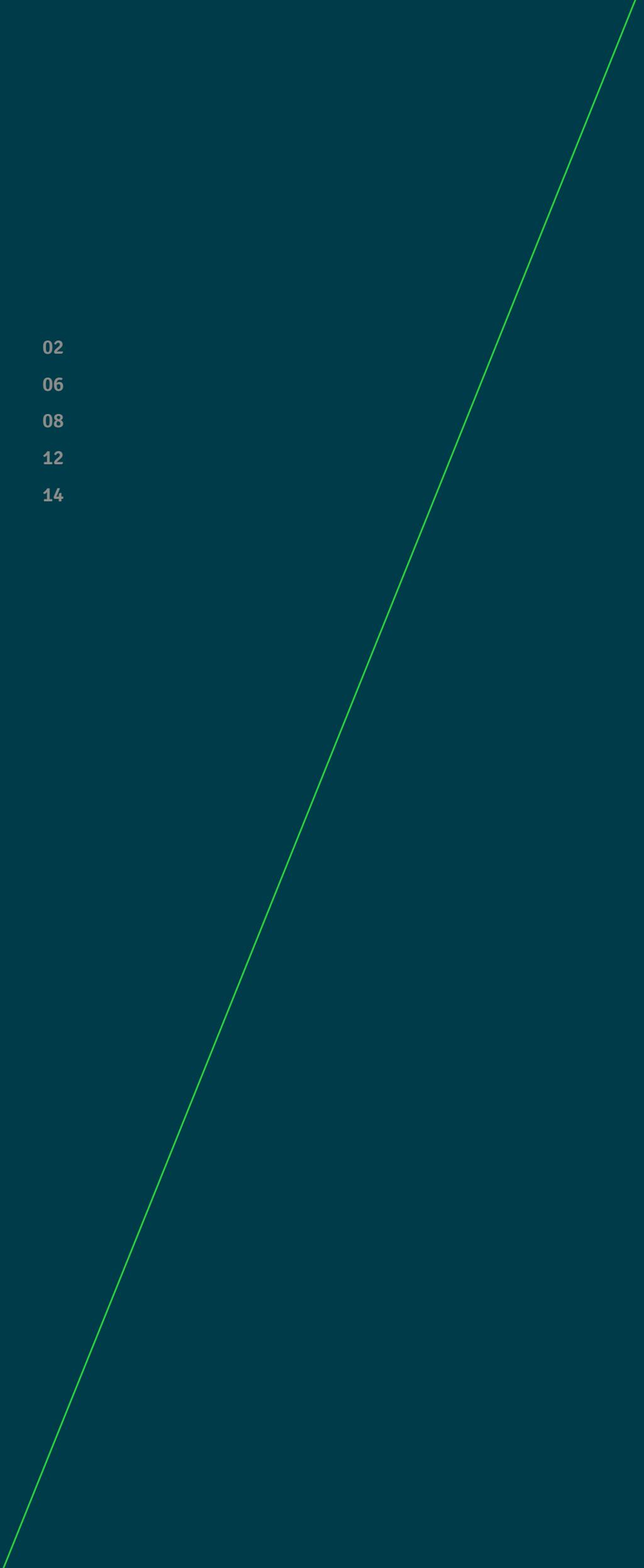


SEA

CHANGE

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ON THE MOVE

The Puget Sound region has grown to reveal the natural and cultural abundance of the West. Industries innovate. Skyscrapers rise. Thriving maritime commerce and outdoor recreation still shape our image. Today, our region is an economic powerhouse on the world stage.

Here at the gateway to the Pacific, the Port of Seattle plays a crucial role in accelerating growth and opportunity across our region. We also recognize and embrace our responsibility to the future. In concert with the public we serve, we cherish the benefits and hold true to the values that make Seattle one of the most enviable places in the world to live, work and play.

HELLO WORLD

CONNECTIVITY

We in the Northwest stand at the world's front door and right between world capitals London and Tokyo. As the pace of global business accelerates, our region is the ideal gateway for passengers and cargo flowing in and out of North America. Our seaport and airport provide fast and convenient links to global destinations and help support Northwest jobs that depend upon international trade.

The speed of trade and travel brings fresh ideas and innovative companies that transform our region's economy—and the very landscape of our cities. The Port of Seattle plays a critical role in assuring our facilities meet the needs of the businesses creating these jobs of the future.

Through thoughtful partnerships, smart infrastructure investments and sustainable growth plans, we seek to balance the public's demand for services with the essential values that anchor us to the Northwest.

90+

Non-stop domestic destinations by air

25+

Non-stop international destinations by air





“Improving our airports is important not only for travel efficiency and safety, but also for attracting more businesses and investment to the region.”

—U.S. Senator Maria Cantwell



BUILDING AN AIRPORT FOR THE FUTURE

Seattle-Tacoma International Airport is one of the fastest growing airports in the nation. To expedite global travel and trade, Sea-Tac is spending over \$3 billion in near-term capital development to accommodate increasing demand within the boundaries of the airport's existing footprint. Mindful, forward-looking investments deliver optimal airport service while respecting the needs of local communities and the environment.

- New International Arrivals Facility to nearly double in size, increase passenger throughput, and reduce connection time (Completion: 2019)
- North Satellite expansion and renovation to add gates and amenities for an enhanced passenger experience (Phase I completion: 2019)
- Centralized baggage system to improve capacity and provide airport-wide drop-off locations (Completion in phases: 2018 to 2023)

NORTHWEST SEAPORT ALLIANCE

The Northwest Seaport Alliance is a joint marine cargo operating partnership between the Port of Tacoma and Port of Seattle—the first of its kind in North America. This innovative model proved to be an economic and operational success, making our combined north-south harbors the fourth largest container gateway in the United States.

- Twenty international container carriers provide regular weekly service to key markets in Asia, Europe, Central & South America and Oceania
- Eighteen regularly scheduled liner services connect cargo to 58 direct international ports of call
- BNSF Railway and Union Pacific Railroad provide fast transcontinental service, connecting the Pacific Northwest to key distribution points across North America



Clockwise from top: Sea-Tac Airport Concourse A; protected bike lane built as part of the Port-supported East Marginal Way grade separation project; aerial view of Terminals 18, 46 and 30

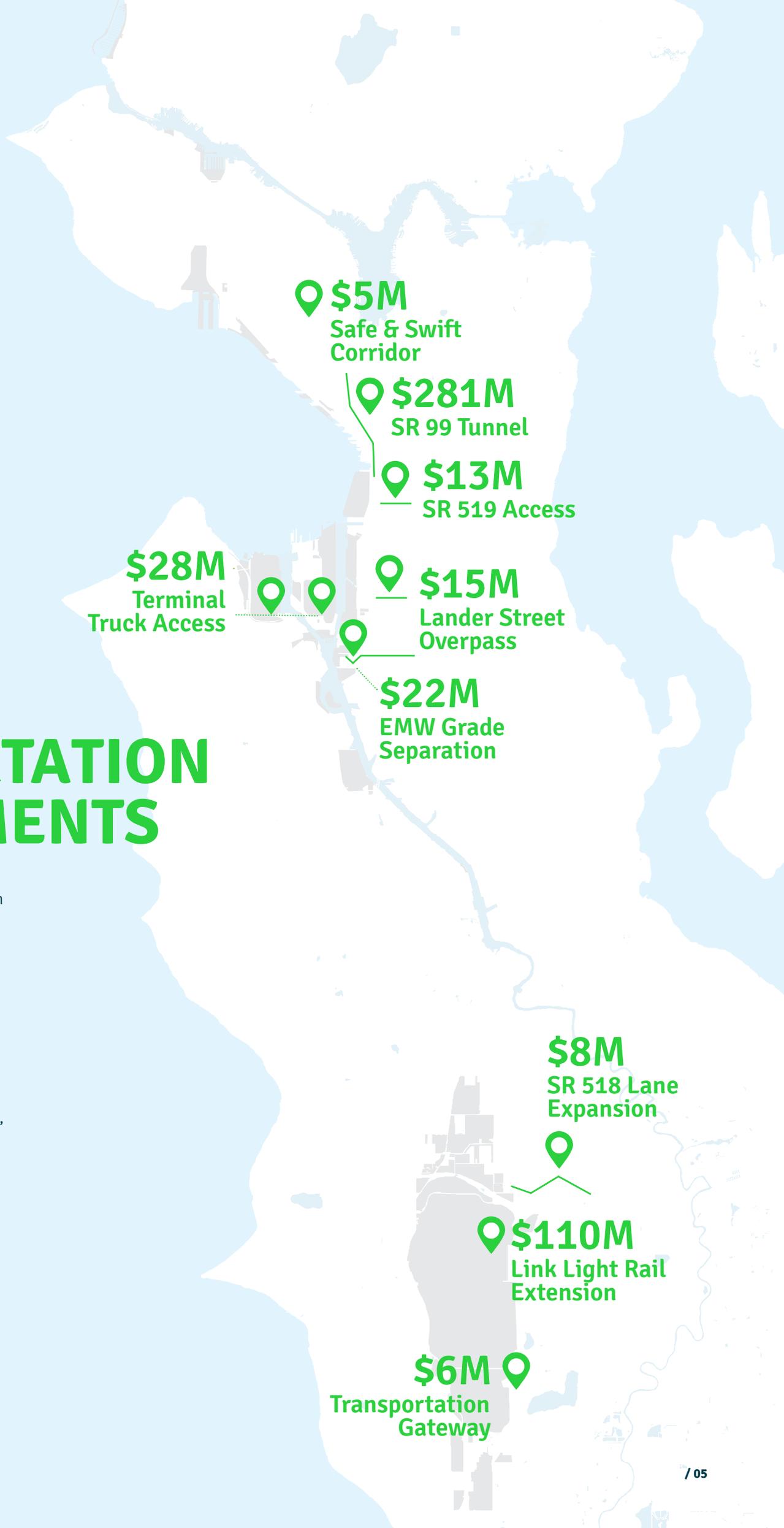
REGIONAL TRANSPORTATION IMPROVEMENTS

Our region depends on efficient transportation infrastructure for cargo and commuters. The Port of Seattle is tackling regional transportation challenges and investing deeply with local agency partners to make improvements.

Over the past two decades, the Port invested more than \$500 million to improve the safety, speed and reliability of major transportation corridors. We continue to invest in projects that promote the use of public transportation, and make it safer for pedestrians and cyclists to travel around cruise and cargo terminals.

MAP KEY

-  = Port of Seattle Facilities
-  = Improvement Projects



BOOM TOWN

OPPORTUNITY

Our region joined the national stage a century ago during the Klondike Gold Rush—one of the biggest booms in the city’s history. The lumber and maritime industries rose next. Then aerospace took off. Today, we are booming again. From technology to construction to tourism, the regional economy is roaring full steam ahead.

A growing economy too often comes with growing inequality. Despite the opportunities in our diverse regional economy, parallel challenges such as the crisis in affordable housing lead to uneven gains, and in some cases more hardship than prosperity. We use Port of Seattle resources and facilities to support industry, local governments and education initiatives that enable people and businesses to thrive.

EXPANDING CRUISE BUSINESS

Twenty years ago there were no cruise ships in Seattle. Today, the Port operates the largest and fastest growing cruise terminal on the West Coast, with more than 200 vessels calling at our port between May and October. In 2017, we reached a major milestone, serving more than one million passengers through our terminals.

Our local cruise industry produces \$501 million in annual business revenue, and \$18.9 million in state and local tax revenues. Each stop generates \$2.7 million in economic

impact to our region, much of which goes to local hospitality businesses; vendors of fresh produce, meat, dairy and flowers; plus maritime companies that service the vessels.

In 2018, Seattle will welcome the Norwegian Bliss on its maiden voyage from its German shipyard to its homeport terminal at Pier 66, recently renovated in a \$30 million partnership with Norwegian Cruise Line Holdings. The 4,000-passenger Bliss is the first vessel to be constructed specifically for the Alaska cruise market, and will be the largest cruise ship to homeport on the West Coast.

ECONOMIC DEVELOPMENT AND TOURISM PARTNERSHIPS

The Port supports local governments and destination marketing organizations through economic development partnership grants and tourism marketing partnership awards. Local cities and destinations use these awards for a range of projects, including business incubators and marketing campaigns.

SMALL BUSINESS INITIATIVES

We conduct business with more than 660 small businesses, spending more than \$62 million with them in 2016.

The Port set ambitious goals for increasing engagement, particularly with small, local and minority businesses. Staff significantly increased outreach, networking and training programs for potential applicants interested in doing business with the Port, ultimately doubling the number of disadvantaged businesses in our supplier database, and connecting with 340 small businesses during seminars on how to do business with the Port.

For example, O’Neill Service Group participated in a PortGen Small Business class to learn about upcoming opportunities, how to develop winning proposals, and practices for working at the Port. Since completing the training, OSG saw a significant increase in revenue from Port projects.





Clockwise from top: Cruise ship Ruby Princess departs from Terminal 91; diners on the dock at Fishermen’s Terminal; Commissioner Stephanie Bowman (third from left) with U.S. Senator Maria Cantwell and local officials at the Sea-Tac Airport North Satellite groundbreaking

WORKFORCE DEVELOPMENT

Our workforce development initiatives focus on training and job creation for adults and youth—putting them on a path toward higher-skill, higher-wage jobs in construction, maritime, trade, travel and logistics, and other Port-related industries. These programs support our public service mission to create a more inclusive economy.

- Adopted a “Priority Hire” policy to require that the Port’s large construction projects, which bring family-wage jobs, hire more local residents from underserved areas of King County
- Increased investments to support training, career advancement pathways, and retention services for airport workers
- Expanded outreach and recruitment among underserved communities to raise awareness and readiness for skilled apprenticeships, and jobs in construction, manufacturing and maritime
- Quadrupled high school summer internships in two years, expanded youth exposure to maritime trades, and offered career-connected programs in local middle and high schools to build a talent pipeline for the future
- Supported by the Port and based at Sea-Tac Airport, Port Jobs helped place 1,668 individuals in aviation-related jobs at the airport in 2016

DEVELOPING OPPORTUNITIES

The Port makes targeted investments in its real estate holdings, helping Port-related businesses create local jobs and address regional needs.

Northeast Redevelopment Area

- Constructing two industrial warehouses, totaling 450,000 square feet, near Sea-Tac Airport
- A public-private partnership with the City of Burien and Panattoni Development/Bridge Development Partners
- 600 to 800 jobs

Des Moines Creek Business Park

- Developed 87-acre business park in Des Moines with 1.3 million square feet of airport-related commercial and light industrial space
- A public-private partnership with the City of Des Moines and Panattoni Development
- 3,500 jobs

Tsubota Property–Tent City 5

- Leased the Port-owned Tsubota property, located on 15th Avenue West in Seattle, as a new temporary location for Tent City 5, a City of Seattle-permitted homeless encampment
- Partnered with the City of Seattle and local nonprofits Low Income Housing Institute and SHARE/Wheel to assist in addressing the region’s homelessness crisis

WE LOVE IT HERE

LIVABILITY



The sun-bright blue of the Sound. Majestic evergreens towering overhead. Snowcapped mountains silhouetted on the horizon. Natural beauty surrounds us in this special place we call home.

Our region is growing and changing, putting new pressures on the environment. The Port of Seattle targets its investments and programs to reduce the impacts of development and protect our natural resources.

As environmental stewards, we embrace our responsibility to our citizens, to the livability of this region, and to the future.

REDUCING CARBON POLLUTION

Sea-Tac Airport is an industry leader in reducing aircraft-related pollution including carbon emissions, the pollution that causes climate change.

The Port of Seattle, Alaska Airlines, and The Boeing Company supported research and development toward production and use of sustainable aviation biofuels in our region. Following a promising feasibility study in 2017, the Port is exploring market development of biofuels, with the ultimate goal of powering every flight fueled at Sea-Tac with sustainable aviation biofuel.

Providing for renewable energy is an important step to ensuring energy resilience and reducing carbon pollution. The Port is investing in sources such as wind energy to increase energy resilience and achieve carbon reduction goals. We also invested in a new solar array at Fishermen's Terminal as a demonstration project. An even larger project to add solar energy to the roof of the Port's Pier 69 headquarters building is planned for 2018.

In addition, the Port works with Good Traveler to offer an optional carbon offset purchase to passengers who want to balance out the environmental impact of their flight. Sea-Tac Airport was among the first airports in the nation to embrace Good Traveler.

ADVANCING SUSTAINABILITY

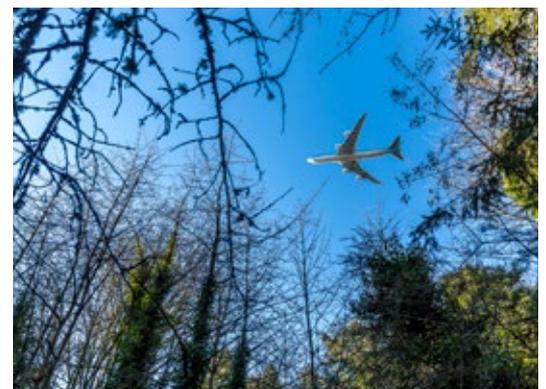
The Energy and Sustainability Motion approved by the Port Commission charts a new course toward the Port's commitments to reduce greenhouse gas emissions, and leverage new opportunities to integrate sustainability into Port projects.

The motion ensures resources to track greenhouse gas reduction, advances sustainable design principles, and expands our carbon reduction goals for indirect emissions to include such sources as passenger vehicles traveling to and from Port facilities. These new goals will require innovative strategies and even greater partnerships across our region to meet our overall goal of carbon neutrality for Port-owned emissions, and an 80 percent reduction of indirect emissions by 2050.

SALMON-SAFE

The Port's maritime parks and Sea-Tac Airport are certified as "Salmon-Safe." Salmon-Safe offers a series of peer-reviewed certification programs linking site development land-management practices with the protection of agricultural and urban watersheds. Certification requires management practices that protect water quality and restore habitat. Programs are evaluated every five years and new requirements are added for continuous improvement.

Clockwise from left: Kayak tour of the new downtown Seattle seawall environmental features; Commissioner Fred Felleman at Fishermen's Terminal solar project; airspace south of Sea-Tac Airport; Port Environmental staff member Chipper Maney assesses habitat





Clockwise from left: Environmental staff member Josh Feigin counts salmon in Miller Creek; Ragnar, an osprey at Pier 69; view of the Lower Duwamish Waterway looking north to downtown Seattle; Airport Community Ecology Fund grant recipients 2017

STORMWATER MANAGEMENT

The Port of Seattle is committed to improving water quality in Puget Sound, local streams and wetlands. Over the past 15 years, the Port invested heavily in upgrading our operating practices and stormwater infrastructure.

At Sea-Tac Airport, we developed one of the leading stormwater programs in the airport industry. We spent over \$75 million dollars on flow-control and water-quality treatment systems including 14 ponds and vaults, and new water quality facilities. The Port treats and manages runoff from all 1,600 acres of the airport, reducing pollutants such as copper and zinc to levels that protect local salmon-bearing streams.

Maintaining 78 miles of pipes and other stormwater infrastructure on maritime properties requires a dedicated source of funds. We created a marine stormwater utility that enables us to improve water quality and system function by using stormwater payments to evaluate and rehabilitate infrastructure.

As part of our efforts to advance our stormwater programs beyond regulatory compliance, the Port looks for opportunities to apply low-impact development or green stormwater infrastructure techniques where compatible with our industrial setting. We installed bioretention facilities that provide effective treatment and infiltration at Sea-Tac. Projects in construction include a rainwater harvesting and reuse system as part of the airport's North Satellite renovation, and bioretention and permeable pavement at Shilshole Bay Marina.

ENVIRONMENTAL CLEANUP

The Port of Seattle is committed to putting contaminated property back into economic use and ensuring the Lower Duwamish Waterway remains a vibrant urban working waterway. As a partner of the Lower Duwamish Waterway Group, we support cleanup efforts to protect public health, improve sediment quality, and restore vital areas of the river environment. In 2017, the Port received a U.S. Environmental Protection Agency grant to work with the communities along the Duwamish River

on environmental justice issues. At the airport, we are in the midst of a cleanup at the former Lora Lake Apartments site, creating habitat and allowing new uses for the upland portion of the site.

AIRPORT COMMUNITY ECOLOGY FUND

The Port launched a new \$1 million program to fund environmental projects in communities around Sea-Tac Airport. The Airport Community Ecology Fund offers small matching grants to organizations to improve the natural environment through projects and programs, especially planting programs to add trees and green spaces.

CLEAN MARINAS

The Port owns and operates four boating facilities that meet strict Clean Marina certification requirements, which helps boaters and marina owners reduce water pollution. The facilities include Bell Harbor Marina, Fishermen's Terminal, Shilshole Bay Marina and Harbor Island Marina.

HABITAT AND WILDLIFE MANAGEMENT

The Port completed many fish and wildlife habitat restoration projects in the Green-Duwamish and Puget Sound watersheds. These projects make significant contributions to the health of the environment around our ports.

- Created and enhanced 177 acres of wetland, including 350,000 new trees and shrubs
- Enhanced two miles of freshwater stream habitat
- Restored more than 35 acres of riparian, intertidal and subtidal habitat
- Removed over 10,000 creosote-treated timber piles from the estuarine environment



“Restoration projects like the one at Terminal 107 create habitat that juvenile salmon need to survive.”

—Jason Toft, University of Washington research scientist

OP PORT UNITY

COMMUNITY

Voters created the Port of Seattle in 1911 to protect public assets from private control. Today, community engagement is essential to our economic development and public service mission. Through active participation in neighborhood associations, local chambers of commerce, environmental interests and industry advocacy groups, we better understand community and industry needs.

By working with invested parties to strengthen the relationship between the Port and our neighbors, we deliver lasting benefits to everyone in King County.

EMPLOYEE GIVING

We encourage our employees and partners to give to those in need in our community through charitable organizations and volunteer efforts. Whether collecting donations for Toys for Tots, or distributing care packages to seniors, students and the homeless, we make a difference in the lives of people across the Northwest.

FIRST RESPONDERS IN THE COMMUNITY

The Port of Seattle Police and Fire Departments do much more than protect our Port. They stay actively involved in creating healthy, happy and safe communities.

- The Port of Seattle Fire Department hosts an annual Pancake Breakfast benefiting the Northwest Burn Foundation, and a golf tournament to raise money for a scholarship fund
- Port firefighters participate in the Scott's Foundation Tower Climb to raise money for The Leukemia and Lymphoma Society

- The Port of Seattle Police Department promotes neighborhood safety and awareness with events such as National Night Out, Fishermen's Fall Festival, Alaska Airlines' Aviation Day and United Airlines' Safety Fair
- A long-time partner with the Special Olympics, the Port Police host fundraising events and escort athletes through Sea-Tac Airport

HIGHLINE PUBLIC SCHOOLS PARTNERSHIP

The Port contributes to local education through our partnership with Highline Public Schools.

- Port-led events highlight careers in engineering, public safety, information technology and the skilled trades
- Port staff teach the Environmental Challenge curriculum at Raisbeck Aviation High School
- To date, the Sea-Tac Airport Golf Tournament raised more than \$1 million and funded over 50 college scholarships



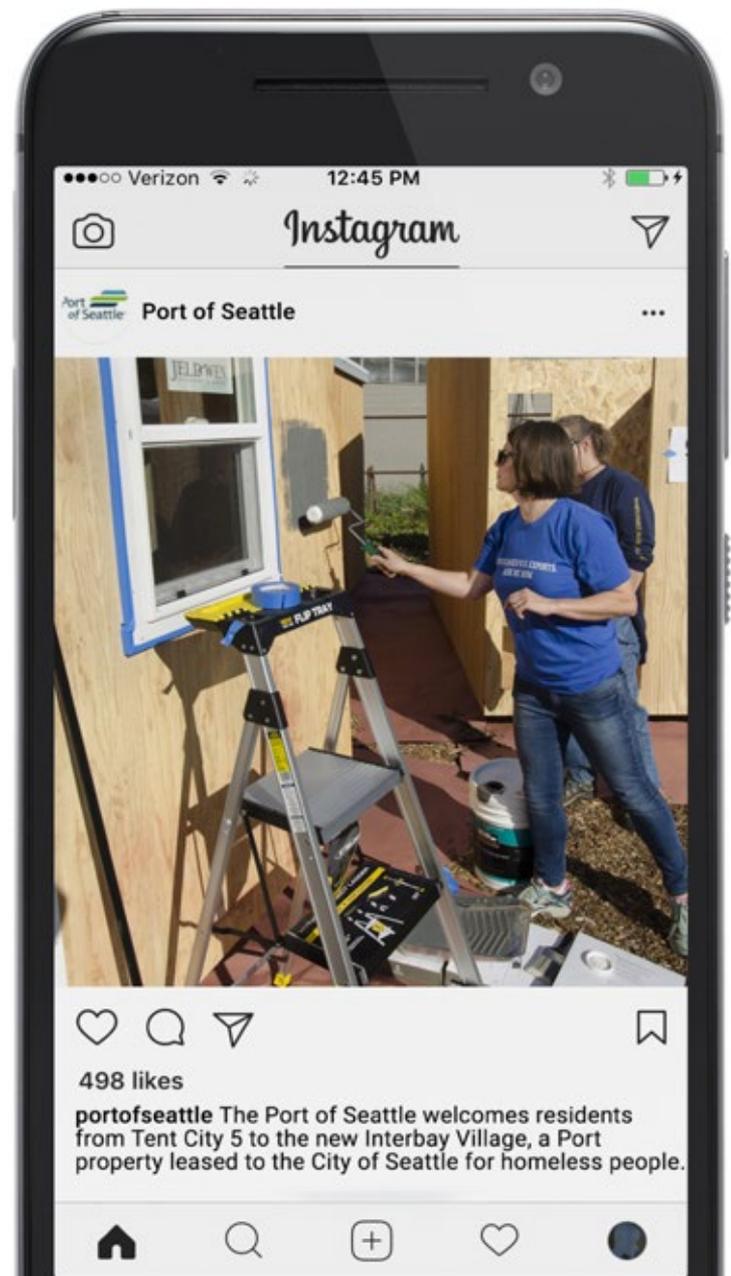
56,972 lbs

of ready-to-eat food donated to the local food bank by Sea-Tac Airport concessionaires in 2016

“The Port of Seattle is a model partner, providing an array of workplace learning experiences for Highline students, including tours, internships and specialized career events. For the past two years running, the Port won our Career Partner of the Year award. The Port also is an active participant in the Graduate! Highline movement.”

—Dr. Susan Enfield, Superintendent of Highline Public Schools

Clockwise from top: Volunteers pick up litter to keep the runways safe; Marine Maintenance staff teach safety during Take Your Kids to Work Day; officer with K-9s at Pier 69; Commissioner Gregoire at United Way and Microsoft Day of Caring



FAIR SKIES AHEAD

INCLUSIVITY





Clockwise from opposite page: Port of Seattle interns with Port leaders, the largest and most diverse class of interns ever hired by the Port; interns explore the working waterfront; a customer service intern helps a Sea-Tac Airport passenger



“Public agencies such as the Port of Seattle make some of the largest capital investments in our area, and it is critical that all communities have the opportunity to participate.”

—Executive Secretary Monty Anderson, Seattle Building Trades



At the Port of Seattle, we recognize that every community, every passenger and every employee brings a different perspective. We embrace diversity to provide the best services for our many stakeholders – while sustaining an environment that treats people and communities with fairness and respect.

As we work toward becoming a model workplace for equity, diversity and inclusion, we are sharpening our focus to identify and address barriers to opportunity. New approaches and policies help us extend opportunity to more people, in more places than ever before.

2017 Equity Actions

- The Port of Seattle adopted a new Priority Hire workforce development policy that requires contractors working on projects worth more than \$5 million to hire from underserved communities
- We adopted new policies to increase procurement, consulting, purchased goods and services sales between the Port and minority-owned, women-owned or disadvantaged small businesses

Equity Programs

- Through our partnership with Government Alliance on Race and Equity, we will pilot an equity, diversity and inclusion process tool to ensure that Port policies, practices and procedures recognize and address social injustice
- Career outreach and exploration programs reach into underserved schools and communities to promote apprenticeships, skills training and job opportunities

**PROGRESS AND OPPORTUNITY
FOR OUR COMMUNITY 2017**

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