

ANNUAL REPORT 2021



WASHINGTON STATE
CONVENTION CENTER
PUBLIC FACILITIES DISTRICT

January 1 – December 31, 2021

OUR MISSION

Through the professional actions of our staff, we will provide our guests with a distinctive level of service excellence while maintaining a fiscally responsible, self-sustaining operation that contributes economic and other civic benefits for the people of the city, county and Washington State.

Project Manager: Loni Syltebo
Graphic Designer: Colleen O'Brien
Photo Credits: Alabastro Photography, Cory Parris Photography, LMN Architects, OxBlue, Visit Seattle
www.wsccl.com

OUR VISION:

By doing ordinary things in an extraordinary manner we will earn the privilege of serving our guests again.

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Year in Review

After a year devastated by the pandemic, the Center entered 2021 with hope and resolve. The administration of COVID vaccinations was underway, and masking, physical distancing, and other health measures were showing effectiveness in slowing the spread of the virus. Working within the prudent guidance provided by the city, county, and state, groups were ready to gather in person and the Center was poised to emerge from this era well informed and prepared to welcome guests.

This annual report tells the story of how the Center, having faced adversity, judiciously moved forward to pursue its mission of providing economic and civic benefits to the people of the local community, the region, and the state.

2021 Milestones

February

- Events hosted: 1
- The United States meets the grim milestone of 500,000 deaths due to COVID

March

- State allows in-person gatherings, with significant restrictions
- The Center achieves GBAC Star™ accreditation for cleaning, disinfection, and infection prevention protocols and procedures
- The sale of municipal bonds closes Summit construction financing gap

April

- Events hosted: 3
- The Center hosts its first event with attendees in 13 months, an Easter service
- Those 16 and older are eligible for their first COVID vaccination

May

- Events hosted: 4
- The Center hosts its first dance competition and television shoot

June

- Events hosted: 1
- All industry sectors in Washington return to usual capacity and operations, but with limited exceptions for large indoor events
- 70% of Washingtonians 16 and over have received a single vaccination

July

- Events hosted: 2

August

- Events hosted: 2
- Staff furloughs end and hiring begins in preparation for the return of larger events
- Delta variant surges
- Statewide mask mandate is extended

September

- Events hosted: 5, including PAX West*

October

- Events hosted: 6

November

- Events hosted: 5
- Vaccine booster shots are approved for everyone 16 and older

December

- Events hosted: 3, including Emerald City Comic Con*
- Omicron variant surges

* In addition to the state mask requirement, vaccination verification or proof of a negative test was required by the show organizer at these large public events.

A MESSAGE FROM WASHINGTON STATE GOVERNOR JAY INSLEE



Washington state continued to lead during the COVID-19 pandemic and there are numerous people to thank for their dedication throughout this crisis. From frontline workers, first responders, medical staff, educators, and childcare providers to state employees and those who administer emergency services, we are eternally grateful for your service to the people of our state. With the resolve of these workers and the cooperation of Washingtonians, we were able to lift most restrictions.

The Washington State Convention Center (WSCC) did a remarkable amount of preparation to reopen safely. From developing plans and protocols aligned with guidance from the Centers for Disease Control and Prevention (CDC), to achieving the Global Biorisk Advisory Council (GBAC) STAR accreditation on outbreak prevention, response, and recovery, the WSCC led the way to ensure that all event attendees had a safe and enjoyable experience.

As we continue our recovery from the pandemic, we look forward to celebrating the completion of the Seattle Convention Center | Summit and welcoming conventioners from

around the world to our state. Summit is an embodiment of the common values we share: a deep commitment to sustainable building practices, substantial investments for nearby affordable housing, parks, and multimodal infrastructure, and an intentional commitment to diversity, inclusion, and family-wage jobs in building this project. Thank you to the many public and private partners and workers who have taken part in planning, financing, and building this magnificent gem for commerce and tourism.

Congratulations to the WSCC Board and staff on successfully navigating another year of adversity and uncertainty.

Very truly yours,

A handwritten signature in black ink, which appears to read "Jay Inslee". The signature is fluid and cursive.

Jay Inslee
Washington State Governor

A MESSAGE FROM KING COUNTY EXECUTIVE DOW CONSTANTINE



The King County community once again showed the ability to rise to a challenge in 2021. Through hard work, innovation, and collaboration, we made progress toward fundamental change.

In our nation-leading work to contain COVID-19 and re-open the region, we rapidly rolled out a community vaccination program aimed at ensuring equitable access and reaching people as quickly as possible. By the end of the year, more than 82 percent of King County residents had completed the primary vaccine series, and nearly half had received all recommended boosters.

We're working to reduce greenhouse gas emissions and to improve indoor air quality for all residents by building cleaner buildings through the implementation of stronger building and energy codes. We appreciate the Center's commitment to fight climate change at Arch, with its longstanding sustainability practices, and Summit's architectural features that prioritize green building standards.

King County Metro, the Puget Sound region's largest public transportation agency, and Sound Transit are also making it easier to

get around. In addition to opening three new Sound Transit Link light rail stations, Metro Transit broke ground on two new Rapid Ride lines. We are creating a transit system that is faster, more reliable, and more equitable. This service is vital as the region's population shifts and the downtown core transforms.

On behalf of the residents of King County, I applaud the efforts of the board of directors and staff of the Washington State Convention Center to navigate the pandemic, and we look forward to welcoming many more event attendees back to the region.

Sincerely,

A handwritten signature in black ink that reads "Dow Constantine". The signature is fluid and cursive, with a large, stylized "D" and "C".

Dow Constantine
King County Executive

A MESSAGE FROM SEATTLE MAYOR BRUCE HARRELL



2021 continued to be a challenging year for Seattle. Not only was the city still faced with the ongoing pandemic, but also homelessness and barriers to justice and opportunity reminded us there was still work to be done. As the new mayor, I welcome the opportunity to work with the community toward transformative solutions for our city.

I have a vision of *One Seattle*, an approach defined by a commitment to listen to and work with one another toward shared goals that are rooted in urgency and action. To that end, we have moved quickly to address public safety issues through highly coordinated community engagement, outreach, support, and social services. Residents need to feel safe in their neighborhoods, as well as visitors to the city need to feel safe in the downtown area.

Homelessness is a crisis in Seattle, as it is in many major cities across the country. We are approaching this from a regional perspective to ensure real and sustainable change and streamlining our efforts into one system for greater transparency and actionability. This will improve our ability to move people off sidewalks and out of parks and into shelters and services.

The Washington State Convention Center Public Facilities District shares the vision of *One Seattle*. Through good governance, progressive thinking, and a united effort, it provides our region with beautiful places to gather, opportunities for employment, and livelihoods for purveyors of local goods and services, all while embracing social responsibility. As event attendees return to the WSCC and begin reexploring downtown, we are reminded of the critical roles hospitality and tourism play in our economic recovery.

From the City of Seattle, a hearty thanks to the board of directors and staff for all you do!

Sincerely,

A handwritten signature in dark ink that reads "Bruce C. Harrell". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Bruce Harrell
Mayor of Seattle

A MESSAGE FROM CHAIRMAN AND PRESIDENT/CEO



Frank K. Finneran
Chair, Board of Directors

This report outlines the activities and results of the 2021 fiscal year, and our team's story of cautiously and safely bringing business back to the Center and downtown Seattle. It was a journey of determination to deliver on our mission of generating both economic and civic benefits for Washingtonians.

It was also a year that demonstrated our grit as our Board and staff led capably through the year's highs and lows. We appreciate the support of Governor Jay Inslee, King County Executive Dow Constantine, and Seattle Mayor Bruce Harrell in appointing exemplary individuals to our nine-member board to guide the Center.

A second consecutive year of the pandemic began with peaking COVID infections, high hopes of an effective vaccine, ubiquitous masks, limited gatherings due to capacity limitations, and highly restricted international travel. Many companies were still operating remotely, and health and safety guidance advised us to isolate. Despite the dour start to the year, it ended with eased safety protocols and increasing event attendance.

We started the new year with the building shuttered, events paused, and retailers closed. We stayed informed of each wave of risk to health and safety, and the Communications team disseminated guidance to staff and clients. Virtual leadership meetings enabled

us to re-open operations and events with wonderful support from service partners Aramark, LMG, Edlen, and Smart City, together with our colleagues at Visit Seattle.

The Washington State Convention Center Public Facilities District (the District) is solely responsible for the Center's operations, capital improvements, and profitability. A combination of cost reduction, postponed capital projects, layoffs, furloughs, scrutinized spending, and one-time revenue generation enabled us to survive. The state auditor's review provided the 33rd consecutive year of audits with no findings.

In February, our Finance team applied for and received approval of a Payroll Protection Program Loan of \$2,964,114.20. Through adherence to audited spending guidelines, that loan was forgiven.

Working creatively, the Center and Visit Seattle sales teams leaned on their strong client relationships to move, downsize, hybridize, postpone, or cancel events.

Clients' expressions of appreciation for safe and successful gatherings fueled customer confidence to host events as 2021 marched along. We were grateful to welcome 32 events, including a virtual truck dealer training, church and prayer services, sports floor refinishing, film shoots, company picnics, dance



Jeffrey A. Blosser
President and Chief Executive Officer

A MESSAGE FROM CHAIRMAN AND PRESIDENT/CEO

championships, and conventions, ending with Emerald City Comic Con.

The year's operating revenues coupled with strong parking revenues, derived from neighboring hospital and office workers, all provided a step towards recovery.

An increase in bookings prompted an August recall of 78 staff, both represented and non-represented. It was an all-in effort by management and the Human Resources team to contact, rehire, train, orient, and welcome returning staff.

Transitioning back to in-person environments required careful measures to reduce anxiety, such as detailed safety training for employee health, safety, and productivity. The December All-Staff Huddle discussions centered around the rebrand timeline, de-escalation techniques, and preparations for opening Summit.

Remote work during the pandemic was a powerful tool for many organizations, but it left street-level businesses and sidewalks empty. Arts, culture, museums, and small minority- and women-owned businesses were shuttered.

The Center's entry remained closed to the public from January through mid-September, with access provided only to credentialed

event attendees at check-in stations. We herald the City of Seattle for its steadfast support in waiving public access until it was safe to do so. The doors reopened to welcome all in mid-September following the PAX West event.

Community needs surfaced, and we did our best to help. FareStart received 1,256 pounds of donated food from our kitchens to feed vulnerable groups. Brilliant Skybridge lights illuminated a dark downtown in remembrance of those lost to COVID, cancer awareness, Pride Month, FIFA, and other occasions. The Pike Market Senior Center & Food Bank received surplus items from an event held at the Center.

Summit construction was challenged by scheduling, COVID-19, and financial issues. Financing secured March 31, 2021, brought the sale of \$342 million in municipal bonds to close the financing gap. This funding solution replaced the need for considering public bridge loans, and the District Board is grateful to the leadership of the city, county and state.

In June, the construction project marked the occasion of the final beam being hoisted into place, known as "topping out." This milestone was celebrated with on-site lunch and videos of gratitude for the hard work of construction crews, unions, and partners.

We are more resilient because of our journey, and ready for whatever comes next. The Board is proud of the operational performance achieved by the Center staff, across all departments, under the leadership of the executive team.

We close 2021 looking forward to welcoming more events to the Center! The meetings industry is attracted to great destination cities like Seattle, and we will emerge stronger together with our service partners, public agencies, business, neighbors, unions, hotels, and hospitality community.

Sincerely,



Frank K. Finneran
Chair, Board of Directors



Jeffrey A. Blosser
President and Chief Executive Officer

OPERATIONS AT A GLANCE

	2021	2020	2019***
Operating Performance*			
Revenues	\$7,432,885	\$9,279,237	\$37,098,776
Expenses	\$14,308,953	\$16,459,564	\$37,239,666
Operating Income/(Loss)	(\$6,876,068)	(\$7,180,327)	(\$140,890)
Number of Events			
National / International	9	7	45
Local / Regional	23	25	167
Event Attendance			
National / International	56,037	26,960	170,740
Local / Regional	13,669	68,335	198,464
Economic Benefits			
Total Room Nights	45,269	84,709	317,743
Attendee Spending**	\$94,173,574	\$65,647,808	\$359,912,847
Sales Taxes Generated*	\$7,391,619	\$5,094,909	\$27,952,382

A substantial increase in the number of national and international attendees – the primary driver of our economic benefits estimates – reflects a sign of recovery during 2021 from the worst of the COVID pandemic.

* Effective for 2016, lodging tax revenues allocated to marketing and the associated marketing expenses are not included in these operations financials. The WSCC board made this change so that the actual financial operations of the facility could be more easily budgeted and managed. Depreciation is not included.

** These estimates relate to out-of-state attendance only.

*** 2019 results were restated, reflecting 1) a reclassification of \$451 to Other Revenue from an offset to loss on asset disposal, and 2) a reclassification of \$215,462 to Operations Expense from Marketing Expense.

Note: In general, **National / International** events attract visitors from across the country and around the world to conventions, conferences and trade shows.

Local / Regional events attract visitors from the greater Seattle area and from the Pacific Northwest region to consumer shows, conferences, banquets, and meetings.

EXCELLENCE IN OPERATIONS: EVENTS

The Return of Events

The WSCC staff and service partners worked together to provide exceptional and safe experiences within the parameters of health guidelines.

Some groups were repeat clients, while others took advantage of the unusual space availability. We gratefully welcomed less typical events, including the filming of a truck maintenance training, church and prayer services, sports floor refinishing, television series filming, virtual product launches, company picnics, and a dance competition.



Level 1 was a filming location for a streaming television show.



Pacific Northwest Dental Conference

After a cancellation in 2020 and rescheduling in 2021, the Pacific Northwest Dental Conference occurred in November. As Washington's largest dental conference, it drew over 4,100 attendees, a majority of whom commuted to the event daily. The organizers considered doing a hybrid in-person/virtual event but chose to meet in-person once multiple vaccines became available and the state's health guidelines eased up. The event's economic impact in the region was over \$1.8 million.*

*Source: Visit Seattle

L-R Jeff Blosser, President/CEO, WSCC; Kainoa Trotter, WSDA Assistant Executive Director; Dr. Mandy Alamwala, Former PNDC Committee President; Michael McQuade, Director of Sales, WSCC

EXCELLENCE IN OPERATIONS: EVENTS, CONTINUED



L-R Michael McQuade, Director of Sales, WSCC; Kristina Rogers, Event Director, Reed Pop US Comics Portfolio; Michael Kisken, Group Vice President, Reed Pop; Jeff Blosser, President/CEO, WSCC

Emerald City Comic Con 2021

WSCC was excited to welcome back Emerald City Comic Con (ECCC), a festive, four-day, public event where 17,000 masked and vaccination or negative test-verified attendees gathered to celebrate comics and comic book pop culture. Reed Pop, ECCC's show management, has held this annual event at the Center since 2008, but had to cancel in 2020 due to the pandemic. Despite having to cap attendance to stay within health mandate parameters, the region's economic impact of the 2021 event was just over \$11.3 million.*

*Source: Visit Seattle

ECONOMIC BENEFITS FROM WSCC EVENTS

One of the primary purposes of the WSCC is to attract high-value national/international conventions and conferences, whose attendees, event producers and exhibitors spend money in Washington on lodging, restaurants, transportation, souvenirs, and goods and services related to their events.

SPENDING BY OUT-OF-STATE ATTENDEES, 2021 WSCC EVENTS – estimated, in millions

 Lodging	\$41.3
 Food & Beverage	\$22.1
 Entertainment (including tours, recreation, sporting events)	\$1.8
 General Retail	\$5.9
 Transportation	\$6.5
 Meeting Services (including equipment, advertising, technology)	\$16.6
 Total Spending	\$94.2*

Since our opening in 1988, people from outside Washington have spent over

\$7.1 billion

locally as part of WSCC events. Even with our normal event schedule only partially recovered from the pandemic, this spending added an average of

\$250,613

per day to Washington's economy during 2021.

2021 SALES TAX RECEIPTS - estimated, in millions

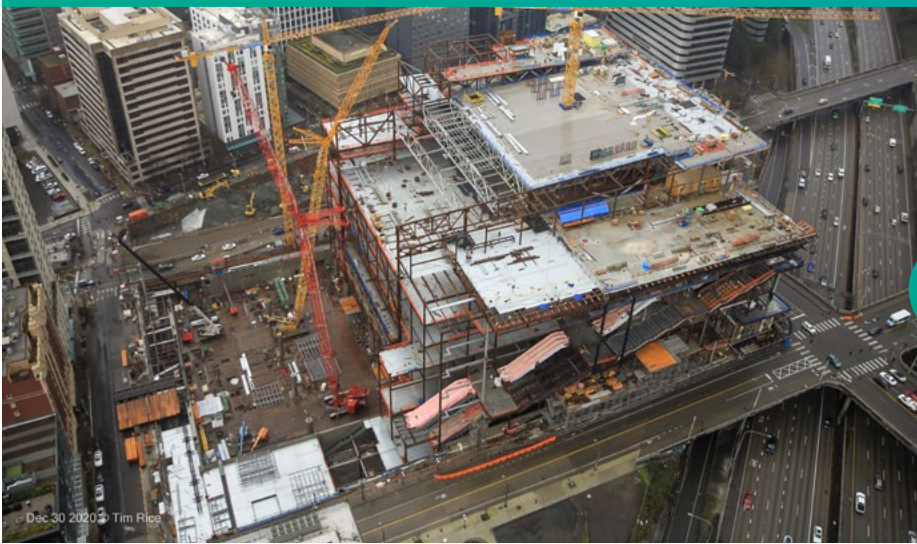
Sales taxes generated from the spending by WSCC event-goers from outside Washington added up to an estimated **\$7.4 million**.

(This number does not include lodging tax receipts, collected on hotel/motel room charges to defray the cost of building the Center and marketing Seattle and King County as a convention destination.)

Washington State	King County	City of Seattle	Metro Transit	Sound Transit	Total \$
\$5.1	\$0.3	\$0.7	\$0.5	\$0.7	\$7.4*

* Individual statistics may not add up to total due to rounding.

EXCELLENCE IN OPERATIONS: SUMMIT



DECEMBER 30, 2020



DECEMBER 29, 2021

Summit Construction Update

Construction on Summit continued throughout 2021, despite financial, schedule, weather, and pandemic-related setbacks. By January 2021, the project was 45% complete and 98% of the materials had been ordered and/or purchased. The structure, building envelope and roof took shape in the first half of the year. Interior infrastructure, such as elevators, escalators, and walls, was installed in the latter half.

Summit Financing

The uncertainty of the funding to complete the project, as the underlying revenue stream of lodging taxes collapsed with the onset of the pandemic, was a major concern for the WSCC Board of Directors.

On March 31, after exploring various funding avenues, the District's Board confirmed the sale of \$342 million in municipal bonds, which closed the financing gap and kept the momentum of Summit construction moving forward. These bonds replaced the need for other potential funding options. It is reported that orders in excess of \$3 billion were placed for the \$342 million in bonds, a testament to the belief by the bond market in the long-term strength of the District and our region.

With this private funding established, construction proceeded with confidence toward realizing the opening of Summit for events and bringing meeting attendees back to the region.

EXCELLENCE IN OPERATIONS: SUMMIT, CONTINUED



Construction workers, WSCC staff, and representatives from Visit Seattle and neighboring hotels signed the final beam.

Topping Out

The Center and Summit construction crews celebrated “topping out” on June 11, a major milestone in the construction of the Summit building as the final beam of the steel structure was hoisted into place.

To top out a construction project is an industry tradition, marking both the progress toward completion and creating a moment to highlight the dedication of the project’s workforce. To thank workers and commemorate the moment, local luminaries and sports icons contributed congratulatory messages in a short video that was shared with the construction team during the topping out.

Construction workers, WSCC staff, and representatives from Visit Seattle and neighboring hotels signed the final beam before it was placed high above 9th Avenue in what will become the Signature Ballroom.



L-R Jeff Blosser, WSCC President/CEO and Tom Norwalk, Visit Seattle President/CEO



L-R Board Director Craig Schafer, Board Vice Chair Deryl Brown-Archie, Board Chair Frank Finneran, and Board Director Susana Gonzalez-Murillo

A tragic accident took the life of Summit construction worker, Bryan Phillips. Our thoughts are with his family and union brothers and sisters.

EXCELLENCE IN OPERATIONS: SUMMIT, CONTINUED



Representatives from Microsoft were the first clients to walk through the new building, shown here accompanied by WSCC and Visit Seattle staff on July 1.

Client Tours

In July, the green light was given to conduct hard hat tours of the Summit construction site. With careful planning and facilitation, dignitaries, clients, and industry media were guided through the site, getting a glimpse of its progress and promise. By this time, site visitors could see the efficiency of the urban site, with its stacked configuration, and how it effectively brings interior and exterior spaces together.

When open, the additional building will double the existing capacity of WSCC, adding approximately 248,450 square feet of exhibition space, 120,000 square feet of meeting rooms, and 99,620 square feet of ballroom space.

Highlights of the tour include the 14,000-square-foot open-air Garden Terrace, a versatile option for meeting planners, and the ballroom with its expansive view of the Capitol Hill neighborhood. The iconic, glass enclosed Hillclimb along Pine Street receives enthusiastic acclaim for its views and unique, elegant functionality as a conversation location.



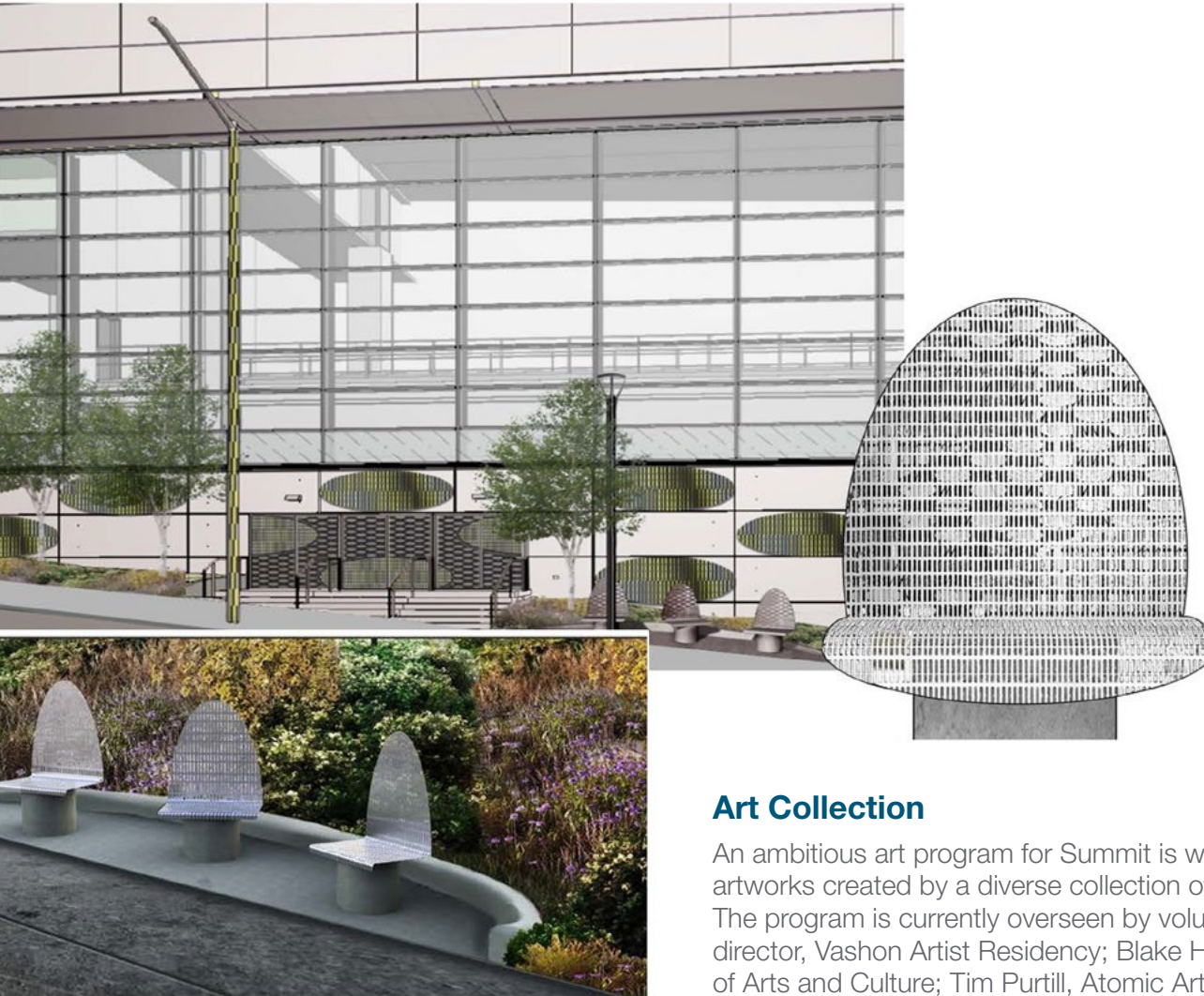
Summit's 14,000-square-foot Garden Terrace under construction

Construction Delay

The Center had been scheduled to take possession of the building in mid-2022, but in November 2021 it was determined this timeframe was at risk. Many factors contributed to this delay, including demand for construction workers, which exceeded supply across the country, and COVID had not left us as we hoped, impacting worker availability and the supply chain. Adding to the risk of delay was a strike by local concrete drivers, which would last until April 2022.

Because the hurdles to an on-time completion had increased, the Center and Visit Seattle felt it was prudent to pursue alternatives for customers with meetings scheduled for late 2022. The Center now anticipates taking possession of the building in Fall 2022 with the first client events in January 2023.

EXCELLENCE IN OPERATIONS: SUMMIT, CONTINUED



Construction as an Economic Driver

WSCC has a long-held commitment to diversity in its business practices. Over the nearly four-year construction period, the Summit project team will employ as many as 6,000 union construction workers, including 900 apprentices. The construction workforce, according to November 2021 data, is diverse: More than 32% are people of color, 27% are priority-hire workers from economically distressed ZIP codes, 20% are apprentices, and over \$140 million in contracts were awarded to women- and minority-owned businesses.*

When at full capacity, the Summit building will create about 3,900 new jobs and generate about \$260 million in spending from out-of-state guests and \$19 million in sales tax each year.

*Source: WSCC Addition MWBE December 2021 Progress Report

Art Collection

An ambitious art program for Summit is well under way, encompassing more than two dozen artworks created by a diverse collection of artists ranging from emerging to nationally known. The program is currently overseen by volunteer Art Advisors, including: Heather Dwyer, residency director, Vashon Artist Residency; Blake Haygood, curator and collections manager, Seattle Office of Arts and Culture; Tim Purtill, Atomic Art Services; and, Asia Tail, program officer with the Seattle Foundation. Sadly, Art Advisor Kristen Ramirez, who was art and enhancements project manager for the Seattle Office of Arts and Culture and SDOT, passed away last fall. Efforts of the Art Advisors are overseen by WSCC Board Art Committee members Nicole Grant, Denise Moriguchi, and Susana Gonzalez-Murillo, with the full Board of Directors ultimately approving all commissions and acquisitions. The over-arching goal of the art program is to connect communities and neighborhoods, highlighting the artistic vitality of the region.

Once complete, this artwork will enhance the east end of Summit on Boren Avenue. Visual artist Sheila Klein combines the worlds of art and architecture, mixing familiar and archetypal images to propose solutions to the homogenization of our environment.*

*Source: sheilaklein.com/about

GUIDING THE WAY BACK TO IN-PERSON MEETINGS

The onset of the pandemic was unsettling for nearly everyone. It was difficult to plan your day, let alone maintain a routine, when scientific findings and infection rate data shifted frequently, which in turn prompted changes to mask, vaccine, and capacity mandates. Then, when restrictions eased and schools, workplaces and businesses reopened, that meant more change — and with it, more anxiety.

The Center sought to lessen the anxiety for its staff, service partners, meeting planners and event attendees by adapting its processes to effectively respond to the constantly evolving situation and by maintaining clear communications with its stakeholders.

Meeting and exceeding the needs and expectations of clients and guests is nothing new to the organization, but simultaneously propping itself up as it faced unprecedented obstacles added another level of complexity. As guidance, the executive team and staff leaned heavily into its five Service Standards, the timeless core tenets of the organization's philosophy of providing extraordinary service: safety, courtesy, show, efficiency, and evaluation.

Easing the Re-entry

Under guidance provided by the Centers for Disease Control and Prevention, Washington State Department of Health, Public Health – Seattle & King County and industry best practices, staff and service partners received detailed information on what to expect when they returned to the building, and enhanced operational health and safety protocols. A separate reference document, WSCC's Safety First Guide, was created for meeting planners' event preparation. Each of these documents was updated as health and safety guidelines changed over the course of the year.

The extensive protocols included in these documents adhered to and were strengthened by the Global Biorisk Advisory Council® (GBAC) STAR™ standards, the highest standards for cleaning and disinfection of infectious agents.

The enhanced health and safety protocols applied during this uncertain time included



WSCC's deep disinfection protocol involved the use of an electrostatic sprayer.

no-contact catering, physically distanced room sets, event flow management, health and safety reminder signage, crowd management plans, deep disinfection and exposure response teams. Additionally, the Center invested in long-term disease control prevention with touchless features, including hydration stations and a cash-to-card machine.



WSCC achieved GBAC STAR™ facility accreditation in March 2021 and plans to maintain its accreditation long-term.

Please do your part to maintain a healthy environment.



Wear a mask.

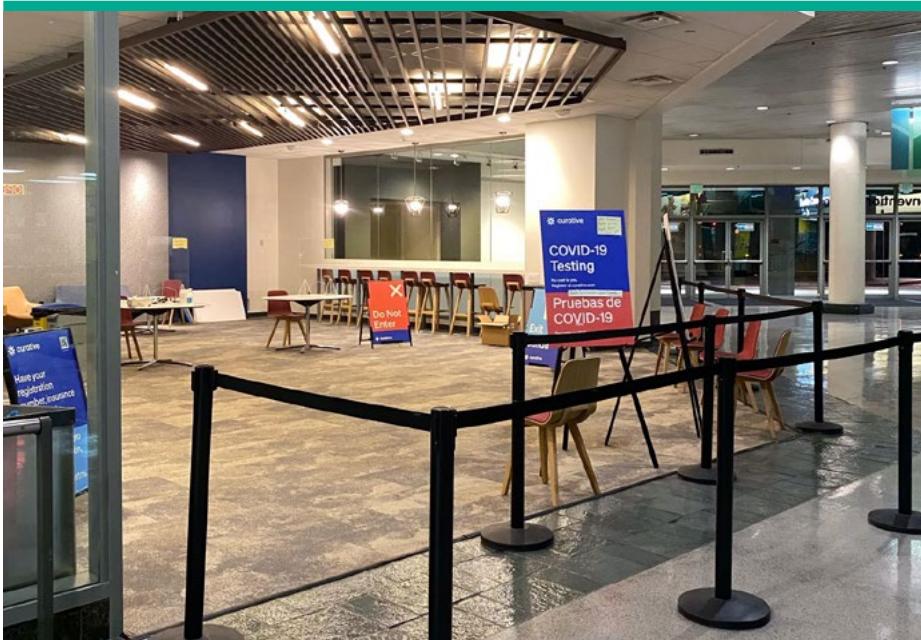


Keep your distance.



Wash your hands.

Signage was developed to inform, guide, and remind attendees of health and safety protocols.



Vaccination verification or proof of a negative test was required for entry into many places in the neighborhood and events at the Center. Curative, a healthcare company best known for scaling COVID-19 testing and vaccinations, set up a testing clinic on Level 1 and lab on Level 2, providing a much needed service in the community.

After a year of virtual living, the City of Seattle was excited get the word out that it was open for business and ready to welcome back visitors. To this end, Seattle's destination marketing organization, Visit Seattle, created a warm and engaging video, *See You in Seattle*, featuring staff and venues from around the city. The Center was thrilled to take part in this forward-looking project.



Center staff helped beckon visitors back to Seattle. **L-R** Michael McQuade, Nikita Pines, Charles Bailey, Liza Ampoan, Meraf Zerom, Earl Taylor

ABOUT THE WSCC BOARD OF DIRECTORS

The Board is composed of nine members who serve four-year terms of office. Three members are nominated by the King County Executive, subject to confirmation by the King County legislative authority; three members are nominated by the Mayor of Seattle, subject to confirmation by the Seattle legislative authority; and three members are appointed by the Governor. One of the Governor's appointments and one of the County's appointments must be a representative of the lodging industry in Seattle, and one of the City's appointments must be a representative of organized labor.



Frank K. Finneran
Chair



Deryl Brown-Archie
Vice Chair



Robert J. Flowers



Nicole Grant



Jerome L. Hillis



J. Terry McLaughlin



Denise Moriguchi



Susana Gonzalez-Murillo



Craig Schafer

EXECUTIVE STAFF



Jeffrey A. Blosser
President and CEO



Linda Willanger
VP Administration/AGM



Jon Houg
*Vice President of
Operations*



David Cononetz
Director of Facilities



Krista Daniel
*Director of Event
Services*



Sam Hecker
*Director of Finance/
Chief Financial Officer*



Michael McQuade
Director of Sales



Mary Pauly
*Director of Human
Resources*



Tony Sheehan
*Director of Information
Services*



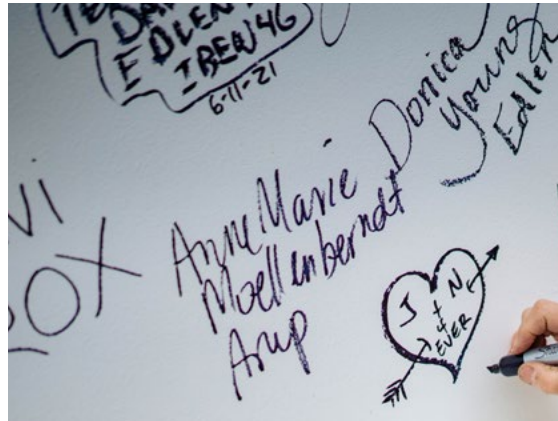
Loni Syltebo
*Director of
Communications*



Earl J. Taylor
Director of Operations



Summit's steel structure, as seen from 9th and Olive



All attendees had the opportunity to sign the beam



WSSC staff Nikita Pines and Ricky Viken



Jon Houg, VP of Operations; Jeff Blosser, President/CEO; Linda Willanger, VP of Administration and Assistant GM



WSSC staff and service partners



Executive Chef Jose Chavez