

**PORT OF SEATTLE**  
**MEMORANDUM**

**COMMISSION AGENDA**

**Item No.** 6a

**Date of Meeting** August 2, 2011

**DATE:** July 27, 2011

**TO:** Tay Yoshitani, Chief Executive Officer

**FROM:** Linda Styrk, Managing Director, Seaport Division  
Mark Reis, Managing Director, Aviation Division  
Jane Kilburn, Director, Tourism Development

**SUBJECT:** Century Agenda Committee: Presentation and Discussion on Five-Year Milestones.

**STRATEGIC GOALS FROM THE “MOVING PEOPLE” PANEL**

At the July 12, 2011 meeting, the Port Commission approved the following goals that arose from the “Moving People” panels and subsequent discussion. Those goals were:

- Fully meet the region’s air transportation needs for the next 25 years
- Make Seattle-Tacoma International Airport the west coast “Green Gateway of Choice” for international travel
- Double the number of international flights and destinations
- Double the economic value of cruise traffic to Washington State
- Be a catalyst for establishing this region as a premiere destination for tourists from Asia, Europe, and other targeted international areas.

Since that time, senior staff from Aviation, Seaport and Tourism has created 5-year objectives to meet those goals. The following are elements of the plan for the Commission to consider and discuss:

**Aviation Division Goals and Objectives**

**GOAL:** Fully meet the region’s air transportation needs for the next 25 years

**5-year Objectives:**

- Complete updated Master Plan to articulate strategy to provide terminal / passenger throughput capacity and landside / access capacity to match the airfield capacity.
- Incorporate into Sea-Tac Airport’s plans appropriate expectations regarding commercial passenger throughput at other airports in the Puget Sound market.

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- Utilize passenger processing technology whenever appropriate (e.g., “two-step,” flow-through ticketing, common use self-service kiosks, self bag-tagging) to increase terminal throughput capacity at lower cost.
- Complete evaluation of and, if warranted, develop an on-airport hotel.

**GOAL: Make Seattle-Tacoma International Airport the west coast “Green Gateway of Choice” for international travel**

### **5-year Objectives:**

- Complete “mid-term” improvements in international arrivals facility to increase hourly capacity from 1200 to 1600 passengers.
- Complete planning and design and begin construction on new or expanded international arrivals facility.
- Complete baggage system improvements to reduce Minimum Connect Time for arriving international flights.

**GOAL: Double the number of international flights and destinations**

### **5-year Objectives:**

- Attract and help launch new service to Shanghai, Hong Kong and the Middle East.
- Attract and help launch additional service in two existing markets.

## **Seaport Division Goals and Objectives**

**GOAL: Double the economic value of the cruise business to Washington State**

### **5-year objectives:**

- Increase total seaport cruise passengers to approximately 935 thousand by 2016, assuming a 3% per year increase in passengers over the next 5 years.
- Increase the economic value of cruise traffic to Washington State by \$85 million, from \$393 million in 2011 to \$448 million in 2016, assuming a 4% per year increase. This also assumes passengers extend stays while in the region and some upsizing of cruise vessels calling Seattle.
- Retain existing cruise line customers, cruise calls and vessel utilization levels near 100%. Successfully negotiate one new long term agreement with a cruise line and add one new cruise service.
- Execute T-91 improvements associated with cruise including breasting barges and additional gangway to support passenger growth.
- Work collaboratively with cruise and tourism partners to identify and develop the Port’s unique opportunity to add to the regional economic value of our cruise business.
- Market “Cruise Plus” strategies to entice cruise passengers to increase their visitor spending and to stay more than one night pre- or post-cruise.

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### **Tourism Goals and Objectives**

**GOAL: Be a catalyst for establishing this region as a premier destination for tourists from Asia, Europe, and other targeted international areas.**

#### **5-year objectives:**

- Increase tourism to this area from existing markets in Asia and Europe by 20%
- Identify and deploy strategic outreach and communications to at least 3 new target markets, in support of Aviation marketing
- Increase participation in tourism promotion by partners by 50% (i.e. state-wide tourism organization, Destination Marketing Organizations, lodging, restaurants and attractions)