



Duwamish Valley Community Equity Program Strategic Plan

2026 – 2029

Executive Summary

In December 2019 the Port of Seattle Commission approved its long-term commitment to equitable investment and engagement in the Duwamish Valley through the adoption of [Resolution 3767](#), the Duwamish Valley Community Benefits Commitment (CBC). The purpose of the Duwamish Valley Community Benefits Commitment Policy Directive is to guide the implementation of the Duwamish Valley Community Equity Program (DVCEP) and other port operations that impact the Duwamish Valley Community. The commitment enables the Port of Seattle to advance its mission to promote economic opportunity and quality of life in the region by advancing trade, travel, commerce, and job creation in an equitable, accountable, and environmentally responsible manner. The Port's partnership with the community's advisory group, the Port Community Action Team (PCAT) will ensure the DVCEP achieves three shared goals:

Goal 1: Community and Port Capacity Building for Ongoing Collaboration

Goal 2: Healthy Environment and Communities

Goal 3: Economic Prosperity in Place

Since this policy was passed, the DVCEP has evolved, matured and accomplished a great deal to further the goals outlined in the policy directive. Major milestones for the Port, our partners and the DVCEP include:

- Formalizing the PCAT in 2020 and onboarding a new cohort of members in 2023;
- A community-led process that led to the renaming of six of the Port's Duwamish River parks and shoreline habitat areas;
- The opening of the Duwamish River Community Hub (DRCH or 'the Hub') in 2021;
- The opening of the Duwamish River People's Park and Shoreline Habitat in 2022;
- Establishing and supporting the Green Jobs Program with the DIRT Corps Coalition from 2021-2024;
- Launching the next iteration of workforce development support through the Duwamish Valley Career Navigator Program in 2025;
- Hiring two former PCAT members as FTEs on the Port's Community Engagement Team; and
- Expanding the South King and Port Communities Fund to support economic and environmental projects in the Duwamish Valley in 2025.

Through the dedication of Port staff, PCAT members, and community partners, the DVCEP has grown into a robust and impactful program that offers a wide variety of resources and opportunities for communities in the Duwamish Valley and surrounding area.

In accordance with Resolution 3767, Section 4B [Responsibilities], the program is planning for the next phase of growth through a comprehensive strategic planning process. The purpose of this document is to outline the specific focus areas within each CBC goal that the Duwamish Valley community, PCAT, and Port staff have identified as the most relevant and impactful to focus on for 2026-2029. The plan builds upon the existing foundation of projects and programs to date, and channels resources to priorities for community need. Below is a summary of the 2026-2029 action areas within each of the three CBC goals.

Goals	Purpose/Driver	Action Areas for 2026 - 2029
Goal 1: Community and Port Capacity Building for Ongoing Collaboration	Building shared Port–Community capacity to advance equity by supporting community leadership, collaboration, and data-driven, inclusive engagement.	OBJ. 1: Build a comprehensive, language accessible DVCEP Communications Strategy OBJ. 2: Support PCAT organizational capacity building for longevity and recruitment efforts OBJ. 3: Expand use of the Hub to build community and Port capacity
Goal 2: Healthy Environment and Communities	Supporting community-driven collaboration to address climate and environmental health impacts by focusing on areas such as air quality, truck traffic, noise, greenspace, and water quality.	OBJ. 1: Clean Air and Climate Change Education and Engagement OBJ. 2: Port Parks and Habitat Restoration Engagement and Outreach OBJ. 3: Duwamish Valley Cleanup Engagement
Goal 3: Economic Prosperity in Place	Partnering with the community to support anti-displacement and expand equitable access to training, jobs, and economic opportunities through efforts in workforce development, recruitment, and building a diverse, green economy.	OBJ. 1: Continued investment in adult workforce development OBJ. 2: Create a Youth Workforce Education and Exploration plan and program OBJ. 3: Coordinate existing Port resources and partnerships to support small businesses in the Duwamish Valley OBJ. 4: Increase applications from and awards to organizations in the Duwamish Valley for South King and Port Communities Fund opportunities

This document details the broad objectives under each goal, specific tactics for pursuing these objectives, and outlines the key performance indicators Port staff will use to measure effort and progress over time. This strategic plan will be reported on and updated annually and is intended to be a living document that will capture the Port’s work in the Duwamish Valley as it evolves to meet emerging community needs over the next three years. As such, for many objectives, Phase 3 is unpopulated and will be updated after the completion of Phase 1 when Port staff and community partners have a better sense of what worked in Phase 1, what needs to change in Phase 2, and what might need to be pushed out to Phase 3.



BACKGROUND



Background

The Duwamish Valley is a vibrant, diverse, and resilient community with a long history of advocacy. According to [the City of Seattle's 2023 Neighborhood Snapshot](#), South Park's population is 66.4% Black, Indigenous, or People of Color (BIPOC) and 37.1% of residents speak a language other than English at home. The median household income is \$61,935 (compared to \$105,391 citywide) and 25.1% of the population is below the poverty line. 22.6% of the population are youth under the age of 18. In Georgetown, 36.7% of the population are BIPOC, 63.3% identify as White. The median household income is \$56,902 and 10% of the population is below the poverty line.

People who live and work in the neighborhoods of South Park and Georgetown have faced a trifecta of challenges to the health of the land, air and water in their community. This is due to a legacy of redlining, industrial zoning and activity adjacent to residential areas, and proximity to the activity of the Duwamish River: two airports, major highways, and the movement of freight by rail and trucks. The disproportionate exposure to pollution, lack of greenspace, and high poverty rates contribute to life expectancy in South Park and Georgetown that is 13 years lower than wealthier communities in Seattle. To begin addressing environmental justice issues and examine ways near-port communities can also benefit from being port neighbors, the Port and Just Health Action partnered on a pilot project funded by the United States Environmental Protection Agency that facilitated dialogue and engagement between ports and communities experiencing environmental justice issues. That pilot program led to the creation of the DVCEP.

In recognition of the institutional racism that has “contributed to both inequities in the distribution of the Port’s economic prosperity benefits and to environmental degradation amongst near-Port communities compared to others, particularly those facing economic challenges,” the Port passed Resolution 3767 in 2019 to establish a community benefits commitment to guide the implementation of the DVCEP and other port operations that impact the Duwamish Valley Community. This policy resolution was the effort of years of concerted organizing and advocacy efforts of South Park and Georgetown residents and community members. It is a testament to the resilience, creativity, and strength of this community as well as a mechanism to hold the Port accountable to being a more responsive and equitable government entity.

Over the past six years, there have been numerous accomplishments of the DVCEP, including some significant achievements made during the height of the COVID-19 pandemic and subsequent recovery. Below is a summary of accomplishments and efforts to fulfill the requirements of Resolution 3767:

DVCEP Accomplishments to Date

CBC GOAL 1: Community and Port Capacity Building for Ongoing Collaboration

Investment in the Port Community Action Team

2020	Establishment of the Port Community Action Team as a Port-supported and compensated community advisory board.
2020 – Present	Investment in consultant support for PCAT for both capacity building and racial equity.
2021 – Present	Creation of an Interdepartmental Team of Port staff whose work impacts the Duwamish Valley and regular meetings and trainings to coordinate and work with the PCAT on issues, projects, and programs in the Duwamish Valley.
2023 & 2024	Provided PCAT with tours of Terminal 5 operations, conducted by NWSA.
2024	Added a new budget line item for direct PCAT compensation and developed a Community Partner Agreement between the Port and each PCAT member to streamline compensation.
2024 – present	Introduced Port of Seattle “Deep Dive” series for PCAT’s 1st meeting of the month with specific topics of interest.
2024, 2025	Hired two former PCAT members as full-time employees at the Port of Seattle in Maritime and Aviation Environmental Engagement positions.
2025	Partnered with PCAT in designing and executing the 5 th Year Anniversary Celebration of DVCEP. Produced 5 th Year Anniversary video of DVCEP with PCAT and CBO partners.

Community Engagement in the Duwamish Valley

2017- Present	Port U - Duwamish River 101 Boat Tour: Hosted for the general public as a part of the Port’s adult education series about Port operations.
2019 – Present	Multilingual Duwamish River Boat Tour: Hosted in partnership with PCAT, Duwamish Valley community leaders, the Northwest Seaport Alliance (NWSA), public agencies and industry partners.
2020 – present	Duwamish River Experience Program: Partnership with Seattle Public Utilities, IslandWood, Duwamish River Community Coalition, and Seattle Public Schools to support 11 educational and interactive boat tours for 4 th and 5 th grade elementary students.
2023-Present	South Seattle Roundtable; Convened a cohort of public agencies and community-based organizations in South Seattle to focus on shared goals and develop an environmental justice action plan to address impacts from airports and freight.

Interagency Collaboration

Ongoing	Foster collaborative relationships with City of Seattle staff in the Office of Sustainability & Environment, Department of Neighborhoods, Department of Transportation, and Seattle Public Utilities on environmental public educational and engagement opportunities.
Ongoing	Partner with the NWSA on presentations and public tours to educate near-port communities on Port/NWSA cargo and freight operations in and around the Duwamish Valley and NWSA led air emissions reduction projects and programs.
Ongoing	Partner with other public agencies such as The Environmental Protection Agency, King County Public Health, and the Washington State Department of Ecology on Duwamish

- River boat tours and other activities to educate the public about cleanup plans and projects.
- Ongoing Actively participate as an agency partner in the Duwamish Valley Clean Air Program (DVCAP) lead by the Duwamish River Community Coalition (DRCC) and collaborate with DVCAP partners from Northwest Seaport Alliance, Seattle City Light, Seattle Department of Transportation, City of Seattle, Puget Sound Clean Air Agency, King County Public Health, and the WA Department of Ecology on Duwamish Valley clean air initiatives and programming.

CBC Goal 2: Healthy Environment and Communities

Climate Change and Air Quality

- 2020 - Present Port and NWSA engaged near-port communities in Seattle and Tacoma to inform an update to the Northwest Ports Clean Air Strategy with a vision to phase out seaport-related emissions by 2050. Port of Seattle and NWSA each developed implementation plans -- Port of Seattle’s Maritime Climate and Air Action Plan (MCAAP) and NWSA’s Clean Air Implementation Plan (CAIP) – that inform emission reduction actions and include commitments to ongoing engagement with near-port communities.
- 2022 – Present Port and NWSA are active interagency partners in the Reconnect South Park technical planning and community engagement efforts led by the Reconnect South Park Project team and the City of Seattle Office of Planning and Community Development (OPCD).
- 2022 The Duwamish River Community Hub was a resource center during the King Tides flood relief efforts in South Park. Partnered with Duwamish Valley community-based organizations and local nonprofits, Seattle Public Utilities, and the Seattle Office of Emergency Management to provide community with flood resources and ongoing updates. The Port provided community with access to the Hub for respite from the flooding, and as a centralized location to pick up vital donations such as food, clothing, and household items.
- 2023 Hosted a Clean Air and Youth Climate Resilience Panel at the Hub to discuss the impacts of air emissions and climate change on Duwamish Valley communities and to better understand community priorities on air and climate related topics. Port and Northwest Seaport Alliance staff provided an update on the Northwest Ports Clean Air Strategy and ongoing Port/NWSA air emissions reduction goals. The Climate Resilience Panel was youth-led and featured youth leaders from the Duwamish Valley and South King County areas.
- 2023 Hosted a Truck and Bike Safety Fair in partnership with NWSA and Bike Works in the Georgetown community.
- 2024 Grant Award; 2025-2027 Timeline The Port and NWSA were awarded an EPA-funded Clean Ports Grant to support the research and deployment of sustainable maritime fuels to advance reductions in seaport-related air emissions in the region. The Powering Maritime Innovation (PMI) project includes two community initiatives: hiring a Community Capacity Building Consultant to develop a Community Liaison Program; and employing a Digital Engagement Tool for ongoing communication to engage and gather input from near-port communities in the Duwamish Valley and broader South King County throughout the two-year project.

Public Parks and Shoreline Habitat Areas

- 2019 Mural Tells the Story of the Duwamish: Collaborated with DRCC and the Duwamish Valley Youth Corps on Duwamish Waterway Park Mural through an educational workshops series and community paint days.
- 2019 Launched the Youth Habitat Stewardship Program to create Green Job Pathways.
- 2019 Held a groundbreaking ceremony for the Duwamish River People’s Park and Shoreline Habitat (formerly T-117) in partnership with the Duwamish Valley communities.
- 2020 Successfully completed the “Incredible Parks Want Incredible Names” campaign in partnership with Seattle Parks Foundation to rename six Duwamish Valley shoreline parks. The six new parks’ names reflect the vibrant cultural, historical, and environmental significance of each site. The renaming process included a virtual unveiling ceremony and installing new signage at each park.
- 2020- 2024 Launched the Duwamish River Green Jobs Program - a three-year partnership with DIRT Corps, Duwamish Tribal Services, Environmental Coalition of South Seattle (ECOSS), Duwamish River Community Coalition, and SM Watts Consulting to develop inclusive green career pathways in shoreline habitat restoration and Port-related environmental sectors.
- 2022 Commemorated the grand opening of the Duwamish River People’s Park and Shoreline Habitat with a community-wide celebration event.
- 2022 Funded Georgetown Youth Council’s Bike and Pedestrian Study for access to Port parks and properties and presented the findings during presentations to Port/NWSA leadership.
- 2022 - 2023 Sponsored numerous youth cleanup events at Gateway Park North.
- 2023- 2024 Engaged Duwamish Valley organizations and gathered public input about priorities for Port parks during the development of the Port Parks Management Strategy.
- 2024-present Sponsored and supported PCAT’s Gateway Park North activation events.
- 2024, 2025 Sponsored Duwamish Valley Sustainability Association’s (DVSA) series of public walking tours offered in Spanish at Duwamish River People’s Park and Shoreline Habitat.
- 2025 Expansion of South King and Port Communities Fund – Environmental Improvements program to include projects based in Duwamish Valley.

CBC Goal 3: Economic Prosperity in Place

Recruiting and Retention from the DV and for DV programs

- 2023 Hired full-time Hub Facility Coordinator.
- 2024 Hired new Maritime Environmental Sr. Program Manager – Former PCAT Lead.
- 2024 Hired for a newly created position for Community Programs Support – 50% Duwamish program Valley support.
- 2025 Hired new Aviation Environmental Program Manager – Former PCAT Lead.
- 2025 Hired for a newly created position for Sr. Program Manager, Duwamish Valley Engagement.

Youth Workforce Development

- 2021- Present Provided financial support to establish and sustain Maritime High.
- 2018 - Present Hosted High School interns from local areas.

- 2022 Sponsored DVSA’s Solar Energy Education Youth Workshop resulting in solar panels being installed at DRPP.
- 2022 Conducted Environmental Justice Storytelling Series, led by a PCAT member, with focus on SEA Airport.
- 2022-2024 Funded and helped host the Duwamish Green Jobs youth cohorts; 44 youth served.
- 2024 Hosted tours of Marine Maintenance for Maritime High School and Cultivate South Park youth.
- 2026 In response to community feedback, the Port has reserved a minimum of two placements in the summer High School internship program for applicants from the 98108 zip code, which includes the Duwamish Valley. Port staff hosted multiple information sessions and application support workshops for the High School Internship program with Duwamish Valley youth-serving organizations and students at Chief Sealth High School to ensure increased, competitive applications from the Duwamish Valley.

Adult Workforce Development

- 2019-2022 Sponsored series of Construction Trades Job Fairs in partnership with FOGHI and Workforce Development at the Hub.
- 2020-2024 Established Port of Seattle Green Jobs Program in partnership with the Maritime Environment and Sustainability team and the Workforce Development team; 43 adults served.
- 2022-2023 Held a series of job fairs at the Hub: “Fall in Love with Maritime” with maritime/manufacturing industry and Cruise.
- 2025 Established Duwamish Valley Career Navigator Program to provide direct, one-on-one support to job seekers looking to enter a Port-related industry.
- 2025 Expansion of South King and Port Communities Economic Development Fund and capacity building program to include the Duwamish Valley.

Duwamish River Community Hub

- 2021 Established the Hub in partnership with PCAT; opened with community celebration and job fair.
- 2021-Present DRCH has hosted and supported over 1,000 events since opening, many of which supported local restaurants for catering.

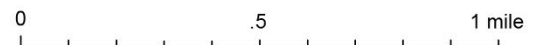
The above list is not intended to be comprehensive or fully inclusive of all the various efforts the Port has invested in over the last six years; rather, it provides a snapshot of the varied and numerous efforts undertaken since 2020.

As the Port and the community look ahead to the next three years and beyond, our shared goal is to be intentional and specific about our shared priorities. The 2026-2029 strategic plan is the culmination of six months of concerted outreach, community conversations, and shared decision-making about the focus areas within each CBC goal that the Duwamish Valley community would like the Port to invest in.

Map of Duwamish Valley – South Park & Georgetown



-  Port Properties
-  Major Transportation Routes



METHODOLOGY AND PROCESS



Methodology and Process

The Port of Seattle DVCEP team went through a comprehensive strategic planning process in 2025 and early 2026. The core team—consisting of the Senior Program Manager of Duwamish Valley Engagement; Senior Program Manager of Maritime Environmental Engagement; and Maritime Environmental Program Manager along with the Duwamish Valley Program Coordinator and Director of Community Engagement, all of whom collaborated to develop goals for the next few years to align with Central Services goals and Port of Seattle Executive Director and Commission Priorities. The entire strategic planning process also had extensive collaboration and co-creation with the PCAT, community partners, residents and neighbors, and the Port’s Interdepartmental Team (IDT).

Step 1: Gap Analysis

The External Relations Community Engagement team led a Gap Analysis to clarify the scope and key focus areas for the 2026–2029 DVCEP. This analysis assessed the Port’s work within the three CBC goals to date and identified where there is current opportunity, momentum, resources, and community interest to deepen or expand efforts. Through this process, the DVCEP team surfaced clear areas of need and potential, which directly informed the prioritization and development of the goals and work plan for the next three years.

Step 2: Port & Community Collaboration

The DVCEP is implemented through coordinated collaboration across Port of Seattle departments, as outlined in Resolution 3767. While External Relations leads the program, each DVCEP goal is advanced through shared responsibility and initiatives with departmental partners whose expertise aligns with the work. This structure ensures that community engagement, environmental stewardship, and economic opportunity efforts are integrated across Port operations. The External Relations Community Engagement team also collaborates closely with community members to gather ongoing feedback, while briefings with Executive Leadership and the Commission help refine priorities and guide implementation.

- **Goal 1: Community and Port Capacity Building for Ongoing Collaboration**
Supported by External Relations (ER), Human Resources (HR), Information & Communications Technology (ICT), Real Estate Services Group, and Central Procurement Office (CPO)
- **Goal 2: Healthy Environment and Communities**
Supported by Maritime Environment & Sustainability (MES), Maritime Division (MD), Marine Maintenance Department, and The Northwest Seaport Alliance (NWSA) Air Quality and Sustainable Practices (AQSP)
- **Goal 3: Economic Prosperity in Place**
Supported by Workforce Development (WFD), the Office of Equity, Diversity & Inclusion (OEDI), Human Resources (HR), Marine Maintenance Division, Real Estate Services Group, and the Economic Development Division (EDD)

In addition to working closely with internal Port partners, the DVCEP team did extensive outreach to community partners and neighbors to understand current community needs and priorities. This included:

- Over 30 individual meetings were held with community-based organizations and other governmental organizations that work in the Duwamish Valley to understand community priorities, needs, and opportunities for the Port to provide resources and support. This is in addition to pre-existing relationships and partnerships from other members of the DVCEP team and ongoing conversations, meetings, and partnerships that informed the focus areas in the 2026-2029 strategic plan. DVCEP partner organizations include, but are not limited to, the following organizations:

Amigos de Seattle	Just Health Action
Chief Sealth International High School	Mini Mart City Park
Concord Elementary School	Northwest Maritime Center
Consejo Counseling	Providence Regina House Food Bank
Cultivate South Park	Puget Soundkeeper
Denny Middle School	Reconnect South Park Community Coalition
Dirt Corps	Ridge to River Coalition
Duwamish Alive Community Coalition	River Access Paddle Program
Duwamish River Community Coalition	SeaMar Community Center
Duwamish Valley Affordable Housing Coalition	Seattle Parks Foundation
Duwamish Valley Sustainability Association	Solid Ground Marra Farm
Food Lifeline	Seattle Neighborhood Group
Georgetown Business Association	South Park Neighborhood Association
Georgetown Community Council	South Park Preservation Group
Georgetown Youth Council	South Seattle College Georgetown Campus
Growing Contigo	Villa Comunitaria
Habitat for Humanity	Vision7 (Only in South Park)
Hérons Nest	Watershed Community Development

- Monthly attendance at the following community meetings to listen and learn:
 - South Park Neighborhood Association Meetings
 - South Park Community Capacity Meetings
 - Georgetown Community Council Meetings
- Four PCAT-organized and hosted Community Dinners focused on 1) soliciting community input and feedback on the future of the DRCH, 2) the specific needs of youth in the Duwamish Valley to get exposure to Port-related career opportunities and 3) contributions and suggestions to refine the focus areas within the draft strategic plan through a spring Open House.
- Regular meetings with PCAT Community Engagement, Environmental Stewardship, and Workforce Development committees to co-create focus areas within each CBC goal based on broader community priorities.

Step 3: Strategic Plan

The managers collaborated with the Port's Strategic Planning team to document and refine program Goals, Objectives, Tactics, and Key Performance Indicators (KPIs). The objectives and tactics were co-created with PCAT, community partners, and Port colleagues within each of the teams detailed above to ensure alignment with community priorities, feasibility, and internal resources.

Step 4: Executive Leadership and Commission Review

In May of 2026 the DVCEP team met with the Port's Executive Leadership team to review the draft Strategic Plan and receive input and guidance. Port Commissioners were briefed on the final version of this plan at their public Commission Meeting on June 9, 2026.

& Communities

2026-2029

GOALS OBJECTIVES

Questions
Ideas

Collaborate with
Fridge to forest
coalition on
landover engage
ment

Walk to
Parkland
Parkland

Base Mapping
for trails in the
U. Dominion
Grantbelt that
connect Park Park
to U. Centre.

Greenway
thru South
Park connecting
Park Park

Bar J. Manned
Park Manager
to Parkland
to Parkland

Allow
community
open
spaces
Terminal

Access

PARK / GREEN
YOUTH +
ADULT
PROGRAMMING

Parking
T-25
For trucks

Mitigation
Bank
Program.

Connections
with MARINAS
to Grand Access
to Safety Leans
to Grand Access

Activate
→
Mutual
Clean
Air
Goals
- Goals

Really exciting
Set of events,
Really encourage
by creating it!

Funding
for
community
projects

People's
Park
Kayak
Launch

CREATE MAP /
DIRECTORY
of all goals
as VISUAL
TRACKER

COMPANION
of outdoor
projects +
goals in DU
+ WEST / COMM
CENTRE

Preserve &
PLANT
more
Trees

Maintenance
funding for
GSI

Work with city
Part to develop
an overall
integrated plan for
Travis Development

Green Roof,
walls, etc
on exterior

SAFE REST
AREA FOR
DAY LABORERS

2026-2029 Goals, Objectives & Timeline

Goals	Objectives
Goal 1: Community and Port Capacity Building for Ongoing Collaboration	<p>OBJ. 1: Build a comprehensive, language accessible DVCEP Communications Strategy</p> <p>OBJ. 2: Support PCAT organizational capacity building for longevity and recruitment efforts</p> <p>OBJ. 3: Expand use of the Hub to build community and port capacity</p>
Goal 2: Healthy Environment and Communities	<p>OBJ. 1: Clean Air and Climate Change Engagement</p> <p>OBJ. 2: Port Parks and Habitat Restoration Engagement and Outreach</p> <p>OBJ. 3: Duwamish Valley Cleanup Engagement</p>
Goal 3: Economic Prosperity in Place	<p>OBJ. 1: Continued Investment in Adult Workforce Development</p> <p>OBJ. 2: Create a Youth Workforce Education and Exploration Plan and Program</p> <p>OBJ. 3: Coordinate Existing Port Resources and Partnerships to Support Small Businesses in the Duwamish Valley</p> <p>OBJ. 4: Increase Applications from and Awards to Organizations in the Duwamish Valley for South King Port Community Funding Opportunities</p>

The DVCEP Strategic Plan 2026–2029 is organized into three phases, each representing a distinct period of work with a specific strategic focus. These phases outline how the program will build capacity, activate implementation, and evaluate progress to support long-term community impact.

Phase 1: Building Capacity and Foundations (2026 – 2027)

This phase focuses on understanding and strengthening internal and external needs and resources. Work includes establishing and deepening interagency and community partnerships, seeking ways to improve existing processes and systems, and identifying where data collection and metric tracking will support implementation. This phase also includes developing community engagement initiatives that align with the DVCEP’s three goals. Together, these efforts create the readiness and shared capacity required to advance meaningful action in later phases.

Phase 2: Activation and Implementation (2027 – 2028)

In this phase, the DVCEP shifts from foundational work to active implementation. Efforts center on expanding outreach to community members, organizations, and other governmental agencies; increasing capacity across partners; and continuing to develop and refine community engagement initiatives and data collection systems. This phase is where the program’s goals begin to take shape through visible, community-centered action.

Phase 3: Expansion, Evaluation, and Long-Term Sustainability (2028 – 2029)

The final phase emphasizes scaling successful efforts, evaluating progress across the three DVCEP goals, and identifying opportunities to strengthen long-term sustainability. This includes reviewing what worked well, what challenges emerged, and what improvements or new opportunities can support community needs moving forward. The insights gained during this phase will inform future planning cycles and help ensure the DVCEP remains responsive, effective, and grounded in community priorities

Goal 1 – Community and Port Capacity Building for Ongoing Collaboration

In alignment with the port’s equity initiatives to address institutional racism and recognizing that the most effective methods for solving inequities come from communities themselves, the DVCEP shall build port and community capacity to ensure meaningful, equitable engagement and partnership. To this end, the DVCEP will foster shared decision making, support existing and upcoming community leaders, and collaborate with the community on activities that advance mutually beneficial outcomes. The Port’s action areas include, but are not limited to:

- Inclusion
- Training and education
- Community Engagement
- Community Collaboration and Co-Creation Strategies
- Language Access
- Inter-agency collaboration
- Data-driven results

This goal is about ensuring that the Port is accountable to the communities in Georgetown and South Park and that it is proactively and consistently investing in ways to ensure the community is informed and empowered to participate in decisions – by the Port, and other governmental and industry partners – that impact their lives.

PCAT members, Port staff and community partners have identified focus areas within this goal that touch on many of the original action areas. Focus areas for 2026-2029 include improving the Port’s communication with the community about programs, opportunities, and ongoing work within the Duwamish Valley; the Port’s continued investment in the PCAT; and responding to community needs and suggestions for improving access to the DRCH as well as updates and improvements to the space itself.

As noted above, Phase 3 is currently left open and will be updated after the completion of Phase 1. This was done to allow for continued community engagement, planning, and evaluation of the efforts and success of Phase 1, with the intention of populating Phase 3 to include actions and focus areas that will be pushed out due to unforeseen challenges and to allow for priorities to evolve over time.

PHASE 1 (2026 – 2027)

Goal 1 – Community and Port Capacity Building for Ongoing Collaboration

Objectives	Initiatives & Tactics	Key Performance Indicators
1.1: Build a comprehensive, language accessible DVCEP Communications Strategy	<ul style="list-style-type: none"> 1.1.1: Update and improve user experience and accessibility for the DVCEP, PCAT and Hub websites 	<ul style="list-style-type: none"> Monthly updates across platforms Increased website engagement year over year Create public-facing Hub availability calendar and online booking system
	<ul style="list-style-type: none"> 1.1.2: Create and launch a quarterly DVCEP newsletter 	<ul style="list-style-type: none"> Create plan for newsletter launch by the end of Q2 2026 Launch newsletter by Q4 2026 Increase number of mailing list subscriptions YoY
1.2: Support PCAT organizational capacity building for longevity and recruitment efforts	<ul style="list-style-type: none"> 1.2.1: Reestablish regular IDT meetings and touchpoints for PCAT with Port staff 	<ul style="list-style-type: none"> Quarterly IDT meetings per year Quarterly “Port Deep Dive” trainings for PCAT members per year Benchmark connections and meetings between Port staff and PCAT members per year
	<ul style="list-style-type: none"> 1.2.2: Establish PCAT committee priorities and annual work plans 	<ul style="list-style-type: none"> Document priorities and work plan for each PCAT committee annually Complete annual report of priorities and goals met by committees
	<ul style="list-style-type: none"> 1.2.3: Update and strengthen PCAT governance charter 	<ul style="list-style-type: none"> PCAT charter updated, approved, and implemented
	<ul style="list-style-type: none"> 1.2.4: Create PCAT ‘job descriptions’ and modify membership and compensation structure 	<ul style="list-style-type: none"> Finalize and adopt job descriptions for PCAT Leads and General Members Propose and adopt new compensation structure for Leads and members based on years as a PCAT member Revise PCAT Community Partner Agreement in accordance with adopted job descriptions and compensation structure

1.3: Expand use of the Hub to build community and port capacity	<ul style="list-style-type: none"> 1.3.1: Invest in a promotional campaign and building new partnerships to increase Hub activation 	<ul style="list-style-type: none"> Benchmark Hub bookings and increase year over year Benchmark new uses for the Hub and increase year over year Increase in new organizations using the Hub
	<ul style="list-style-type: none"> 1.3.2: Scope potential Hub renovations to better meet community and Port needs 	<ul style="list-style-type: none"> Cost estimates for Hub renovation options Secure and approve funding from Port and/or other sources for renovations Renovations and improvement projects completed each year
	<ul style="list-style-type: none"> 1.3.3: Establish a partnership agreement with the City of Seattle Duwamish Valley Program for use of the Hub for CBC-aligned programming (one-year pilot program) 	<ul style="list-style-type: none"> Percent increase in Hub activation as a result of city partnership Benchmark bookings by city and contracted organizations serving the DV Benchmark joint events hosted by the city and the Port Benchmark number of additional workforce development services and events offered at the Hub Benchmark number of DV community members accessing career services through the city and the Port Benchmark number of small businesses served by City and Port resources and programming Dollars saved on space rental and redirected to programming by city-contracted community-based organizations

Phase 1 (2026 – 2027)

Objective 1.1: Duwamish Valley Communications Strategy

To address inquiries about and requests for better communication from the Port with the Duwamish Valley community, this objective specifically focuses on overall website updates, improved usability and navigation, and proactive information sharing about programs, opportunities, and the Port’s work in the Duwamish Valley.

Tactic 1.1.1: Update and improve user experience and accessibility for the DVCEP, PCAT and Hub websites. This will include providing more recent information about the current state of the DVCEP and PCAT, associated program offerings, a calendar of upcoming Port and PCAT events and work in the Duwamish Valley and surrounding area, a calendar displaying Hub booking availability, and an online booking system for the Hub. The website will be accessible and available in multiple languages.

Tactic 1.1.2: Create and launch a quarterly DVCEP newsletter. The goal of this newsletter will be to reduce one-off emails to community partners and instead consolidate updates, information, events, and engagement opportunities from the Port and PCAT in one communication, which will be sent on a quarterly basis. Subscription to the newsletter will be voluntary and widely advertised so community members can sign up to stay informed and connected to the Port and PCAT activities, news, and events.

Objective 1.2: PCAT Capacity Building

The PCAT is dedicated to serving as a bridge between the larger Duwamish Valley community and the Port. PCAT members are community advocates, leaders and neighbors who help inform the Duwamish Valley community about the Port and who elevate and amplify community priorities, needs and ideas to Port staff. This objective reflects the priorities PCAT members have identified to strengthen and develop PCAT over the coming years.

Tactic 1.2.1: Reestablish regular IDT meetings and touchpoints for PCAT with Port staff. PCAT members have frequently cited the importance of engaging and developing relationships with Port staff across departments whose work impacts the Duwamish Valley. Having regular opportunities to meet and build relationships with port staff from Real Estate, Legal, Contracting and Procurement, Maritime Environment & Sustainability, Workforce Development, Economic Development, Human Resources, Equity Diversity and Inclusion, and others is vital to both helping PCAT understand the processes and teams within the Port and for Port staff to directly connect with and understand the perspective, considerations, and needs of community members that their programs and decisions ultimately impact.

Tactic 1.2.2: Establish PCAT committee priorities and annual work plans. As PCAT has evolved over time, members have created committees focused on their internal structure and governance models (Governance committee), their relationship with the Port (Leads committee) and dedicated to furthering investments in the environmental health of the Duwamish Valley (Environmental Stewardship committee), youth port-related career exploration and pathways (Workforce Development committee), and building broader community capacity and engagement with the Port (Community Engagement committee). To focus their limited time and energy, each committee will identify key priorities for the year and co-create an annual work plan with Port staff to achieve the objectives reflected in this strategic plan.

Tactic 1.2.3: Update and strengthen PCAT governance charter. PCAT is a unique community partnership model and has changed in both membership and scope since its creation in 2017 and formalization in 2019. To function as a collective, the current cohort has recognized the need for a clear, inclusive, and structured decision-making process to clearly articulate their viewpoint and recommendations to the Port as a body. PCAT is also working to clarify roles and responsibilities among committees. These processes will be documented in an updated governance charter.

Tactic 1.2.4: Create PCAT ‘job descriptions’ and modify membership and compensation structure. Through PCAT’s evolution, various roles and responsibilities have naturally emerged and changed over time. To document, clarify, and communicate member expectations and responsibilities – especially before recruiting new members to PCAT – the Leads committee has created ‘job descriptions’ that clearly outline the role of PCAT members, the time commitment, and the compensation structure attached to various roles and years of membership. The goal of this is to facilitate role clarity and a dynamic and versatile membership model that meets the needs of community members that want to participate in the PCAT.

Objective 1.3: Expanded Use of the Hub to Build Community Capacity

Established in 2021, the DRCH serves as a vital economic development resource center in the Duwamish Valley for community organizations and partners. Its uses help fulfill the CBC and align with Port priorities that support economic development, environment and sustainability, and the maritime and aviation industries. As the Port is considering possible renovations to the current space, this objective encapsulates some of the work that will be done to support expanded usage and better serve community needs.

Tactic 1.3.1: Invest in a promotional campaign and building new partnerships to increase Hub activation. To increase Hub bookings, increase revenue generation, and further activate the space the DVCEP team will invest in targeted outreach and advertising to inform organizations that operate in the Duwamish Valley that the Hub is available for booking. The team will also continue to seek out and build new relationships with organizations that work and/or offer services in the Duwamish Valley or with the Duwamish Valley community to share information about the Hub and how to book the space.

Tactic 1.3.2: Scope potential Hub renovations to better meet community and Port needs. The uses of the Hub and the needs of the Port and the community have evolved over time. Through a series of visioning sessions in 2025 with current and past Hub users, the DVCEP team identified several physical modifications to the existing building that, if made, would better meet needs and uses of the Hub. The next steps are to work with an architect to determine what modifications are physically possible, get estimates for renovation costs, make a budget request to fund all or some of these modifications, and negotiate with the current property owner to gain agreement on the physical changes.

Tactic 1.3.3: Establish a Memorandum of Agreement with the City of Seattle Duwamish Valley Program for in-kind use of the Hub for CBC-aligned programming (one-year pilot program). The City of Seattle’s [Duwamish Valley Program](#) and [Duwamish Valley Action Plan](#) share many of the goals outlined in the CBC, with the city offering complimentary programming, services and resources to the Port. By entering into a MOA with the City of Seattle so the Duwamish Valley

Program and its contracted community partners can access meeting and event space in the Duwamish Valley, the Port is achieving many of the objectives and goals detailed in the CBC: increasing community capacity, activating the Hub as an economic opportunity center with myriad services and offerings, and supporting programs and events aligned with building community capacity, fostering a healthy environment, and promoting prosperity in place through workforce development and small business support services. This will initially be a one-year pilot program to evaluate the feasibility and impact of a longer-term partnership with the City of Seattle for use of the Hub.



PHASE 2 (2027 – 2028)

Goal 1 – Community and Port Capacity Building for Ongoing Collaboration

Objectives	Initiatives & Tactics	Key Performance Indicators
1.1: Build a comprehensive, language accessible DVCEP Communications Strategy	<ul style="list-style-type: none"> 1.1.1: Social Media Strategy for DVCEP 	<ul style="list-style-type: none"> Design and implement a social media strategy for the DVCEP Baseline engagement with posts; increase engagement year over year
	<ul style="list-style-type: none"> 1.1.2: Build cross-departmental Port career opportunity outreach plan 	<ul style="list-style-type: none"> Comprehensive DV outreach calendar for HR, WFD, ER career outreach coordination Launch in-language advertisements for Port-related career events and opportunities through local ethnic media outlets Create a list of local venues for poster/flyer advertisements and regularly visit venues to update materials Baseline POS presence at DV events; increase events attended year over year
1.2: Support PCAT organizational capacity building for longevity and recruitment efforts	<ul style="list-style-type: none"> 1.2.1: Recruiting and Onboarding Process 	<ul style="list-style-type: none"> Establish and implement PCAT recruiting strategy Establish and implement PCAT onboarding resources and process Recruit and retain a minimum of two new PCAT members
	<ul style="list-style-type: none"> 1.2.2: PCAT-led engagement with Duwamish Valley community 	<ul style="list-style-type: none"> Baseline PCAT partnership projects with DV orgs; increase year over year Connect two new DV organizations to Port sponsorship or funding opportunities each year
	<ul style="list-style-type: none"> 1.2.3: Increase PCAT participation in Port advisory opportunities 	<ul style="list-style-type: none"> Baseline number of advisory opportunities for PCAT members for Port programs, projects, or initiatives each year; increase PCAT participation year over year
1.3: Expanded use of the Hub to build community and port capacity	<ul style="list-style-type: none"> 1.3.1: Renovations to existing Hub 	<ul style="list-style-type: none"> Percent increase in Hub bookings post-renovation completion

	<ul style="list-style-type: none"> • 1.3.2: Long-term planning for Port-owned space in the Duwamish Valley 	<ul style="list-style-type: none"> • Feasibility study for a Port-owned property in the Duwamish Valley
	<ul style="list-style-type: none"> • 1.3.3: Extend MOA with City of Seattle for use of the Hub 	<ul style="list-style-type: none"> • Percent increase in total Hub bookings year over year • Percent increase in bookings by city and contracted organizations serving the DV • Percent increase in joint events hosted by the city and the Port • Percent increase in workforce development services and events offered at the Hub • Percent increase in DV community members accessing career services through the city and the Port • Percent increase in small businesses served by City and Port resources and programming • Dollars saved on space rental and redirected to programming by city-contracted community-based organizations year over year

Phase 2 (2027 – 2028)

Objective 1.1: Duwamish Valley Communications Strategy

To address inquiries about better communication with the Duwamish Valley community, this objective specifically focuses on a few areas including improvements on proactive updates and information sharing about programs, opportunities, and the Port’s work in the Duwamish Valley. Phase 2 will build upon the work done in Phase 1 to create and implement a social media strategy to compliment the website and newsletter. Staff will also work on coordinating and consolidating information on career opportunities across multiple teams to streamline communication and target relevant communications for the Duwamish Valley community.

Tactic 1.1.1: Social Media Strategy for DVCEP. To build upon phase one efforts to update information on Port webpages and have consistent, quarterly communication from the Port to partners and residents of the Duwamish Valley, phase two will focus on more frequent communication updates through social media. This communication strategy will include sharing upcoming events, resources, and engagement opportunities from the Port and Port-partners.

Tactic 1.1.2: Build cross-departmental Port career opportunity outreach plan. There are several teams and departments at the Port working on workforce development and job opportunities including Human Resources, Workforce Development, and External Relations. This tactic will focus on organizing and coordinating Port communications for opportunities open to or targeted to the Duwamish Valley through projects like an internal outreach calendar, hyper-local multilingual advertising campaign, and physical marketing.

Objective 1.2: PCAT Capacity Building

The PCAT is dedicated to serving as a bridge between the larger Duwamish Valley community and the Port. PCAT members are community advocates, leaders and neighbors who help inform the Duwamish Valley community about the Port and who elevate and amplify community priorities, needs and ideas to Port staff. This objective reflects the priorities PCAT members have identified to strengthen and develop PCAT over the coming years. Phase 2 of this work will include creating a recruiting and onboarding plan for bringing in new PCAT members and sustaining the organization over time. PCAT members will also focus on coordinating their outreach and communication with Duwamish Valley community partners, participating more in Port projects that impact the Duwamish Valley and have advisory opportunities for community members.

Tactic 1.2.1: Recruiting and Onboarding Process. As current PCAT members end their tenure, there is a need to create a recruiting process and timeline to bring in new members. There is also an opportunity to create an onboarding plan and set of resources to help new members learn about the role and responsibilities of PCAT members, the Port, and opportunities to support the Duwamish Valley community. The goal is for these resources to be created before recruitment for new members begins.

Tactic 1.2.2: PCAT-led engagement with Duwamish Valley community. Current PCAT members have recognized an opportunity to more proactively and consistently build and maintain relationships with community-based organizations and other community partners and residents in the Duwamish Valley. PCAT members will establish mechanisms to do this, with the goal of both informing community partners about happenings and opportunities with the Port and

ensuring the Port has a robust understanding and connection with community priorities and concerns.

Tactic 1.2.3: Increase PCAT participation in Port advisory opportunities. The capacity and interest of PCAT members to serve in an advisory role for Port projects and programs in or impacting the Duwamish Valley has fluctuated over time. To work towards more consistent participation of PCAT members, the Port will begin soliciting and organizing opportunities for PCAT members to advise on Port projects and PCAT members will prioritize and organize participation among PCAT itself and with other community partners with the goal of increasing community participation in Port decision-making processes over time.

Objective 1.3: Expanded Use of the Hub to Build Community Capacity

Established in 2021, the DRCH serves as a vital economic development resource center in the Duwamish Valley for community organizations and partners. Its uses help fulfill the CBC and align with Port priorities that support economic development, environment and sustainability, and the maritime and aviation industries. As the Port is considering possible renovations to the current space, this objective encapsulates some of the work that will be done to support expanded usage and better serve community needs.

Tactic 1.3.1: Renovations to Existing Hub. If funding and approvals for Hub renovations are secured, construction would ideally begin in 2027. Projects would be phased to meet budget constraints and minimize closure and disruption to programming at the Hub. The goal of the renovations is to modify the space to better meet community and Port needs, ultimately resulting in increased use of the space.

Tactic 1.3.2: Long-term planning for Port-owned space in the Duwamish Valley. The Hub is currently leased by the Port; the Port does not own the property. Typical lease duration is 5 years. To support longer term planning and budgeting, the Port will partner with PCAT and community partners to conduct a needs assessment and feasibility study for a permanent, Port-owned (or co-owned) facility in the Duwamish Valley to continue the work of the DVCEP into the future.

Tactic 1.3.3: Extend MOA with City of Seattle for use of the Hub. If the one-year pilot program is a success and achieves the objectives outlined in phase one, the Port and the City of Seattle will explore a longer-term agreement for use of the Hub for programs and activities that support each institution's mutual goals and commitments to the Duwamish Valley.

Goal 2 – Healthy Environment and Communities

The Port shall proactively address climate change and other environmental factors that affect the health of the community. The DVCEP will foster collaboration with community on activities that advance mutually beneficial outcomes. The Port's action areas include, but are not limited to:

- Climate change
- Air quality
- Truck traffic
- Noise impacts
- Public parks and green space
- Water quality

This goal is to advance the Port's existing commitments to air quality and climate change, reducing impacts from drayage trucks and cargo operations, habitat restoration, cleanup efforts of the Duwamish River, and creating public access green spaces within the Duwamish Valley.

PCAT members, Duwamish Valley community partners, and Port and NWSA staff have identified the following focus areas within this goal: clean air and climate change engagement, and Port Park and habitat restoration engagement and outreach. The following section will outline how Port and NWSA staff will work in collaboration to educate and engage near-port communities in the Duwamish Valley on maritime environmental projects and programs related to clean air and climate and Port parks and habitat restoration sites.

As noted above, Phase 3 is currently left open and will be updated after the completion of Phase 1. This was done to allow for continued community engagement, planning, and evaluation of the efforts and success of Phase 1, with the intention of populating Phase 3 to include actions and focus areas that will be pushed out due to unforeseen challenges and to allow for priorities to evolve over time.

PHASE 1 (2026 – 2027)

Goal 2 – Healthy Environment and Communities

Objectives	Initiatives & Tactics	Key Performance Indicators
2.1: Clean Air and Climate Change Engagement	<ul style="list-style-type: none"> 2.1.1: Launch Clean Ports Powering Maritime Innovation (PMI) Project Engagement and Outreach 	<ul style="list-style-type: none"> Launch Community Liaison Program by Q3 2026 Activate four Community Liaisons by Q3 2026 Quarterly engagement with Duwamish Valley and South King County communities about the PMI project by Q4 2026 Implement digital engagement platform by Q2 2026
	<ul style="list-style-type: none"> 2.1.2: Collaborate with partners to advance Port of Seattle’s Maritime Climate and Air Action Plan (MCAAP) Engagement 	<ul style="list-style-type: none"> Plan annual community events and educational activities developed for near-port communities in the Duwamish Valley to learn about POS MCAAP by Q4 2026 10% increase of Clean Air Quarterly subscribers by Q4 2026 to keep Duwamish Valley communities informed on annual MCAAP progress. Track and report annual Port investments in Duwamish Valley community-led clean air and climate education programs and events by 2026
2.2: Port Parks and Habitat Restoration Engagement and Outreach	<ul style="list-style-type: none"> 2.2.1: Promote Port Parks and Habitat Restoration Sites 	<ul style="list-style-type: none"> Plan community events and educational activities hosted at Port parks and habitat restoration sites for near-port communities in Duwamish Valley by Q4 2026 Track engagement events and educational activities hosted at Port parks and habitat restoration sites by Q4 2026 Track and report annual Port investments in Duwamish Valley community-led habitat restoration educational programs and activities by Q4 2026

<p>2.3 Duwamish Valley Cleanup Engagement</p>	<ul style="list-style-type: none"> • 2.3.1: Support Port-led Duwamish Valley Cleanup Engagement and Outreach 	<ul style="list-style-type: none"> • Plan engagement events and educational activities developed for near port communities to learn about Port-led cleanup projects by Q4 2026 • Track and report annual Port investments in Duwamish Valley community-led Duwamish River educational programs and litter cleanup events by Q4 2026
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Phase 1 (2026 – 2027)

Objective 2.1: Clean Air and Climate Change Engagement

To support community engagement surrounding Clean Air and Climate Change, the DVCEP team is dedicated to fostering education, collaboration, communication, and implementation of programs or projects that reduce air emissions and address climate change impacts. This objective highlights the joint engagement efforts the team aims to meet through collaboration and serving as points of contact between Duwamish Valley community groups and leaders, as well as Port and NWSA environment and sustainability teams.

Initiative: *Launch Clean Ports Powering Maritime Innovation (PMI) Project Engagement and Outreach* – Provide engagement and educational opportunities for near-port communities to learn about the transition to low- and zero-emission maritime fuels through the 18-month PMI project funded by a grant from the U.S. Environmental Protection Agency (EPA).

Tactic 2.1.1: *Launch a Community Liaison Program for the PMI Project to support education and engagement with communities in the Duwamish Valley and South King County.*

Tactic 2.1.2: *Activate four Community Liaisons from the Duwamish Valley and South King County areas to support an inclusive engagement process and activities.*

Tactic 2.1.3: *Collaborate with partners and Port and NWSA staff to host quarterly engagement activities and events to educate Duwamish Valley and South King County Communities about the PMI Project and to gather community feedback through multiple opportunities such as webinars, workshops, boat tours, etc., and to provide regular updates to the PCAT and other Duwamish Valley community partners.*

Tactic 2.1.4: *Improve ongoing engagement and communications with Duwamish Valley and South King County communities by utilizing a digital engagement platform.*

Initiative: *Collaborate with partners, Port of Seattle and Northwest Seaport Environment and Sustainability staff, to advance Port of Seattle’s Maritime Climate and Air Action Plan (MCAAP) Engagement* – Co-develop and implement engagement activities and opportunities for near-port communities in the Duwamish Valley to learn about the actions the ports are taking to reduce air and climate emissions.

Tactic 2.1.1: *Collaborate with partners and Port and NWSA staff to plan annual engagement events and educational activities for Duwamish Valley communities to learn about the ports action plans to reduce and ultimately phase out seaport related emissions by 2050.*

Tactic 2.1.2: *Promote the Clean Air Quarterly to increase annual readership by 10% to keep Duwamish Valley communities informed of ongoing MCAAP progress and updates.*

Tactic 2.1.3: *Collaborate with community partners and Port staff to track and report annual Port investments in community-led clean air and climate educational programs and events in the Duwamish Valley like the Duwamish River Community Coalition Duwamish Valley Clean Air Program (DVCAP).*

Objective 2.2: Port Park and Habitat Restoration Engagement and Outreach

In collaboration with the PCAT, Duwamish Valley community partners, Port staff, public agency and industry partners, this objective is aimed at increasing equitable access to Port parks and habitat restoration sites along the Duwamish River and raising public awareness of the ecology, wildlife, habitat, and ongoing stewardship efforts of the Duwamish River.

Initiative: *Port Parks and Habitat Restoration Sites Engagement* – Provide equitable opportunities for near-port communities to visit, tour, and learn about Port owned shoreline parks in the Duwamish Valley.

Tactic 2.2.1: Promote Port parks and habitat restoration sites as welcoming, accessible and inclusive by planning annual educational events, activities, and tours for Duwamish Valley communities at Port owned shoreline parks along the Duwamish River.

Tactic 2.2.2: Collaborate with partners to track engagement events and educational activities hosted at Port parks and habitat restoration sites to further our understanding of how Duwamish Valley communities utilize Port owned shoreline parks along the Duwamish River.

Tactic 2.2.3: Collaborate with community partners and Port staff to track and report annual Port investments in community-led habitat restoration events and training activities hosted at Port parks such as Duwamish Alive.

Objective 2.3: Duwamish Valley Cleanup Engagement

Initiative: *Support Port-led Duwamish Valley Cleanup Engagement and Outreach* – Support ongoing collaborative efforts to equitably and meaningfully engage with Duwamish Valley near-port communities about Port led cleanup plans in the Duwamish Valley.

- *Tactic 2.3.1: Collaborate with partners and Port staff to plan engagement events and educational activities developed for Duwamish Valley communities to learn about ongoing Port-led remediation projects like T-115 and T108.*
- *Tactic 2.3.2: Collaborate with community partners and Port staff to track and report annual Port investments in Duwamish Valley community-led Duwamish River educational programs and litter cleanup events.*

PHASE 2 (2027 – 2028)

Goal 2 – Healthy Environment and Communities

Objectives	Initiatives & Tactics	Key Performance Indicators
2.1: Clean Air and Climate Change Engagement	<ul style="list-style-type: none"> Fulfill Powering Maritime Innovation Project Engagement and Outreach 	<ul style="list-style-type: none"> Continue to track data of Duwamish Valley community engagement activities through the Community Liaison Program by Q4 2027 Continue quarterly engagement with Duwamish Valley and South King County communities about the PMI project Q4 2027 Continue to track data from digital engagement platform by Q4 2027
	<ul style="list-style-type: none"> Collaborate with partners to advance Port of Seattle’s Maritime Climate and Air Action Plan (MCAAP) Engagement 	<ul style="list-style-type: none"> Continue to host annual community events and educational activities developed for near-port communities in the Duwamish Valley to learn about POS MCAAP by Q4 2027 10% increase of Clean Air Quarterly subscribers by Q4 2027 to keep Duwamish Valley communities informed on annual MCAAP progress Continue to track and report Port investments in Duwamish Valley community-led clean air and climate education programs and events
2.2: Port Park and Habitat Restoration Engagement and Outreach	<ul style="list-style-type: none"> Promote Port Parks and Habitat Restoration Sites 	<ul style="list-style-type: none"> Continue to host community events and educational activities hosted at Port parks and habitat restoration sites for near-port communities in Duwamish Valley by Q4 2027 Continue to track and report engagement event and educational activities hosted at Port parks and habitat restoration sites by Q4 2027 Continue to track and report Port annual investments in Duwamish Valley community-

		led habitat restoration educational programs and activities by Q4 2027
2.3 Duwamish Valley Cleanup Engagement	<ul style="list-style-type: none"> Support Port-led Duwamish Valley Cleanup Engagement and Outreach 	<ul style="list-style-type: none"> Continue to host engagement events and educational activities developed for near port communities to learn about Port-led remediation projects by Q4 2027 Continue to track and report annual Port investments in Duwamish Valley community-led Duwamish River educational programs and litter cleanup events by Q4 2027

Phase 2 (2027 – 2028)

Objective 2.1: Clean Air and Climate Change Engagement

To support community engagement surrounding Clean Air and Climate Change, the DVCEP team is dedicated to fostering education, collaboration, communication, and implementation of programs or projects that reduce air emissions and address climate change impacts. This objective highlights the joint engagement efforts the team aims to meet through collaboration and serving as points of contact between Duwamish Valley community groups and leaders, as well as Port and NWSA environment and sustainability teams.

Initiative: *Launch Clean Ports Powering Maritime Innovation (PMI) Project Engagement and Outreach* – Provide engagement and educational opportunities for near-port communities to learn about the transition to low- and zero-emission maritime fuels through the 18-month PMI project funded by a grant from the U.S. Environmental Protection Agency (EPA).

Tactic 2.1.1 Advance the implementation of a Community Liaison Program for the PMI Project to support education and engagement with communities in the Duwamish Valley and South King County. Identify new engagement opportunities and incorporate process improvements utilizing data and reports from 2026 engagement events and activities.

Tactic 2.1.2: Continue to collaborate with partners and Port and NWSA staff to host quarterly engagement activities and events to educate Duwamish Valley and South King County Communities about the PMI Project and to gather community feedback through multiple opportunities such as webinars, workshops, boat tours, etc., and to provide regular updates to the PCAT and other Duwamish Valley community partners.

Tactic 2.1.3: Identify communication gaps and implement process improvements to further the improvement of ongoing engagement and communications with Duwamish Valley and South King County Communities by utilizing data collected from a digital engagement platform.

Initiative: *Collaborate with partners and Port and NWSA Environment and Sustainability staff to advance Port of Seattle's Maritime Climate and Air Action Plan (MCAAP) Engagement* – co-develop and implement engagement activities and opportunities for near-port communities in the Duwamish Valley to learn about the actions the ports are taking to reduce air and climate emissions.

Tactic 2.1.1: *Identify gaps in engagement opportunities and implement process improvements in collaboration with Port and NWSA staff to host annual engagement events and educational activities for Duwamish Valley communities, to learn about the ports action plans to reduce and ultimately phase out seaport related emissions by 2050.*

Tactic 2.1.2: *Continue to promote the Clean Air Quarterly to increase annual readership by 20% to keep Duwamish Valley near-port communities informed of ongoing CAIP and MCAAP progress and updates. Identify gaps in promotional activities and implement process improvements.*

Tactic 2.1.3: *Continue to collaborate with community partners and Port staff to track and report annual Port investments in community-led clean air and climate educational programs and events in the Duwamish Valley like the Duwamish River Community Coalition Duwamish Valley Clean Air Program (DVCAP).*

Objective 2.2: Port Park and Habitat Restoration Engagement and Outreach

In collaboration with the PCAT, Duwamish Valley community partners, Port staff, public agency and industry partners, this objective is aimed at increasing equitable access to Port parks and habitat restoration sites along the Duwamish River and raising public awareness of the ecology, wildlife, habitat, and ongoing stewardship efforts of the Duwamish River.

Initiative: *Port Parks and Habitat Restoration Sites Engagement* – Provide equitable opportunities for near-port communities to visit, tour, and learn about Port-owned shoreline parks in the Duwamish Valley.

Tactic 2.2.1: Co-develop new opportunities with partners and Port staff to advance the promotion of Port parks and habitat restoration sites as welcoming, accessible and inclusive by hosting annual educational events, activities, and tours for Duwamish Valley communities at Port owned shoreline parks along the Duwamish River.

- *Tactic 2.2.2: Continue to collaborate with community partners and Port staff to track engagement events and educational activities hosted at Port parks and habitat restoration sites, to further our understanding of how Duwamish Valley communities utilize Port owned shoreline parks along the Duwamish River.*

Tactic 2.2.3: Continue to collaborate with community partners and Port staff to track and report Port investments in community-led habitat restoration events and training activities hosted at Port parks such as Duwamish Alive.

Objective 2.3: Duwamish Valley Cleanup Engagement

Initiative: *Support Port-led Duwamish Valley Cleanup Engagement and Outreach* – Support ongoing collaborative efforts to equitably and meaningfully engage with Duwamish Valley near-port communities about the Port's cleanup efforts in the Duwamish Valley.

- *Tactic 2.2.1: Continue to collaborate with partners and Port staff to host engagement events and educational activities like the Multilingual Duwamish River Boat Tour developed for Duwamish Valley communities to learn about ongoing Duwamish River Superfund cleanup and Port-led remediation projects like T-115 and T-108.*
- *Tactic 2.2.2: Continue to collaborate with community partners and Port staff to track and report annual Port investments in Duwamish Valley community-led Duwamish River educational programs and litter cleanup events.*

Goal 3 – Economic Prosperity in Place

The Port shall support anti-displacement solutions that enable the Duwamish Valley community to thrive in place through equitable access to training, jobs, career pathways, and port-related economic opportunities. The DVCEP will foster collaboration with the community on economic development activities that advance mutually beneficial outcomes. The port’s action areas include, but are not limited to:

- Recruiting and retention
- Youth workforce development
- Adult workforce development
- Economic development
- Support for an equitable, diverse, and green economy

This goal ensures that the Port is proactive in giving both youth and adults exposure and access to Port-related industry job opportunities and investing intentionally in economic development for residents, business owners, and workers in the Duwamish Valley.

The focus areas detailed below reflect the original action areas identified in the CBC. They include continued investment in adult workforce development opportunities through the Duwamish Valley Career Navigator Program; creating a youth workforce education and exploration plan and program; expanding use of the Hub and increasing activation to support economic development; coordinating existing Port resources and partnerships to support small businesses in the Duwamish Valley; and increasing applications from and awards to organizations in the Duwamish Valley for South King and Port Communities Funding opportunities.

As noted above, Phase 3 is currently left open and will be updated after the completion of Phase 1. This was done to allow for continued community engagement, planning, and evaluation of the efforts and success of Phase 1, with the intention of populating Phase 3 to include actions and focus areas that will be pushed out due to unforeseen challenges and to allow for priorities to evolve over time.

PHASE 1 (2026 – 2027)		
Goal 3 – Economic Prosperity in Place		
Objectives	Initiatives & Tactics	Key Performance Indicators
3.1: Continued investment in Adult Workforce Development	<ul style="list-style-type: none"> 3.1.1: Career Navigation Program outreach and services 	<ul style="list-style-type: none"> Benchmark the number of community events attended by career navigators Benchmark the number of DV community members placed in training programs & employment Benchmark the number of DV community member provided wraparound services Benchmark the number of DV community members with ongoing retention services after employment placement
	<ul style="list-style-type: none"> 3.1.2: Port-sponsored Workforce Development events 	<ul style="list-style-type: none"> Benchmark the number of port-sponsored or hosted career fairs, workshops, networking events, for the Duwamish Valley community
	<ul style="list-style-type: none"> 3.1.3: Duwamish Valley Community Participation in workforce development programs 	<ul style="list-style-type: none"> Benchmark the percentage of participants from the 98108 zip code (which includes the Duwamish Valley) who participate in Port Jobs, Maritime Career Launch, and the Construction Trades Pre-Apprenticeship, Placement & Retention
	<ul style="list-style-type: none"> 3.1.4: Partnership with City of Seattle 	<ul style="list-style-type: none"> Benchmark the number of city-sponsored career navigation events and services offered at the Hub Benchmark the number of appointments and walk-ins utilizing City and Port career services offered at the Hub Benchmark the number of Port-City joint events supporting career services at the Hub

3.2: Create a Youth Workforce Education and Exposure plan and program	<ul style="list-style-type: none"> 3.2.1: Partner with HR to support Duwamish Valley youth participation in summer High School Internship program 	<ul style="list-style-type: none"> Benchmark number of DV-specific info sessions and application workshops Increased applications from DV youth (YoY increase from 2025) Offer minimum of two intern spots for applicants from 98108 zip code Increased acceptance (number and rate YoY) of DV youth (from 2025)
	<ul style="list-style-type: none"> 3.2.2: Pilot program for Port-related career field trips for Duwamish Valley youth 	<ul style="list-style-type: none"> Create "menu" of options for field trips and experiential learning opportunities Pilot a minimum of two field trip opportunities with youth-serving organizations in the DV and/or schools that serve students in the DV
	<ul style="list-style-type: none"> 3.2.3: Curate list of port-related industry education and exploration opportunities for youth under 18 	<ul style="list-style-type: none"> Create a list of learning resources, internships, summer programs, and educational opportunities for port-related industry work for youth under 18 Publish list on DVCEP webpage and update regularly
3.3: Coordinate existing port resources and partnerships to support small businesses in the Duwamish Valley	<ul style="list-style-type: none"> 3.3.1: Meet with small business leaders in the DV and scope needs and uses of Hub and POS partnership opportunities 	<ul style="list-style-type: none"> Conduct gap analysis to understand current needs of small businesses in the DV, current resources offered by the Port and other partners, and gaps in offerings that need to be filled Scope uses of the Hub that can support small businesses to fill identified gaps in services Pilot Port-sponsored small business support and resource offerings at the Hub Benchmark the number and variety of small business support and resource offerings at the Hub Create self-service resource for businesses that consolidate current offerings in and for the DV small business community
	<ul style="list-style-type: none"> 3.3.2: Inventory Port contracting and vendor opportunities in the Duwamish Valley 	<ul style="list-style-type: none"> Benchmark the number of active contracts and vendors from Duwamish Valley businesses Inventory current Port offerings that support contracting and vending opportunities

<p>3.4: Increase applications from and awards to organizations in the DV for South King Port Community Funding opportunities</p>	<ul style="list-style-type: none"> • 3.4.1: Expand South King and Port Communities Fund Economic Opportunities Program to include the Duwamish Valley 	<ul style="list-style-type: none"> • Benchmark number of information sessions in the Duwamish Valley • Benchmark number of applications from organizations based in or that serve the Duwamish Valley • Benchmark number of awardees from organizations based in or that serve the Duwamish Valley
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Phase 1 (2026 – 2027)

Objective 3.1: Continued Investment in Adult Workforce Development

This objective focuses on the next iteration of the Port’s investment in workforce development initiatives in the Duwamish Valley, specifically aimed at adult workforce development and training programs that prepare community members for opportunities in port-related industries like aviation, maritime, construction and green jobs.

Tactic 3.1.1: Career Navigation Program outreach and services. The Port of Seattle launched [Duwamish Valley Career Navigation](#) services to help connect job seekers to port-related industries opportunities and provide clear, equitable pathways to family-wage careers. Through personalized coaching with wraparound support — including help with training and application costs, work gear, and transportation — the program gives job seekers the tools and resources to succeed. Launched in the winter of 2025, the focus for 2026 is setting benchmark metrics for the number of appointments set with career navigators through weekly office hours, attending community events to extend outreach in the community, tracking the number of Duwamish Valley community members placed in training programs and employment and provided with other wraparound services, and eventually to track ongoing retention of community members placed in jobs.

Tactic 3.1.2: Port-sponsored workforce development events. To support the career navigation program and build out the Port’s workforce development efforts in the Duwamish Valley, the DVCEP and Workforce Development teams will attend and host events like career and hiring fairs, resume and interview workshops, networking events, and other offerings catered specifically to the needs of community members in Georgetown and South Park.

Tactic 3.1.3: Duwamish Valley Community Participation in Workforce Development Programs. The Port’s Workforce Development team has several programs that help jobseekers enter port-related careers. These include the Duwamish Valley Career Navigator program (Tactic 3.1.1) as well as Port Jobs, Maritime Career Launch, and construction pre-apprenticeships. Port Jobs is a contracted non-profit partnership that serves a triple bottom line of employers, SEA workers and job seekers by providing a range of high-quality workforce development services focused on introducing pathways to meaningful employment and career advancement opportunities at SEA Airport. The Maritime Career Launch is a Port-led partnership between Seattle College's Maritime Shipyard Welding Certificate Program and workforce and community partners to recruit participants interested in shoreside maritime careers, support them through training, and connect them to job opportunities through dedicated employer coordination and engagement. The Construction pre-apprenticeship, placement and retention program partners provide unemployed and under-employed King County residents with construction readiness training, certifications job placement services and wraparound supports including after starting construction work. Port staff will conduct targeted outreach to Duwamish Valley residents and leverage Duwamish Valley Career Navigators to enroll more Duwamish Valley community members into these programs, with the goal of increasing participation over time.

Tactic 3.1.4: Partnership with City of Seattle. Through the partnership agreement with the City of Seattle’s Duwamish Valley Program (see Goal 1, Initiative 1.3.3), the DVCEP and

Duwamish Valley Program will explore hosting both city-sponsored and Port/city-organized career navigation events and services at the Hub. By offering services sponsored and organized through the City of Seattle, in addition to those offered by the Port, we can increase activation of the space and realize the original intent of the space to serve as an economic development hub for the community. We will also be able to offer a broader array of wraparound services and career opportunities, serve more community members with increased capacity and resources, and draw upon programs offered through multiple organizations and government entities.

Objective 3.2: Create a Youth Workforce Education and Exploration Plan and Program

By investing in programmatic support and opportunities for youth under the age of 18 in the Duwamish Valley, this objective brings stronger emphasis on investing in youth workforce development opportunities that prepare young people in the community for port-related career pathways through field trips that expose youth to port-related industry careers, educational programs, professional development support, as well as outreach and career building training opportunities.

Tactic 3.2.1: Partner with HR to support Duwamish Valley youth participation in summer High School internship program. Community members and leaders of youth-serving organizations in the Duwamish Valley voiced their concerns about a lack of representation from Duwamish Valley youth in the Port's high school internship program during the summer of 2025. In response, the DVCEP team has worked closely with schools that serve Duwamish Valley youth, youth-serving organizations like the Duwamish Valley Youth Corps and Duwamish Valley Sustainability Association, and the Port's HR team to do more proactive outreach; host information sessions and application workshops; post a word version of the application several weeks in advance of the online application opening; and more in an effort to increase applications from eligible youth in the Duwamish Valley. The Port will be tracking applications and acceptance rates for applicants from the Duwamish Valley and has also reserved a minimum of two spots in the internship program for youth from the 98108 in recognition of the Port's unique relationship and commitment to the Duwamish Valley.

Tactic 3.2.2: Pilot program for Port-related career field trips for Duwamish Valley youth. DVCEP staff have partnered closely with PCAT members to host community listening sessions with youth under 18, youth serving organizations, school faculty and staff, and parents to better understand the needs and opportunities for youth to get exposure to port-related industry career pathways and opportunities. One of the clear needs and core ideas identified by this group was for Port-sponsored and organized field trip opportunities for students. To meet these demands, DVCEP staff will partner with Chief Sealth High School and several youth-serving organizations in the Duwamish Valley to pilot some initial field trips, with the goal of increasing the number and variety of field trip opportunities year over year.

Tactic 3.2.3: Curate list of port-related industry education and exploration opportunities for youth under 18. The other need identified through the community listening sessions was for field trips to be paired with information about education and job experience opportunities relevant and accessible to young people under the age of 18. To meet this demand, DVCEP staff partnered with the Port's winter High School internship cohort from Maritime High School to create a list of port-related education and exploration opportunities that include

field trip ideas, internships, pre-apprenticeship and training programs, specialized education like Maritime and Aviation high school, summer camps, and other opportunities for young people to explore opportunities in the fields of aviation, maritime, construction and green jobs. The goal is to pair relevant opportunities with each field trip offering and make the full list available online for accessibility and easy reference.

Objective 3.3: Coordinate Existing Port Resources and Partnerships to Support Small Business in the Duwamish Valley

To better support small businesses and vendors in the Duwamish Valley, this objective aims at building a network of resources for existing businesses and entrepreneurs that could support resilience against displacement and cultivate new business ventures.

Tactic 3.3.1: Meet with small business leaders in the Duwamish Valley and scope needs and uses of Hub and POS partnership opportunities. To begin, DVCEP staff will conduct a gap analysis to understand the current needs of small businesses in the Duwamish Valley, current resources offered directly by the Port and through its partners, and what resources and support are missing. Based on these identified opportunities, DVCEP staff will work with internal and external partners to tailor new resources for small businesses and support services offered at the Hub that meet community needs.

Tactic 3.3.2: Inventory Port contracting and vendor opportunities in the Duwamish Valley. The Port has a vast array of contract and vendor opportunities and while these opportunities are publicly available, there are opportunities to connect small businesses and vendors in the Duwamish Valley more directly when requests for information or proposals go out. To understand the current state and set more specific goals, DVCEP staff will begin by working with the Port's Economic Development and Procurement teams to see how many active contracts and vendor opportunities are currently with businesses in the Duwamish Valley. Staff will also inventory current offerings and resources at the Port that advertise and support access to contracting and vending opportunities and determine what we can make more consistently available to the business community in Georgetown and South Park. The goal will be to connect businesses more directly to these services and others in Phase 2.

Objective 3.4: Increase Applications from and Awards to Organizations in the Duwamish Valley for South King and Port Communities Funding Opportunities

The South King and Port Communities Fund directs resources to historically underserved, diverse communities identified by the Port's Equity Index, now including the Duwamish Valley. This objective is advanced through the Economic Opportunities for Communities Program, supporting community-driven pathways to living-wage careers in aviation, construction trades, green jobs, and maritime sectors.

Tactic 3.4.1: Expand South King and Port Communities Fund Economic Opportunities Program to include the Duwamish Valley. After concerted community effort, in 2026 the SKPCF was expanded to include several new geographic areas, including the Duwamish Valley. To ensure that community partners that work in and support the Duwamish Valley are aware of and have access to this funding opportunity, the DVCEP team will work closely with SKPCF staff to advertise and host information sessions in the Duwamish Valley so

organizations can learn more about the Economic Opportunities Program and how to apply. Staff will track the number of applications and awardees from organizations that are based in and/or support the Duwamish Valley community every year to ensure equitable representation.



PHASE 2 (2027 – 2028)		
Goal 3 – Economic Prosperity in Place		
Objectives	Tactics/Initiatives	KPIs
3.1: Continued investment in Adult Workforce Development	<ul style="list-style-type: none"> 3.1.1: Duwamish Valley Career Navigator Program 	<ul style="list-style-type: none"> Increase the number of community events attended by career navigators Year over year increase in the number of DV community members placed in training programs & employment Year over year increase in the number of DV community members provided wraparound services Year over year increase in the number of DV community members with ongoing retention services after employment placement Evaluation of program effectiveness Evaluation of overall program effectiveness and impact Commission briefing with proposal for next phase of program and request for new contract funds
	<ul style="list-style-type: none"> 3.1.2: Expansion of City of Seattle economic development and workforce development services offered at Hub 	<ul style="list-style-type: none"> Add new city-sponsored programs and services supporting economic development and workforce development, beyond pilot year offerings Year over year increase in the number of economic development and workforce development events and services offered at the Hub Year over year increase in the number of appointments and walk-ins utilizing City and Port economic development and workforce development services offered at the Hub Year over year increase in the number of Port-City joint events supporting economic development and workforce development services at the Hub

	<ul style="list-style-type: none"> 3.1.3: Duwamish Valley Community Participation in workforce development programs 	<ul style="list-style-type: none"> Increase percentage of participants from the 98108 zip code (which includes the Duwamish Valley) who participate in Port Jobs, Maritime Career Launch, and the Construction Trades Pre-Apprenticeship, Placement & Retention
	<ul style="list-style-type: none"> 3.1.4: King County Workforce Development Partnership 	<ul style="list-style-type: none"> Develop contacts and relationships with King County Economic Development office Inventory offerings by KCED and include in gap analysis from Phase 1, Tactic 3.3.1 Partner with KCED to offer resources and services at the Hub
3.2: Create a Youth Workforce Education and Exploration plan and program	<ul style="list-style-type: none"> 3.2.1: Port-Related Career Field Trip Program 	<ul style="list-style-type: none"> Increase in the number of school partners for field trips Offer 3-5 field trips (increased from two in 2026) Increase in student participation year over year
	<ul style="list-style-type: none"> 3.2.2: Offer Port-Related Career Resources for DV Youth Programs 	<ul style="list-style-type: none"> Offer port-related career presentations, information, and resources for youth programs Pilot resources with youth-serving partner organizations by offering one port-supported session per cohort based on interest and availability; increase offerings year over year
	<ul style="list-style-type: none"> 3.2.3: Maritime High School support 	<ul style="list-style-type: none"> Investigate opportunities to support access to the Duwamish River for Maritime High School students Work with Maritime High School staff and Duwamish Valley partners to address accessibility and increase enrollment of students from the DV
3.3: Coordinate existing port resources and partnerships to support small businesses in the Duwamish Valley	<ul style="list-style-type: none"> 3.3.1: Increase Port small business, contracting and vendor support services for Duwamish Valley small businesses 	<ul style="list-style-type: none"> Tailor existing Port resources for contract and vendor opportunities to meet needs of Duwamish Valley businesses Benchmark targeted outreach, information, and support services for Port contracting and vendor opportunities to the Duwamish Valley Benchmark number of workshops and drop-in support sessions offered

		<ul style="list-style-type: none"> • Benchmark number of attendees • Benchmark number of small businesses served • Increase the number of active contracts and vendors from Duwamish Valley businesses
	<ul style="list-style-type: none"> • 3.3.2: Expand small business resources offered at the Hub through partnerships 	<ul style="list-style-type: none"> • Increase the number and variety of small business support and resources offerings at the Hub
<p>3.4: Increase applications from and awards to organizations in the DV for South King Port Community Funding opportunities</p>	<ul style="list-style-type: none"> • 3.4.1: Increase representation of Duwamish Valley organizations in South King Port Community Economic Opportunities Fund 	<ul style="list-style-type: none"> • Increase number of information sessions in the Duwamish Valley • Increase number of applications from organizations based in or that serve the Duwamish Valley • Increase number of awardees from organizations based in or that serve the Duwamish Valley

Phase 2 (2027 – 2028)

Objective 3.1: Adult Workforce Development

This objective focuses on the next iteration of the Port’s investment in workforce development initiatives in the Duwamish Valley, specifically aimed at adult workforce development and training programs that prepare community members for opportunities in port-related industries like aviation, maritime, green industries and skilled trades.

Tactic 3.1.1: Duwamish Valley Career Navigator Program. This program will be entering its third year in the winter of 2027, which will launch a comprehensive evaluation of the program’s effectiveness and impact on job seekers in the Duwamish Valley. Based on the outcome of this evaluation, the Workforce Development team and DVCEP team will create a proposal for the next iteration of the program, present this to Commission, and request funding for a new contract.

Tactic 3.1.2: Expansion of City of Seattle economic development and workforce development services offered at Hub. At the conclusion of initial MOA with the City of Seattle, Port DVCEP staff and City of Seattle Duwamish Valley Program staff will analyze the data collected during the one-year pilot, share outcome data with Port and City leadership teams, and – hopefully – extend the MOA to grow the partnership between the Port and the City in the Duwamish Valley and continue to expand the economic and workforce programs and services offered at the Hub.

Tactic 3.1.3: Duwamish Valley Community Participation in workforce development programs. With targeted outreach efforts, support for Duwamish Valley Career Navigators, and in concert with the other adult workforce development efforts under this objective, Port staff will endeavor to increase participation from the 98108-zip code (which includes the Duwamish Valley) in the Port Jobs, Maritime Career Launch, and construction pre-apprenticeship programs over time.

Tactic 3.1.4: King County Workforce Development Partnership. In addition to partnering with the City of Seattle, there are opportunities for the Port to work more with King County and explore partnership opportunities around the Port and the County’s shared economic development goals. In addition to developing contacts and relationships with King County Economic Development (KCED) staff, DVCEP staff will also build upon the gap analysis conducted in Phase 1 (Tactic 3.3.1) and learn about the services, programs and support offerings through KCED and determine if there are opportunities to offer these services at the Hub to meet the needs of the business community in the Duwamish Valley.

Objective 3.2: Youth Workforce Education and Exploration

By providing more programmatic support and opportunities for youth under the age of 18 in the Duwamish Valley, this objective brings stronger emphasis on investing in youth workforce development programs that prepare youth in the community for port-related careers pathways through professional development support, educational programs as well as outreach and career building training.

Tactic 3.2.1: Port-Related Career Field Trip Program. To build upon the work in Phase 1, DVCEP staff will continue to build relationships with schools that serve the Duwamish Valley

community and explore opportunities to offer port-related field trips, with the goal of increasing the total number of field trips offered to students in the Duwamish Valley.

Tactic 3.2.2: Offer Port-Related Career Curriculum for Duwamish Valley Youth Programs. To compliment field trip offerings, DVCEP staff will also work with youth-serving organizations and schools to research existing port-related career curriculum and modify it to meet the needs and interests of students in the Duwamish Valley. Based on interest and availability, DVCEP staff will work with youth-serving partners to offer one session using the port-related career curriculum each quarter.

Tactic 3.2.3: Maritime High School Support. Community members made clear through the development of the DVCEP strategic plan that there is interest and desire to invest in making Maritime High School more accessible for students in the Duwamish Valley. As of 2026, lack of awareness and access to transportation to Des Moines (where the Maritime High School campus is currently located) were cited as the main barriers for students in the Duwamish Valley. DVCEP staff will work with Maritime High School staff, community partners, youth, City of Seattle staff, and Port staff and leadership to explore ideas on how to address and mitigate these barriers in service of increase accessibility and enrollment of students from the Duwamish Valley in Maritime High School.

Objective 3.3: Small Business Support in Duwamish Valley

To better support small businesses and vendors in the Duwamish Valley, this objective aims at building a network of resources for existing businesses and entrepreneurs that could support resilience against displacement and cultivate new business ventures.

Tactic 3.3.1: Increase Port small business, contracting and vendor support services for Duwamish Valley small businesses. To build on Phase 1, Tactic 3.3.2 and address the gaps identified in Phase 1, Tactic 3.3.1, DVCEP staff will work closely with the Port's Economic Development Department to tailor existing Port offerings to the specific needs of business leaders in the Duwamish Valley. Staff will conduct targeted outreach to share information and offer support services to help small businesses access Port contracting and vendor opportunities. Staff will benchmark the number of workshops and drop-in support sessions, attendees, and small businesses served with the goal of increasing the number of active contracts and vendors from the Duwamish Valley doing business with the Port.

Tactic 3.3.2: Expand small business resources offered at the Hub through partnerships. Through the partnerships developed with the City of Seattle's and King County's economic development offices, staff will increase the total number and variety of small business support services and resources offered at the Hub.


Objective 3.4: Increase Applications from and Awards to Organizations in the Duwamish Valley for South King Port Community Funding Opportunities

The South King and Port Communities Fund directs resources to historically underserved, diverse communities identified by the Port's Equity Index, now including the Duwamish Valley. This objective is advanced through the Economic Opportunities for Communities Program, supporting community-driven pathways to living-wage careers in aviation, construction trades, green jobs, and maritime sectors.

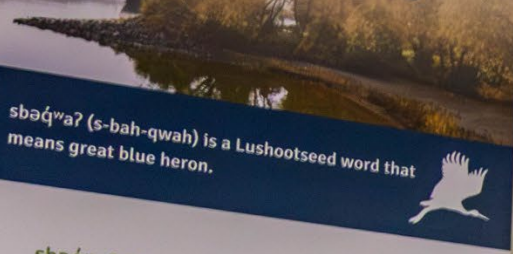
Tactic 3.4.1: Increase representation of Duwamish Valley organizations in South King Port Community Economic Opportunities Fund. To build upon the benchmark set in 2026, DVCEP staff will work with SKPCF staff to increase the number of information sessions and targeted outreach to organizations in the Duwamish Valley to build awareness of the Economic Opportunities Fund and increase applications and awardees from the Duwamish Valley in the second expansion year.

NEXT STEPS

Learn about Port parks
in the Duwamish Valley!



SBƏQ'WA? PARK AND SHORELINE HABITAT



sbəq'wa? (s-bah-qwah) is a Lushootseed word that means great blue heron.

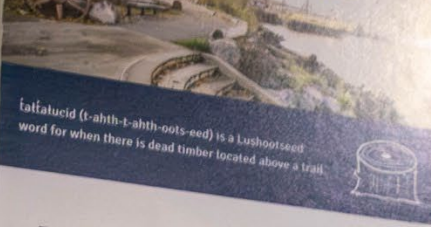


sbəq'wa? Park and Shoreline Habitat, previously called Terminal 108/Diagonal Park, is a small, protected area perfect for watching tugboat activities or having a picnic. Notably, it is one of approximately 12 habitat migration areas along the river.



To hear the pronunciation of this word and learn more of the park's history, check out this QR code!

TATTAUCID PARK AND SHORELINE HABITAT



tattaucid (t-ahth-t-ahth-oots-eed) is a Lushootseed word for when there is dead timber located above a trail.



Formerly known as 8th Ave South Street End, **tattaucid Park and Shoreline Habitat** is a 17,500 square-foot area located in South Park and a popular lunch spot. The large gears decorating this park are recycled from the Fremont Bridge.



To hear the pronunciation of this word and learn more of the park's history, check out this QR code!



HO?APUS VILLAGE PARK AND SHORELINE HABITAT

ho?apus (ho-ah-poo) is the Lushootseed name for a specific stream that drains into Duwamish River.

Previously known as Terminal 107 Park, **ho?apus Village Park and Shoreline Habitat** is an important archaeological, cultural, and ecological site on the shores of the Duwamish River. It offers over seven acres of native landscape along the vibrant shoreline.



To hear the pronunciation of this word and learn more of the park's history, check out this QR code!

TU?ƏLALT'X' VILLAGE PARK AND SHORELINE HABITAT



tu?əlalt'x' (t-oo-ah-lal-too-wx) is a Lushootseed word meaning "Herring's House".



tu?əlalt'x' Village Park and Shoreline Habitat, formerly known as Terminal 105 Park, offers a 50-foot fishing pier and a sweeping view of the Duwamish River estuary. Additionally, the park has 220 feet of shoreline access.



To hear the pronunciation of this word and learn more of the park's history, check out this QR code!

SALMON COVE PARK AND SHORELINE HABITAT



Salmon Cove is an oasis for migratory fish and other wildlife.

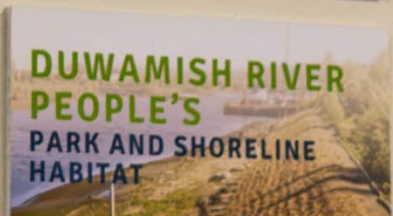


Salmon Cove Park and Shoreline Habitat, previously called Turning Basin #3, offers access to a vibrant shoreline and the northernmost end of the Green River Trail. In the Spring, five species of juvenile salmon use this site as resting grounds.



To learn more of the park's history, check out this QR code!

DUWAMISH RIVER PEOPLE'S PARK AND SHORELINE HABITAT



Duwamish is the english word for dx'əwə'abə, which means "people of the inside."

The Duwamish River People's Park was completed in 2022 and restored 14 acres of habitat and shoreline access. This park is located on the Indigenous water-related place t(ə)g'əlb, referring to an abandoned or old river channel.



To learn more of the park's history, check out this QR code!

Next Steps

This plan is intended to be a living document that will be updated annually. Progress against the objectives and KPIs in each phase will be reported on each year. Phases 2 and 3 will be updated based on the progress, challenges, and changes of the previous year and will be responsive to evolving community needs, priorities, and feedback.

Step 1: Develop Performance Tracking & Tactical Implementation Tools

To support consistent progress monitoring, the DVCEP team will develop a unified dashboard and tracking system that brings together key performance indicators (KPIs) and tactical implementation details. These systems will help teams assign responsibilities, set timelines and track progress across all tactics. By integrating KPIs and tactical tables into a single tool, teams can more easily monitor performance, adjust strategies and ensure alignment with DVCEP goals. This approach also strengthens transparency, supports ongoing communication with community members and stakeholders, and reinforces the DVCEP's commitment to equitable engagement throughout implementation.

Step 3: Conduct and Publish Annual Reviews

The DVCEP team will conduct an annual review to assess progress toward goals, adjust timelines, and document key accomplishments and challenges. As part of this process, the team will provide an annual report to the Port Commission summarizing implementation efforts from the prior year and share an annual update with the community using equitable engagement best practices. These reviews ensure transparency, accountability, and continued alignment with community priorities.

Step 4: Conduct Annual Strategic Plan Review

A strategic plan should be viewed as a living document. As objectives are accomplished, goals are achieved, and the Port's objectives change, staff will review and adjust the overall strategic plan and update subsequent phases of the plan accordingly.

This document was prepared by the Port of Seattle Strategic Planning team, Mary Van Biber and Dominic Javar, in 2026.