

2025-2030

Strategic Plan

Our vision for a thriving
Gulf of Maine



Gulf of Maine
Research Institute

Introduction

Message from the CEO

Since becoming CEO in 2023, I've met with hundreds of partners and community members, asking each one, "What do you need from GMRI?" The resounding answer I received was twofold: "We need your help adapting to and addressing climate change, and we need support in the economic revitalization of our rural and coastal communities."

Our entire organization then undertook a six-month strategic planning process with these core needs in mind — surfacing key challenges and resolving to address them through four new strategic initiatives. As we pursue these initiatives over the next five years, please consider this plan an invitation to join us in whatever way is most meaningful to you — as a project partner, program participant, donor, or community advocate. Thank you for your continued support and commitment to our work.



Glenn Prickett,
President & CEO

On Behalf of the Board of Directors

It's no secret that our corner of the global ocean is changing rapidly and is poised for continued change in the years to come. Whether it's severe storms, shifting fisheries, or any other of the many challenges we're facing — it's clear the time to act is now. This strategic plan represents our best and boldest ideas to ensure our ecosystem, economy, and communities thrive long into the future.

I'm proud to have served as the Gulf of Maine Research Institute's Board Chair during this pivotal moment in history, and I couldn't be more excited about the future of this organization and the region it has evolved to serve so well.



Mike Bonney,
Board Chair



Vision

We envision a future in which...

The **ecosystem, economy,** and **communities** of the Gulf of Maine region thrive amid rapid change.

Communities create and have access to the knowledge, resources, and relationships they need to make the important decisions that most affect their lives.

The solutions we develop here both inform — and are informed by — those developed around a warming world.

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This vision transcends any one nonprofit — it's powered by the collective dedication and partnership of communities, organizations, and individuals worldwide. We're honored to work alongside those pursuing these shared goals.



Glenn Prickett,
President & CEO

Mission

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

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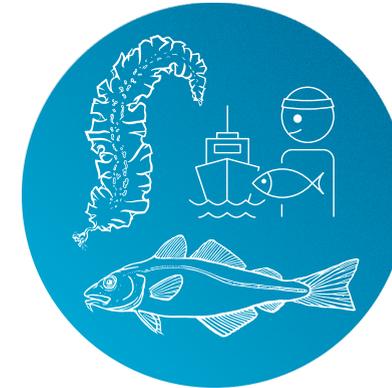
Throughout our organization's history, we've taken on the most pressing challenges facing both the Gulf of Maine and the world's oceans more broadly. We set our priorities according to the changing needs of the communities we serve. Today, we collaborate with these communities to address the many challenges related to climate change, seafood sustainability, ecosystem health, and the marine economy.



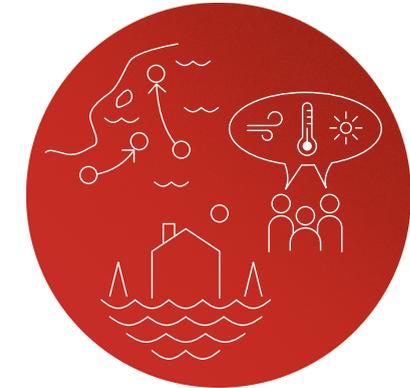
Dr. Dave Reidmiller,
Chief Impact Officer

Strategic Initiatives

Over the next five years, we'll focus our efforts on four strategic initiatives.



Adapting Fisheries & Seafood



Building Climate-Ready Communities



Developing the Blue Economy & Supporting Working Waterfronts



Supporting Energy Solutions

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We turn knowledge into action, using the tools of science to enhance our understanding of complex issues and engaging with communities to co-develop durable solutions.



Dr. Janet Duffy-Anderson,
Chief Scientific Officer

Adapting Fisheries & Seafood

Marine ecosystems, fisheries, and seafood systems in the Gulf of Maine and beyond thrive as they adapt. Local seafood continues to provide food and jobs, deliver economic benefits, and sustain cultural connections in communities across the Gulf of Maine region and around the world.



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We live in Maine, and there is the ocean — right there! We should be eating what is so close, opening the horizon of what we have here and how much better it is for all of us.

– Khadija Ahmed, Food Justice Chef
Consultant & GMRI Seafood in Schools
Program Partner



OBJECTIVE 1

Producing novel science and tools

We will advance the scientific understanding of changes in social-ecological systems related to fisheries and aquaculture to provide information and tools needed to support adaptive fishery and aquaculture businesses and resilient fishing communities and cultures.

OBJECTIVE 2

Supporting adaptation and growth

We will lead collaborations with people who are connected to the ocean for their livelihoods and cultures to enable adaptation to changing marine ecosystems and grow the positive impacts of seafood on our economy, communities, and food security.



KEY RESULTS

Better forecasts, increased market share, and shared knowledge.

Better forecasts for **70% of federal fisheries** and **30% of state-water fisheries** in the Gulf of Maine.

20% increase in market share for Gulf of Maine seafood.

Seafood and fisheries knowledge shared with **50,000 residents** of coastal communities.

Building Climate-Ready Communities

Communities connected to the Gulf of Maine successfully adapt to rapid change. Adaptation strategies reflect a deep understanding of climate impacts and are grounded in community values. The next generation has the skills, knowledge, and relationships needed to thrive in a warmer world.



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It was a very interesting and at times conflicting feeling seeing the effects of climate change so up close. It was really exciting, being able to do some real groundwork research and feel like a part of the solution.

– Student Scientist & Coastal Flooding Community Science Project Participant, Machias, ME



OBJECTIVE 1

Leading community-engaged research

We will conduct community-engaged research that equips people in the Gulf of Maine and beyond to undertake equitable and sustainable climate adaptation actions that prioritize the health and wellbeing of communities, ecosystems, and industries most affected by climate stressors.

OBJECTIVE 2

Fostering community connections and capabilities

We will enhance climate adaptation and decision-making capacity throughout the region by developing intergenerational networks to connect communities with the knowledge, skills, and resources they need to thrive in a changing world.



KEY RESULTS

Deeper understanding, improved adaptation, and expanded community capacity.

100% of Maine's tidally influenced communities can access localized climate data.

Financing mobilized to start climate action in at least **15 municipalities** and solutions identified for an additional **10 communities.**

At least **60,000 students, 1,000 educators, 100 municipal/community leaders, and 100 business or industry leaders** have access to new knowledge, resources, and relationships.

Developing the Blue Economy & Supporting Working Waterfronts

Coastal communities are revitalized thanks to support for both traditional and emerging industries and protection of vital blue economy infrastructure. Workforce development, investment, and waterfront access foster an ecosystem that supports inclusive wealth and community well-being.



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GMRI met us where we were during our company's early stages. They not only helped us establish the strategic roadmap for accelerating Seascale's development but also provided access to experts both within and outside of GMRI to help us get there.

– Charlie Walsh, Seascale Co-founder and GMRI BlueTech Boost Program Alumnus



OBJECTIVE 1

Strengthening our blue economy

We will strengthen and expand the regional blue economy by broadening opportunities for diverse actors to develop skills, work, and innovate, while making smart investments in the people and future of the Gulf of Maine.

OBJECTIVE 2

Stewarding diverse working waterfronts

We will steward relationships and foster innovation to cultivate thriving and diverse working waterfronts and marine industries.



KEY RESULTS

Stronger workforce, well-supported entrepreneurs, and resilient marine businesses.

In-depth workforce development programming delivered to at least **1,000 participants.**

Technical and business advisory services, market insights, and scaling resources delivered to more than **100 entrepreneurs and small businesses.**

10 working waterfronts are permanently protected with covenants, and every Maine harbor offers dedicated waterfront access to farmers and harvesters.

Supporting Energy Solutions

Energy solutions in the Gulf of Maine — including marine renewables, grid resilience, efficiency improvements, and coastal electrification — bring environmental, economic, and societal benefits to the region, as they are based on the best-available science and inclusive community engagement.



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Whether developing new gear types that could help me save on fuel costs, or convening fishermen to provide input on the offshore wind development process — I trust and rely on GMRI as a source of information and innovation.

– Kevin Norton, Captain of FV Miss Emily and owner of Miss Emily’s Food Truck



OBJECTIVE 1

Understanding energy impacts

We will conduct collaborative research to establish a foundational understanding of the physical, ecological, and economic impacts of marine energy projects.

OBJECTIVE 2

Cultivating community-driven solutions

We will host convenings, build relationships, develop resources, and deliver educational programs to help communities shape a resilient and sustainable energy future.



KEY RESULTS

Community-driven energy projects, improved grid resilience, and inclusive financing.

30 communities within ISO-New England domain and **100% of GMRI municipal partners** obtain access to key relationships and resources needed to increase electrical grid resilience.

At least **75% of impacted fishing communities** are supported to provide input on marine renewable energy projects.

75% of affected communities in the Gulf of Maine region have resources needed to engage effectively in community benefit agreements and climate-related project financing opportunities.

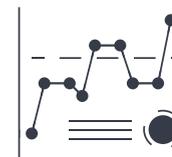
Values

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Whether we're working with colleagues or external partners, our shared values govern our behavior. Each of us is accountable for upholding these ideals inside and outside the walls of our lab.

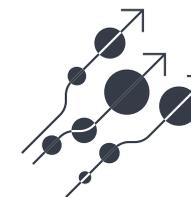


Nana Annan,
Chief Operating Officer



Science

We support independent, evidence-based decision-making that recognizes indigenous knowledge and lived experience.



Innovation

We pursue innovative solutions to complex challenges through transdisciplinary work that is focused on a sustainable, resilient future.



Transparency

We share information clearly and objectively to enable decision-making and build trust.



Relationships

We respect and hold ourselves accountable to one another and the communities we serve, with integrity, to advance a thriving marine environment for current and future generations.



Collaboration

We strive to make a difference and know we can do more together than on our own; we are humble and eager to learn in our pursuit of excellence.



Inclusion

We value diverse perspectives and aspire to create an inclusive environment where ideas, experiences, and viewpoints are shared and respected.



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