



Blue Economy Initiative: A Roadmap

September 2026



The background of the slide is a photograph of ocean waves. The water is a deep blue, and the waves are rolling in from the right side of the frame. The sky is visible at the top, showing a light blue color with some white clouds. The overall mood is calm and serene.

Definition

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

Objective

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



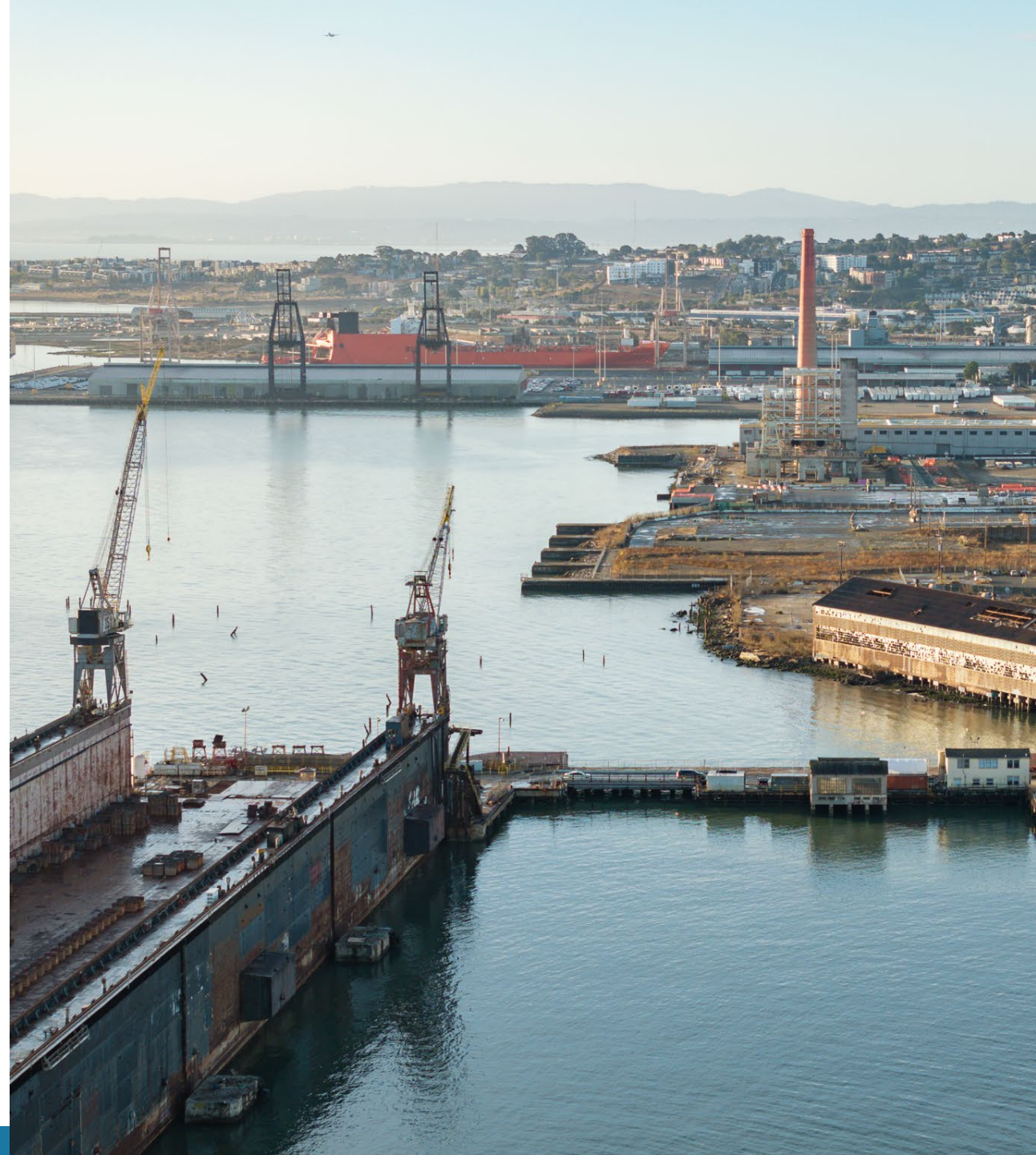
Background

- The Port of San Francisco's Blue Economy Initiative is a Commissioner- and Executive Director-led assignment to bring the Port from the conceptual stage to **actionable recommendations**.
- Build 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.
- On July 14, the Commission adopted the Roadmap and **launch the Port's Blue Economy Initiative**.



Similar Efforts

- 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: Blue Economy Incubator

- **Launched:** 2016
- **Model:** Port-led incubator, facilitating pilot projects aligned to focus areas
- **Key takeaway:** PoSD has the capacity to fill multiple roles at the same time; this is a port-centered model.

“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 (in some cases)

Washington State: Maritime Blue Ventures

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

Supports startups from early concept through global expansion. Founders choose from 3 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 2 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

- **Launched:** 2013, facility set to open 2026
- **Model:** PoS is restoring and modernizing a 15k sf historic ship building facility with a mix of working space for incubators, accelerators, anchor tenants, and event space. PoS will operate the center in partnership with Maritime Blue.



Conceptual rendering of the Maritime Innovation Center at the Port of Seattle - Fishermen's Terminal. The project is Living Building Challenge certified.

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

Port of Los Angeles: AltaSea

- **Model:** Public-private nonprofit redeveloping a 35-acre waterfront site into an ocean innovation campus.
- **Key Takeaways:** Value comes from ecosystem + infrastructure, not just incubation. Requires clear role, strong partners.

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.

Blue Economy Roadmap

Recommendations for Port of San Francisco
Blue Economy Initiative



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.
 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.

Report Recommendations

- Building on the success of regional models, Port staff recommend a **3-phase approach** to: launch the initiative, grow the ecosystem, and build the capacity for the **Bay Blue Economy Initiative**.



1. Launch
initiative

2. Grow
ecosystem

3. Build
capacity



Phase 1: Launch Initiative

- **Timeline:** 2026-2027
- **Milestones:**
 - Commissioner support Resolution passed
 - Port interdivisional Program Management established
 - Leasing incentives approved by Commission
 - Market research and procurement for third party administrator
 - 3 transactions or more deployed by end of 2027





Phase 2: Grow Ecosystem

- **Timeline:** 2028-2030
- **Milestones:**
 - Positions/programs included in Port budget and facility planning
 - Sources of external funding established
 - 50+ member ecosystem established
 - Grow program offerings
 - 5-7 transactions launch and investment





Phase 3: Build Capacity

- **Timeline: 2031**
- **Milestones:**
 - Brick and mortar facility open for use
 - Diverse revenue streams secured
 - 100+ member ecosystem established
 - Multiple tracks of programming established
 - 10 transactions, including investment returns



Offering Today: Leasing Incentives

Tier 1: Space Incentive

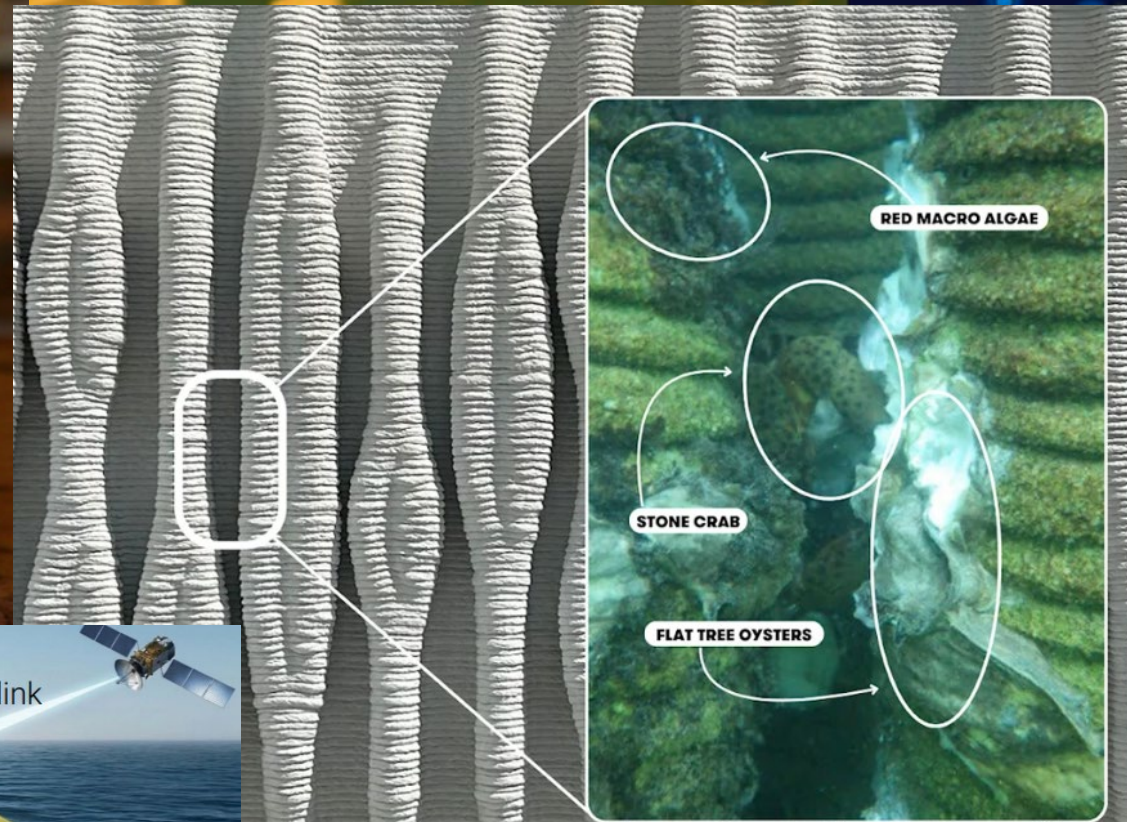
- Any party meeting Blue Economy criteria and seeking a new lease on Port property may receive up to 25% off of lease or license rates. The incentives under each such transaction shall not exceed \$25,000.

Tier 2: Space & Water Incentive

- Any party meeting Blue Economy criteria AND requiring access to the water for testing, operations, etc., may receive up to 50% off of lease or license rates. The incentives under each such transaction shall not exceed \$50,000.

Tier 3: Tenant Improvement Incentive

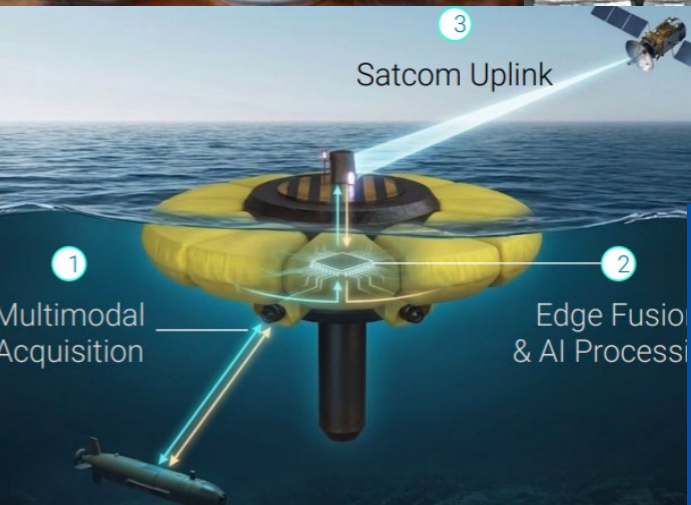
- For +1 year agreements, Port may fund up to the *lesser* of: (a) amount of Tier 1 or Tier 2 incentive or (b) 50% of total Tenant Improvement cost.



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Reef to Restaurant

Pelagica

Next Steps

- **Continue to evaluate applications to meet our milestone of at least 3 agreements by end of 2027**
- **Market research for third party operator**
- **Presence at the National Restore America's Estuaries Conference in San Francisco September 21-24**
- **Port event Monday September 21 to kick off the Conference Blue Economy Track**

Thank You

