



Maritime Blue **Strategic Action Plan 2025**



A Strategic Alliance for Maritime Innovation and a Sustainable Blue Economy

STRATEGIC ACTION PLAN - 2025

Since 2018, Maritime Blue has led the charge in positioning the Pacific Northwest as the nation's most impactful, sustainable, and thriving Blue Economy. We have convened partners from industry, government, research institutions, investors, and community leaders to take action, advance shared goals, and prove that the innovation cluster model is a critical tool for creative, systems-level change.

Now, Maritime Blue is entering a new phase of growth focused on global leadership and transformative scale. Through its growing impact, Maritime Blue is driving regional and global transformation. Our vision is the Pacific Northwest will stand as a global hub for ocean-based innovation by 2030. We will attract world-class innovators, groundbreaking ideas, and strategic capital. We will drive collaboration to solve our greatest maritime challenges. We will create clear, inclusive pathways to build the workforce of the future. And we will ensure that impacted communities and the full maritime value chain are centered in everything we do.

Our boldest step forward is the new Maritime Innovation Center: a global Blue Hub where sustainable maritime solutions are developed, scaled, and shared with the world. It will be a launchpad for new ventures, a convening space for diverse communities, and a proving ground for the future of the ocean economy.



A Strategic Alliance for Maritime Innovation and a Sustainable Blue Economy

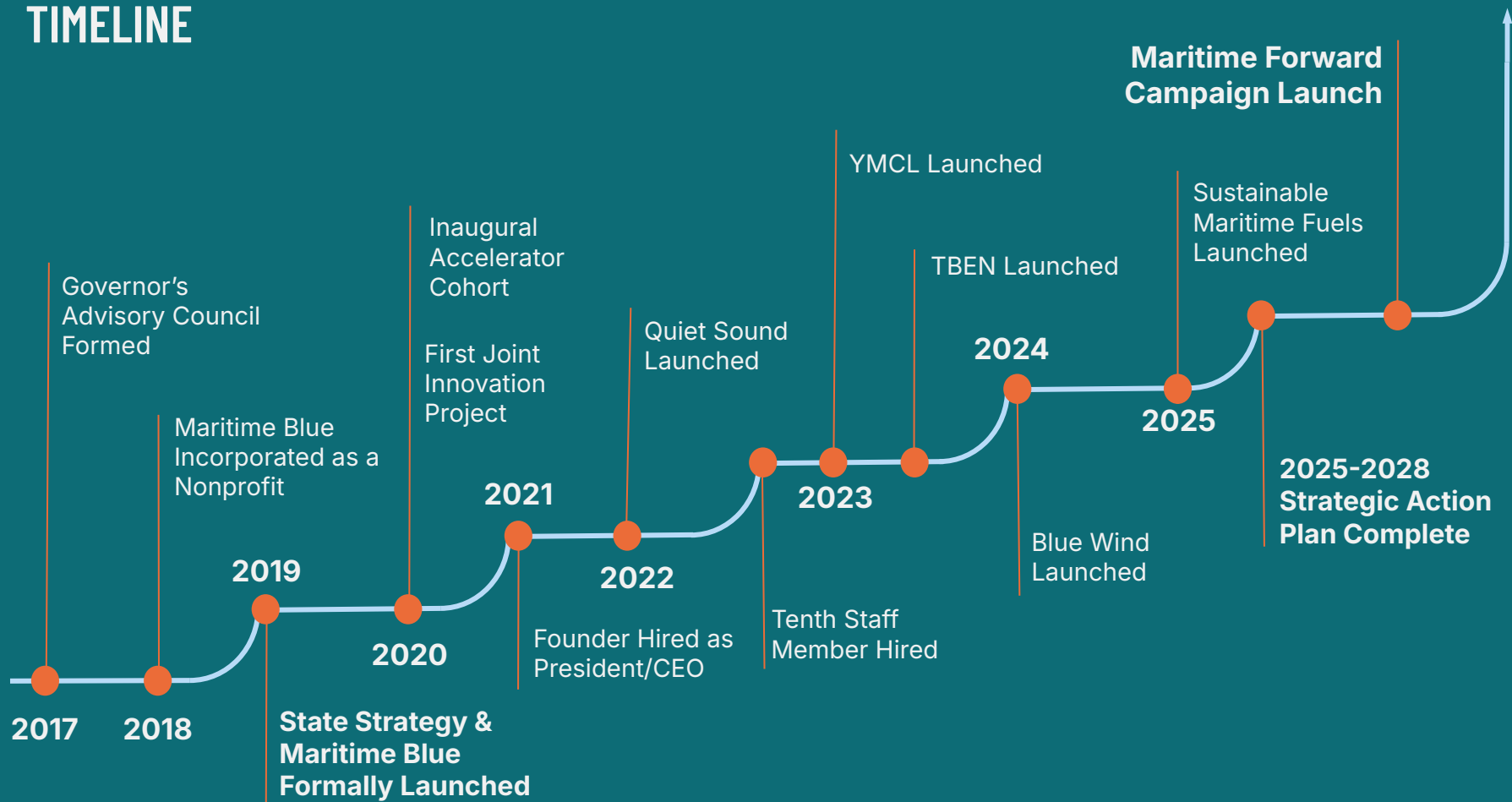
VISION

The Pacific Northwest is a global innovation hub for a thriving maritime industry and Blue Economy, leading on climate action, healthy ocean ecosystems, and equitable communities.

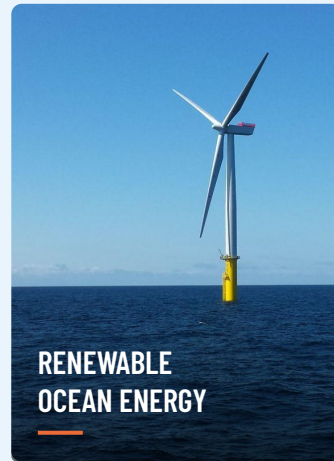
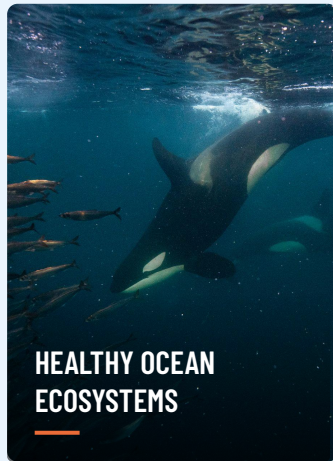
MISSION

Maritime Blue is a strategic alliance propelling the Pacific Northwest toward global leadership in ocean-based innovation. We foster collaboration among industry, government, academia, communities, and investors to create sustainable maritime and ocean industries. We empower our region to thrive in the Blue Economy by accelerating innovation and entrepreneurship, centering equity, addressing climate change, restoring marine ecosystems, and building a diverse workforce.

TIMELINE



STRATEGIC AREAS OF FOCUS



Maritime Blue's cross-cutting programs deliver impact and support real-world progress across our five focus areas, working together to strengthen industries, create economic opportunity, and ensure long-term vitality of the Blue Economy.

Joint Innovation: Advancing market initiatives through formal collaboration and demonstration projects

Blue Ventures: Supporting entrepreneurship and capital investment for ocean-based solutions

Community Engagement: Pathways to connect impacted communities to the new Blue Economy

Blue Hub: Home for facilitation, convening, collaboration, and knowledge sharing

01

Facilitate
**JOINT
INNOVATION**

02

Support
**BLUE
VENTURES**

03

Foster
**COMMUNITY
ENGAGEMENT**

04

Activate
**A GLOBAL
HUB**

05

Operationalize
**BLUE ECONOMY
VALUES**

Maritime Blue Strategic Goals

These goals support our vision of a sustainable, thriving Blue Economy for all and guide our programmatic and operational activities

STRATEGIC GOAL 01

Facilitate Joint Innovation

Seed, support, and lead multi-stakeholder strategic initiatives and collaborative demonstration projects that respond to global challenges and regional needs to advance Blue Economy markets.



Image courtesy of Glosten

STRATEGIC GOAL 01

Facilitate Joint Innovation

HOW WE DO IT

Facilitate formal engagements led by members, partners, and stakeholders to improve market understanding.

Engage in regional and global initiatives to align ocean-based solutions to challenges.

Support Joint Innovation demonstration Projects within key areas of focus that drive commercial adoption.

WHAT WE ARE TRYING TO ACHIEVE

- Fill knowledge gaps necessary to move markets and enable demonstration
- Evidence-based policy development and decision making that maximizes community benefits
- Demonstrated measurable triple-bottom-line outcomes and impacts
- Regional and global initiatives informed by Blue Economy perspectives, values, and expertise
- Enable environments that bring as many people and perspectives as possible along into the future

PROGRAM

Joint Innovation

Advancing innovation through formal collaboration on market initiatives and demonstration projects.

Metrics we're tracking

- Cross-sector partnerships
- Policy and technology impacts
- Project development phases

ACTIVITIES

Collaboratives: Formal coordinated efforts with external leadership from members, partners, and stakeholders.

Projects: Facilitated collaborative demonstration projects engaging a full value chain of members and partners.

Initiatives: Maritime Blue participation in external initiatives providing members' input and engagement.



STRATEGIC GOAL 02

Support Blue Ventures

Source and support global sustainable ocean & maritime innovation to accelerate adoption by our members and the market by providing best-in-class programming for ocean & maritime innovators leveraging our ecosystem of mentors, partners, customers, investors, & experts.

STRATEGIC GOAL 02

Support Blue Ventures

HOW WE DO IT

Attract, source, and support best-in-class founders, startups, and mentors in Strategic Areas of Focus

Deliver impactful programs and experiences for founders & mentors by creating value for both sides.

Provide access to early stage innovation to members, partners and Blue Economy areas of focus.

WHAT WE ARE TRYING TO ACHIEVE

- Differentiated programs for startups at all stages of development
- Focused recruitment on Strategic Areas of Focus and sub-sectors aligned to member interest and engagement
- Member access to innovation based on level of commitment and participation
- Engage regionally and globally with other entrepreneurship programs extending reach and impact
- Increase capital, funding, and pilot projects for startups and members

PROGRAM

Blue Ventures

Supporting entrepreneurship and capital investment for ocean-based solutions.

Metrics we are tracking

- Funding secured by startups
- Job creation and workforce engagement
- Innovation deployments and technology adoption

ACTIVITIES

Innovation Accelerator: 4-month mentor-based program for venture scale startups ready for investment.

Regional Incubators: 10-month programs in Seattle and Tacoma with coaching and access to cluster members and advisors.

One Ocean Program: Custom support or international SMEs and later stage startups seeking U.S. market entry and customers.

Corporate Innovation: Curated access to innovation strategy planning and access to early-stage innovation.

STRATEGIC GOAL 03

Foster Community Engagement

Model and develop pathways to connect impacted communities to the new, blue economy by building trusted relationships across the ecosystem.



STRATEGIC GOAL 03

Foster Community Engagement

HOW WE DO IT

Connect broken pathways between impacted communities and opportunities in the Blue Economy.

Provide career-connected workforce programs, training, and wrap-around services to youth, employers, and trainers.

Identify and prepare for the future jobs in growing markets of the Blue Economy Focus Areas.

WHAT WE ARE TRYING TO ACHIEVE

- Continuum of youth programming from awareness to career-launch opportunities
- Shared best practices on engaging youth with barriers to gain access to career and educational pathways
- Equip our partners tools to reduce barriers and expand opportunities for young people entering maritime
- Representation and retention for youth in the sector who have the highest barrier to employment
- Engage employers in new market opportunities and engage young adults in job skill development
- Connect communities to market development

PROGRAM

Community Engagement

Connecting impacted groups and communities through workforce, employer, and market engagement.

Metrics we're tracking

- Engagement with maritime and blue economy opportunities
- Demographics of program participation
- Career outcomes for youth and impacted groups

ACTIVITIES

Community Engagement Support:

Consulting market development with collaborative models for effective engagement with impacted communities.

Youth Maritime Collaborative:

Government, education, and community partners working to create experiential career programs in the Blue Economy.

Youth Maritime Internship Programs:

Paid internship and mentorship programs designed for permanent job placement with Blue Economy employer.

STRATEGIC GOAL 04

Activate a Global Hub

Promote visibility and opportunity across the Blue Economy and deliver world-class knowledge sharing and benefits to our members and cluster through convenings, partnerships, and external engagement.



STRATEGIC GOAL 04

Activate a Global Hub

HOW WE DO IT

Promote and highlight visibility of across Blue Economy focus areas.

Deliver world-class knowledge sharing across Blue Economy focus areas.

Provide benefits to members through coworking spaces, convenings, partnerships, and engagement.

WHAT WE ARE TRYING TO ACHIEVE

- Increase visibility across Blue Economy focus areas
- Deliver world-class knowledge sharing across Blue Economy focus areas
- Deliver benefits to members through convenings, partnerships, and engagement
- Provide a physical and figurative gathering space for new ideas to flourish
- Invite and elevate new voices, innovation, and approaches to the Blue Economy

PROGRAM

Blue Hub

Home for facilitation, convening, collaboration and knowledge sharing

Metrics we're tracking

- Member engagement and retention
- Knowledge-sharing activities
- Event attendance and engagement

ACTIVITIES

Hosting Events including knowledge sharing seminars, roundtables, inbound and outbound delegations.

Engaging Major Events including trade shows, Climate Weeks, One Ocean Week, global industry conferences, and others.

Member Benefits and Engagement including newsletters, social media, and business development opportunities.

Co-working and Collaboration including access to the Blue Hub and Maritime Innovation Center.

The background of the slide features a stylized, layered illustration of a landscape. The top portion shows a range of mountains in various shades of light blue, creating a sense of depth. Below the mountains is a solid band of medium blue, which serves as a backdrop for the text. The bottom portion of the slide is filled with dark blue, wavy lines that represent ocean waves, adding a dynamic and thematic element to the design.

STRATEGIC GOAL 05

Operationalize Blue Economy Values

Build a thriving and sustainable organization that is effective, efficient, and models the values of Justice, Equity, Diversity and Inclusion in its processes, governance, and culture.

STRATEGIC GOAL 05

Operationalize Blue Economy Values

HOW WE DO IT

Ensure financial sustainability with efficient and effective finance and operational infrastructure

Foster an equitable, healthy, thriving, and resilient team culture committed to the mission, vision, and values

Model and share continuous improvement while increasing knowledge base to support employees and partners

WHAT WE ARE TRYING TO ACHIEVE

- Financial growth and sustainability with revenue from diverse public, private, corporate, and philanthropic sources
- Active and engaged board of directors
- Attract and retain world class talent
- Top-tier infrastructure, facilities, and IT
- Clean audits with best in class accounting systems, internal controls, policies and procedures in place
- Leadership on culture, structure, and nonprofit business model development

Operations and Finance

Nonprofit management, recordkeeping, and compliance

Metrics we're tracking

- Board engagement
- Employee retention and well being
- Fundraising results
- Compliance
- Audit results

ACTIVITIES

Board of Directors Management

Human Resources

Infrastructure Management

Financial Recordkeeping and Reporting

Contracts and Compliance

Policies and Procedures

Fundraising and Grant Writing

TEAM

STAFF

Joshua Berger | President/CEO
Devon Emily Thorsell | COO
Daniel Pulse | CFO/CGO
Cassidy Fisher | Joint Innovation
Stephanie Spence | Joint Innovation
Willow Batista | Joint Innovation
Margaret Woodbridge | Joint Innovation
Brian Hoffman | Blue Ventures
Rachel Aronson | Quiet Sound
Sara Adams | Quiet Sound
Gonzalo Banda-Cruz | Quiet Sound
LeAsia Jackson | Community Engagement
Dontay Proctor-Mills | Community Engagement
Kidist Gashaw | Community Engagement
Camille Smith | Contracts and Finance
Bjorn Thorpe | Blue Hub

BOARD

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Vesa Koivumaa | Wärtsilä
Chris Mack, Jr. | Tidewater
Brian Surratt | Greater Seattle Partners
Commissioner Sam Cho, ex officio | Port of Seattle Commission
Senator Liz Lovelett, ex officio | WA State Legislature

SUPPORTERS

PUBLIC

U.S. Economic Development Admin
U.S. Department of Energy
NOAA
U.S. EPA
Pacific Northwest National Laboratory
WA Department of Commerce
WA Employment Security Department
Puget Sound Partnership
Northwest Seaport Alliance
Port of Seattle
Port of Tacoma
Port of Everett
Port of Bellingham
Port of Anacortes
City of Seattle
City of Tacoma

INDUSTRY

Carnival Corporation
AltaGas | ALA Energy
Saltchuk Family of Companies
Mitsui OSK Lines
Matson
Crowley
Wärtsilä
SSA Marine
TOTE Maritime
DNV
American Seafoods
Momentum
Elliott Bay Design Group
Foss Offshore Wind
Glosten
Kongsberg
WSP
Kilpatrick

Mitsubishi Corporation
Lake Union Dry Dock
Nichols Brothers | Everett Ship Repair
Markey
NW LECET

PHILANTHROPY

Builders Vision
Schmidt Family Foundation
TK Foundation
Energy Foundation
Blackstone Foundation
The Russell Family Foundation
National Fish and Wildlife Foundation
Bonneville Environmental Foundation
Climate Solutions
Laird Norton Family Foundation
The Norcliffe Foundation
PNC Foundation
Dr. Ann Jarris



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