as necessary with GSEII partners and Climate Institute President; works closely with Nasir Khattak who provides a technical lead on many island clean energy efforts.

Senior Associate, Jack Werner.

A long-time in-house consultant to the Climate Institute, he monitors major legislative and policy developments on energy issues at the National, State and local level; serves as principal Institute liaison to energy professional and trade organizations and green building groups; reports to the Institute President (may soon take a leave from the Institute to take charge of energy programs for the government of the District of Columbia).

Mexico City Office:

Director of Mexico and Latin America Regional Affairs, Luis Roberto Acosta

Directs Climate Institute Programs in Mexico, Central America and South America; serves as chief media spokesperson for Institute within this region; oversees the development by the Climate Institute of a Caribbean climate monitoring network, oversees the efforts to make the Sir Crispin Tickell High Altitude Climate Observatory operational including recruiting of technical staff; serves as principal Institute liaison with World Meteorological Organization and related climate monitoring programs, drawing as necessary on expertise of Institute's Chief Scientist; operates with wide latitude but reports to Climate Institute President and Board.

International Liaison, Carlos Diaz Leal

Coordinates with governmental authorities in Mexico and the Latin American region on legal and administrative matters and has lead responsibility for obtaining licenses and permits throughout the region; oversees financial administration of projects throughout the Mexico and Latin America region; oversees the construction of the Crispin Tickell High Altitude Observatory; oversees operations of Climate Institute offices in Mexico City, responsible for development of nature training programs on climate issues; enjoys wide autonomy but reports to Director, Mexico and Latin American Regional Affairs, and advises Institute President on legal or administrative issues that need to be addressed for Institute to function effectively throughout the region.

Senior Advisor, Dra. Aurora Elena Ramos

Maintains close liaison with senior government and corporate officials throughout Mexico and Latin America and reports findings both to Director, Mexico and Latin American Regional Affairs, and Institute President; develops access to key funders and partner groups; develops partnerships with other environmental organizations, drawing on her experience as a pioneer in environmental protection in Mexico.

Technicians, Mexico and Latin American Regional Program

One technician in the Mexico City office at 1717 Insurgents Nord would oversee development of programs with museums, including arranging online access to climate and air quality information (would start early in 2008); three other technicians would gather samples at Tickell Observatory, beginning in mid-2008). All would report to Director, Mexico and Latin American Regional Affairs.