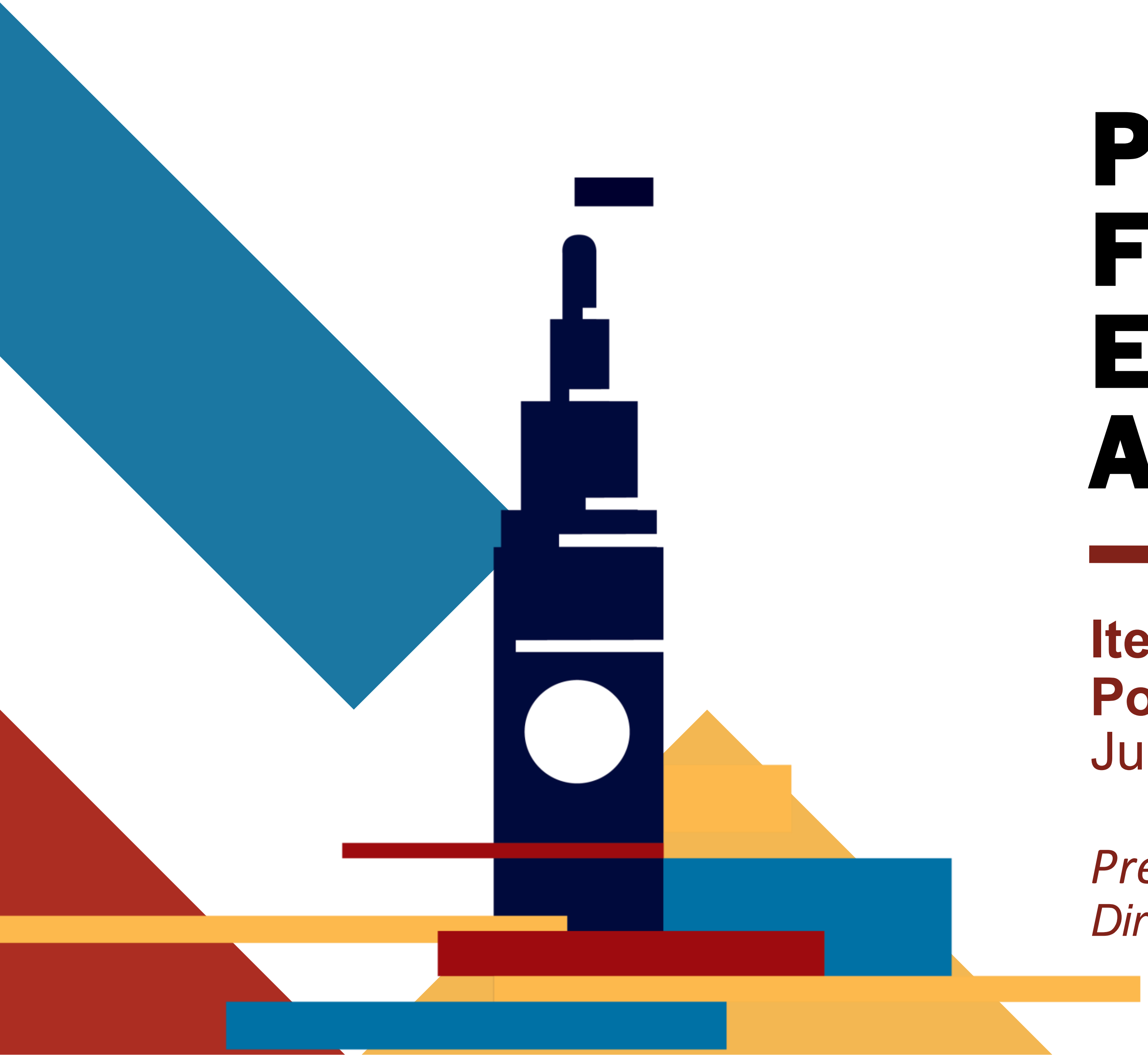

Port of San Francisco Blue Economy Initiative: A Roadmap

Item 13A
Port Commission
June 9, 2026

Presenters: Jennifer States, Senior Technical Director, Maritime and Coastal, GHD/Momentum

Blue Economy

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The Port of San Francisco defines the Blue Economy as the sustainable use of Bay resources to deliver economic, environmental, and community benefits.

Global definitions of Blue Economy differ, but commonly aim to balance economic, social, and environmental dimensions of sustainable development United Nations Development Programme.

Background

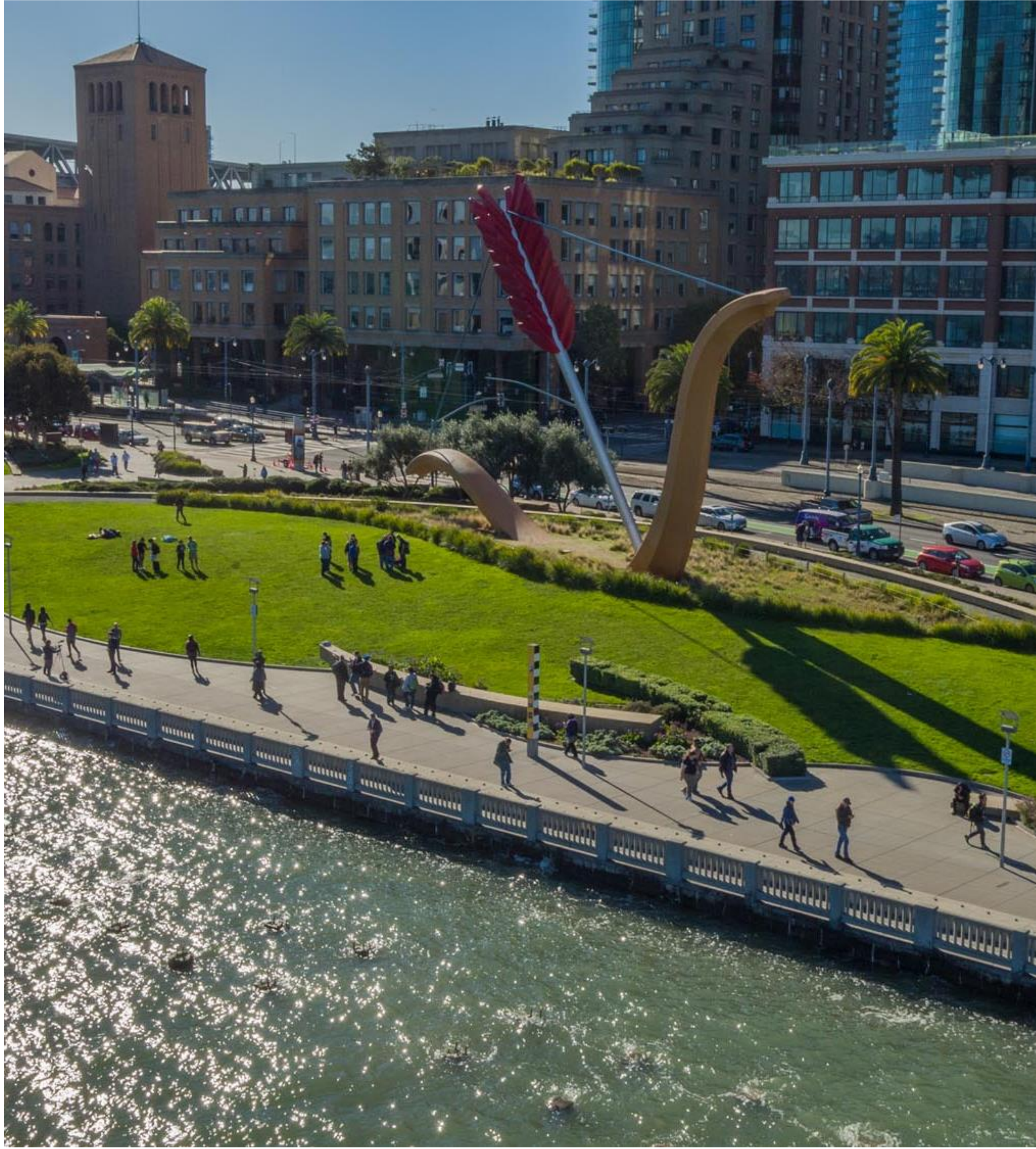
- The Port of San Francisco's Blue Economy Roadmap is a Commissioner- and Acting Executive Director-led initiative to bring the Port from the conceptual stage to actionable recommendations.
- Build Momentum (Momentum), with support from GHD, were brought on to research and draft the roadmap, provide expertise, and work closely with the Port team in guiding the roadmap development process.
- City of San Francisco and Port of San Francisco have long history of economic growth and sustainability achievements.

Stakeholder Engagement

- The Roadmap is finalized and the team has seen positive engagement for a potential Blue Economy Initiative so far via interviews and interested parties:
  - Executive Director of the Department of the Environment, Port of San Francisco Maritime Commerce Committee, Center for Sea Rise Solutions, Innovation Norway, Braid Theory, Buoyfish, Blue Tech SF, LitMotors, Reefgen, Snowline, Whale Spotter, Restore America's Estuaries (RAE) 2026 Coastal & Estuarine Summit, and more.
  - Planned outreach for July includes San Francisco Port Commission, Chamber of Commerce Innovation group, Blue Tech SF, and many more.

Similar Efforts: Why These Examples?

- Selected for strong alignment with Port goals and priorities
- Illustrate different ways ports support blue economy growth
- Highlight practical models already in use
- Show how initiatives evolve over time
- These examples demonstrate workable approaches the Port can adapt, not copy directly.



Port of San Diego's Blue Economy Incubator (BEI)

Launched in 2016
Model: Port-led incubator, facilitating pilot projects aligned to focus areas

"The Port serves a diverse role as landlord, operator, and regulator, plus has extensive familiarity and expertise in the permitting and entitlements process for a variety of coastal and ocean uses. This unique position allows the Port to support innovative pilot project proposals and assist in the creation, development, and scaling of new blue economy business ventures in and around San Diego Bay."

– BEI Highlights Report, 2026

POSD Provides:	Pilots offer POSD:
Access to waterfront sites	Solutions to problems in focus areas
Support with permits and approvals	Data / results of pilot projects
Funding and partnership support	Revenue shares (patient capital, selected cases)

Key takeaway: POSD has the capacity to fill multiple roles at the same time; this is a port-centered model.

Maritime Blue hosts launch event for Sea Change hydrogen ferry at All American Marine Shipyard

Maritime Blue Ventures

Model: Nonprofit-led maritime innovation cluster connecting industry, government, academia, and community partners in the Pacific Northwest's maritime sector. The Blue Ventures programming is part of the cluster's broader program offerings including workforce development, joint innovation (pilots) and more.

Supports startups from early concept through global expansion. Founders choose from three tracks:

Program	Designed For...	Key Benefits
Innovation Accelerator	High-growth, venture-scale startups ready to scale quickly.	$100,000 equity investment (via SAFE), 4 months of intensive mentorship, and investor access.
Seattle & Tacoma Incubators	Early-stage, place-based founders validating their technology or market.	10–12 months of support, free office space for up to two years, and access to the Blue Hub.
One Ocean Accelerator	International startups looking for a "soft landing" in the U.S. market.	Focuses on U.S. fundraising, local expansion, and building North American customer relationships.

Port of Seattle – Maritime Innovation Center

Conceptual rendering of the Maritime Innovation Center at the Port of Seattle - Fishermen's Terminal

- Built in 1914, the historic Ship Supply Building is being restored and modernized into a 15,000 square foot facility with a mix of working space for incubators, accelerators, and anchor tenants and event space.
- The Port of Seattle will operate the center in partnership with Maritime Blue.
- Living Building Challenge certified
- Concept started as part of former Governor Inslee’s 2013 Jobs Plan.
- Facility set to open this year.

Maritime Innovation Center History

2016 2017 2018 2019

- Fishermen’s Terminal Plan includes Maritime incubator development
- Initial Community Engagement and Innovation Center Feasibility Study
- WA State creates strategy for a Blue Economy
- Port creates MInC Advisory Committee & Creates Business Plan
- Commission authorizes design for MInC
- Port signs MOU with WA Maritime Blue to partner on innovation
- Port partners with Maritime Blue to launch Maritime Blue innovation accelerator

AltaSea at the Port of Los Angeles

Model: Public-private nonprofit redeveloping a 35-acre waterfront site into an ocean innovation campus.

Cluster Topic	Description
Regenerative Aquaculture	Developing sustainable food systems, such as kelp and shellfish farming, that improve water quality while producing commercial crops.
Renewable Energy	Testing wave, tidal, and offshore wind technologies, such as the Eco Wave Power pilot, which is the first wave energy project of its kind in a U.S. port.
Blue Technology	Advancing the use of Remotely Operated Vehicles and Autonomous Underwater Vehicles for ocean exploration and environmental monitoring.

Key takeaways: Value comes from **ecosystem + infrastructure**, not just incubation

Requires clear role, strong partners

Port of San Francisco Blue Economy Initiative: Objective

The Port of San Francisco will collaborate with blue economy stakeholders to drive innovation, attract investment, and deliver impact along its 7.5-mile waterfront.

Areas of Focus

Focus Areas	Description
Sustainable Seafood Economy	Support a local and low-impact fishing, harvesting, processing economy.
Ecotourism	Enhance the waterfront as a destination through environmentally responsible tourism.
Clean Energy	Accelerate the transition to low- and zero-emission maritime operations.
Bay Health	Invest in nature-based solutions and environmental restoration.
Digital Transformation	Modernize waterfront and maritime operations and enable innovation including AI.
Workforce Development	Invest in the maritime and water oriented skill pipeline and workforce development opportunities.
Partnerships	Build a robust network of Blue Economy partners to catalyze investment, innovation, and drive impact.

Port Role

Concierge Services

- Providing coordinated, high-touch support to support organizations navigating Port and City processes.

Strategic Leasing Support & Facility Access

- Advancing leasing opportunities for tenants with emphasis on mission-driven blue economy ventures and provide access to physical test environments.

Regulatory Liaison

- Serving as a connector and advocate with Bay Area regulatory agencies to help streamline information, permitting, and compliance.

Partnerships

- Cultivating vertically integrated partnerships (people creating supply, investors, demand) with Blue Economy firms from various stakeholders to drive impact for San Francisco.

De-risking for Investment

- By providing access to infrastructure, regulatory guidance, and operational partners, the Port reduces technical, regulatory, and market uncertainty for early-stage ventures, making them more attractive to external capital providers.

Draft Recommendations - Phase 1

Building on the success of regional models ...

Recommend a 3-phase approach to start initiative, grow the ecosystem, build the capacity for the Bay Blue Economy Initiative.

	Phase 1
Focus	Launch initiative
Duration	2026-27
Milestones:	Commissioner support Resolution passed
	Port interdivisional Program Management established
	Leasing incentives approval by Commission
	Market research and procurement for third party administrator
	3 transactions deployed by end of 2027

Draft Recommendations - Phase 2-3

Building on the success of regional models ...

Recommend a 3-phase approach to start initiative, grow the ecosystem, build the capacity for the Bay Blue Economy Initiative.

	Phase 2	Phase 3
Focus	Grow ecosystem	Build capacity
Duration	2028-30	2031
Milestones:	Positions/ programs included in port budget. Facility planning.	Strive for brick and mortar facility
	Sources of external funding established	Diverse revenue streams secured
	50+ member ecosystem established	100+ member ecosystem established
	Grow program offerings	Multiple tracks of programming established
	5-7 transactions launch & investment	10 transactions, including investment returns