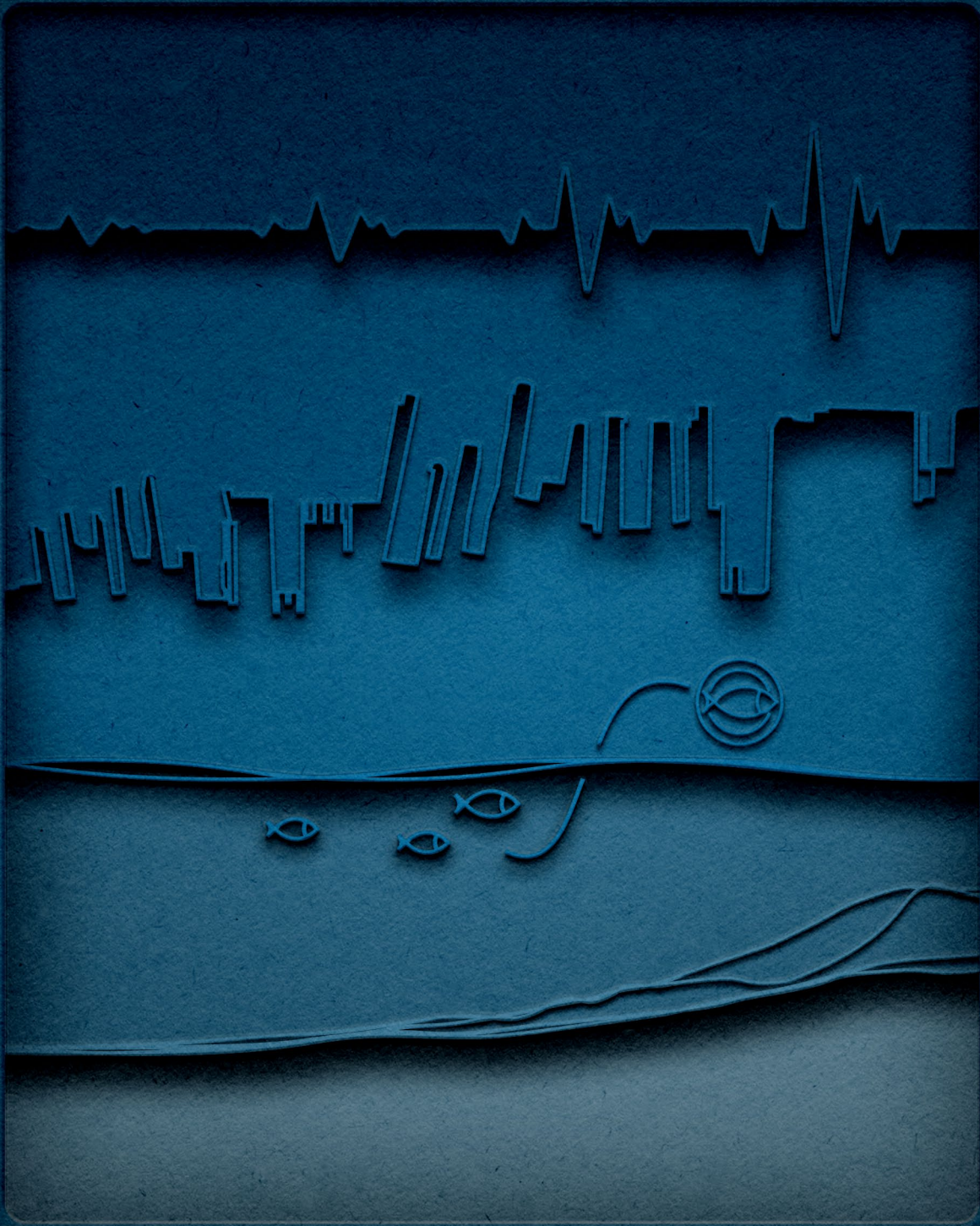


2023-2025 STRATEGIC PLAN



Gulf of Maine
Research Institute

Table of Contents ---

- Introduction 3**

- Foundational Commitments 7**
 - Science 8
 - Climate Center 9
 - Education 10
 - Community 10
 - Ventures 11

- New Initiatives 12**

- Diversity, Equity, and Inclusion 15**

- Organizational Development 19**



The Gulf of Maine Research Institute
(GMRI) develops and delivers collaborative
solutions to global ocean challenges .

Collaborative solutions to global ocean challenges. —

Our relationship-based engagement model centers on the needs of our partners and stakeholders. Our independent, objective, and nonpartisan perspective allows us to convene diverse — and often competing — stakeholders to solve complex problems. We leverage the knowledge, relationships, and resources of partners and networks to increase shared impact.

Collaborative solutions to global ocean challenges. —

Our interdisciplinary approach integrates **five core capacities**, which combine to put relevant science in the hands of the people who need it the most — whether that be the international marine research community, Maine educators and their students, seafood businesses and harvesters, municipalities planning for climate impacts, or start-ups in the blue economy.

Core Capacities:



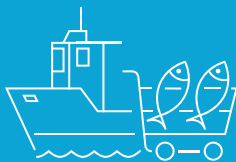
Science

Research that deepens our understanding of the Gulf of Maine ecosystem and economy



Education

Hands-on science learning experiences for students and educators as an investment in our next generation of climate-literate ecosystem stewards



Community

Support for the communities that depend on the Gulf of Maine, including fishermen, aquaculturists, and seafood supply chain businesses



Climate Center

Local, state, national, and global climate actions to help coastal communities thrive in a warmer world



Gulf of Maine Ventures

Creating, scaling, and investing in high-impact companies that advance GMRI's nonprofit mission

Collaborative solutions to **global ocean challenges**.

Our work is locally focused and globally relevant. We are dedicated to the resilience of the Gulf of Maine ecosystem and the communities that depend on it. We leverage the Gulf of Maine to test and develop solutions to ocean challenges around the world.

Throughout our organization's history, we've taken on the most pressing ocean challenges facing both the Gulf of Maine and the world's oceans more broadly. Our areas of focus evolve to align with the changing needs of the communities we serve. The challenges we're currently addressing include:

Climate Change



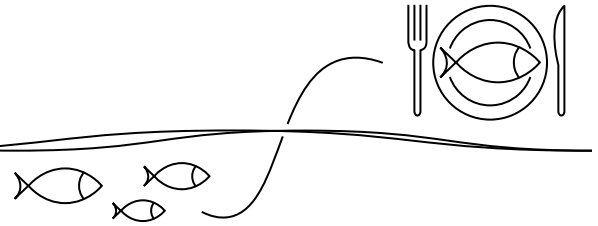
Climate change poses an existential threat to coastal communities and ocean ecosystems as we know them. In the context of a warmer world, the past is no longer a reliable indicator of the future. We've mobilized our entire organization to address this foremost ocean challenge of our time. Our staff are projecting ecosystem changes to help communities prepare and adapt, helping educators deliver the science, data, and climate knowledge their students will need to thrive in a warmer world, and providing climate services to help coastal communities and blue economy businesses mitigate and adapt to climate impacts such as sea level rise.

Healthy Ocean Ecosystems



Ocean ecosystems are crucial to life on earth. Failure to adequately steward the Gulf of Maine will put the communities who depend on it at risk. In order to protect the marine environment, we must first improve our understanding of these ecosystems. Our staff and their partners throughout the region conduct, facilitate, and share ecosystem science among stakeholders and learners of all ages. Whether carrying out our own marine research to better understand the Gulf of Maine, training the next generation of ecosystem stewards, or supporting communities as they ask and answer research questions in their own back yards, our staff are dedicated to addressing this challenge.

Seafood Sustainability



As global fisheries face overwhelming challenges related to over-fishing, human rights, and other issues, the Gulf of Maine stands out as one of the best-managed fisheries in the world. Still, despite its status as a premium, sustainable product, many consumers struggle to identify and access responsibly harvested fish from the Gulf of Maine. Together with our partners, we leverage our expertise in fisheries science, seafood supply chains, commercial fishing, and aquaculture to promote ecological and economic sustainability within the regional seafood supply chain. Our combined efforts aim to achieve better short- and long-term economic outcomes for fishermen and aquaculturists, as well as an increase in the availability of local fish in our restaurants, grocery stores, and schools.

Blue Economy Growth

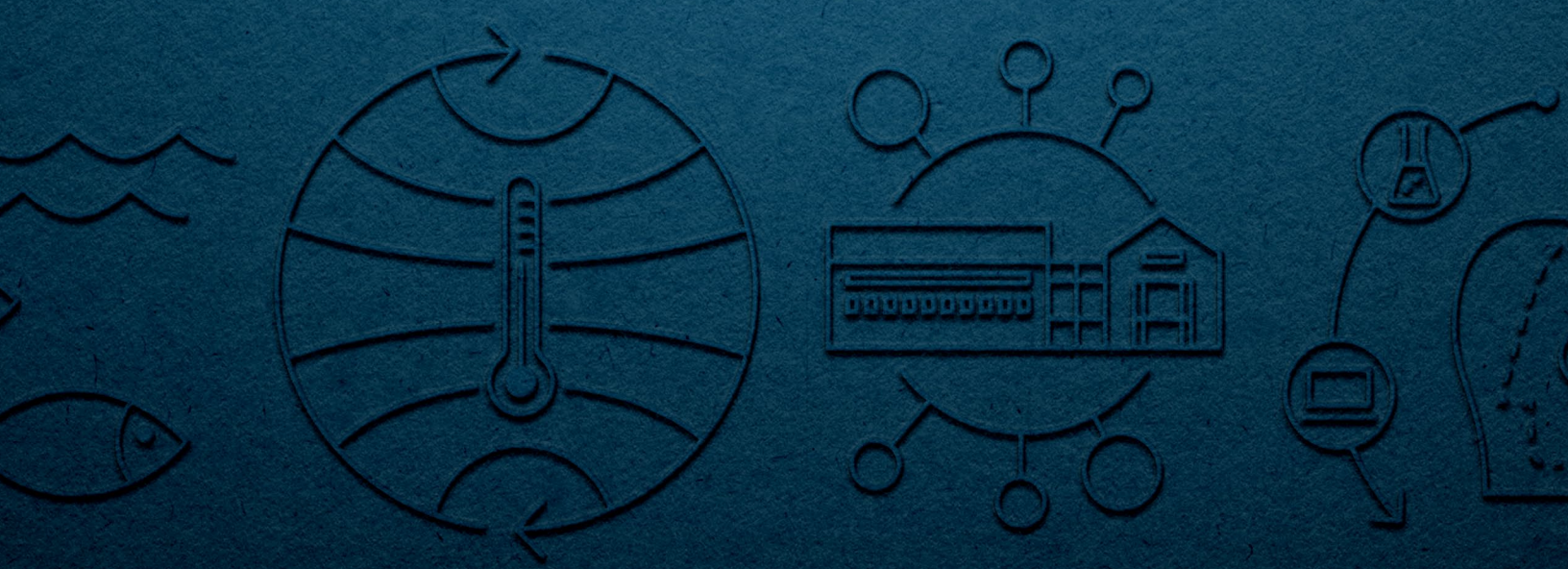


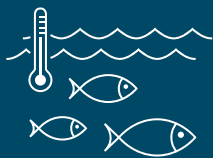
A thriving blue economy contributes millions of dollars and good jobs to coastal communities who have relied on the cold, productive waters of the Gulf of Maine for generations. But climate change, competing development uses, access challenges, and a litany of other issues threaten this critical piece of our economic and cultural heritage. Our teams of business development experts, economists, supply chain professionals, and educators are focused on realizing opportunities and removing barriers to investment, workforce development, and entrepreneurship within the blue economy.



Foundational Commitments —

Explore the key objectives and long-term impact we aim to achieve across the five departments that represent our foundational commitments.





Science

(Climate, Ecosystems, and Fishery Management)

COMMITMENT

Develop the Gulf of Maine Research Institute's (GMRI) research portfolio to increase understanding of the social-ecological systems in the Gulf of Maine and adjacent large marine ecosystems to address the region's complex economic, social, and environmental challenges.

- Increase understanding of the oceanography, biology, and ecology, and resilience of the Gulf of Maine social-ecological system.
- Quantify the socio-economic impacts of regulatory changes on fishing and seafood supply chain dynamics.
- Expand our capacity to address emergent ocean-ecosystem issues and increase the use of data in decision-making.
- Evolve our research team and build interdepartmental connections to support a comprehensive, trans-disciplinary GMRI research portfolio.

IMPACT

Identification of climate-socio-ecological ecosystem mechanistic linkages to detect changes earlier, improve response time, and foster resilience and adaptation in the region's natural and social-economic systems.



Climate Center

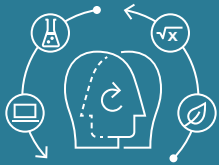
COMMITMENT

Co-develop science-based climate solutions with and for coastal and marine stakeholders throughout the Gulf of Maine region.

- Increase GMRI’s scientific research capacity to address emergent climate-related questions from regional coastal and marine stakeholders, with a particular focus on the physical drivers and consequences of climate change that have biological, ecological, and societal consequences.
- Expand and deepen stakeholder engagement to ensure the best-available climate information is provided to decision-makers, gain a better understanding of the values, needs, and priorities of those we serve, and cultivate climate literacy among the next generation of leaders, with a view towards building climate resilience and reducing greenhouse gas emissions.
- Build out a climate solutions enterprise that provides customized response options to decisionmakers that are informed by the best available science and stakeholder engagement.
- Serve as a premiere regional source for communicating about climate science, risks, opportunities, and response options.

IMPACT

Resilient, low-carbon communities and the broader regional blue economy are poised to continue thriving in a warmer world, while also serving as a climate-smart model for ocean-dependent communities beyond the Gulf of Maine.



Education

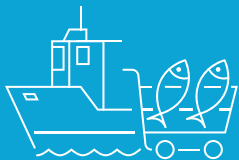
COMMITMENT

Build Maine middle schoolers' critical thinking skills and understanding of the nature of science through participation in authentic science experiences.

- Increase youth access to and participation in learning experiences that strengthen their climate and data literacy.
- Increase the capacity of teachers, librarians, and formal educators to engage youth in data-rich authentic science learning experiences.
- Conduct regular learning sciences research to understand the impact of our programs, understand and support conceptual change in key domains and practices, generate evidence-based best practices in STEM teaching and learning, and contribute new knowledge to the field of STEM education.

IMPACT

Youth are empowered ecosystem stewards who are better prepared for a changing climate and for participation in the global community.



Community

COMMITMENT

Engage marine stakeholders to share knowledge, learn, and make decisions that nurture ecologic and economic resilience in the Gulf of Maine.

- Collaborate with industry to improve profitability, equity, and resilience across the seafood supply chain.
- Support informed and engaged participation in fisheries and aquaculture management and stewardship.
- Expand Community Team programming to become relevant and meaningful to BIPOC and other underserved communities.
- Maintain and enhance GMRI's national profile as leader in sustainable seafood production, fisheries management, and supply chain partnerships.

IMPACT

A profitable and resilient regional seafood economy.



Ventures

COMMITMENT

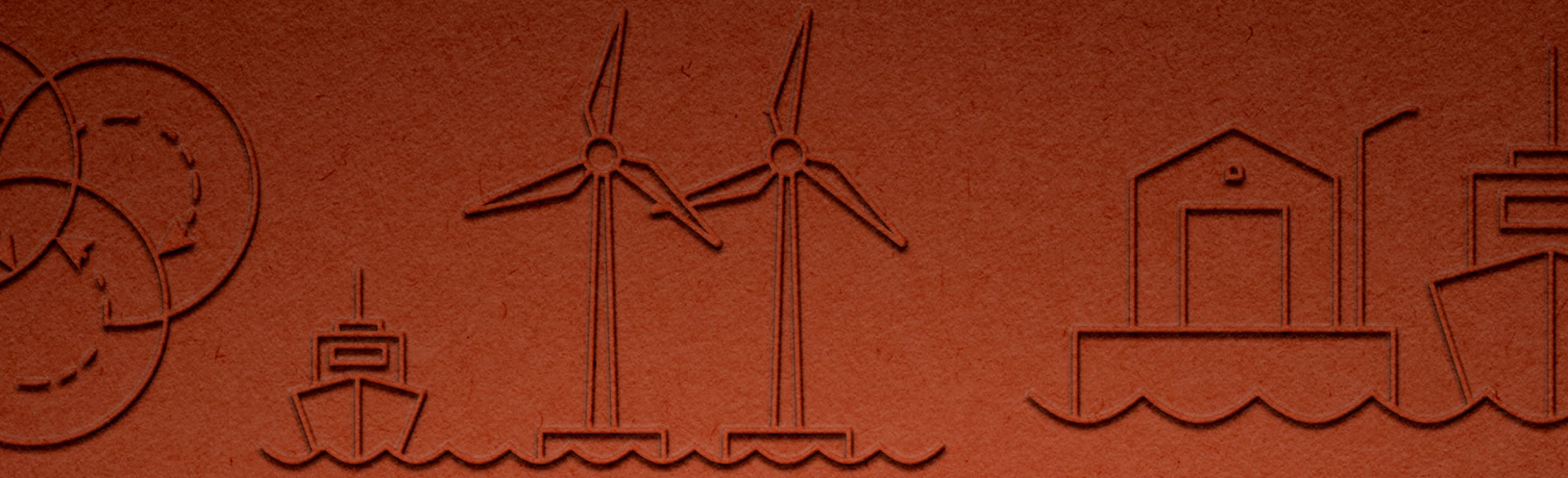
Catalyze solutions to global ocean challenges by creating, scaling, and investing in innovative climate and ocean-economy companies.

- Establish Gulf of Maine Ventures as the blue economy commercialization platform among entrepreneurs and institutional partners in the region.
- Build “Scale” program through launch of an accelerator or residency program.
- Develop additional in-house for-profit activity.
- Partner to launch Bold Ocean Ventures — a venture capital fund investing in the blue economy.
- Secure \$6 Million, three-year funding runway for Gulf of Maine Ventures team.
- Integrate Gulf of Maine Ventures, Bold Ocean Ventures, and GMRI staff / network experts.

IMPACT

Increased mission impact and unrestricted revenue for GMRI.





New Initiatives ---

Explore the key objectives and impacts of new initiatives that will build and expand upon our foundational commitments.





Offshore Wind

COMMITMENT

Ensure all interested constituencies have access to the best available information about the risks, opportunities, and uncertainties associated with offshore wind development in the Gulf of Maine.

- Conduct ecological and, potentially, social and economic research to understand the impacts to the coastal and marine environment from offshore wind deployment in the Gulf of Maine.
- Deliver the most up-to-date information on a range of offshore wind-related technical and policy-related matters to a broad array of constituencies through a range of programming.

IMPACT

A wide range of stakeholders will have access to (and see GMRI as a source for) independent, objective information empowering them to weigh in on offshore wind-related matters affecting their livelihoods and well-being.



Working Waterfront

COMMITMENT

Engage broadly on working waterfront protection and enhancement in the face of escalating development demands, property values, and sea level rise.

- Increase number of working wharves protected with covenants.
- Increase funding for working waterfront protection.

IMPACT

GMRI expands the tools available for protecting, maintaining, and enhancing working waterfront in Maine and the region.



Real Estate

COMMITMENT

Develop GMRI's real estate assets to serve our mission, support our operations, and diversify our revenue base.

- Address GMRI's internal real estate challenges and opportunities.
- Prepare for new development to serve working waterfront needs and attract thought leaders in our emerging blue economy.
- Build management, advisory, and board capacity to advance real estate development through and beyond CEO succession process.

IMPACT

GMRI supports its expected internal growth and attracts institutional partner, seafood, and blue economy tenants on its wharves.



Program Integration

COMMITMENT

Integrate the skills, capacities, approaches, and networks across GMRI programs for the benefit of stakeholders and communities in the Gulf of Maine region.

- Promote and support integration across programs and departments.
- Leverage Connected Learning Ecosystems (CLEs) to extend the reach and impact of our programmatic work.
- Position Community Science as an opportunity to enhance community awareness, understanding (community science literacy) and investment in key decisions.
- Build on GMRI's progress to integrate natural and social science capacities to increase influence and impact.

IMPACT

Communities across the Gulf of Maine bioregion view GMRI as the standard-bearer for an integrated, holistic approach to resiliency in the face of change.



Diversity, Equity, and Inclusion —

Explore our plan to increase the diversity, inclusion, and equity of our service to communities throughout the Gulf of Maine region.



Diversity, Equity, and Inclusion

COMMITMENT

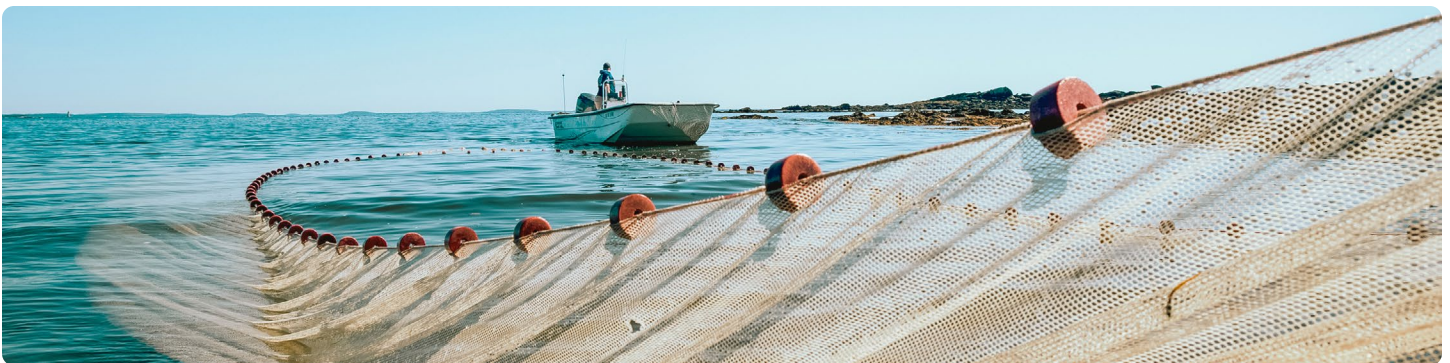
Engage, support, and serve a diversity of communities across the Gulf of Maine region.

From our Science work:

- Continue to train the next generation of marine and climate change scientists across departments at GMRI, with particular attention to diversity, equity, and inclusion in our undergraduate internship programs.

From our Education work:

- Serve 80% of Maine's 5th-6th grade cohort annually through GMRI's LabVenture program, featuring changes to the Gulf of Maine understood through both western and non-western knowledge systems.
- Engage 25% of Maine middle school youth as contributors to scientific investigations via Community Science projects built by GMRI, its partner organizations, or a curated set of external projects.
- Engage youth in minoritized communities by supporting programs at Wabanaki Youth and Science, Gateway Community Services of Maine and other community-based organizations.
- Expand and deepen the network of Connected Learning Ecosystems (CLE) network in Maine and the northeast to include Wabanaki and immigrant communities.
- Expand and deepen our suite of professional learning experiences that support educator implementation of data-rich authentic science learning experiences for in- and out-of-school contexts in minoritized communities.
- Gain visibility and build credibility for GMRI's approach to working with in- and out-of-school educators.



COMMITMENT

Engage, support, and serve a diversity of communities across the Gulf of Maine region.

From our Community work:

- Collaborate with industry to improve profitability, equity, and resilience across the seafood supply chain.
- Complete GMRI's work in diversifying and professionalizing the region's aquaculture workforce.
- Launch Community Science Program to deepen coastal communities' understanding of and engagement in key resource management and conservation issues, with specific attention to partnering with Wabanaki communities to identify projects of relevance to them.
- Expand Community Team programming to become relevant and meaningful to BIPOC and other historically marginalized communities.
- Embrace & support Indigenous Partnerships Manager and their efforts to build relationships with Maine's Indigenous communities.
- Collaborate with Marine Resource Education Program leadership to develop and implement programming that is more inclusive of diverse communities.
- Build partnerships with Maine's immigrant and refugee communities and organizations to address food insecurity to make Gulf of Maine seafood accessible.
- Focus on recruiting a diverse group into the aquaculture apprenticeship program.
- Emulate the National Science Foundation REU program in recruiting Community interns.

From our Climate Center work:

- Expand and deepen stakeholder engagement to ensure the best-available climate information is available to decision-makers, gain a better understanding of the values, needs, and priorities of those we serve, and cultivate climate literacy among the next generation of leaders, with a view toward building climate resilience and reducing greenhouse gas emissions.
- Build climate literacy among Maine's educators — formal and informal — and students (especially middle schoolers) to mainstream climate considerations in the decision-makers of tomorrow.
- Build out a climate solutions enterprise that provides customized response options to decisionmakers that are informed by the best available science and stakeholder engagement.

COMMITMENT

Engage, support, and serve a diversity of communities across the Gulf of Maine region.

From our Ventures work:

- Work with HR to devise relationship-building and recruiting strategies to assure non-dominant culture candidates in future Ventures searches.
- Actively recruit and support non-white/BIPOC founders for participation in all business development programming and external residencies.
- Actively recruit diverse candidate pool as part of growing Bold Ocean Ventures (e.g. female, non-white, BIPOC).

From our Program Integration Initiative:

- Position Community Science as an opportunity to enhance community awareness, understanding (community science literacy) and investment in key decisions.
- Work with Wabanaki communities to investigate the potential of Community Science as a means of advancing Wabanaki priorities and integrating western and Indigenous approaches.

From our Offshore Wind Initiative:

- Design and deliver a suite of activities that build stakeholder literacy on the social, economic, regulatory technical, and environmental issues around offshore wind in the Gulf of Maine.
- Ensure all interested constituencies have access to the best available information about the risks, opportunities, and uncertainties associated with offshore wind development in the Gulf of Maine.





Organizational Development —

Explore our plan to bolster our institutional capacities, including fundraising, communications, human resources, information technology, finance and administration, and sponsored projects.





Development

COMMITMENT

Stabilize GMRI's financial position through increased unrestricted revenue for operations and new capacities and increase sustainable resources for ongoing annual and leadership needs.

- Raise \$16 Million through a mix of contributed revenue to establish and stabilize GMRI's climate-related work.
- Grow Operating Fund to \$2.1 Million annually by FY25.
- Raise balance (\$5.7 Million) of Science Literacy Challenge.
- Work with Management Team and President / CEO to prioritize and support new initiatives.

IMPACT

Financial resources are available and sustainable to support GMRI's pursuit of our aspirations within the framework of our evolving strategic plan.



Communications

COMMITMENT

Provide organization-wide support to meet GMRI's brand management, marketing, and program communications needs.

- Use communications staff expertise, tools, and methods to help program teams meet mission objectives.
- Support acquisition, conversion, and other fundraising needs in service of Development team.
- Grow, evolve, and sustain the GMRI Brand.

IMPACT

Increase awareness, engagement, and affinity among key program and development audiences.



Human Resources

COMMITMENT

Expand HR functionality to assist the organization in attracting, developing and retaining a high performing and diverse workforce and to foster a healthy, safe, and productive work environment.

- Ensure our performance management process is designed and executed to align with the goals of the organization and maximize staff performance.
- Refine and maintain a new compensation program with labor market increases and offer transparency to supervisors and staff with training.
- Strengthen recruiting, onboarding, and retention processes.
- Prioritize diversity, equity, and inclusion initiatives that foster a sense of belonging.
- Review and update HR policies and procedures.
- Continue benefits management and analysis.
- Provide HR training and Development for all staff.

IMPACT

GMRI's workforce is productive, well-managed, motivated, and aligned with the organization's goals and objectives.



Information Technology

COMMITMENT

Maintain powerful data security across the organization.

- Enhance data security to best practice level.
- Develop and operationalize institution-wide data infrastructure (new platforms / software / research / implementation / customer relationship management):
- Retain and curate organizational data so that it remains robust and accessible over time.
- Maintain and support digital product framework across the organization.
- Review and improve IT handbook of services.
- Assess and develop Laptop Rental Program.

IMPACT

Staff are working confidently in keeping the integrity of our data while knowing our data assets are safe.



Finance & Administration

COMMITMENT

Sustain a world class team to accommodate the needs of GMRI's growth and complexity.

- Improve financial systems.
- Establish accounting software that will meet the needs of GMRI, its current subsidiaries, and possible future subsidiaries.
- Evaluate cash management needs, flows, and forecasts.
- Improve tools available to ensure grant and contract compliance and training.
- Increase Grant Administration staff to meet organizational needs.
- Secure adequate insurance coverage for GMRI and subsidiaries.
- Maximize lease and property options.

IMPACT

All areas of the organization operate in financially prudent and technically advanced ways in a facility that best accommodates staff and their work.



Sponsored Projects Office (SPO)

COMMITMENT

Continue to define and refine SPO and absorb program growth with commensurate support services.

- Work with Finance & Administration to better define roles between SPO and F&A teams.
- Select and adopt a robust proposal management system.
- Create web-accessible SPO hub that centralizes policies, procedures, resources, and commonly used forms.

IMPACT

Increased organizational understanding of SPO's role and capacity to provide support.