



Item Number: 11b supp
Meeting Date: October 13, 2026



Maritime Division

2027 Proposed Budget – Commission Review | October 13



Seaport Budget Agenda

- Seaport Roll-Up (Including Joint Venture with the NWSA)
- Maritime Division Operating Budget
- Maritime Division Capital Improvement Plan (CIP)
- Economic Development Division Operating Budget

2027 Seaport Budget Considerations

- Cruise – Improved margins, but capacity constraints limiting growth
- High construction costs creating a challenging ROI environment
- Competition and high regional cost of doing business impacting growth at the NWSA
- Negative margin businesses continue to need expensive investments
- Stabilizing outlook for Environmental Remediation costs
- Terminal 91 demolition project driving Operating Budget

Seaport Rollup

	2021	2022	2023	2024	2025	2026	2026	2027	Change from 2026	
	Actual	Actual	Actual	Actual	Budget	Budget	Forecast	Proposed Budget	Budget	%
\$ in 000's									\$	%
Revenues										
Maritime	58,234	89,095	99,738	106,809	116,973	125,344	126,589	136,557	11,213	9%
Economic Development Division	2	4	17	16	21	16	16	0	(16)	-100%
Joint Venture	54,842	55,381	57,636	61,406	105,850	56,972	56,972	55,943	(1,029)	-2%
Total Revenue	113,079	144,480	157,391	168,231	222,844	182,331	183,576	192,500	10,169	6%
Expenses										
Maritime	65,174	81,600	93,596	101,991	111,643	124,728	120,474	139,062	14,335	11%
Economic Development Division	3,654	3,071	3,417	2,974	2,663	3,390	2,974	3,344	(46)	-1%
Joint Venture	2,390	2,539	3,466	2,354	11,516	5,564	5,564	6,507	944	17%
Total Expense	71,217	87,210	100,479	107,319	125,822	133,681	129,011	148,914	15,232	11%
NOI before Depreciation	41,861	57,270	56,912	60,912	97,022	48,650	54,565	43,586	(5,064)	-10%
Depreciation	36,556	36,772	37,120	38,327	36,113	38,344	38,344	43,058	4,714	12%
NOI After Depreciation	5,306	20,498	19,792	22,585	60,910	10,306	16,221	528	(9,778)	-95%

Note: Excludes impact of pension adjustments and other GASB adjustments.

- NOI Before Depr. of \$43.6M (\$59.5M absent T91 Demos) is a proxy for the Operational Cash Flow minus:
 - Debt Service Payments (Both POS and NWSA)
 - Environmental Remediation Expense (Both POS and NWSA)
 - Public Expense
- Operational cash flow is available to pay for capital investments and any new expenses. Anything not paid from operational cash flow must rely on the tax levy.

Maritime: Mission and Vision

MISSION

Build on our maritime legacy by leveraging our properties to create opportunities and support family wage jobs in the Maritime industry that are sustainable and equitable.

VISION

A vibrant working waterfront generating economic vitality for the region.

Maritime Focus Areas



Financial Strength & Sustainability

Prioritizing revenue generation and financial stability



Infrastructure Modernization

Investing in long-term resilience and future-ready systems



Sustainability & Resource Efficiency

Ensuring responsible environmental stewardship



Innovation & Adaptability

Driving operational excellence, employee engagement and industry-wide advancement



Equitable Opportunities

Creating an equitable, forward-looking industry

2027 Maritime Initiatives for Executive Director Priorities

- **Revenue:**

- Focused on occupancy rates at key facilities
- Strengthening financial performance through improved cost-recovery

- **Infrastructure Modernization:**

- Continued investment in aging assets to meet current demand
- Modernize maritime assets through coordinated planning and project delivery
- Improve asset management planning for key facilities and lifecycle needs

- **Decarbonization:**

- Deliver shore power expansion to reach full cruise vessel connectivity
- Decarbonize port fleet through lifecycle and utilization reviews



Equity Spending Highlights

KEY NEW EQUITY SPENDING IN 2027

**\$165K + Port
Payroll Cost**

Duwamish HUB transferred in

\$1.155M

Support for Tribal Fishing

Equity in Budgeting: 2027 Reductions Review

With resource-conscious efforts and 2027 expense targets, every reduction of \$10K or more was analyzed for impacts on our **workforce, communities, contracting, and operations**.

KEY PATTERNS – MARITIME DIVISION

- 1 Prioritizing **equitable, locally accessible professional development** opportunities across all departments.
- 2 **Increased sponsorship funding** to strengthen maritime workforce development pathways.
- 3 **Integrated Change Team** into business planning to ensure equity lens in decision-making

Commission 2027 Budget Priorities

\$100K Maritime Industrial Base– To analyze workforce, industry capacity, regulatory needs, and competitiveness to position Washington as a shipbuilding-ready center. *In EDD Budget.*

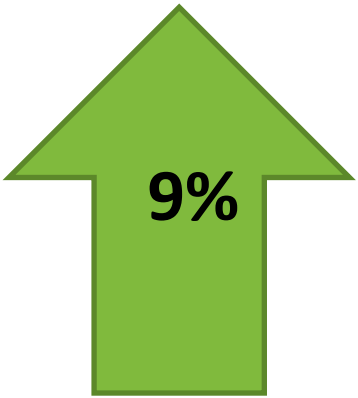
\$50K Sea Lion Mitigation – Seeking new & innovative ways to address this difficult challenge. (Could be closer to \$80K)

\$50K Cruise Alternative Fuel Tariff Assessment– Exploring an alternative fuel tariff could help accelerate low-carbon fuel adoption by offsetting cost barriers for cruise operators, and the Port will conduct legal and economic analysis to understand its feasibility and potential impacts. *In Legal Budget.*



Bottom Line Up Front:

Absent T91 Demolition Costs, Maritime has an improved financial position



REVENUE

at \$136.6M, up \$11.2M
from 2026 Budget

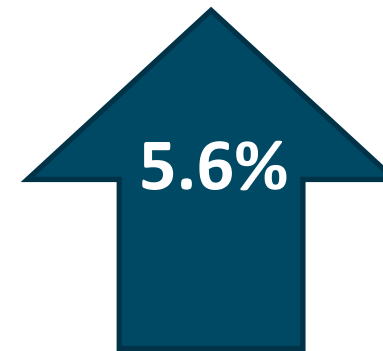
Growth Drivers:

- Cruise up
- Conference Centers up
- Rec Boating up
- Grain up



EXPENSES

at \$139M, up \$14.3M
from 2026 Budget
Including T91 Demos.



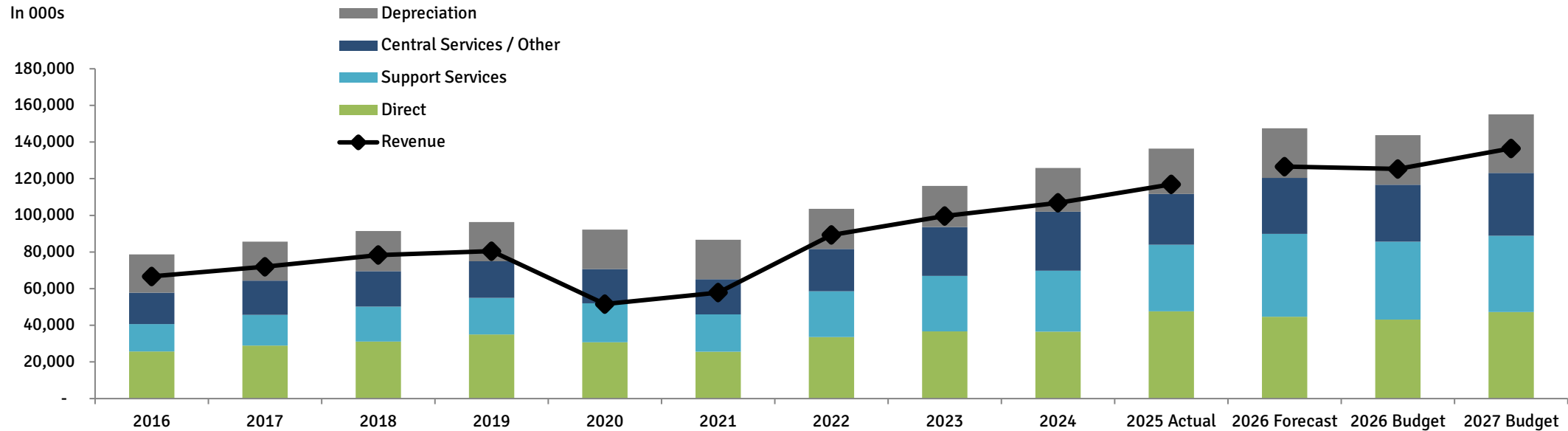
EXPENSES

at \$123M, up \$6.5M
from 2026 Budget
Excluding T91 Demos.

T91 Building Demolition Note: Prior years \$8M in Non-Ops. \$8M in 2026 Bud. \$8.1M + 7.8M ERL in 2027 Bud.

Total Maritime Trend (Bending the Curve)

Excluding Terminal 91 Demolition Costs



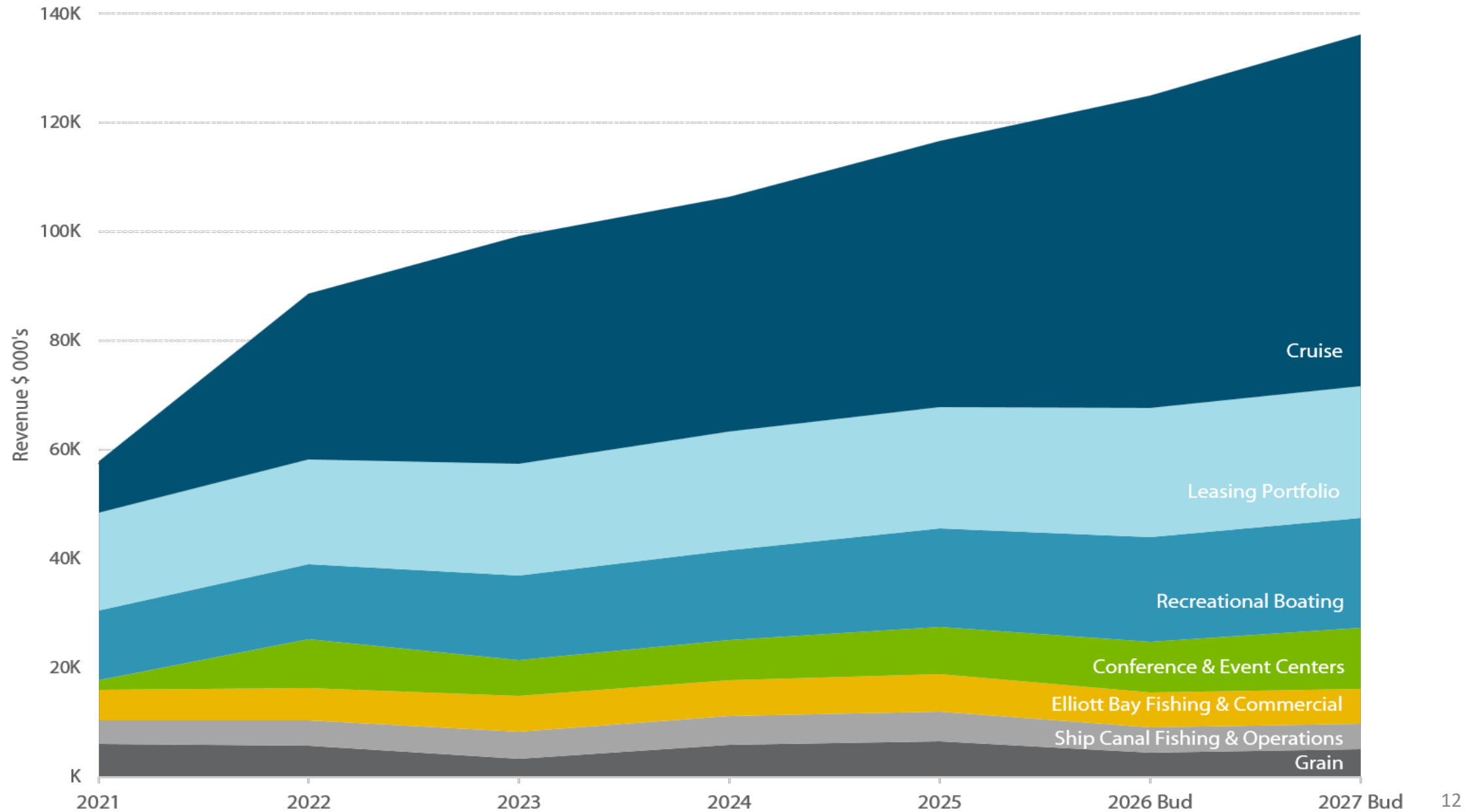
Revenue Impacts Post-Pandemic

- Growth in cruise
- T106 ground lease
- Conference & Events challenges
 - Teleconferencing
 - Competition
 - Construction on waterfront

Expense Impacts Post-Pandemic

- T46 lease payment starting in 2020
- Inflation:
 - Payroll (represented and non-represented)
 - Construction & Materials
- MCAAP & Environmental Remediation
- Focus on financial sustainability 2026-2027

Maritime Revenue Trends



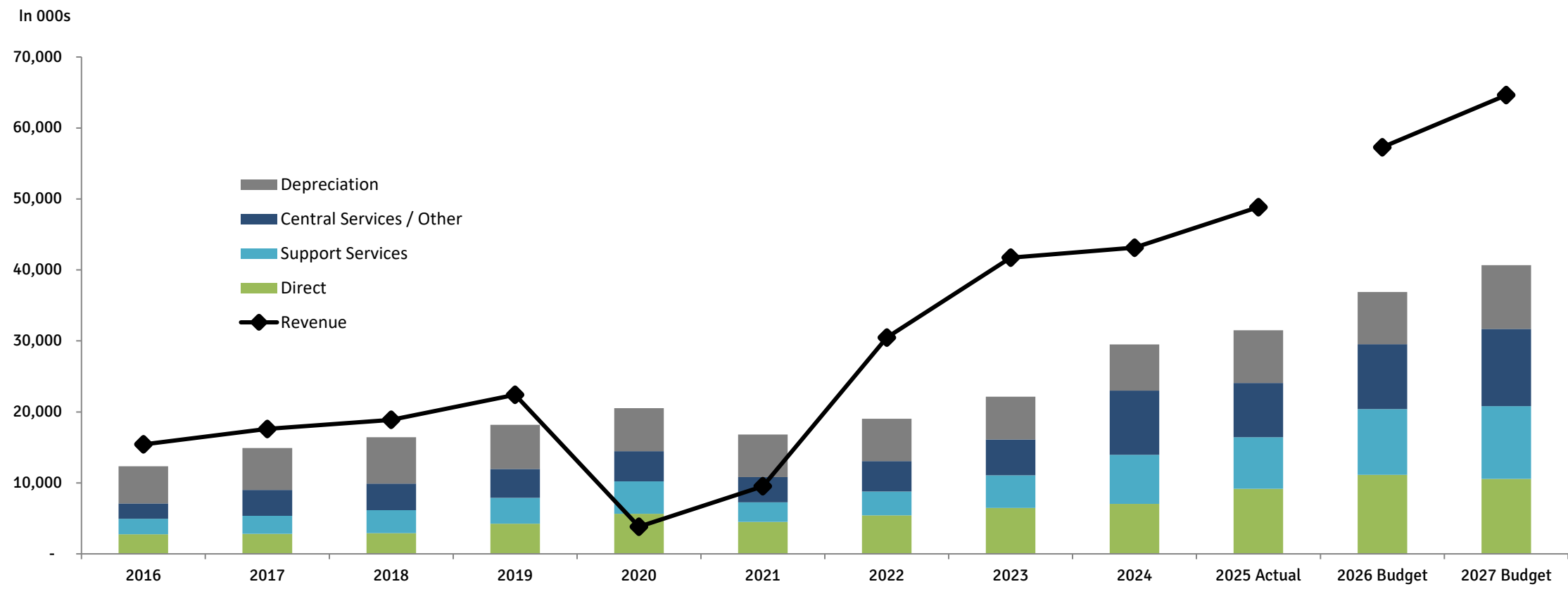
Maritime Expense Summary

	2022	2023	2024	2025	2026	2026	2027	Budget Variance	
\$ in 000's	Actual	Actual	Actual	Actual	Forecast	Budget	Budget	\$	%
Expenses									
Maritime Direct	33,602	34,086	36,953	46,469	43,119	43,119	47,186	4,067	9%
Business Related ERL	79	2,975	(358)	1,206	1,500	0		0	
Total Direct	33,680	37,061	36,595	47,675	44,619	43,119	47,186	4,067	9%
Maintenance Expenses	17,021	19,317	20,832	20,302	21,164	21,164	19,827	(1,337)	-6%
Economic Development	1,830	2,543	2,202	1,937	3,157	3,157	1,436	(1,721)	-55%
Env & Sustainability	3,356	4,028	4,992	6,751	8,852	8,152	7,457	(695)	-9%
Seaport Finance & Cost Recovery	1,506	1,738	2,222	2,390	2,380	2,380	2,425	45	2%
CDO/WPM	1,235	2,313	2,945	4,975	1,710	7,710	10,593	2,883	37%
Total Support Services	24,948	29,939	33,193	36,354	37,264	42,564	41,738	(825)	-2%
IT	4,296	4,731	5,250	5,757	5,827	5,733	6,146	414	7%
Police Expenses	3,902	5,620	6,044	5,546	5,688	5,697	5,655	(42)	-1%
External Relations	2,729	3,005	3,620	4,278	3,818	3,957	4,011	54	1%
Other Central Services	11,530	12,769	16,852	11,582	14,738	15,138	17,977	2,839	19%
Aviation Division / Other	514	471	436	452	521	521	549	28	5%
Total Central Services / Other	22,972	26,596	32,202	27,614	30,591	31,045	34,338	3,293	11%
Total Expense	81,600	93,596	101,991	111,643	112,474	116,728	123,262	6,535	5.6%

Note: Does not include costs in 2026 or 2027 associated with the demolition of 3 buildings on T91.

- Direct Growth 9% - Increases in Conference Center Costs and lower FTE vacancy factor (4% to 2% in 2027)
- Support Services (2%) - EDD Mix, ME&S Outside Services, more small works projects.
- Central Services Growth 11% - Growth in Insurance premiums and allocations for Accounting, Engineering, PCS, and other groups impacted by Aviation capital program.

Cruise



Includes Terminal 91 two-berth facility and Pier 66 one-berth facility

2027 Budget: Net Income \$24M, Operating Margin 51%

Cruise - Revenue

	2025	2026	2026	2027	Inc(Dec) from 26 Budget		Inc(Dec) from 26 Forecast	
(in 000s)	Actual	Forecast	Budget	Budget	\$ Change	% Change	\$ Change	% Change
Terminal 91 Cruise	34,489	43,390	40,244	46,754	6,510	16%	3,364	8%
Pier 66 Cruise	13,117	14,501	14,117	15,431	1,314	9%	930	6%
Total Revenue	47,605	57,892	54,361	62,185	7,825	14%	4,294	7%
Utility Sales Revenue	1,148	2,135	2,891	2,372	-519	-18%	237	11%

Rate Increases/Assumptions:

- Tariff – weekends 5%, weekdays 5%
- NCLH – 4.5%
- Carnival – 4.5%
- T91 assumes 93.5% revenue share with new operator PCST vs CTA's 88%
- No Marketing Allowance (10% of NCLH revenue)

Cruise – Expenses

Expenses

- ☐ Outside Services
 - Consultants no longer budgeted for FIFA impacts or T91 terminal operator transition
- ☐ Other Expenses
 - Reduced B&O taxes through new T91 terminal operator lease
 - Elimination of capital and maintenance allowances for T91 terminal operator
- ☐ Utilities
 - Reduced budget for T91 shore power costs

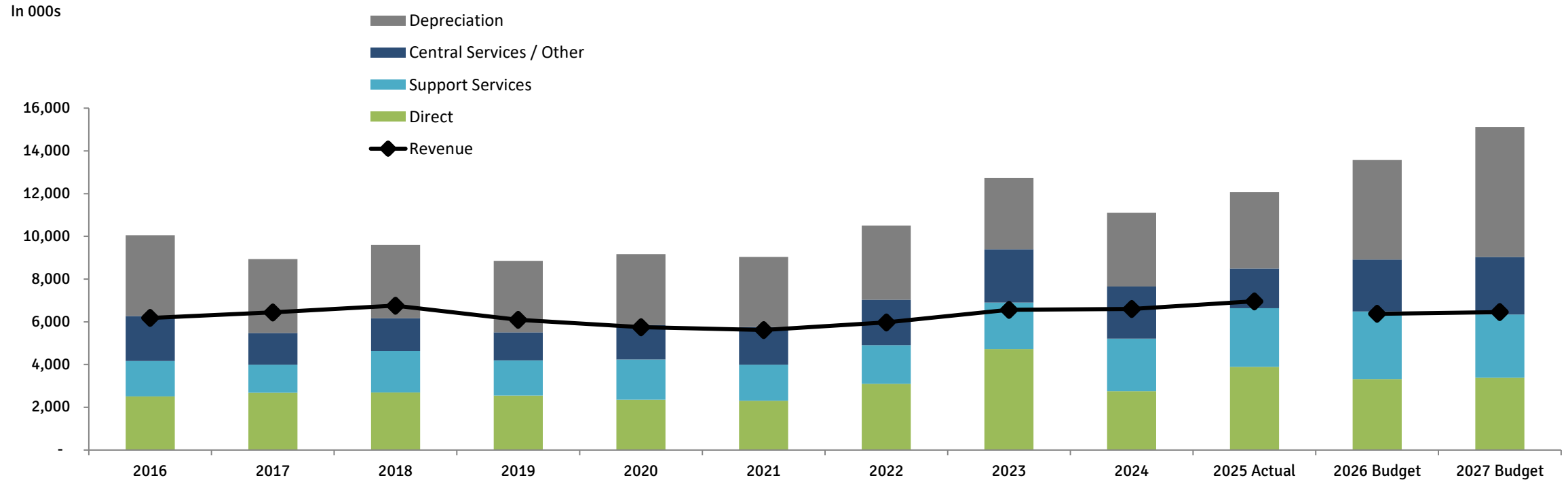
In \$000's	2025 Actuals	2026 Budget	2027 Budget	Inc/(Dec) from 26 Budget	
				\$ Change	% Change
Payroll	1,068	1,157	1,198	41	4%
Outside Services	1,918	2,151	2,066	(85)	(4%)
Other Expenses	3,225	3,595	3,138	(457)	(13%)
Utilities	1,221	2,997	2,676	(322)	(11%)
Total Expenses	7,432	9,901	9,078	(823)	(8%)

Note: Outside Services contains the Port Valet contract and Other Expenses contains the \$2.2M payment to NWSA.

New Requests

- ☐ Consolidated Receiving & Distribution Center Analysis - \$25K

Elliott Bay Fishing & Commercial Operations

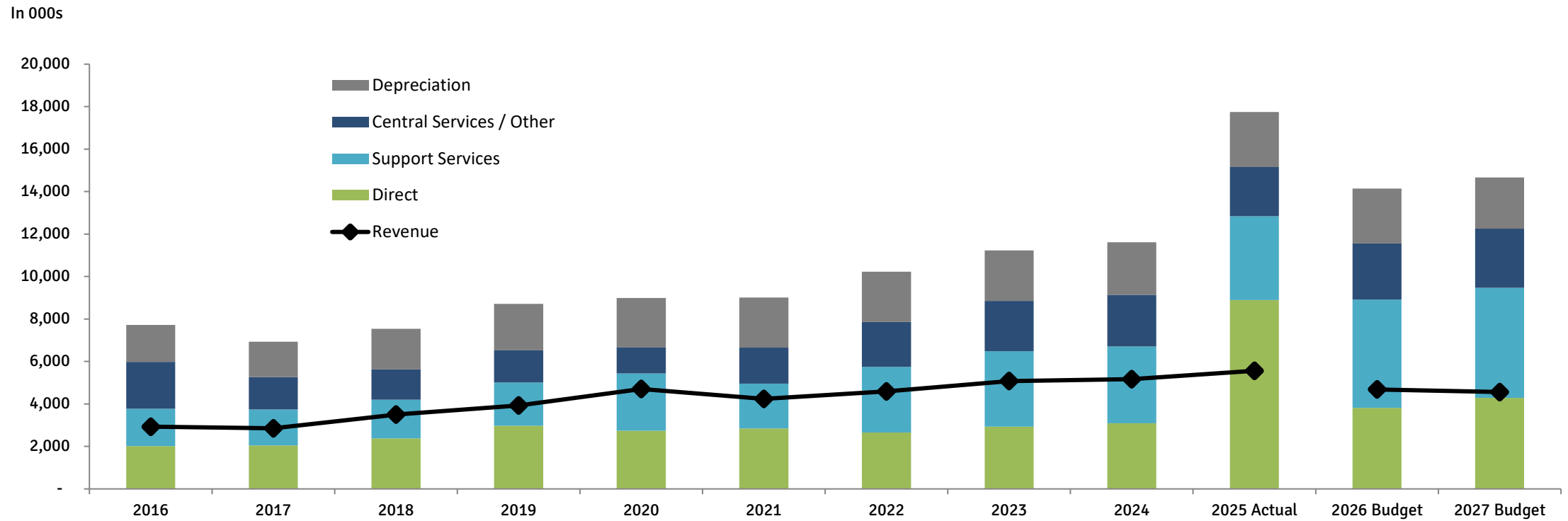


Includes non-cruise/cargo moorage at Terminal 91 and fishing & commercial dolphins, piers and docks in Elliot Bay and up the Duwamish.

Along with Fishermen's Terminal supports nearly 9,000 jobs or about \$2,000 per job.

Increase in depreciation from completion of T91 Berths 6&8

Ship Canal Fishing & Operations

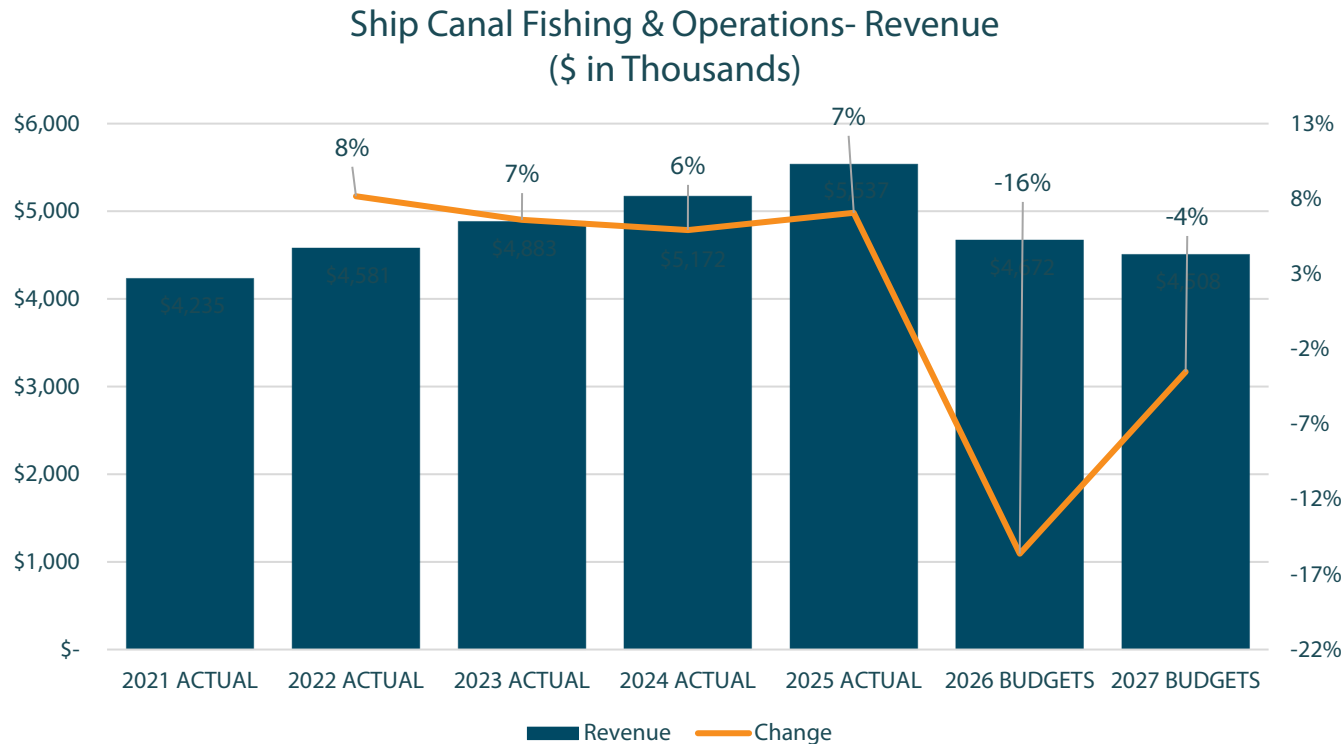


Includes waterside operations at Fishermen's Terminal, Salmon Bay Marina, and the Maritime Industrial Center

Increase in 2025 Actual costs from write-off of Salmon Bay Marina Docks AB&C

2027 Budget: Net Loss \$10.1M, Operating Margin -169%

Ship Canal Fishing & Operations - Revenue



2027 Revenue

- ❑ Salmon Bay Marina: covered moorage is decreasing due to the facility closure
- ❑ FT: ~\$200K revenue loss due to Silver Bay ending its occupancy in Sept 2025
- ❑ Commercial vessel rates: vary from **5% to 11%** based on vessel size
- ❑ Recreational moorage rates: vary from **7% to 13%** based on vessel size
- ❑ Salmon Bay Marina (dock D&E) rates – **7%**
- ❑ Guest Moorage rate: **7%**
- ❑ Transient Daily rate: **11%**
- ❑ Service rate: no change
- ❑ Small forklift & crane/hoist rental rate: no change

*Utility sales revenue not included

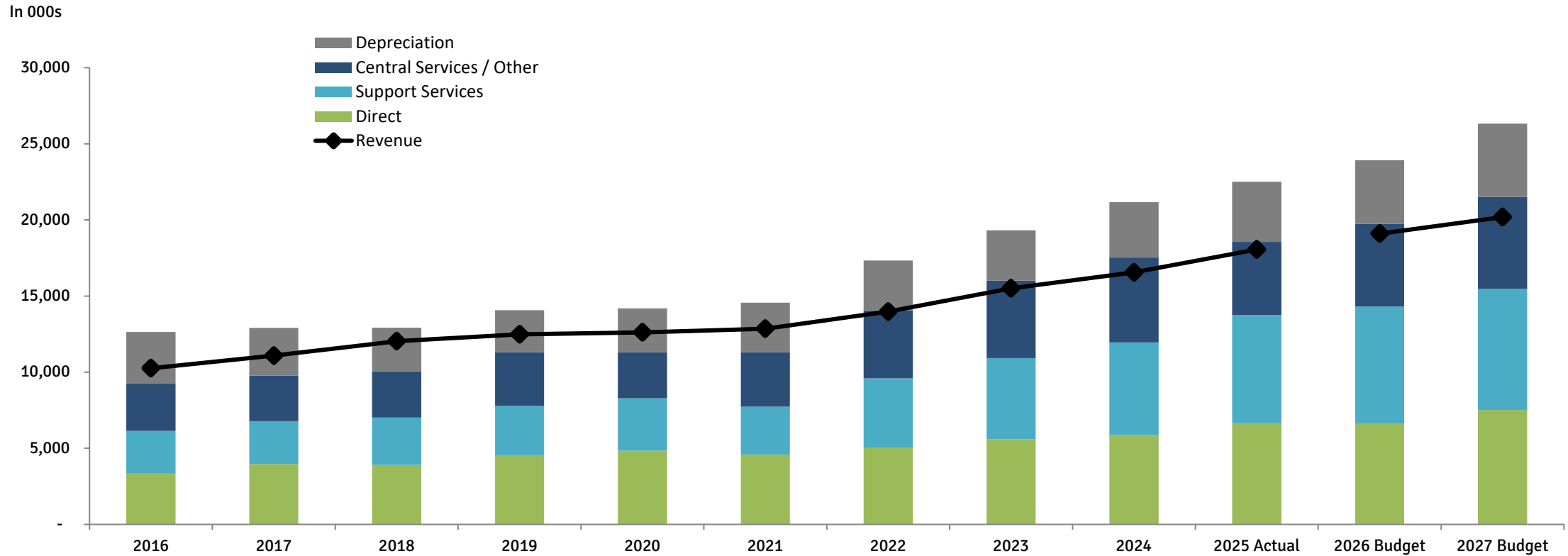
Ship Canal Fishing & Operations – Expenses

in \$000s	2025 Actuals	2026 Budget	2027 Budget	Inc/(Dec) from 26 Budget	
				\$ Change	% Change
Payroll	1,566	1,736	1,754	18	1%
Outside Service	40	90	124	34	38%
Other Expenses	5,142	378	391	14	4%
Utilities	791	866	884	19	2%
Total Expenses	7,539	3,069	3,153	85	3%

Expenses

- ❑ Note: 2025 includes \$4.5M in write-offs for Salmon Bay Marina
- ❑ Outside Service: 1 mobile parking lot security monitoring added to 2027 budget – in use since March 2026
- ❑ Other Expenses:
 - Bad debt - \$8K higher
 - Travel Expenses - \$5K higher

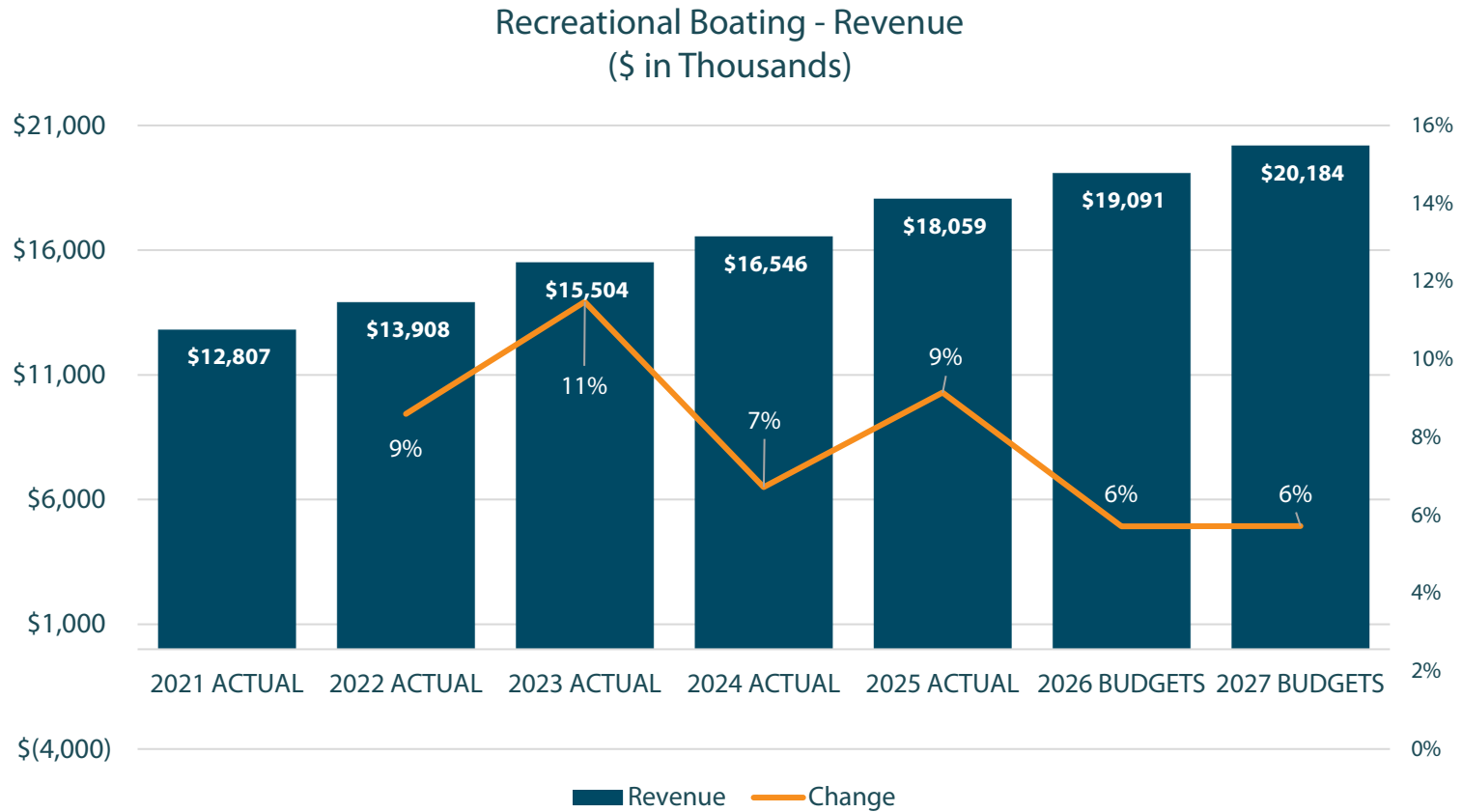
Recreational Marinas



Includes Shilshole Bay Marina waterside, Bell Harbor Marina, and Harbor Island Marina

2027 Budget: Net Loss \$6M, Operating Margin -7%

Recreational Boating - Revenue



2027 Revenue

- ☐ Monthly Moorage rates vary from **4% to 7% increases** based on slip size
 - SBM weighted: ~ 4.9%
 - HIM: ~ 5%
 - BHM: ~ 5%
- ☐ Guest Moorage: 5%
- ☐ Charter Vessels: 5%
- ☐ Commercial Monthly Moorage: 5%
- ☐ Dry Moorage: 5%
- ☐ Live-aboard rate: 5% increase
- ☐ Laundry machine usage fee: 14%
- ☐ Service rate: 5% increase

*Utility sales revenue included

Recreational Boating – Expenses

Expense Growth

- ☐ Payroll: Workers' comp - \$459K increase
- ☐ Outside Service:
 - Sealion Management - \$20K higher
- ☐ Other Expenses:
 - Bad Debt Expense - \$133K increase

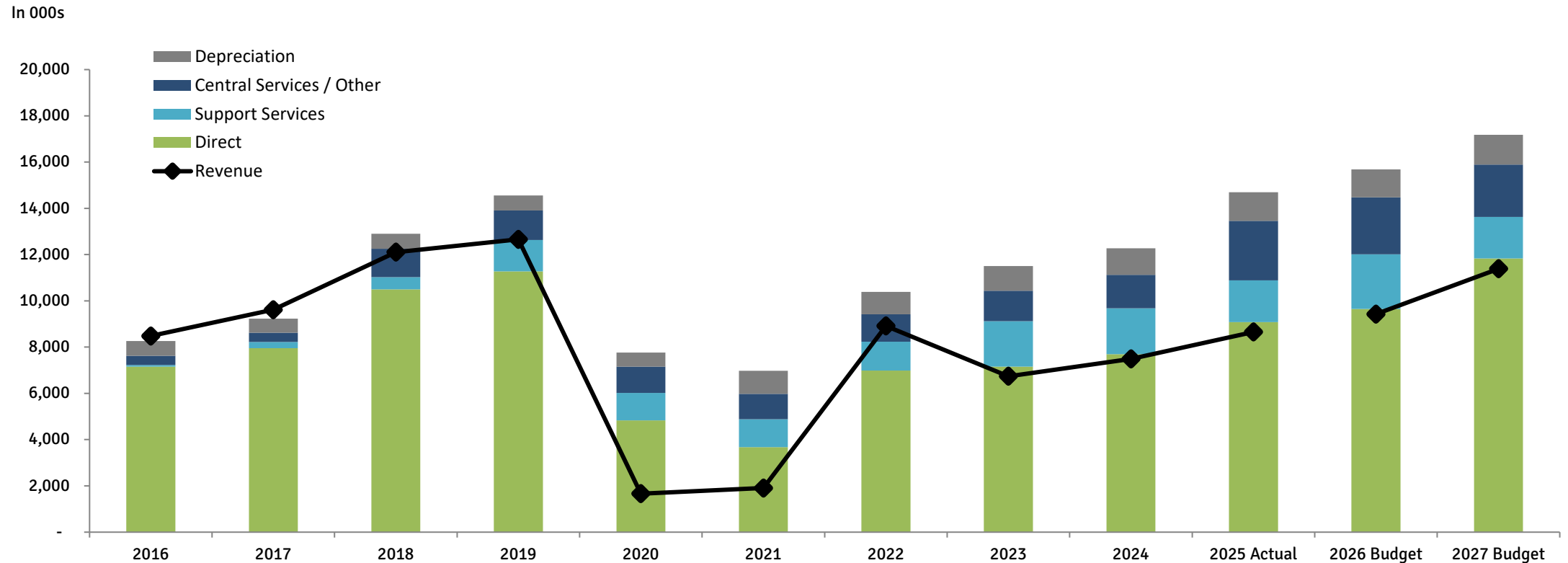
Expense Decrease

- ☐ Equipment Expenses: \$12K reduction for one-time Orca Kiosks expenditure
- ☐ Travel Expense - \$22K lower

New Requests: none

in \$000s	2025 Actuals	2026 Budget	2027 Budget	Inc/(Dec) from 26 Budget	
				\$ Change	% Change
Payroll	2,828	2,896	3,360	464	16%
Outside Service	140	192	213	22	11%
Other Expenses	499	439	508	69	16%
Utilities	1,093	1,324	1,548	224	17%
Total Expenses	4,559	4,850	5,628	778	16%

Conference and Event Centers

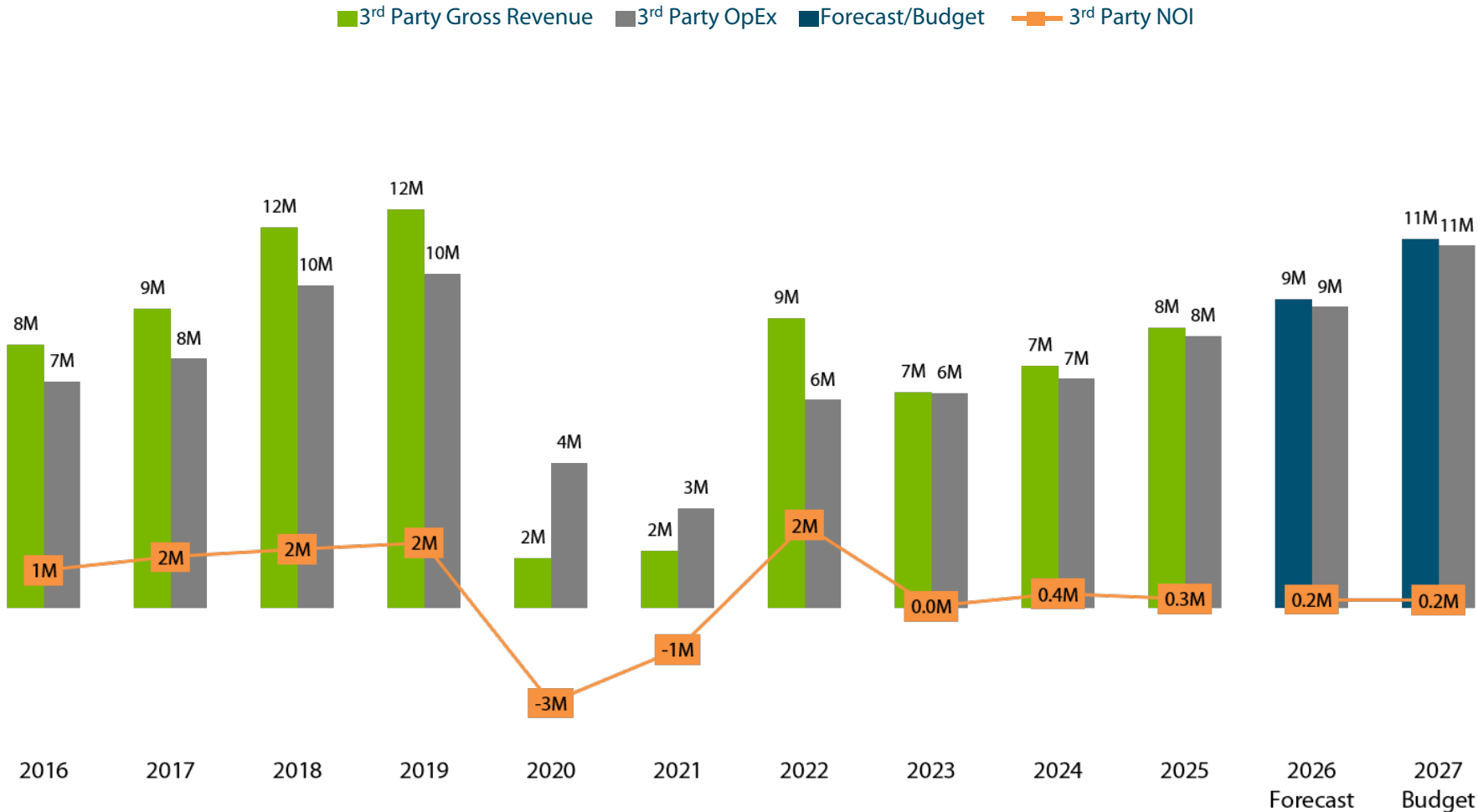


Includes Conference Centers at Bell Harbor, World Trade Center, and Smith Cove

Note: Under a Management Lease with Columbia Hospitality through 2032

2027 Budget Net Loss \$5.8M, Operating Margin -40%

Conference & Event Centers– 3rd Party NOI Trend



2027 Revenue Budget Drivers:

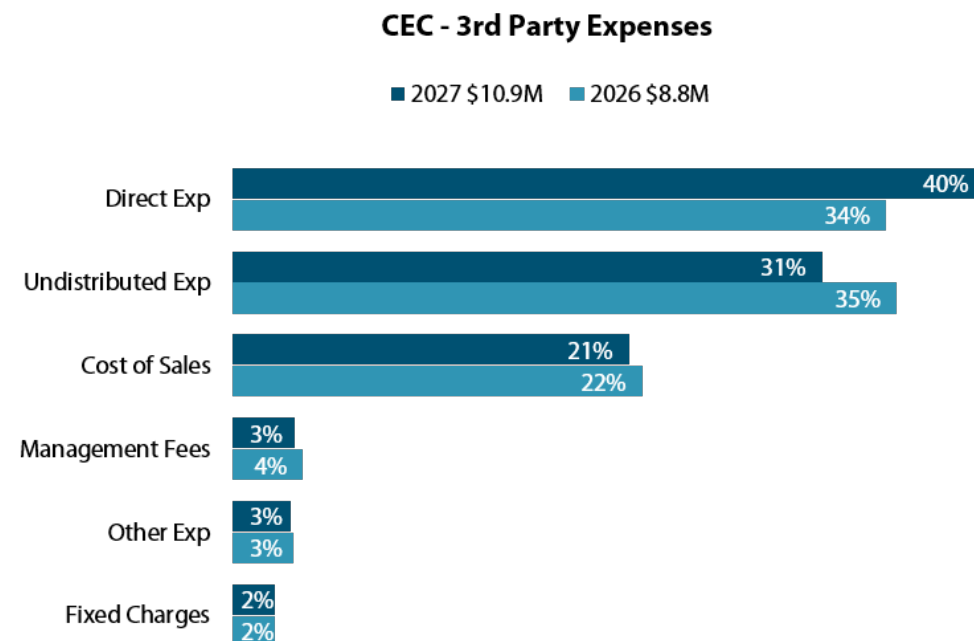
- Change in financial reporting approach to include all service charges collected (increase both revenue and expenses)
- Market recovery
- Waterfront revitalization impact further amplified by 2026 FIFA

Portfolio Management – CEC Expenses

Expense Growth

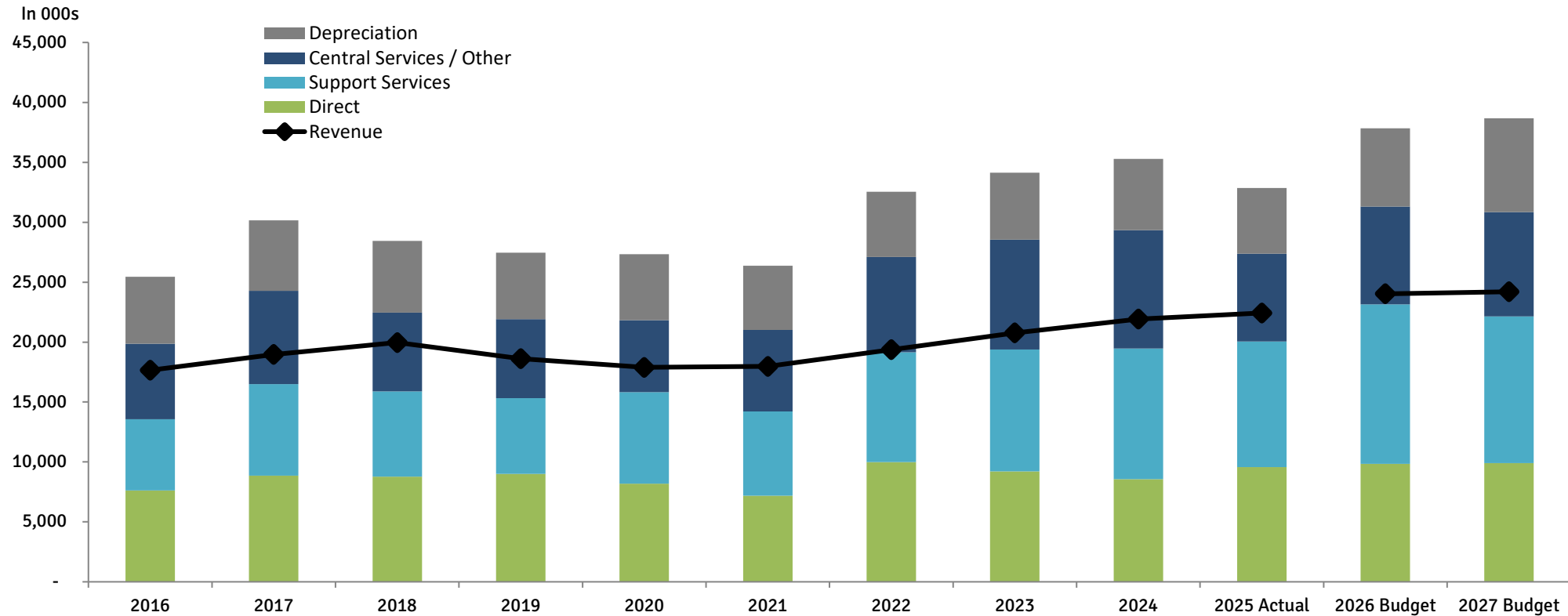
- ❑ CEC's new financial reporting approach
- ❑ Higher business volume led to higher capital reserve and variable operating expenses

In \$000's	2025 Actuals	2026 Budget	2027 Budget	Inc/(Dec) from 26 Budget	
				\$ Change	% Change
3rd Party Expenses	8,209	8,768	10,947	2,179	25%
Utilities	129	187	220	33	18%
Total Expenses	8,337	8,955	11,166	2,211	25%



Portfolio Management

Real Estate Leasing Portfolio excluding Conference Centers



Includes landside operations at all non-NWSA Seaport facilities.

Note: Does not contain \$15.9M in demolition costs at Terminal 91

2027 Budget: Net Loss \$14.5M, Operating Margin -27%

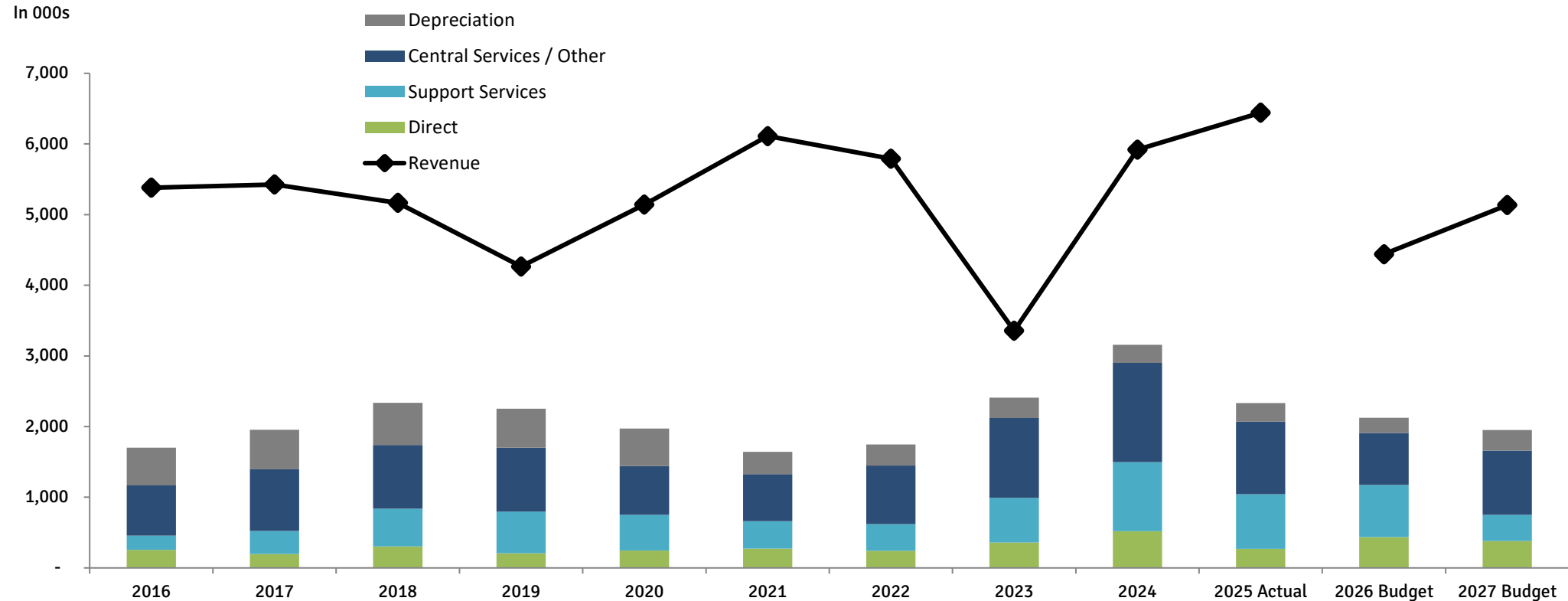
Portfolio Management - Revenue

\$ in 000's	2025	2026	2027	Inc/(Dec) from 2026	
	Actual	Budget	Budget	\$ Change	% Change
Marina Office and Retail	3,488	3,524	3,626	101	3%
T91 Upland and Industrial	6,606	6,883	6,389	(494)	(7%)
P69 Lease and Passenger fees	754	769	802	33	4%
World Trade Center West	771	859	934	75	9%
Bell Street Garage	1,909	1,816	1,976	160	9%
Bell Street Retail	346	394	417	23	6%
Pier 2 & CEM	411	431	448	18	4%
Terminal 34	331	400	318	(74)	(19%)
Terminal 102	2,211	2,182	1,949	(1,248)	(57%)
Terminal 106	2,172	3,241	3,328	87	3%
Duwamish River Comm. Hub	21	16	18	2	15%
Other (FTZ, Tsubota, T5SE, T108)	279	270	369	99	36%
Utilities	3,021	3,089	3,489	400	13%
TOTAL	22,319	23,874	24,063	190	1%

Budget Drivers/Assumptions:

- ☐ Lease
 - 3%-5% annual rate escalation
 - Conservative revenue budget at T91 due to building demo & T91 Phase 1 project
 - T102- Lease expirations and renewal uncertainty
- ☐ Bell Garage
 - Increased ticket price & monthly rate
- ☐ WTC West
 - Occupancy projected at 57%

Grain Terminal – T86



T86 grain terminal on the west side of Centennial Park

Note: Under lease with Louis Dreyfus Company through 2034

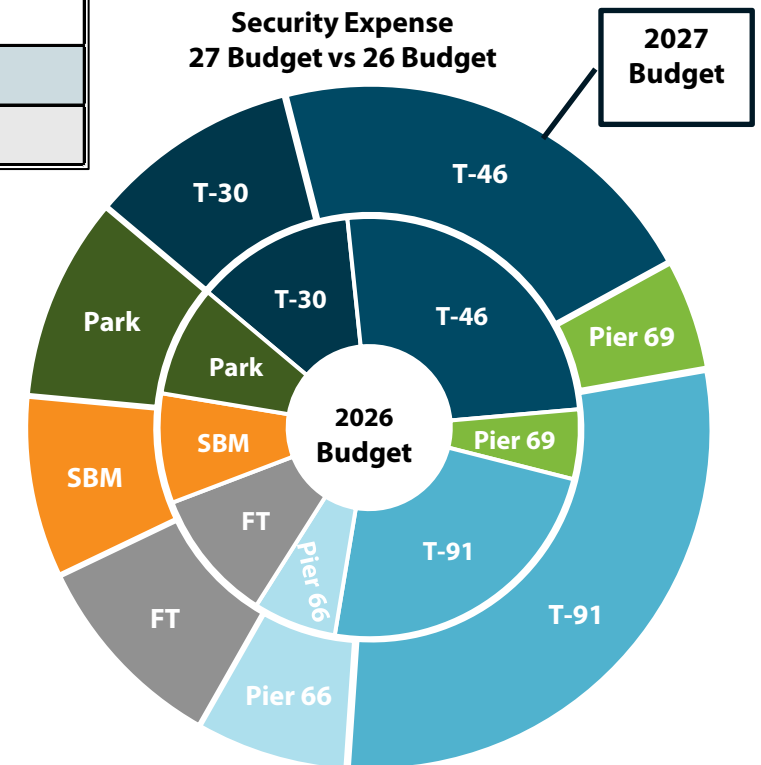
Net Income \$3.2M, Operating Margin 68%

Maritime Security

In \$000s	2025 Actuals	2026 Budget	2027 Budget	Inc/(Dec) from 26 Budget	
				\$ Change	% Change
Payroll	393	410	431	20	5%
Outside Service	3,534	5,111	5,484	374	7%
Other Expenses	19	93	36	(57)	-62%
Total Expenses	3,946	5,614	5,951	337	6%

Expenses

- ☐ Outside Service: 2027 budget reflects 10.55% sales tax required under new legislation
- ☐ Other Expenses:
 - Equipment: \$60K for security barriers was included in the 2026 budget but no longer in 2027 budget



P69 Facilities Management Expenses

Expense Growth

- ☐ Salaries & Benefits: recent staffing changes
- ☐ Utilities: higher in electricity
- ☐ Supplies & Stock: increased supply usage due to increase activity at P69
- ☐ Outside Services: higher facility software costs and corrected carpet-cleaning rates

Expense Decrease

- ☐ Equipment: no planned furniture purchases

In \$000's	2025 Actuals	2026 Budget	2027 Budget	Inc/(Dec) from 26 Budget	
				\$ Change	% Change
Payroll	558	580	628	48	8%
Outside Services	358	369	396	27	7%
Other Expenses	426	448	432	(16)	(4%)
Utilities	326	385	429	44	11%
Total Expenses	1,668	1,782	1,884	103	6%

Marine Maintenance - Expenses

❑ Expense Growth

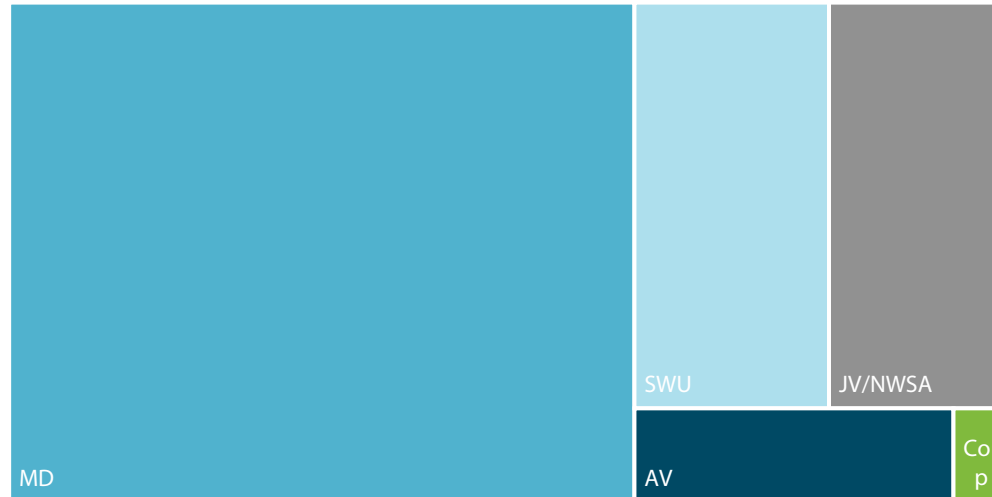
- ❑ Expense decrease 17% excluding Payroll
- ❑ Outside Services 11% (\$77k) due to review of one time and on call contracts.
- ❑ Other expenses decrease 18% (\$861K) due to Workers Comp decrease (\$547K) and Supplies & Stock decrease (\$391K)

❑ No New Requests

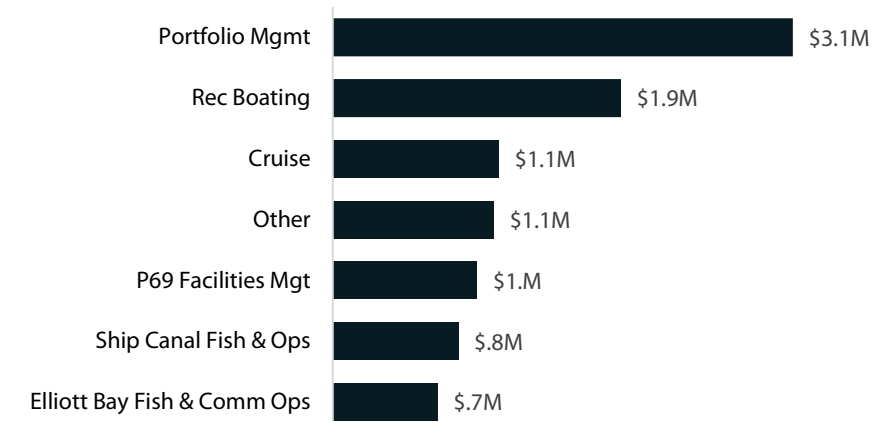
❑ No New FTEs

In \$000s	2025 Actual	2026 Budget	2027 Budget	Inc/(Dec) From 26 Budget	
				\$ Change	% Change
Salary & Benefits	23,838	25,408	27,011	1,603	6%
Outside Service	416	708	631	(77)	(11%)
Other Expenses	4,627	4,761	3,901	(860)	(18%)
Utilities	293	422	383	(38)	(9%)
Total	29,173	31,299	31,927	628	2%

MM Spend by Division



Spend by Maritime Business Group



Waterfront Development Office - Expenses

- ❑ Expense Growth
 - ❑ Salary increases across Planning, Facilities, and WDO Admin (WPM decreased).
 - ❑ No new FTE Requests
 - ❑ Outside Services bearing costs of ERL and Large Expense (Demo) commitments.
 - ❑ Other expenses: Worker's Comp
 - ❑ Outside Services includes
 - ❑ T91
 - ❑ NWSA
 - ❑ ERL @ T91

- ❑ New Requests
 - ❑ WPM requested \$75k for HUB refinement post implementation.

The new Waterfront Development Office brings together existing functions to better integrate capital development and delivery in order to strengthen lifecycle asset stewardship and capital governance.

In \$000s	2025 Actual	2026 Budget	2027 Budget		
				\$ Change	% Change
Salary & Benefits	8,052	10,013	12,371	2,358	24%
Outside Service	4,175	6,792	24,265	17,473	257%
Charges to Capital	(4,198)	(5,118)	(4,861)	257	0%
Other Expenses	208	198	330	131	66%
Total	8,236	11,886	32,105	20,219	170%

Put total for Each bullet

Waterfront Project Management – Outside Services

- ❑ Other Large Expense Decrease
 - ❑ Will complete bulk of NWSA dredging work in 2026
 - ❑ Added T91 Dredging in 2027 (\$2.1M)
- ❑ ERL/Demo \$17M Increase

In \$000s	2026 Budget	2027 Budget	Inc/(Dec) From 26 Budget	
			\$ Change	% Change
Department Outside Services	506,638	518,075	11,437	-24%
Expense Project Costs				
T91 Building Demo		8,097,000	8,097,000	
ERL T91 Building Demo		7,800,000	7,800,000	
ERL T18 Watermain Replace (NWSA)		961,785	961,785	
ERL T18 Shore Power (NWSA)		859,000	859,000	
Other Large Expense	4,255,000	3,450,000	(805,000)	
Small Expense	1,329,407	1,496,800	167,393	
Expense Project Subtotal	5,584,407	22,664,585	17,080,178	308%
Department Costs Total	\$ 6,091,045	\$ 23,182,660	\$ 17,091,615	281%

Appendix

Maritime Environmental & Sustainability Expenses

In \$000s	2025 Actuals	2026 Budget	2027 Budget	25B v 26B	% Growth
Payroll	6,032	6,794	7,006	212	3%
Outside Service	2,157	3,290	2,611	(679)	(21%)
Other Expenses	-1,522	-780	-872	(91)	(12%)
Total Expenses	6,667	9,304	8,746	(558)	(6%)

- ❑ Expense Summary
 - ❑ **Payroll** lower than expected due to reduction of an unfilled FTE.
 - ❑ **Outside Services:**
 - ❑ Added \$350K for Derelict Vessels and \$60K for Urban Kelp Project
 - ❑ Lower spend for Clean Port Grant in 2027 by \$800k as project completes.
 - ❑ Other Expenses: An increase in Capital and ERL projected charging for 2026 approx. \$100K.

Maritime Environmental & Sustainability

Key Outside Services Projected Spend

Climate and Sustainability - \$883K

Maritime Energy Efficiency - \$200K

Climate and Air Program - \$75K

Maritime Fuels Program - \$200K

Clean Ports Grant Program - \$408K

Env Planning, Permitting & Compliance - \$1,696K

PORTfolio Planning Services - \$315K

T117 DRP Habitat Monitoring - \$190K

Duwamish Basin Steward MOA - \$35K

Quiet Sound Underwater Noise - \$55K

King County Groundwater Study - \$100K

UNMMP Implementation - \$60K

Urban Kelp Project - \$60K

Derelict Vessels - \$350K

Permitting Support - \$330K

Solid Waste and Env Compliance -\$201K



FTE – Eliminated 2 unfilled Positions

2027 Maritime FTEs

Description	FTEs
2026 Proposed FTEs	324.5
Changes in 2026:	
Mid-Year Approvals	0.0
Eliminated	0.0
Transfer	0.0
2026 Baseline	324.5
2027 Budget Changes:	
Transfer	0.0
*Eliminated	-2.0
New FTEs Approved	0.0
Net Change	-2.0
2027 Proposed FTEs	322.5

Eliminated Unfilled Positions (2):

- Sr Environmental Program Manager
- Cost Estimator - WDO



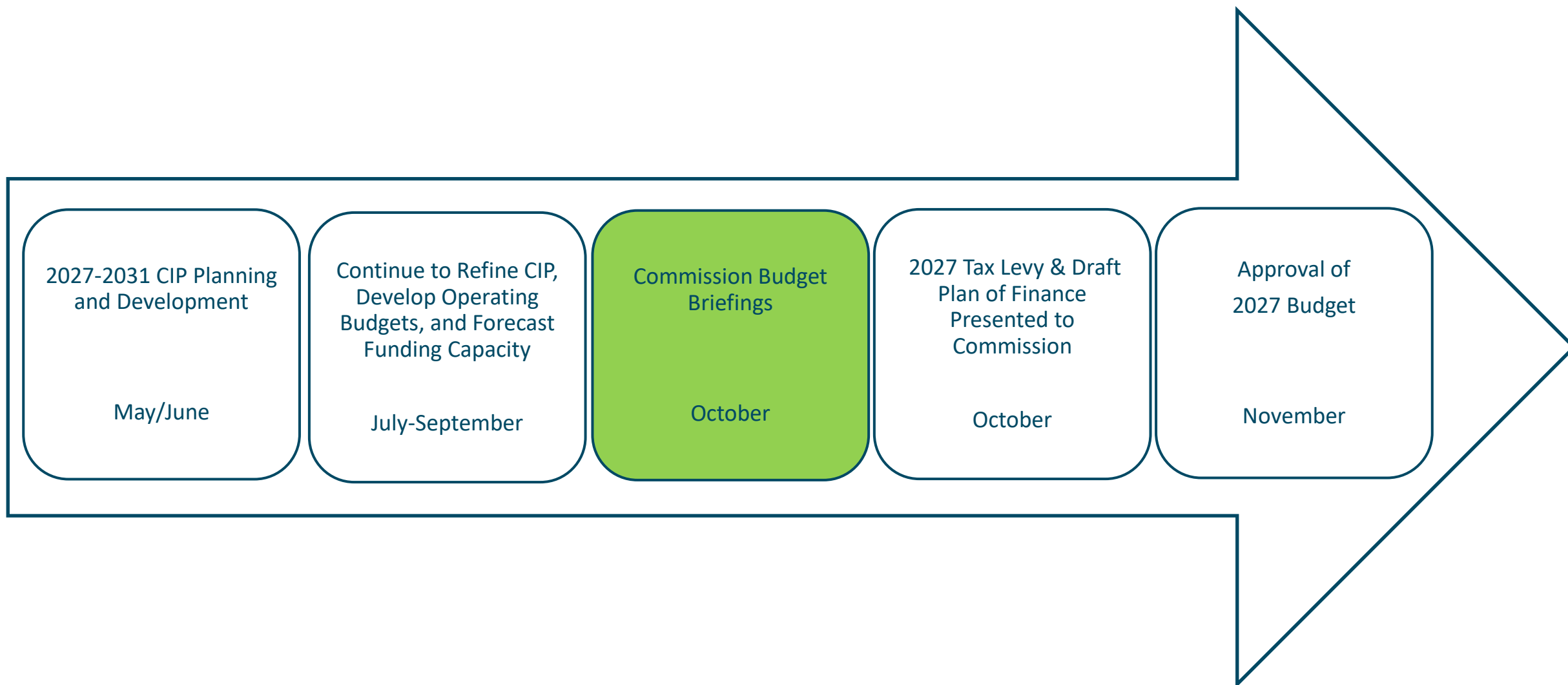
Maritime Division

Draft 2027-31 Capital Improvement Plan (CIP)

2027 Draft Budget



CIP Timeline



Key Messages/Agenda:

- Waterfront Capital Program continues to grow
 - Continued growth in Asset Preservation projects
- Future need for Financial Sustainability projects
- Preliminary Funding Gap
 - Incorporating cost-savings
 - Management Reserve below Target
- Prospective & Potential Emergent Needs
 - Not included in CIP
 - Opportunities for project partnerships

Maritime CIP Priorities



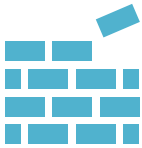
Financial Sustainability:

Making new investments that support the Port's long term funding capacity



Reserves:

Capacity for future & emergent needs



Economic Development:

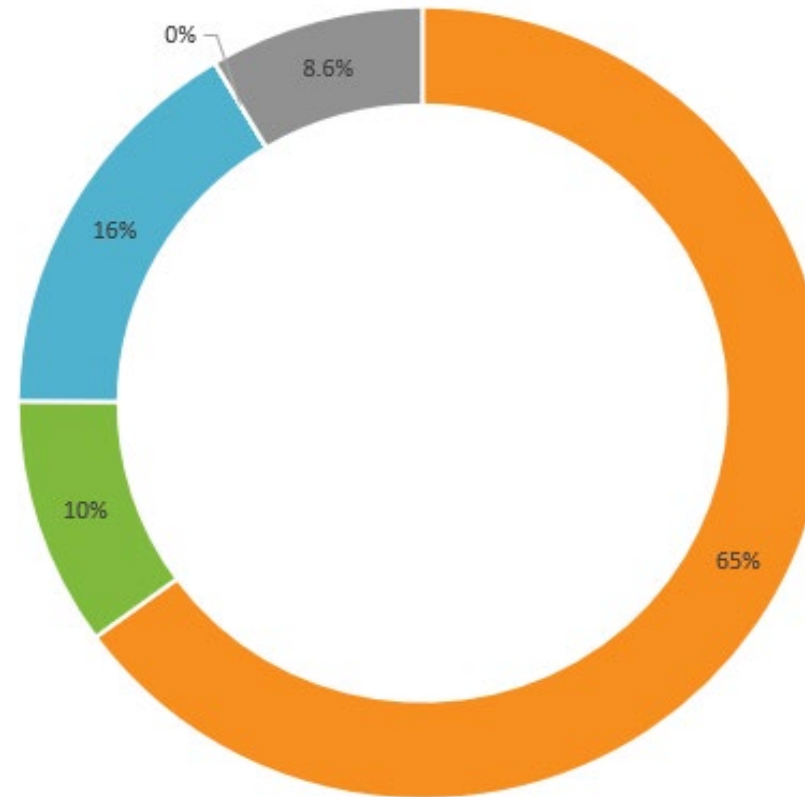
Real estate development to support maritime businesses and employment



Community & Environment:

Stewarding our environmental & social responsibilities

*All projects incorporate Community & Environment priorities when possible



Asset Stewardship:

Maintaining the Port's capital assets, existing revenue and preserving Seattle's iconic working waterfront

Asset Stewardship increasing from 49% to 65% (vs. 2023-2026 POF)

Asset Renewal & Modernization

Electrification/IT \$167M

- P66/T91 shore power extensions and upgrades
 - Included DU 9202 Dock Rehab
- Electrical system repair and rehabilitation
 - Over \$100M is at Terminal 91
- Smart meters, LED lighting, EV infrastructure, preliminary on-dock work

Dock Rehabilitation \$115M

- T91 P90/91 Dock Rehab
- P69 Concrete Dock Rehab
- FT NW Dock Improvements

Facility Modernization \$250M+

- T91 Uplands Development
- Marine Maintenance Fleet & Stormwater Facility
- T91 A2 Cruise Terminal Roof Replacement
- FT C15 Building Improvements

*Only displaying largest projects

Draft Maritime 2027-31 CIP: \$632M

	2027	2028	2029	2030	2031	5Y Total	Total
Large (\$10M+)	172,413	171,385	86,886	48,374	24,337	503,395	686,640
T91 Uplands Dev Phase I	76,527	22,157	-	-	-	98,684	111,000
T91 Berth 6 & 8 Redev	225	-	-	-	-	225	97,319
T91 P90/91 Dock Rehab	4,460	5,100	7,980	-	-	17,540	18,400
T91 Substation/Feeder Replacements	15,633	29,150	20,750	14,000	9,750	89,283	90,743
FT NW Dock West Improvements	-	-	-	1,615	9,900	11,515	11,516
P66/P91 Shore Power Extension	47,462	46,139	-	-	-	93,601	116,170
P69 Concrete Dock Rehab	5,550	35,310	14,663	-	-	55,523	55,600
MMSO Fleet & SWU Facility & Electrical Upgrades	2,000	8,000	23,400	16,000	531	49,931	50,273
FT Maritime Innovation Center	101	-	-	-	-	101	32,154
T91 A2 Cruise Terminal Building Roof Replacement	1,210	9,000	5,695	-	-	15,905	15,998
FT C15 Building Improvements	11,987	4,168	-	-	-	16,155	17,267
MIC Electrical Replacements	1,008	-	-	-	-	1,008	15,408
SBM Dock A Fixed Pier Rehab	550	500	5,000	8,699	-	14,749	14,843
P66 Building Envelope Rehab	300	650	4,398	4,762	4,156	14,266	14,266
Waterfront Smart Meters	2,150	2,500	5,000	3,298	-	12,948	13,483
T91 Telecom Meet Me Room	3,250	8,711	-	-	-	11,961	12,200
Mid-Cap (\$300k-\$10M)	31,942	48,522	9,641	7,962	1,979	100,046	132,180
Small Cap (Under \$300k)	3,907	3,700	1,500	1,500	1,500	12,107	14,393
Fleet/Technology	5,650	3,065	2,230	1,640	1,820	14,405	17,822
Reserve	10,895	10,311	10,260	10,250	10,250	51,966	54,205
Grand Total	224,807	236,983	110,517	69,726	39,886	681,919	905,240

Asset Stewardship
* Economic Development
Community & Environment

*Projects primary CIP Priority – projects aim to incorporate all priorities when possible

Preliminary Funding

Preliminary 5yr Capacity	\$682M
Draft 5Y	\$630M
<u>Reserves (Mgmt, TI, Art)</u>	<u>\$52M</u>
Total Draft 5Y CIP	\$682M

Preliminary Capacity based on:

- 10Y operating forecast
- NWSA budget/CIP
- Environmental liabilities

Additional New Projects

- T91 Electrical Infrastructure Replacement – Phase I*: \$90M+
 - Substations, feeder line replacements
- P69 Concrete Dock Rehab \$56M
- T91 Fiber Infrastructure \$6M
- FT C15 West Utility Access \$5M
- P69 North Fender Panel Rehab \$4M

- Additional project under evaluation – not currently included in capital plan
 - Desimone Oxbow Mitigation Bank Project \$67M**

*Included in 2026 Capital Plan (\$32M)

**Not yet included in draft 2027 Plan – evaluating project returns

Potential Emergent Needs

- Not included in CIP
 - Salmon Bay Site
 - T91 Electrical Infrastructure Phase II
 - Waterfront Redevelopment
 - Real Estate Acquisition
 - Prospective backlog of asset preservation projects
 - Prospective energy and electrification projects
- Regulatory Requirements
 - Seismic, Energy, Flood Plain
 - Examples: P69 Dock Rehab, P69 & P66 HVAC Improvements
- Escalation 7%
 - Tracking above CPI, especially for mechanical, electrical, plumbing

Going Forward

- Improve capital governance
- Strengthen financial sustainability
 - Prioritize projects that increase and preserve revenues
 - Real estate optimization
- Enhance project delivery
 - Explore strategic project partnerships
 - Bundle projects for greater efficiency
 - Expand use of alternative delivery methods
- Strengthen lifecycle asset stewardship



Economic Development Division

2027 Proposed Budget – Commission Review | October 13



Economic Development Division

Connecting businesses, organizations, people, places, and opportunity across the region.



Economic Development Operations

- Strategy & action
- Partnerships
- Innovation



Diversity & Contracting

- Inclusive procurement
- Small business support & acceleration
- Creating access



Real Estate Development

- Strategic real estate redevelopment
- Public-private partnerships



Tourism Development

- Destination development
- Visitor economy experiences



Workforce Development

- Job training & career navigation
- Strategy, advocacy & convening

**ONE DIVISION → CREATING OPPORTUNITIES FOR BUSINESSES & PEOPLE → MORE JOBS →
A STRONGER REGIONAL ECONOMY**

EDD – 2026 and Core Work Activities

Business Development & Small Business Support Programs:

- Economic Development City Partnership Fund
- Maritime Innovation - Business Accelerator
- Greater Seattle Export Accelerator (GSP)
- PortGen Training & Accelerator Program
- Annual Goals for WMBE
- WMBE/DBE Adherence to Diversity in Contracting Policies
- **Food Truck Pilot Program (2026)**

Business Support:

- Business Outreach + Webinars
- Community Outreach to WMBE, SBE, & Veteran Businesses

Initiatives:

- King County MOU – FIFA Activation
- **Maritime Industrial Base Coalition (New 2026)**
- **Cascadia Sustainable Aviation Accelerator (CSAA SAF) (New 2026)**



Real Estate Development

Projects:

- MinC Construction (*Completed*)
- T91
Uplands, design authorization to construction documents
- Des Moines Creek West logistics final construction, lease up
- Real Estate Strategy Update
- Clean Energy Sandbox

Plans:

- Real Estate Strategy Update
- SoDo and WOSCA Development Strategies
- STOC Business and Revenue Plan
- Pier 2/CEM Development Plan

EDD – 2026 and Core Work Activities

Tourism Development

Key Programs:

- Tourism Marketing Support Program (i.e. “tourism grants”)
- “Guided by Good” responsible tourism campaign
- Visitor Info Chatbot
- Heritage Trail Signage Program

Core Activity:

- Global market development and travel trade partnerships
- Travel media relations and destination storytelling
- Trade shows, fam tour hosting, and sales missions
- Responsible tourism and destination stewardship engagement
- Local business support and expanding the visitor economy



Workforce Development

Key Programs:

- Airport Employment Center
- Maritime Career Launch
- Construction Pre-Apprenticeship

Core Activity:

- Build out Maritime Industrial Base workforce strategy and execute Maritime Career Launch
- Procure, manage and monitor WFD investments to meet employer/community need
- Launch Aviation Security Bridge Class
- Engage more construction employers in training
- Hold job fairs

NEW INITIATIVES - 2027 and Beyond

Business Development & Small Business Support

- Implementation of EDD Action Plan
- Port Leadership Missions
- Statewide Maritime Strategy (Maritime Industrial Base Implementation)
- Port & Clean Fuels Roadmap to Implementation
- Small Business Contract Readiness Program

Real Estate Development

- Updated real estate strategy
- T91 Construction authorization and pre-lease
- Assessment of WOSCA
- SEA new "non-aero" revenue
- STOC Business and Development planning
- Clean Energy Sandbox
- Upgrading land for "pad ready sites"
- Federal Center South
- T 91 Uplands – Phase 2
- Fishermen's Terminal / Salmon Bay Uplands – Development Planning

Tourism Development

- Responsible Tourism project inspired by Copenhagen's "DestinationPay" (possibly '28)
- Business Traveler Conversion
- Expansion of "Guided by Good" campaign
- Tourism literacy and community engagement
- Visitor data & research expansion
- Increased involvement at committee/board level w/ global and local tourism leadership orgs

Workforce Development

- Expand Maritime Industrial Base workforce development efforts beyond welding
- Construction Leadership Development revamp
- Career navigation and job training partnerships in Duwamish & Suquamish
- Port & Clean Fuels Roadmap workforce development

2027 Commission Budget Priorities

- **Maritime Industrial Base Shipbuilding Readiness**
 - \$90k total
 - \$40k for maritime workforce supply/demand analysis (included in baseline WFD budget)
 - \$50k for State Maritime Action Plan (included in baseline EDD operations budget)
- **Advancing Sustainable Fuels**
 - \$50k (included in baseline EDD operations budget)
- **Green Economy**
 - \$100k (included in baseline EDD operations budget)
- **Phase II: Small Business Contract Readiness**
 - \$50K (included in D&C baseline budget)
- **Core Plus Maritime Funding**
 - \$50k (included in WFD baseline budget)
- **Strengthening ESOL Pathways to Workforce Development**
 - \$200k (included in baseline budget with OEDI/WFD)

****All Commission Budget Priorities listed are included in baseline EDD budgets***

Economic Development Division Overall

In \$000s	2025 Actuals	2026 Budget	2027 Budget	Inc/(Dec) From 2026 Budget	
				\$	%
Diversity & Contracting	1,924	2,463	2,388	(76)	-3%
EDD Operations	1,707	3,118	2,871	(247)	-8%
Real Estate Development	866	1,608	1,368	(240)	-15%
Tourism Development	1,908	2,134	2,124	(9)	0%
Workforce Development	4,557	4,972	5,018	46	1%
Total	10,962	14,296	13,769	(527)	-4%

- Largest Reductions in Outside Services
 - RE Development – lower property study needs
 - Workforce Dev – reduced feasibility studies
 - EDD Ops – reduced strategy support
 - Move of Duwamish Community Hub lease expenses to Maritime
 - Tourism – scope revisions for support contracts
- Increase in staff:
 - Filled vacancies (RE Dev, Tourism)

Tourism Development

In \$000s	2026 Bud	2027 Bud	Inc/(Dec) From 26 Bud	
			\$ Change	% Change
Staff	641	704	63	10%
Outside Services	1,184	1,109	(75)	(6%)
Promo Expenses	113	115	2	2%
Other Expenses	196	196	2	2%
Total Expenses	2,135	2,124	(9)	0%

Staff increase:

- Position backfilled
 - Payroll assumptions updated

Outside Services – Scope Revisions:

- Travel Trade/Tourism Contract, (\$30K)
- Tourism Marketing Support, (\$60K)

Real Estate Development

In \$000s	2026 Bud	2027 Bud	Inc/(Dec) From 26 Bud \$ Change	% Change
Staff	673	762	89	12%
Outside Services				
Aviation	230	140	(90)	(39%)
Maritime	395	175	(220)	(56%)
Other Expenses	35	15	(20)	(57%)
Total	1,608	1,368	(240)	(15%)

Completed in 2026:

- MInC and FT public improvements
- T91 Phase I Design
- Des Moines Creek West
- CEM feasibility study completed

Currently underway:

- R/E Strategic Plan update
- Clean Energy Sandbox partnership kicked off
- USCG Base Expansion T46 negotiation

Staff Increase: Development Associate position filled

- In 2026, budgeted to start mid-year

Outside Services – Revisions:

Aviation, (\$140K)

- Updated Real Estate Strategy
- STOC Business & Operations Strategy
- STOC Garage and Pedestrian improvements
- NERA 1 RFP & Developer selection

Maritime, (\$175K)

- WOSCA Development feasibility
- Updated Real Estate Strategy
- SODO/Industrial Lands Strategy (& Fed Center S)
- Duwamish Hub architectural study
- Clean Energy Sandbox Planning
- T46 and CEM Feasibility and Planning Efforts

Other Expenses:

- Travel & Other Expenses decrease, (\$20K)

Diversity & Contracting

In \$000s	2026 Bud	2027 Bud	Inc/(Dec) From 26 Bud	
			\$ Change	% Change
Staff	1,749	1,836	87	5%
Outside Services	476	411	(65)	(14%)
Promo Expenses	104	70	(34)	(49%)
Other Expenses	134	121	(13)	(11%)
Total Expenses	2,463	2,388	(76)	(3%)

Outside Services revision:

- Feasibility studies for Owner Controlled Insurance Program, (\$15K)
- Feasibility studies for Non-Airport Concession/Training Program, (\$50K)
- OMWBE Political Subdivision Fee, contract paid Biannually, (\$55K)

Promotional Expense revision:

- Industry Partner Training Classes, (\$25K)
- Port Industry Day Venue Rental, (\$20K)

Other Expense revision:

- Miscellaneous expense, (\$5K)
- Other expenses, (\$8K)

Workforce Development

In \$000s	2026 Bud	2027 Bud	Inc/(Dec) From 26 Bud	
			\$ Change	% Change
Staff	982	1,044	62	6%
Outside Services	3,920	3,855	(65)	(2%)
Promo Expenses	38	73	35	48%
Other Expenses	32	46	14	30%
Total Expenses	4,972	5,018	46	1%

- ❑ Outside Service Revision (\$65K)
 - ❑ Maritime High School (\$100K)
- ❑ Multi-Sector WFD Sponsored Events, \$40K
- ❑ Gulf Benchmarking & Study Mission Trip, \$16K

All expenses are covered by the Tax Levy, with one exception:

- Port Jobs Program funded by Airport Workforce Development, with a budget of \$1.145M

Economic Development Operations

In \$000s	2026 Bud	2027 Bud	Inc/(Dec) From 26 Bud	
			\$ Change	% Change
Staff	726	797	70	10%
Outside Services	1,687	1,347	(340)	(20%)
Promo Expenses	60	55	(5)	(8%)
Memberships	143	365	222	155%
Other Expenses	501	307	(194)	(39%)
Total Expenses	3,118	2,871	(247)	(8%)

Staff increase:

- Comp project adjustments

Outside Services revised:

- Maritime Innovation, \$180K --> \$100k
- Green Economy/Industrial Lands \$50K --> \$100K
- EDD Strategy & Implementation, \$150K --> \$65K

Promotional Expense revised:

- Sponsorships, (\$5K)

Memberships

- Greater Seattle Partners, \$200K
 - Previously budgeted in Outside Services
 - \$250K in 2026
- WPPA, \$50K
- Seattle Climate Hub, \$25K
- Clean Tech Alliance, \$10K

Other Expenses

- Moved Lower Duwamish Community Hub lease to Maritime Portfolio Management

EDD FTE Changes

2027 Economic Development Division FTEs

Description	FTEs	Notes
2026 Approved Budget	18.0	
Changes in 2026:		
Mid-Year Approvals	0.0	
Eliminated	0.0	
Transfer	5.0	Workforce Development move from Central Services
2026 Baseline	23.0	
2027 Budget Changes:		
Transfer	0.0	
Eliminated	0.0	
New FTEs Approved	0.0	
Net Change	0.0	
2027 Proposed FTEs	23.0	

Tax Levy Funded Items

LOB	Budget Item	FY2026	FY2027	Inc(Dec) From 26 Bud	
		Budget		2027 Vs. 2026	2027 Vs. 2026
Diversity & Contracting	Business Accelerator.	150	150	-	0%
	DBE/WMBE Training - WMBE/SBE Capacity Building Certifications.	50	50	-	0%
	DC Presents/PortGen Advanced.	50	50	-	0%
	Highline Small Business Development Center MOU.	50	50	-	0%
Tourism	State of Washington Tourism.	500	500	-	0%
	Tourism Marketing Support Program TMSP.	420	360	(60)	-17%
	WA Tourism Annual Conference.	10	10	-	0%
EDD Operations	EDD Partnership Grants.	950	950	-	0%
	Maritime Innovation.	180	100	(80)	-80%
	Shipbuilding Readiness.	100	-	(100)	0%
	Duwamish Valley Comm Equy Prog.	14	-	(14)	0%
	Duwamish Valley Comm Equy Prog.	58	-	(58)	0%
	Total	2,532	2,220	(312)	-14%

Maritime Appendix

2026 Preliminary Budget
Oct 14, 2025



SWOT Analysis – Maritime Division



Total Maritime

Excluding GASB

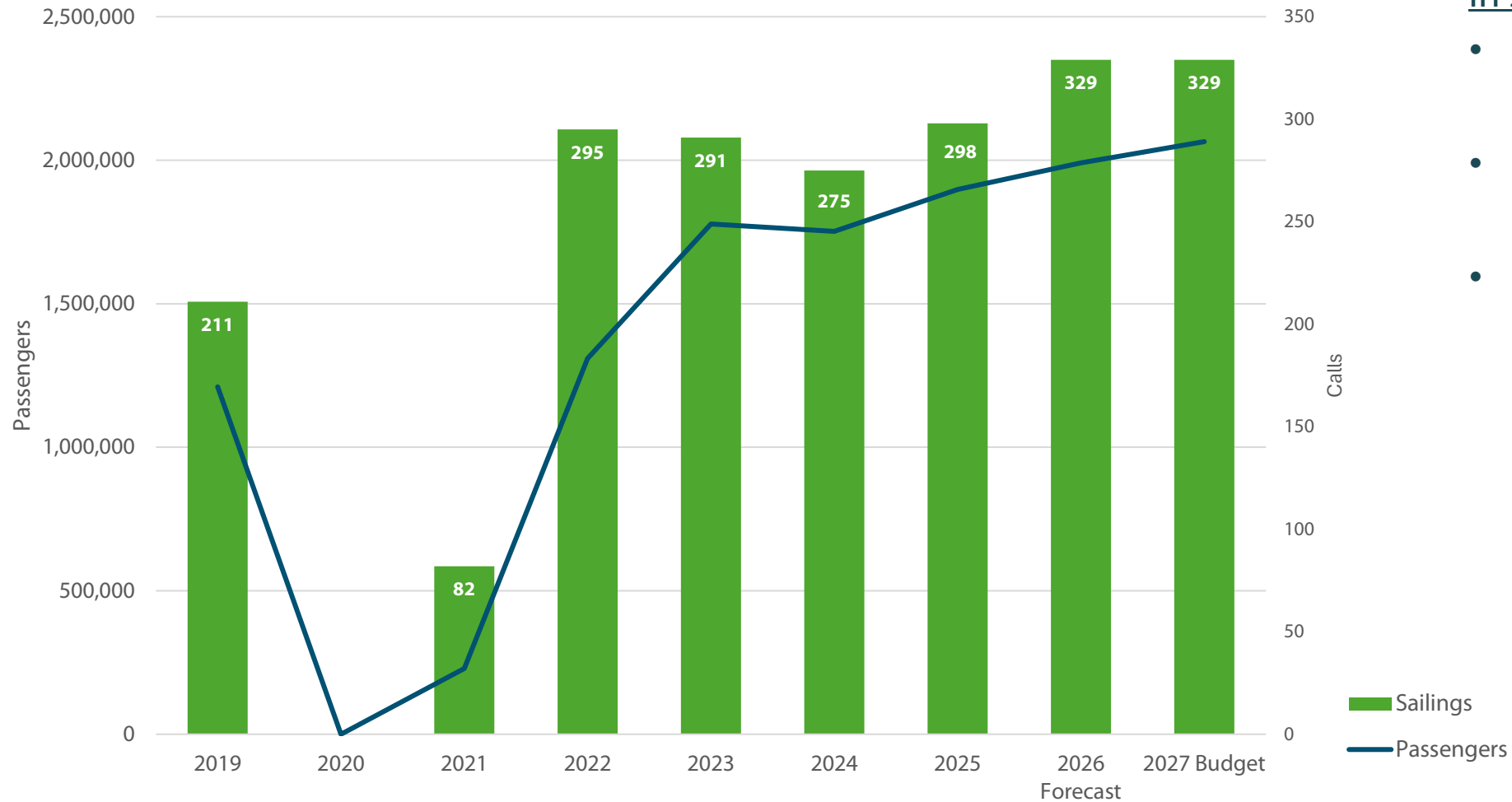
	2022	2023	2024	2025	2026	2026	2027	Budget Variance	
\$ in 000's	Actual	Actual	Actual	Actual	Forecast	Budget	Budget	\$	%
Ship Canal Fishing & Operations	4,592	5,076	5,169	5,562	4,504	4,684	4,559	(125)	-3%
Elliott Bay Fishing & Commercial Operations	5,975	6,564	6,602	6,963	6,574	6,374	6,459	86	1%
Recreational Boating	13,978	15,505	16,555	18,058	19,094	19,094	20,185	1,091	6%
Cruise	30,469	41,726	43,145	48,853	58,292	57,292	64,625	7,333	13%
Grain	5,792	3,356	5,920	6,442	4,665	4,440	5,136	696	16%
Conference & Event Centers	8,914	6,738	7,490	8,654	9,430	9,430	11,372	1,942	21%
Leasing Portfolio	19,367	20,764	21,920	22,432	24,029	24,029	24,202	173	1%
Other / DW Hub	10	10	8	10	0	0	18	18	
Total Revenue	89,095	99,738	106,809	116,973	126,589	125,344	136,557	11,213	8.95%
Expenses									
Maritime Direct	33,602	34,086	36,953	46,469	43,119	43,119	47,186	4,067	9%
Business Related ERL	79	2,975	(358)	1,206	1,500	0	7,800	7,800	
Total Direct	33,680	37,061	36,595	47,675	44,619	43,119	54,986	11,867	28%
Maintenance Expenses	17,021	19,317	20,832	20,302	21,164	21,164	19,827	(1,337)	-6%
Economic Development	1,830	2,543	2,202	1,937	3,157	3,157	1,436	(1,721)	-55%
Env & Sustainability	3,356	4,028	4,992	6,751	8,852	8,152	7,457	(695)	-9%
Seaport Finance & Cost Recovery	1,506	1,738	2,222	2,390	2,380	2,380	2,425	45	2%
CDO/WPM	1,235	2,313	2,945	4,975	9,710	15,710	18,593	2,883	18%
Total Support Services	24,948	29,939	33,193	36,354	45,264	50,564	49,738	(825)	-2%
IT	4,296	4,731	5,250	5,757	5,827	5,733	6,146	414	7%
Police Expenses	3,902	5,620	6,044	5,546	5,688	5,697	5,655	(42)	-1%
External Relations	2,729	3,005	3,620	4,278	3,818	3,957	4,011	54	1%
Other Central Services	11,530	12,769	16,852	11,582	14,738	15,138	17,977	2,839	19%
Aviation Division / Other	514	471	436	452	521	521	549	28	5%
Total Central Services / Other	22,972	26,596	32,202	27,614	30,591	31,045	34,338	3,293	10.61%
Total Expense	81,600	93,596	101,991	111,643	120,474	124,728	139,062	14,335	11.5%
NOI Before Depreciation	7,495	6,142	4,818	5,331	6,115	616	(2,505)	(3,122)	-506%
Depreciation	21,974	22,421	23,850	24,727	27,033	27,033	31,917	4,885	18%
NOI After Depreciation	(14,479)	(16,279)	(19,032)	(19,396)	(20,917)	(26,416)	(34,423)	(7,384)	-28%

Total Maritime

Including GASB

	2022	2023	2024	2025	2026	2026	2027	Change from 2026	
\$ in 000's	Actual	Actual	Actual	Actual	Forecast	Revised Budget	Revised Budget	\$	%
Ship Canal Fishing & Operations	4,592	5,076	5,169	5,562	4,504	4,684	4,559	(1,058)	-19%
Elliott Bay Fishing & Commercial Operations	5,975	6,564	6,602	6,963	6,574	6,374	6,459	(389)	-6%
Recreational Boating	13,978	15,505	16,555	18,058	19,094	19,094	20,185	1,036	6%
Cruise	30,469	41,726	43,145	48,853	58,292	57,292	64,625	9,440	19%
Grain	5,792	3,356	5,920	6,442	4,665	4,440	5,136	(1,777)	-28%
Conference & Event Centers	8,914	6,738	7,490	8,654	9,430	9,430	11,372	776	9%
Leasing Portfolio	19,367	20,764	21,920	22,432	24,029	24,029	24,202	1,597	7%
Other	10	10	8	10	0	0	18	(10)	100%
Total Revenue	89,095	99,738	106,809	116,973	126,589	125,344	136,557	9,616	8%
<u>Expenses</u>									
Total Direct	33,680	37,061	36,595	47,675	44,619	43,119	54,986	(3,056)	-6%
Total Support Services	24,948	29,939	33,193	36,354	45,264	50,564	49,738	8,910	25%
Total Central Services / Other	22,972	26,596	32,202	27,614	30,591	31,045	34,338	2,977	11%
Total Expense	81,600	93,596	101,991	111,643	120,474	124,728	139,062	8,831	8%
NOI Before Depreciation	7,495	6,142	4,818	5,331	6,115	616	(2,505)	785	15%
Depreciation	21,974	22,421	23,850	24,727	27,033	27,033	31,917	2,306	9%
NOI After Depreciation	(14,479)	(16,279)	(19,032)	(19,396)	(20,917)	(26,416)	(34,423)	(1,521)	-8%
<u>GASB/Pension Credit Impacts</u>									
Total Revenue	170	(90)	(18)	(15,889)	(14,828)	(14,828)	(13,933)	1,061	7%
Total Op Expenses, Pension Adj	(2,561)	(3,850)	(3,145)	(4,092)	15,180	15,900	3,336	19,272	471%
Total Depreciation				284	128	128	176	(156)	-55%
NOI After Depreciation with GASB	(11,748)	(12,519)	(15,905)	(31,476)	(51,053)	(57,272)	(51,867)	(19,577)	62%

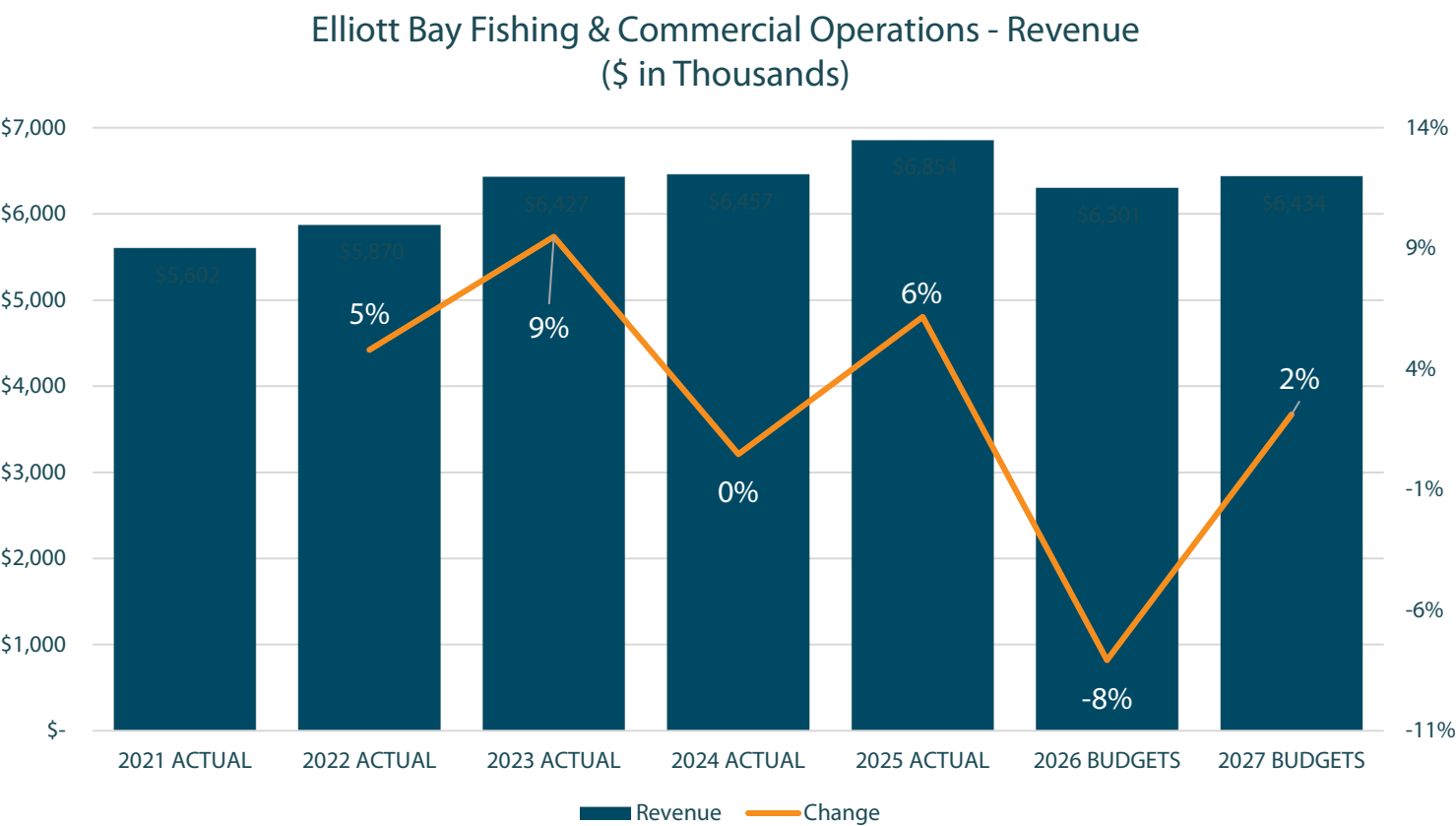
Cruise Sailings & Passengers



In 2027:

- 329 sailings
- 2M estimated passengers
- Number of sailings is flat but more large ships

Elliott Bay Fishing & Commercial Operations - Revenue



2027 Revenue

- ❑ Dockage/moorage rates are proposed to be **increased by 5%** unless indicated otherwise by the Consumer Price Index (CPI) in each lease agreement
- ❑ Less revenue at T-91 due to operational impacts during construction in 2027

*Utility sales revenue not included

Elliott Bay Fishing & Commercial Operations – Expenses

Expenses

- ☐ Payroll: \$45K lower due to recent staffing changes
- ☐ Other Expenses:
 - B&O taxes - \$25K lower
 - Travel expenses - \$16K reduction
- ☐ Utilities: \$43K lower based on current actuals

in \$000s	2025 Actuals	2026 Budget	2027 Budget	Inc/(Dec) from 26 Budget	
				\$ Change	% Change
Payroll	727	844	798	(45)	-5%
Outside Service	21	24	26	1	5%
Other Expenses	295	225	187	(38)	-17%
Utilities	1,096	1,161	1,118	(43)	-4%
Total Expenses	2,118	2,230	2,103	(126)	-6%

New Requests:

- None

Ship Canal Fishing & Operations Rate Increases

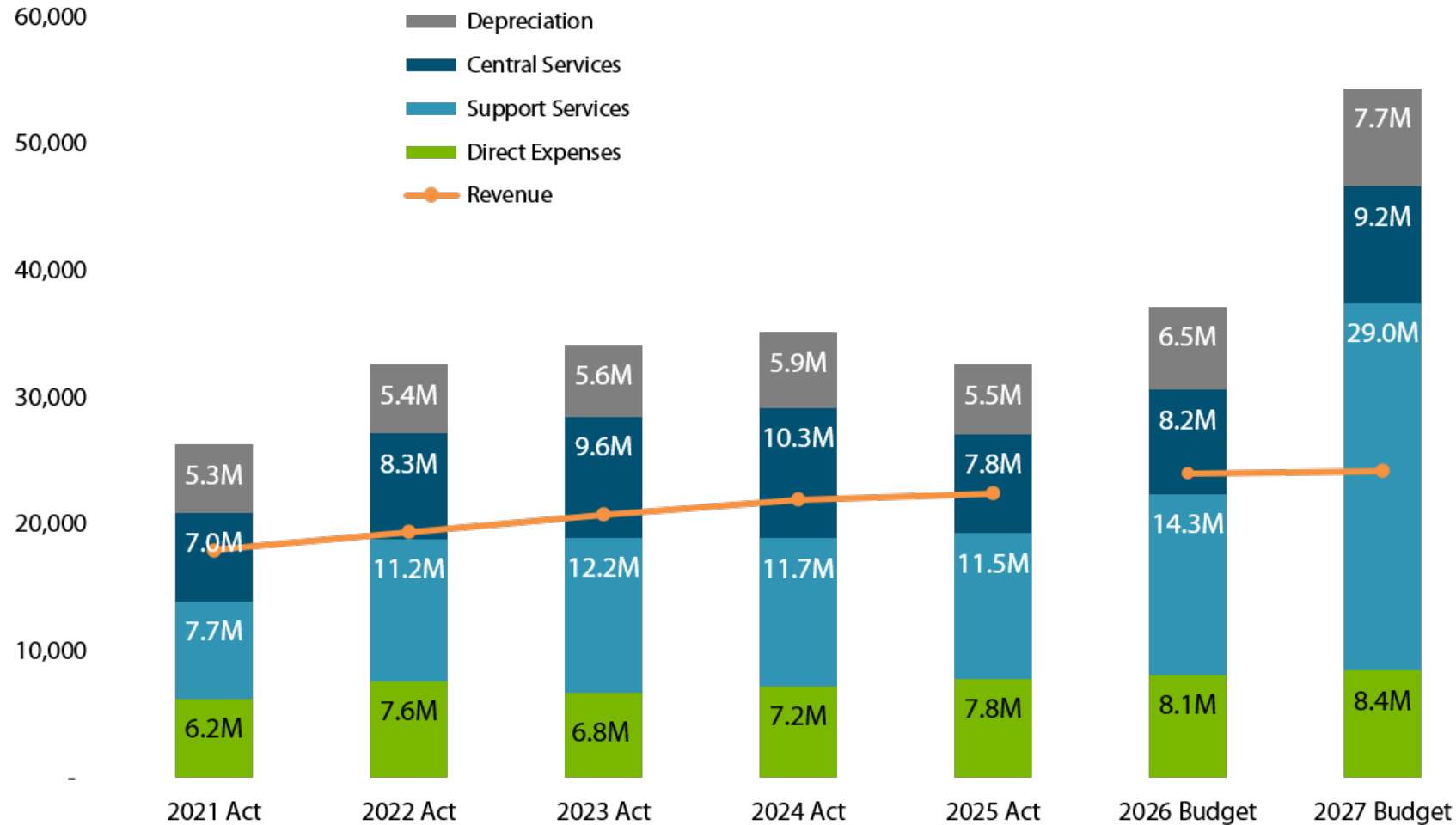
Location		Slip Size	Rate Change
FT & MIC	Commercial & Fishing	All	3%
	Charter	All	Increase from \$1.55 to \$1.77
	Transient Daily	All	Increase from \$1.75 to \$1.90
	Services & Storage	All	3%
	Small Forklift & Crane /Hosit Rental	All	0%
FT Rec	Monthly	Up to 30'	0%
		31' to 50'	6%
		Over 50'	10%
	Daily/Guest	all	3%
SalBM	Monthly	all	0%
	Daily/Guest	all	0%

Recreational Boating Rate Changes

Location	Slip Size	Rate Change	Slip Size	Rate Change
SBM	Up to 38'	5.0%	EOP 50' to 64'	6.5%
	40'	4.0%	EOP 65' to 74'	7.0%
	42'	7.0%	EOP 75' to 100'	6.0%
	46' to 60'	4.5%	EOP 111' and over	7.0%
	62'	5.0%	Live-aboard	5.0%
	65' to 67'	4.0%	Guest Moorage	5.0%
	70'	4.5%	Charter vessels	5.0%
	75'	5.5%	Dry Moorage	5.0%
	90'	6.5%	Laundry	14.0%
	100' and over	7.0%	All other	5.0%
HIM	Up to 46'	5.0%	Live-aboard	5.0%
	46' to 50'	5.0%	Commercial	5.0%
	61' to 65'	10.0%	Services & Other	5.0%
BHM	26' to 30'	5.0%	Guest Moorage	5.0%
	36' to 60'	5.0%	Commercial	5.0%
	66' to 70'	5.0%	Services & Other	5.0%

Portfolio Management – Excluding CEC

In \$000's

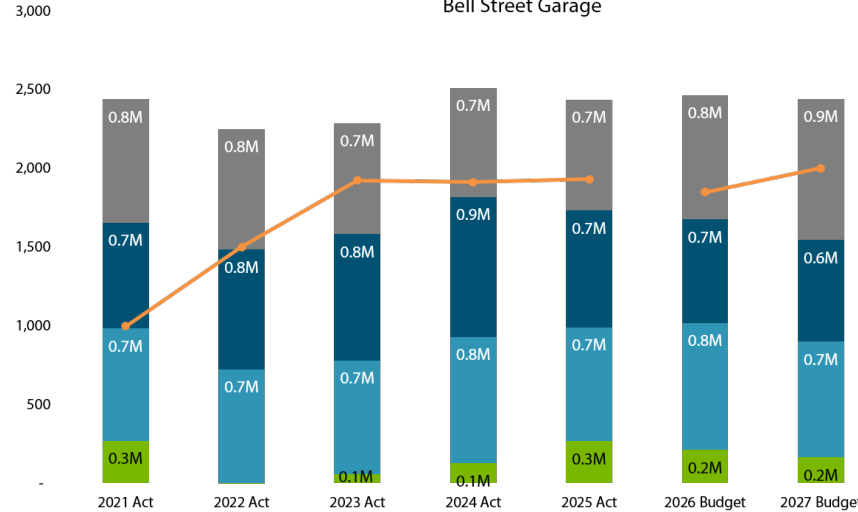
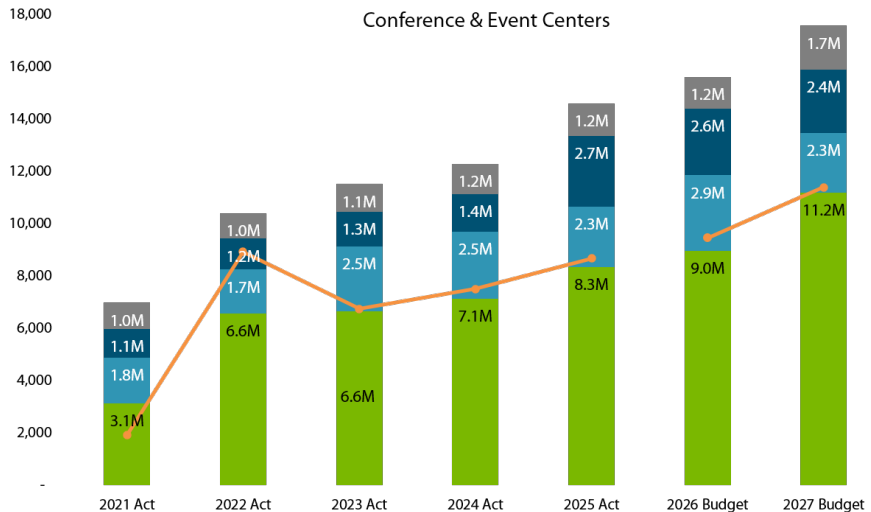
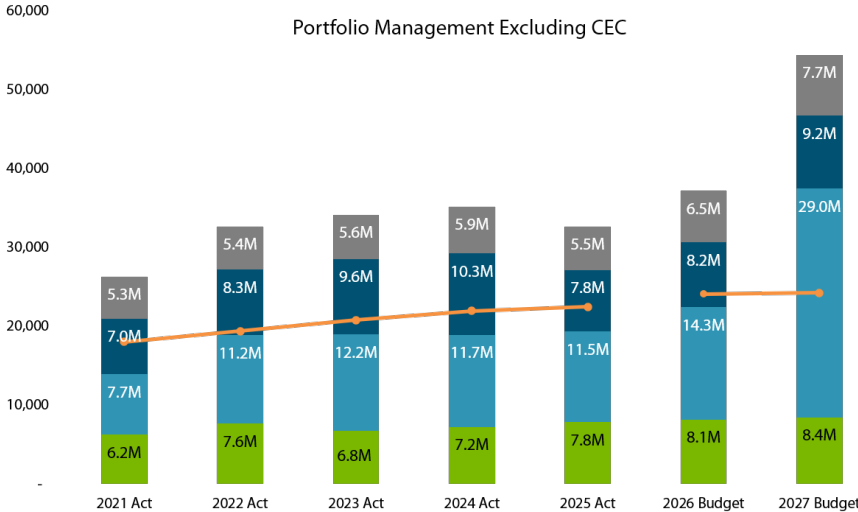
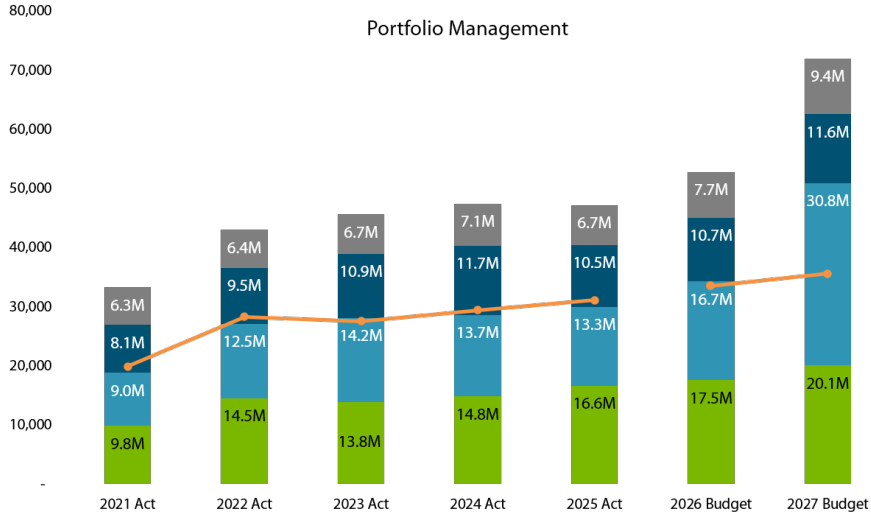


2027 Support Services:

- \$8M building demolition
- \$7.8M ERL building demo

Portfolio Management Trend

In \$000's



- Depreciation
- Central Services
- Support Services
- Direct Expenses
- Revenue

Portfolio Management – Expenses

Expense Growth

☐ Outside Services:

- Brokerage fees at WTCW
- Janitorial services*

☐ Other Expenses:

- Property Rental for DRC Hub** (previously booked under EDD)
- P69 SDOT permit cost (pass-through cost)

In \$000's	2025 Actuals	2026 Budget	2027 Budget	Inc/(Dec) from 26 Budget	
				\$ Change	% Change
Payroll	2,270	2,392	2,517	125	5%
Outside Services	506	639	663	24	4%
Other Expenses	1,611	1,445	1,601	156	11%
Utilities	3,918	4,109	4,145	36	1%
Total Expenses	8,305	8,585	8,925	340	4%

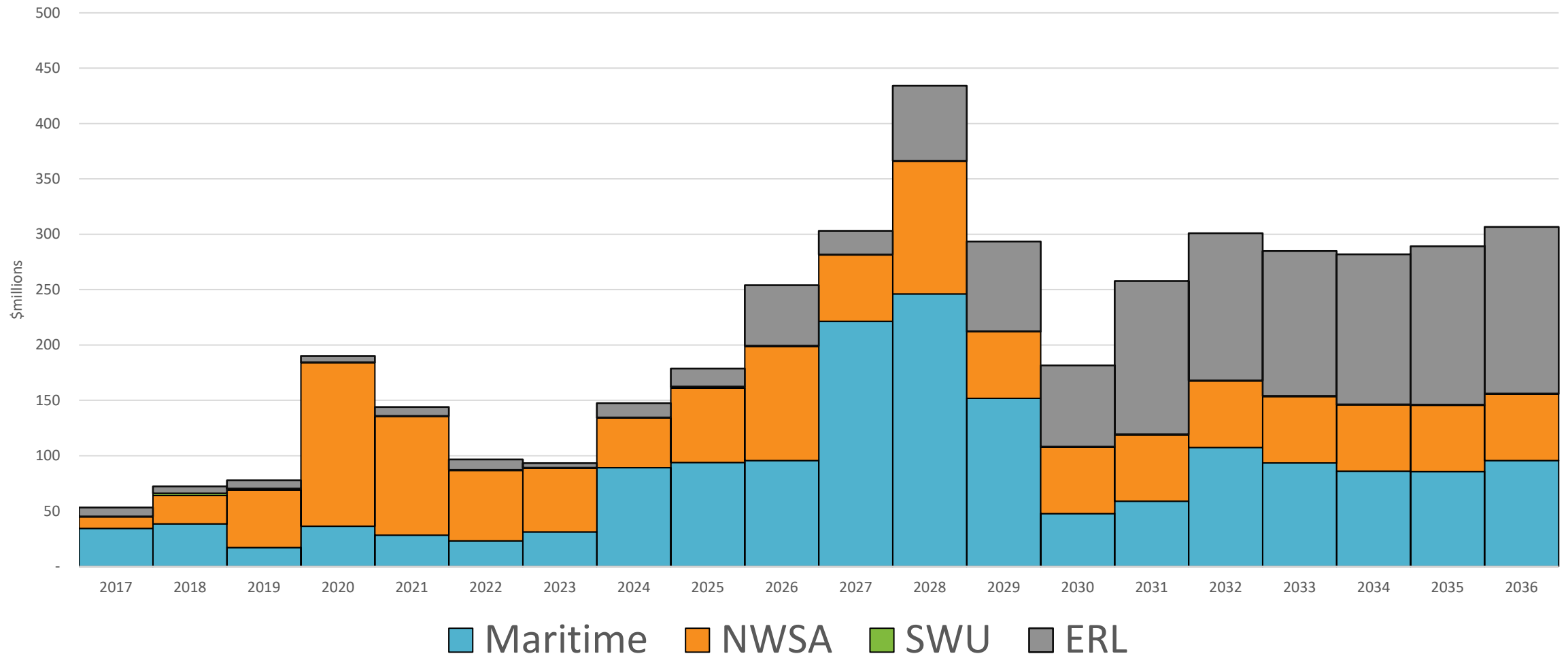
* Partially charged to or allocated across other LOB subclasses

** Charged to Tax Levy and MD Habitat subclasses

Maritime Division
Draft 2026-30 Capital Improvement Plan (CIP) - Appendix



Waterfront 10Y Delivery History/Forecast*



*Assumptions: 2026+ Draft MD CIP, 2028+ NWSA NH avg historical spend, and future ERL ROM

** Historical actual spend not inflation adjusted

Prospective Projects

Large (\$10M+)		42,220
T46 Replace N Pier Structure		65,000
T91 A2 Smith Cove Cruise Facility Buildout		37,800
P69 HVAC System Modernization		31,228
HIM ABCD Dock Rehab & Electrical Upgrade		25,000
FT S Wall Cl Fndr Rp & Cor Prt		22,980
MIC (Central, West) Fender System		20,897
FT W Wall N Fender Replacement		19,240
T5 - Harbor Mooring Dolphins		18,973
T5 N Reuse Dredged Material		10,000
T46 N Berth Vessel Charging		TBD
FT Pedestal & Electrical Upgrade		TBD
P2 Dolphin Replacement		TBD
SBM Seawall & Bulkhead Refurbishment		TBD
T91 Seawall Rehab		TBD
T91 Substation/Feeder - Phase 2		TBD
Waterfront EV Fleet Charging - Phase 2		TBD
Mid-Cap (\$300k-\$10M)	26	63,233

- Estimates very preliminary
 - Many still in early project/scope development
- Nearly all Asset Preservation
 - Waterside infrastructure
 - Electrical renewal/upgrades
 - Needed for MCAAP, WCES
- Planning & Facilities continue to build a better forecast of future needs

Economic Development Appendix

2027 Preliminary Budget
October 13, 2026



SWOT Analysis – EDD

Strengths



- **Strong Port leadership support** for ED departments and their work
- **Strategic investments and partnerships** advance regional equitable economic development
- **Meaningful impact and influence** through EDD programs and relationships
- **Talented, connected, trusted, and visible team** within the broader economic development community

Weaknesses



- **Local, State, and Federal regulations** and policies impact Port efficiency and competitiveness
- **Legacy Port properties expensive to develop** due to environmental remediation, labor, and access to capital etc.
- **Fractured regional efforts** in workforce development, small business assistance, and WMBE support
- **Staff reaching maximum capacity**

Opportunities



- **Strategic direction:** EDD Strategic Plan will guide project and division priorities
- **Cross-Port collaboration:** Partner across departments on complex, multidisciplinary initiatives
- **Maritime investment:** Use MINC and T-91 Uplands as models for sustainable, high-impact industrial land investments
- **Responsible tourism:** Advance Port values through ecotourism and responsible tourism campaigns
- **Regional ecosystem leadership:** Influence, invest in, and convene workforce development and small business partners

Threats



- **High cost of living, economic uncertainty, and geopolitics**
- **Difficulty aligning priorities** through federal, state, city, and the Port
- **Lack of regional and statewide collaboration** prevents us from creating and attracting jobs & investments
- **Climate Change**

MZBB Review Revisions & New Additions

LOB	MZBB Review Reductions & New Additions	Revisions	Additions
Diversity & Contracting	Feasability Study for Non-Airport Concession/Training Program (SBE/WMBE)	(\$50K)	-
	Industry Partner Training Classes (Construction & Consulting)	(\$25K)	-
	Port Industry Day Venue Rental	(\$20K)	-
	OMWBE Political Subdivision Fee	(\$55K)	-
Economic Dev Ops	Shipbuilding Readiness	(\$100K)	-
	Greater Seattle Partners	(\$50K)	-
	Green Economy/Industrial Lands Support & Activation	-	\$50K
	Energy Sandbox	-	\$50K
	WPPA	-	\$50K
	Seattle Climate Hub	-	\$25K
	2027 T91 DOE Grant Rev. - Grant No. 31	-	\$77K
Real Estate Development	DMC West ~ Onsite visits and meetings, tracking GLA items.	(\$20K)	-
	STOC post acquisition, buildings and facilities and business strategy/planning	(\$45K)	-
	Police Relocation	(\$30K)	-
	Bypass Road to CEM Study	(\$150K)	-
	T91 Pre-Development efforts including communications support	(\$25K)	-
	FT Redevelopment Cont'd	(\$30K)	-
Tourism	Tourism Marketing Support Program TMSP	(60K)	-
	Travel Trade Tourism Contract	(\$30K)	-
	SnoValley Heritage Trail (RTP)	-	\$25K
Workforce Development	Maritime High School	(\$100K)	-
	WFD Strategic Planning	(\$42K)	-
	Multi-Sector Sponsorships	-	\$40K
	Leadership Roles in Construction: Outreach, Training, Placement, and Retention Program	-	\$50K
	Total	(\$832K)	\$367K