



# Strategic Plan 2026–2028

**Pursuing Solutions for Ocean and Climate Recovery**

## **Our Focus**

The climate crisis and the health of the ocean are inseparably linked. The ocean's spectacular web of life and amazing diversity of habitats are being eroded from our ongoing disruption of the climate, which is driving dangerous levels of ocean warming and acidification. These twin stressors jeopardize most marine life and ecosystems along with the well-being of billions of people who rely on the ocean for food, livelihoods, and its critical roles in stabilizing the climate. These impacts are accelerating and pushing ecosystems toward tipping points.

Ocean Visions' strategy is grounded in the reality that new pathways and tools are urgently needed to directly address climate-induced stresses to the ocean, and to repair and recover the ocean. Our work focuses on slowing, stopping, and ultimately reversing climate impacts on the ocean, and maintaining and restoring critical parts of the earth system.



### **OUR MISSION**

To pursue bold solutions, guided by science, to stabilize the climate and regenerate the ocean.

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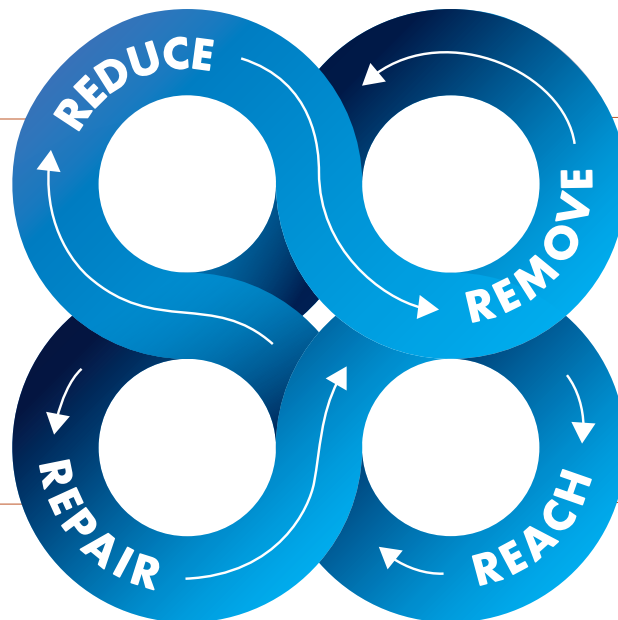
### **OUR VISION**

A vibrant and resilient ocean where ecosystems flourish, communities prosper, and a stable climate is ensured.

# Our Strategy: The 4 “Rs”—A Comprehensive Ocean-Climate Agenda

**REDUCE** | Rapid and deep reductions of greenhouse gas emissions are essential. The ocean has enormous potential to support the required transition by providing low-carbon goods and services such as food, energy, and materials needed by humanity.

**REPAIR** | Reducing and removing CO<sub>2</sub> alone will not cool the planet in time to avoid passing tipping points, which has already happened with coral reefs. Surpassing more tipping points will have dangerous impacts on people and nature. That can be forestalled if we are able to rebuild key ecosystems.



**REMOVE** | Atmospheric levels of CO<sub>2</sub> are already beyond safe levels for ocean and climate stability. There is no stable climate future without the removal of vast quantities of CO<sub>2</sub> from the air and water. The ocean offers multiple pathways to safely draw down and sequester legacy CO<sub>2</sub> pollution.

**REACH** | This ambitious ocean-climate restoration agenda will require a global mobilization of diverse talents, sectors, and cultures in the race to develop the needed innovations and enabling frameworks to test and deploy effective and just potential ocean-climate solutions.

## How Ocean Visions Works: The Fundamentals

### We pursue development of new technologies and approaches to slow and reverse the ocean–climate crisis

Society does not have the full suite of tools needed to confront the scale and pace of climate-driven harm to the ocean; new technologies and approaches are critical to success. Ocean Visions seeks to accelerate research, development, and demonstration (RD&D) on all potential ocean–climate solutions. We identify, support, and evaluate cutting-edge solutions, and we work to develop the information needed for responsible decision-making.

### We support development of inclusive and enabling governance systems

Innovation is moving faster than governance structures are adapting. This is creating uncertainty and slowing down critical research and development. Effective governance frameworks are needed to ensure that decisions are well-informed, legitimate, and accountable. Ocean Visions engages with policy, legal, and regulatory systems to: prioritize solutions-focused RD&D; strengthen coordination across jurisdictions; and promote adaptive governance frameworks capable of managing the non-linear risks from climate change.

### We work to build global support for an integrated ocean–climate agenda

The ocean and climate communities have historically operated in silos, without a shared strategy that reflects the deep interdependence of ocean health and climate stability. Ocean Visions is advancing an expanded definition and agenda for ocean conservation in the 21<sup>st</sup> century, and the role of the ocean in addressing the climate crisis. We work to foster shared understanding, informed dialogue, and increased support for this expanded agenda.

### We focus on actors with decisional authority and those who can influence them

Given the urgency of the challenges, Ocean Visions targets its work toward actors who can drive action in the near term—policymakers, regulators, public agencies, funders, and institutional leaders—and those who influence them, such as civil society organizations. Our aim is to ensure that those with responsibility and authority to act have a clear understanding of the risks of both action and inaction, and access to the credible information and diverse perspectives needed to make sound, accountable decisions.

# Strategic Priorities 2026–2028

Ocean Visions advances these four areas of work as a portfolio—they are interdependent. We work to accelerate innovation and learning, narrow uncertainties, rule out unworkable pathways early, and advance promising options responsibly.

## **REDUCE** → Advancing ocean-based pathways to deep decarbonization

*Ocean Visions is focusing attention on underexplored ocean-based pathways to deep decarbonization. We work to increase knowledge and attention to new and underinvested technologies and advance the enabling environments needed to bring effective technologies toward deployment.*

### **2026–2028 priorities**

- » Focus on accelerating global seaweed production with publication of a digital “Road Map” profiling key opportunities to advance market penetration of select high-value seaweed-based products
- » Showcase and advocate for a variety of ocean-based decarbonization technologies (e.g., various marine renewable energy technologies, low-emissions shipping, and low-carbon ocean foods and bioproducts) to accelerate societal carbon reduction efforts
- » Identify and profile key policy and market reforms needed to better integrate ocean-based decarbonization into both climate strategies and international development finance

## **REMOVE** → Cleaning up carbon pollution—marine carbon dioxide removal (mCDR)

*Ocean Visions is working to advance foundational knowledge of marine carbon removal technologies and create the enabling conditions needed for accelerated testing and development. We generate trusted, credible evidence for informed decision-making on mCDR pathways, serve as a repository of data and knowledge, and build the field.*

### **2026–2028 priorities**

- » Provide targeted financial and technical support to advance development of fundamental evidence on the safety, durability, efficacy, and scalability of high-potential mCDR pathways
- » Accelerate mCDR innovation through provision of disciplinary experts to support mCDR innovators across various developmental stages
- » Develop global capacity for mCDR RD&D through support to Ocean-Climate Innovation Hubs and Fellows
- » Engage in select international bodies to strengthen governance and coordination frameworks for mCDR RD&D

## **REPAIR** → Safeguarding critical ocean systems

*Ocean Visions is advancing research on potential interventions to avoid passing dangerous tipping points in the ocean and cryosphere. Our current focus is on Arctic sea ice restoration. We support early-stage research and exploration on restoration approaches that are scientifically plausible and potentially impactful, and we work to establish governance frameworks and international agreements needed for critical research to advance.*

### **2026–2028 priorities**

- » Through the Arctic Sea Ice Restoration Research Fund, expand support for leading-edge research on efficacy, impacts, scalability, and feasibility of potential interventions
- » Support early engineering and scaling analyses where appropriate; explore linkages to other Arctic systems (permafrost, ice sheets)
- » Build an international coalition to increase the profile of the risks of ice loss and the opportunities to reduce them

## **REACH** → Building global capacity and societal support

*Ocean Visions is supporting and helping to grow a diverse community of ocean-climate solutions leaders around the world, particularly in regions most affected by climate impacts. We do this through partnerships, coalitions, and convenings. We work to create the conditions for potential solutions to be tested and, where appropriate, advance responsibly.*

### **2026–2028 priorities**

- » Engage with and support 12 Ocean-Climate Innovation Hubs by 2028, with a focus on durable governance and sustained programming
- » Identify and support select Ocean-Climate Innovation Fellows
- » Convene and steward purpose-built coalitions and partnerships that align regional and global efforts—aiming to strengthen sustained engagement in priority policy processes

## Cross-cutting initiatives that support the 4Rs

These functions transcend individual program areas and are critical to advancing our strategy across Reduce, Remove, Repair, and Reach.

### LAUNCHPAD → Accelerating ocean-climate innovation and potential solutions

*Ocean Visions' Launchpad program has provided tailored expert advising services to start-up companies in the mCDR space, giving them access to a much broader range of technical expertise than what they typically are able to access on their own, and at no cost to them.*

*As one of our most effective tools to help advance innovation and optimize technologies, we are expanding Launchpad to work across our whole program and support a broader range of ocean-climate innovations. We are also broadening the eligibility criteria to work with inventors and researchers at earlier stages and who are not necessarily associated with companies.*

#### 2026-2028 priorities

- » Provide customized technical assistance and interdisciplinary advising to innovators and researchers working on Reduce, Remove, and Repair technologies and innovations
- » Expand and diversify the Ocean Visions Expert Advisor Network (adding expertise in AI, synthetic biology, engineering, etc.) and work to connect innovators with physical facilities and infrastructure
- » Expand partnerships with Ocean Visions Network institutions and accelerators to complement their business support with scientific and technical depth

### STRATEGIC POLICY → Prioritizing responsible ocean-climate solutions

*Ocean Visions has been engaged in a number of climate, biodiversity, ocean, and related governance regimes that affect the feasibility, legitimacy, and direction of ocean-climate RD&D, as well as the prospects of any potential future deployment.*

*In this plan period, we will expand our strategic policy work and advance a broader policy agenda to widen support for potential ocean-climate solutions, specifically focused on creating governance regimes that support accelerated and prioritized RD&D. We also seek to equip key policymakers, relevant institutions, and partners with the legal, scientific, and analytical foundations needed to make informed and accountable decisions.*

#### 2026-2028 priorities

- » Engage in select international, national, and subnational forums to advocate for improved coherence across ocean, climate, biodiversity, and related governance systems that affect what research is possible and considered legitimate
- » Strengthen governance readiness in supportive jurisdictions for responsible research and development
- » Provide trusted policy and decision-support tools (e.g. briefs, analyses) and elevate inclusive perspectives through hubs and partners

[info@oceanvisions.org](mailto:info@oceanvisions.org)

[oceanvisions.org](https://oceanvisions.org)

[oceanvisions.bsky.social](https://oceanvisions.bsky.social)

[linkedin.com/company/ocean-visions](https://linkedin.com/company/ocean-visions)