



Prosperity
PARTNERSHIP

PROSPERITY PARTNERSHIP REGIONAL ECONOMIC STRATEGY

TOURISM AND VISITOR CLUSTER STRATEGY REPORT

INTRODUCTION

Project Overview

In early 2008, the Prosperity Partnership convened a 45 member Working Group of representatives from business, trade associations, nonprofit and education institutions, and state, regional and local governments that play important roles in the Puget Sound's Tourism and Visitor industry cluster. This diverse group of agency staff, elected officials, business owners, educators, economic development practitioners and others worked collaboratively together to analyze the strengths, challenges and opportunities within this broad sector, and to identify major initiatives and strategies to facilitate economic growth in the industry.

The Working Group reviewed economic and employment data for the cluster, and candidly discussed the current constraints to business growth, as well as opportunities for collaboration and partnerships, and targeted economic development strategies.

Tourism as an Economic Force in the Regional Economy

Tourism plays a significant role in the Puget Sound economy; measured in terms of jobs, it is the largest cluster in the region, with more than 108,000 jobs. The Tourism and Visitor cluster spans hospitality; culinary and recreation industries, including hotels, restaurants, and spas; guided tours and transportation; sports and recreation facilities; and cultural institutions. The Tourism and Visitor industry also creates substantial upstream and downstream benefits in related industries such as the wine, arts and culture, film, and music industries, thereby supporting the region's cultural community and quality of life.

The industry is economically significant, given its status as one of the faster growing regional clusters. Between 2002 and 2007, Tourism and Visitor industry employment in the region grew at a faster annual average rate (3.4%) than total employment for the Central Puget Sound (1.8%) and faster than total industry employment statewide (2.8%). According to a 2008 study conducted by the Washington State Department of Community, Trade, and Economic Development's Tourism Office, total direct travel spending in Washington was \$14.8 billion in 2007, a 7.1% increase over 2006.

While growth in this industry has been robust, a strategic approach to building on the cluster's strengths and addressing its challenges could be catalytic, enabling it to expand its geographic reach and job creation potential. The Prosperity Partnership's Tourism and Visitor industry cluster strategy is designed to:

- Attract more group and corporate travelers, for longer stays;
- Attract more visitors and tourists during the spring and fall "shoulder seasons";

- Help develop the supporting infrastructure to enable expanded visitor activities within the region;
- Provide a more satisfying and successful experience for visitors and tourists once they arrive here;
- Communicate the sector's economic reach and benefits to key audiences.

ECONOMIC CONTRIBUTION OF THE CLUSTER: EMPLOYMENT AND WAGES

The following exhibits present a picture of the employment and wages within the cluster and its subcategories. As Exhibit 1 shows, total employment in the cluster grew from 91,903 jobs in 2002, to 108,766 jobs in 2007, a change of 16,863 jobs or 3.4% of total sector employment. Within the cluster, the largest category is full-service restaurants, with more than 58,000 jobs and 54% of total employment. Hotels and motels are the second largest employment category, with more than 15,000 jobs and 14.1% of employment.

Exhibit 1

Tourism & Visitor Cluster Employment by Industry, 2002-2007

NAICS Code	Industry Description	Employment		% of Cluster Emp. In 2007	Emp. Change, 2002-07	
		2002	2007		Number Jobs	Annual Avg % Change
722100	Full-Service Restaurants	49,611	58,379	53.7%	8,768	3%
721110	Hotels (except Casino Hotels) and Motels	13,454	15,321	14.1%	1,867	3%
713210	Casinos	5,953	6,600	6.1%	647	2%
561500	Travel Arrangement and Reservation Services	3,879	4,616	4.2%	737	4%
722400	Drinking Places (Alcoholic Beverages)	4,157	4,485	4.1%	328	2%
713290	Other Gambling Industries	1,252	4,442	4.1%	3,190	29%
713910	Golf Courses and Country Clubs	2,559	2,860	2.6%	301	2%
711100	Performing Arts Companies	2,904	2,652	2.4%	-252	-2%
713990	All Other Amusement and Rec. Industries	1,906	2,366	2.2%	460	4%
712000	Museums, Hist. Sites, Similar Institutions	1,584	1,824	1.7%	240	3%
711200	Spectator Sports	1,224	1,502	1.4%	278	4%
485900	Other Transit and Ground Passenger Transp.	1,459	1,451	1.3%	-8	0%
487000	Scenic and Sightseeing Transportation	349	714	0.7%	365	15%
713100	Amusement Parks and Arcades	577	484	0.4%	-93	-3%
711500	Independent Artists, Writers, and Performers	458	351	0.3%	-107	-5%
713930	Marinas	264	318	0.3%	54	4%
721200	RV Parks and Recreational Camps	172	261	0.2%	89	9%
721199	All Other Traveler Accommodation	56	79	0.1%	23	7%
721191	Bed-and-Breakfast Inns	85	61	0.1%	-24	-6%
Total Tourism & Visitor Cluster		91,903	108,766	100.0%	16,863	3%

Source: Puget Sound Regional Council, 2008

Notes: Employment totals represent covered employment for the month of March each year. The unit of measurement is jobs and part-time and temporary positions are included. 2007 employment numbers are preliminary and subject to revision

Exhibit 2 presents the same data for 2002-07, on an annual basis and aggregated by industry category. As the Exhibit shows, total employment grew every year during the six-year period. With an 8.9% annual average growth rate, Gambling is the fastest growing category in the cluster. However, all industry groups exhibited growth between 2002 and 2007, except for the Arts, which saw a decline of about 359 employees. Most of this employment loss (286 jobs) occurred between 2002 and 2003, and is likely due to the national economic downturn of that time.

Exhibit 2

Tourism & Visitor Cluster Employment by Aggregated Industry, 2002-2007

Industry	Employment in the Puget Sound Region						Avg. Annual Growth Rate
	2002	2003	2004	2005	2006	2007	2002-2007
Food and Drink	53,768	54,370	56,401	58,088	60,541	62,864	3.2%
Accommodations	13,767	14,226	14,614	14,498	14,828	15,722	2.7%
Gambling	7,205	8,362	9,569	10,842	10,842	11,042	8.9%
Amusement, Recreation	6,530	6,551	6,989	7,153	6,726	7,530	2.9%
Travel Arrangement	3,879	3,715	3,820	4,308	4,591	4,616	3.5%
Arts	3,362	3,076	3,014	2,933	3,023	3,003	-2.2%
Transport, Sightseeing	1,808	1,846	1,920	1,820	1,590	2,165	3.7%
Other Attractions	1,584	1,692	1,911	1,776	1,742	1,824	2.9%
Total Cluster	91,903	93,838	98,238	101,418	103,883	108,766	3.4%

Source: Puget Sound Regional Council, 2008

Exhibit 3 shows sectoral employment on a county basis. During this period, sectoral employment in Snohomish and Kitsap Counties experienced faster annual average growth (4.8% and 4.6%, respectively) than King and Pierce Counties (3.1 - 3.2%). King County, however, has the majority of Tourism & Visitor jobs in the region (67%), has grown by the most number of jobs in the past year (4,180 jobs at 6% growth rate), and has the highest average wages (\$30,500).

Exhibit 3

Tourism & Visitor Cluster Employment and Wages by County, 2002-2007

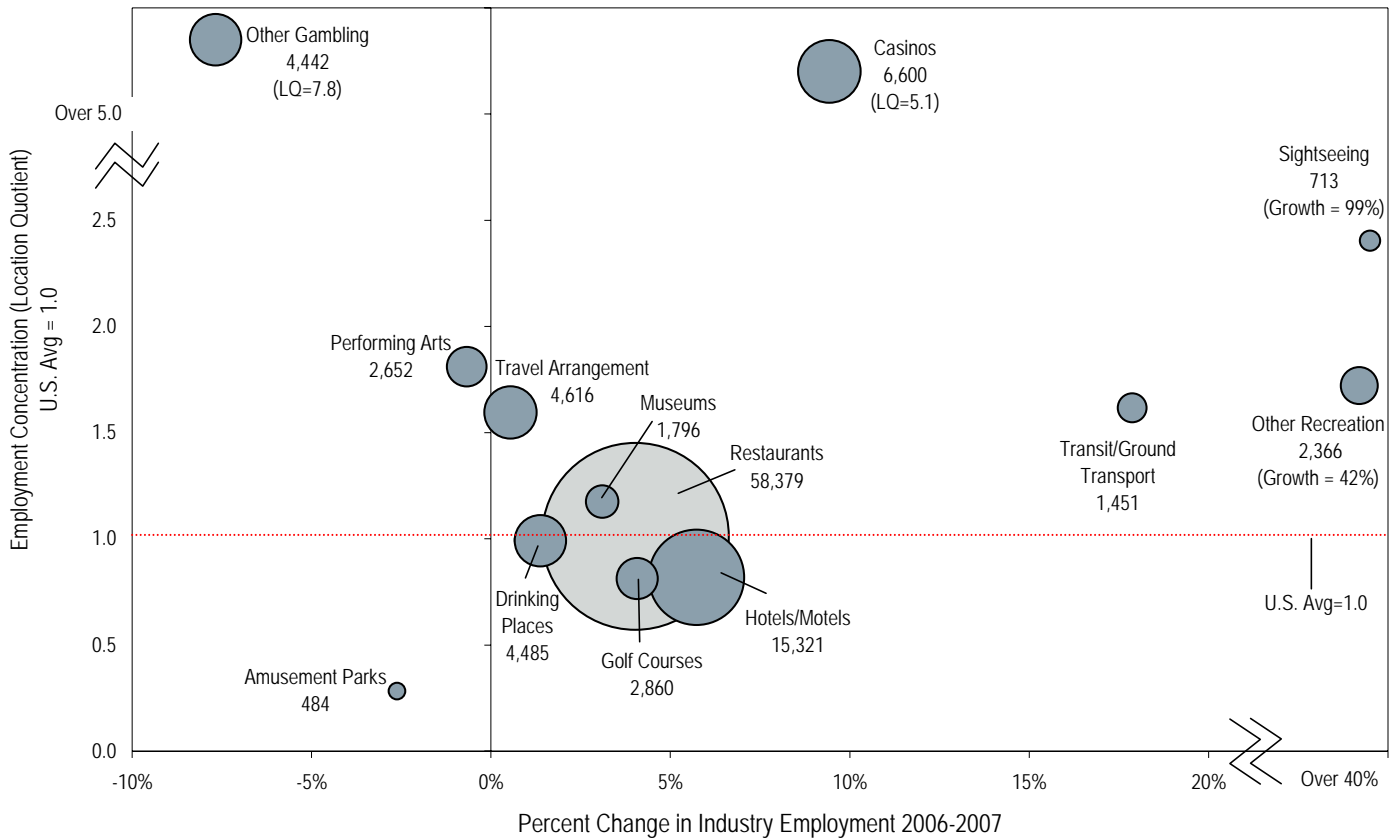
	Employment		% of Cluster Emp. In 2007	Emp. Change, 2002-07		Total Wages 2006	Avg. Annual Wage/Emp.
	2002	2007		Number Jobs	Avg. Annual % Change		
King County	62,896	73,374	67%	10,478	3.1%	\$2,110,005,000	\$30,500
Pierce County	13,498	15,824	15%	2,326	3.2%	\$293,149,000	\$18,800
Snohomish County	11,174	14,137	13%	2,963	4.8%	\$289,640,000	\$21,100
Kitsap County	4,335	5,431	5%	1,096	4.6%	\$96,384,000	\$17,900
Region Total	91,903	108,766	100%	16,863	3.4%	\$2,789,178,000	\$26,800
Washington State	139,984	160,880		20,896	2.8%	\$3,657,620,610	\$23,500

Source: Puget Sound Regional Council, 2008; Washington Employment Security Department, 2008

Exhibit 4 graphically presents industry concentration (location quotients), change in jobs, and industry size in terms of jobs for the whole cluster. As shown in the Exhibit, the majority of Tourism and Visitor industries experienced employment growth between 2006 and 2007. Gambling has the highest location quotient (5.9), although several other industries also have above average employment concentrations including Transport/Sightseeing (1.8), Travel Arrangement (1.6), and Arts (1.5). Several of the largest industries, such as Restaurants and Hotels/Motels, have LQs at or below the national average.

Exhibit 4

Tourism & Visitor Cluster Employment Concentration, Change, and Size by Industry, 2002-2007



Source: Puget Sound Regional Council, 2008; Bureau of Labor Statistics, 2008

Note: Tourism & Visitor industries with fewer than 400 employees were not included in the chart

Regional Economic Impact Studies Conducted

In addition to the economic analysis conducted, a compendium of existing economic impact studies of the Tourism and Visitor industry was compiled. In all, 24 studies have recently been prepared by state, regional, and nonprofit organizations. The studies quantify the significant economic impact that the Tourism and Visitor industry has in the Puget Sound region. These impacts encompass direct spending as well as indirect impacts through contributions to key regional businesses such as food and lodging, wine, arts and culture, and music and film. While these analyses cannot be aggregated, the studies tell a compelling story about the positive economic impacts of the Tourism and Visitor industry and the initiatives developed to grow that industry further in the Puget Sound.

Regional Economic Impact Studies List

- The 2003 Economic Impacts of the Port of Seattle, Port of Seattle (2005)
- The 2007 Annual Report, Tacoma Regional Convention and Visitors Bureau (2007)
- Canadian Travel to Washington State 2006, Washington State Department of Community, Trade, and Economic Development Tourism Office (2007)
- Cruise Business Economic Impact, Port of Seattle Website (2008)
- Destination Marketing Plan, Seattle Convention and Visitors Bureau (2008)
- The Economic Impact of Seattle's Music Industry, City of Seattle (2004)
- The Economic Impacts of Film & Video Productions on Seattle, City of Seattle (2003)
- An Economic Impact Study of Arts and Cultural Organizations in Eastside King County, ArtsFund (2003)
- An Economic Impact Study of Arts and Cultural Organizations in King County, ArtsFund (2003)
- An Economic Impact Study of Arts and Cultural Organizations in Pierce County, ArtsFund (2003)
- Economic Impact of Washington Grapes and Wine, Washington Association of Wine and Grape Growers (2007)
- Gambling Tax Report, Washington State Gambling Commission (2004)
- Market Profile and Economic Impact of Seattle-King County Visitors, Seattle Convention and Visitors Bureau (2008)
- Overseas Travel to Washington State 2006, Department of Community, Trade, and Economic Development Tourism Office (2007)
- Overseas Visitation Estimates for U.S. States, Cities, and Census Regions: 2007, Manufacturing and Services, International Trade Administration, Office of Travel and Tourism Industries (2008)
- A Summary of a 2003 Economic Impact Study of Arts and Heritage Organizations, ArtsFund Brochure (2004)
- Untaxed and Lightly Regulated, Washington Research Council (2002)
- Tourism Industry Cluster Labor Market Survey, Snohomish County Workforce Partnership (2004)
- Tourism Action Plan, Kitsap 20/20, Kitsap Economic Development Alliance (2007)
- Washington State County Travel Impacts 1991-2007, Department of Community, Trade, and Economic Development Tourism Office (2008)
- Washington Restaurant Industry: At a Glance, Washington Restaurant Association Brochure (2007)
- Washington State Travel Impacts & Visitor Volume 1991-2007, Washington State Tourism Office (2007)
- Washington State Tourism Commission Strategic Plan 2008-2014, Washington State Tourism Commission (2008)
- Washington State Tourism Marketing Plan 2009/2010, Washington State Tourism Commission (2008)

TOURISM AND VISITOR CLUSTER STRATEGY DEVELOPMENT PROCESS

Working Group Leadership and Meetings

The Prosperity Partnership's Visitor and Tourism Cluster Working Group was led by co-chairs Bob Aylward, Executive Vice President for Business Operations, Seattle Mariners, and Carla Murray, Senior Vice President of Operations, Starwood Hotels & Resorts Worldwide, Inc. Staff from the Puget Sound Regional Council and Berk & Associates contributed analytic materials, meeting facilitation, and strategy development support to the project. A full roster of Working Group members is below.

The Working Group met five times as a full group, in addition to several small group strategy development meetings. Over the course of these meetings and subsequent dialogue, the Working Group identified and evaluated key issues related to the Tourism and Visitor industry in the region. Members reviewed analytic materials and developed an actionable strategy to grow and promote the region's Tourism and Visitor industry and maximize the cluster's economic contributions.

Prosperity Partnership Tourism and Visitor Working Group: Members and Meeting Attendees

- Bob Aylward, Co-Chair; Executive Director of Business Operations, Seattle Mariners
- Carla Murray, Co-Chair; Senior Vice President of Operations, Starwood Hotels & Resorts Worldwide, Inc.
- Matt Allen, General Manager, Chambers Bay
- Donna Ambrose, Economic Development Manager, Snohomish County
- Lori Banaszak, Vice President for Instruction, Clover Park Technical College
- Tammy Blount, Executive Director, Tacoma Regional Convention and Visitor Bureau
- Michael Campbell, President, Northwest Marine Trade Association
- John Christison, President, Washington State Convention and Trade Center
- Susan Crane, Executive Director, Port Jobs
- Amy Dee, Executive Director, WashingtonFilmWorks
- Bob Derrick, Economic Development Director, City of Bellevue
- Mabel Edmonds, Dean of Workforce Development, Clover Park Technical College
- Cara Egan, Public Relations Manager, Seattle Art Museum
- Steve Ellis, Dean Division III, Clover Park Technical College
- Jamie Fay, Sales and Marketing Director, Chambers Bay
- Marcia Garrett, Executive Director, Washington State University West
- Nicole Chism Griffin, Associate Director of Public Relations, Seattle Art Museum
- Dr. Dogan Gursoy, Associate Professor, Washington State University School of Hospitality Business Management
- Dr. Caren Handleman, Vice President of Development and External Affairs, Museum of Flight
- Ada Healy, Vice President, Real Estate, Vulcan Inc.
- Terri Hiroshima, Director of Marketing and Communications, Seattle Theater Group
- Sheila Hughes, Chief Operating Officer, One Reel

- Kate Joncas, President, Downtown Seattle Association
- Sam Kaplan, Vice President, Trade Development Alliance of Greater Seattle
- Ann Kawasaki Romero, Executive Director, Washington State Public Stadium Authority
- James Kebblas, Director, Mayor's Office of Film + Music, City of Seattle
- Jane Kilburn, Director of Public Affairs and International Tourism, Port of Seattle
- Eleanor Kittelson, Executive Director, Washington's National Park Fund
- Josh LaBelle, Executive Director, Seattle Theater Group
- Brent Lambert, Senior Grants Analyst, Snohomish County
- Chad MacKay, President & CEO, MacKay Restaurants
- Marsha Massey, Executive Director, Washington State Tourism, Washington State Department of Community Trade and Economic Development
- Tom Mayburry, Faculty Coordinator, Hospitality Management, South Seattle Community College
- Lance Miller, Managing Director of Festivals Division, One Reel
- Ralph Morton, Executive Director, Seattle Sports Commission
- Robert Nellams, Director, Seattle Center
- Tom Norwalk, Senior Vice President, Sales & Marketing, Seattle Convention and Visitors Bureau
- Honorable Jim Pearman, Mayor, City of Mercer Island, Suburban Cities Association
- Ryan Pennington, Senior Communications Manager, Washington Wine Commission
- Robin Pollard, Executive Director, Washington Wine Commission
- Michael Rogers, President, Beeline Tours
- Anne Santistevan, Director of Business Development, Doubletree Hotel Seattle Airport
- Jim Sheeley, Vice President, Northwest Region, Broadway Across America
- Joy Skaardal, District Sales Manager, Scandinavian Airlines System
- Amy Spain, Executive Director, Snohomish County Tourism Bureau
- Bill Taylor, President, Renton Chamber of Commerce
- Sandy Ward, Marketing Director, Future of Flight
- Frank Welton, General Manager, Doubletree Hotel Seattle Airport
- Linda Willanger, Vice President of Administration, Washington State Convention and Trade Center

Strategic Initiatives Developed

The Group developed four interrelated initiatives that work together to achieve the goal of significantly growing and promoting the cluster:

1. Create an Annual Global Health Summit and Celebration
2. Secure Approval for the Expansion of the Washington State Convention & Trade Center
3. Develop and Promote Puget Sound Destination Experiences
4. Develop the Infrastructure and Support to Improve the International Visitor's Experience

A full description of these initiatives is below.

Grow and Promote the Region's Tourism and Visitor Industry



*Note: The Tourism and Visitor cluster spans numerous industries, businesses, organizations, and attractions. Given this and the industry's dynamic growth, it is not possible to list all of the organizations contributing to the cluster.



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PROSPERITY PARTNERSHIP REGIONAL ECONOMIC STRATEGY

Tourism and Visitor Cluster Strategy

About the Initiative: Champions, Supporting Organizations & Strategic Outcomes

INITIATIVE I CREATE AN ANNUAL GLOBAL HEALTH SUMMIT AND CELEBRATION

Champion

Bob Aylward, Seattle Mariners
Michael Campbell, Northwest Marine Trade Association

Primary

PSRC Contact

Bill McSherry

Initiative Description & Rationale

The Summit and Celebration will:

- Position the Puget Sound area as the leading region in the world for global health, enhancing our reputation nationally and internationally
- Better connect the regional and statewide organizations involved in global health, including nonprofit organizations and the business community
- Draw 250,000 people from within the region, across the United States, and around the world over a 10-day period
- Attract the best minds in global health and life sciences
- Be a very exciting annual or bi-annual event with a theme that is timely and compelling
- Be held beginning in 2012, to coincide with the 50th anniversary of the Seattle World's Fair

The Summit and Celebration will be a signature, global event that includes five elements:

- **A conference** that is the “must attend” public health gathering of the year; a high-level convening of global health leaders, practitioners, funders, and supporters
- **An exhibition** of advancements in global health that are meaningful to researchers and scientists and made accessible to the public. The exhibition will highlight the growth and importance of global health and life sciences in the region and worldwide, and engage the public in the challenges and opportunities for this field
- **A cultural festival** that combines visual, performing and other arts from countries around the world. The festival should encompass arts and culture, music and film. Events could include native cultural performances as well as major rock/pop artists holding benefit performances at venues such as the Tacoma Dome, Key Arena, the Everett Events Center, and others
- **An education element** that involves and engages school children throughout the region
- **A social networking component** that encourages very broad participation and will disperse information quickly, across multiple networks

The major event could also include:

- An award for excellence in the field of global health
- Very high profile speakers and attendees
- An engagement component that 1) encourages participation of municipalities, businesses, nonprofit organizations and civic groups, and the general public; and 2) raises money for important global health causes
- A sports and recreation component that attracts families and avid recreation hobbyists

A potential model for this large-scale event is:

The Aspen Festival, sponsored by the Aspen Institute. The festival is a four-part, summer-long series of intellectual, cultural, culinary and artistic events

- Aspen Ideas Festival – a gathering of scientists, artists, politicians, writers, historians, and others
- Aspen Food & Wine Festival
- Aspen Music Festival
- Snowmass Jazz Festival

Strategic Outcomes

- Raise the profile and brand for the region as a leader in global health and life sciences, nationally and internationally
- Support the efforts of the Global Health Alliance and others to tell the story about the region's global health cluster
- Catalyze economic development of new businesses and supporting activities in the global health realm

Initiative Development Team

- Bob Aylward, Executive Vice President, Business Operations, Seattle Mariners
- Michael Campbell, President, Northwest Marine Trade Association
- Jamie Fay, Sales and Marketing Director, Chambers Bay
- Terri Hiroshima, Director of Marketing and Communications, Seattle Theater Group
- James Keblas, Director, Mayor's Office of Film and Music, City of Seattle
- Lance Miller, Managing Director of Festivals Division, One Reel
- Ralph Morton, Executive Director, Seattle Sports Commission
- Robert Nellams, Director, Seattle Center
- Ryan Pennington, Senior Communications Manager, Washington Wine Commission

**Potential
Permanent
Working
Group
Members****Bill and Melinda Gates Foundation
Global Health Alliance, including**

- PATH
- Seattle Biomedical Research Institute
- Fred Hutchinson Cancer Research Center
- University of Washington
- Washington State University
- Infectious Disease Research Institute
- Seattle Children's Research Institute

Regional and State Governments

- Cities in the region
- Puget Sound Regional Council
- Visitor and Convention Bureaus
- State Department of Health
- Local health jurisdictions in the region

Education and Training Institutions

- Workforce Development Councils
- Community and Technical Colleges

Associations and Trade Groups

- Washington Biotechnology & Biomedical Association
- Greater Seattle Chamber of Commerce
- Trade Development Alliance of Greater Seattle

Private Sector

- Vulcan
- Amgen
- The Microsoft Corporation
- Amazon
- Philips
- The Boeing Company

Actions and Milestones

Actions and Milestones	Timeline (Year/Quarter)	Lead	Resources Required	Reporting
A. Build the Case and Develop Early Support for a Global Health Summit and Celebration				
1. Build awareness and support for developing an event plan <ul style="list-style-type: none"> • Brief Seattle City Mayor • Meet with the Chair of the Greater Seattle Chamber of Commerce • Meet with the Gates Foundation • Meet with CVB Staff • Trade Development Alliance 	December 2008	PSRC and Initiative Development Team Bob Aylward, lead		
2. Conduct situation assessment research to determine how the event can best integrate and advance existing global health activities and events <ul style="list-style-type: none"> • Research and analyze the elements of a successful international global health event • Prepare a preliminary calendar of critical dates and existing events in the Puget Sound region and around the world • Coordinate with the Gates Foundation regarding the opening of the new Visitor Center in 2011 	2009/Q1 & 2			

Actions and Milestones	Timeline (Year/Quarter)	Lead	Resources Required	Reporting
<ol style="list-style-type: none"> 4. Identify an agency to coordinate event planning, messaging, and marketing 5. Regionalize the event; identify venues across the region for various components (as part of the business and public policy case) 6. Research comparative and competitive events 				
C. Develop a Detailed Event Plan for the Global Health Summit and Celebration				
<ol style="list-style-type: none"> 1. Identify specific dates and themes for the event 2. Identify staffing resources for implementation of the fundraising plan 3. Prepare initial communication packet 4. Assess relationships to existing events <ul style="list-style-type: none"> • Clarify target audiences 	2009/Q1-3			
D. Implement the Global Health Summit and Celebration Event and Fundraising Plans				
<ol style="list-style-type: none"> 1. Need initial fundraising budget 	2009/Q3-4			



PROSPERITY PARTNERSHIP REGIONAL ECONOMIC STRATEGY

Tourism and Visitor Cluster Strategy

About the Initiative: Champions, Supporting Organizations & Strategic Outcomes

INITIATIVE II SECURE APPROVAL FOR THE EXPANSION OF THE WASHINGTON STATE CONVENTION & TRADE CENTER

Champion **John Christison**, Washington State Convention and Trade Center

Co-Champion **Tom Norwalk**, Seattle Convention and Visitors Bureau

Primary PSRC Contact **Bill McSherry**

Initiative Description & Rationale **Provide support for expanding the Washington State Convention & Trade Center (WSCTC) over Convention Place Station**

- The WSCTC is at full capacity and is currently turning down business, including from conventions previously held in Seattle
- At 205,700 square feet, WSCTC is ranked as the 68th largest convention center nationally
- Since 2004, over \$1.7 billion in business has been lost, due to the constrained capacity of the facility
- The WSCTC has targeted technology and health care associations as potential markets for the facility; however, the Convention Center needs greater square footage to attract these businesses
- Conventions can be economic bolsters during difficult fiscal times, and an expanded Convention Center can serve as a catalyst for other land development, helping to create a more dense urban core and greater synergy downtown with arts and culture institutions

- Strategic Outcomes**
- An increase in the size of the WSCTC from 205,700 square feet to approximately 400,000 square feet; construction to begin in 2012 and be completed by 2016
 - An increased number and size of the conventions hosted at the Washington State Convention & Trade Center, with associated increases in visitor spending

- Initiative Development Team**
- John Christison, President, Washington State Convention and Trade Center
 - Bob Derrick, Economic Development Director, City of Bellevue
 - Josh LaBelle, Executive Director, Seattle Theater Group
 - Chad Mackay, President and CEO, Mackay Restaurants
 - Tom Norwalk, Senior Vice President, Sales & Marketing, Seattle Convention and Visitors Bureau

**Potential
Coalition
Members****Convention Centers and Visitors Bureaus**

- Lynnwood Convention Center
- Tacoma Convention Center
- Meydenbauer Convention Center
- Bell Harbor International Conference Center
- Seattle-King County Convention and Visitors Bureau
- Tacoma Regional Convention and Visitor Bureau
- Kitsap Peninsula Visitor and Convention Bureau
- Snohomish County Tourism Bureau
- Professional Convention Management Association (PCMA) Northwest

Ports

- Port of Seattle
- Port of Tacoma
- Washington Public Ports Association (WPPA)

Nonprofit Associations

- Washington State Association of Counties (WSAC)
- Association of Washington Business (AWB)
- Washington Wine Institute
- Washington Society of Association Executives (WSAE)
- Washington Restaurant Association
- Seattle Hotel Association

Labor Associations

- Washington State Labor Council (WSLC)
- Service Employees International Union (SEIU)
- International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists, and Allied Crafts of the United States (IATSE)

Service and Culture Organizations

- Rotary
- 4Culture

Economic Development Organizations

- Downtown Seattle Association
- Economic Development Commissions
- Trade Development Alliance of Greater Seattle
- Urban League of Metropolitan Seattle

Private Sector

- The Microsoft Corporation
- The Boeing Company
- Alaska Airlines

Actions and Milestone	Timeline (Year/Quarter)	Lead	Resources Required	Reporting
3. Using the economic impact analyses, create targeted information materials that clearly identify the need for, and articulate the potential benefits of, an expanded WSCTC	Primary plan created for Sept-Dec 2008	John Christison	Resources assembled for primary plan. Study and other support data either complete or underway.	Dec. 30, 2008
B. Work with WSCTC to Build a Coalition of Support for Washington Convention Center Expansion				
1. Identify and reach out to key organizations that would benefit from WSCTC expansion	Presentation and letters of support gathered Sept-Dec 2008	John Christison	Resources complete for first phase.	December 2008
2. Identify lead organizations	Advocates for Convention Center Expansion (ACCE) Seattle's Convention and Visitors Bureau Board of Directors	Tom Norwalk	\$100,000 funding for support activities.	
3. Identify spokespeople to coordinate key messages and communicate the benefits of expansion		John Christison		Completed
C. Work with WSCTC to Obtain Legislative Support for Washington State Convention and Trade Center Expansion				
1. Put WSCTC expansion on the Legislative Agenda <ul style="list-style-type: none"> • Retain the services of a lobbyist • Solicit letters and statements of support from coalition members and members of the public • Organize coalition members to testify at hearings • Coordinate with coalition members to hold meetings with legislators 	January-May 2009	John Christison ACCE WSCTC & ACCE WSCTC & ACCE	Advocates for Convention Center Expansion (ACCE) Legal Assistance	January 2009 Ongoing Ongoing Ongoing
2. Obtain legislative approval and funding to begin the expansion design process	May 2009	John Christison	Commitment to lock-in hotel/motel tax commitment	May 2009
3. Obtain legislative approval and funding to begin construction	2009-2011	John Christison	Initial pre-design funding \$5M approval for debt issuance for balance of project costs.	May 2009

Actions and Milestone	Timeline (Year/Quarter)	Lead	Resources Required	Reporting
D. Assist the WSCTC with Acquiring Property for Washington State Convention and Trade Center Expansion				
1. Work with the WSCTC to explore options for acquiring and controlling the land needed for expansion	September 2008 – June 2009	John Christison	Property Appraisals	May 2009
<ul style="list-style-type: none"> Engage in conversations with King County about obtaining the air rights to Convention Place Station 			Discussions underway	May 2009
<ul style="list-style-type: none"> Engage in conversations with Honda of Seattle about acquiring their property for redevelopment 				



PROSPERITY PARTNERSHIP REGIONAL ECONOMIC STRATEGY

Tourism and Visitor Cluster Strategy

About the Initiative: Champions, Supporting Organizations & Strategic Outcomes

INITIATIVE III DEVELOP AND PROMOTE PUGET SOUND DESTINATION EXPERIENCES

Champion **Tammy Blount**, Tacoma Regional Convention and Visitor Bureau

Primary PSRC Contact **Eric Schinfeld**

Initiative Description & Rationale **Create a Puget Sound destination experience in the four-county region, including development and marketing of overnight promotional packages to independent, group, and leisure and business travelers**

- Strategic Outcomes**
- Increase the number of overnight visits of independent, leisure, and business travelers in the Puget Sound region
 - Increase consumers’ awareness of the Puget Sound region as a great tourist destination
 - Leverage and better utilize the region’s tourism and visitor assets, by linking and branding the sector
 - Support existing upcoming events including the 2010 U.S. Amateur and 2015 U.S. Open at Chambers Bay.

- Initiative Development Team**
- Donna Ambrose, Economic Development Manager, Snohomish County
 - Tammy Blount, Executive Director, Tacoma Regional Convention and Visitor Bureau
 - Mabel Edmonds, Director of Workforce Development, Clover Park Technical College
 - Dr. Caren Handleman, Vice President of Development and External Affairs, Museum of Flight
 - Eleanor Kittelson, Executive Director, Washington’s National Park Fund
 - Brent Lambert, Senior Grants Analyst, Snohomish County
 - Honorable Jim Pearman, Mayor, City of Mercer Island
 - Robin Pollard, Executive Director, Washington Wine Commission
 - Amy Spain, Executive Director, Snohomish County Tourism Bureau

Potential Partners**Tourism Industry Associations**

- Seattle Hotel Association
- Washington Restaurant Association
- Washington Association of Wine Grape Growers
- Sightseeing and transportation service providers
- Car rental agencies

Outdoor Recreation Agencies

- Washington State Parks and Recreation Commission
- National Park Service

Local government

- Puget Sound cities and counties

Convention and Visitors Bureaus

- Seattle-King County Convention and Visitors Bureau
- Tacoma Regional Convention and Visitor Bureau
- Kitsap Peninsula Visitor and Convention Bureau
- Snohomish County Tourism Bureau
- Seattle Southside Visitor Services
- Bellevue Tourism and Visitors Bureau

Essential Partner

- Washington State Community, Trade and Economic Development Department (CTED), Tourism Office

Actions and Milestones

Actions and Milestones	Timeline (Year/Quarter)	Lead	Resources Required	Reporting
A. Identify and Foster a Puget Sound Destination Identity				
1. Conduct an inventory to identify stakeholders and already existing Puget Sound region tourism-related promotional initiatives	2009/Q1	Michael Rogers, Seattle CBV, Amy Spain, Tracy Wickershim, Tammy Blount, Jim Pearman	Agency staff	Make product available to all working group members
2. Convene a group of stakeholders to identify and develop new promotional packages for a “Puget Sound Destination Experience” <ul style="list-style-type: none"> • Elect working group • Identify niche packages (e.g. hiking, seasonal, etc.) 	2009/Q2	Tammy Blount	Administrative support, logistical coordination, PSRC	Email announcements to all working group members
3. Develop a marketing and communication strategy to build support from elected and appointed officials in the region <ul style="list-style-type: none"> • Develop key messages • Identify stakeholders and potential champions • Meet with elected and appointed officials from the four-county area 	2009/Q3	Puget Sound Destination working group members	Staff from Puget Sound destination tourism working group	Email tourism and visitor working group

Actions and Milestones	Timeline (Year/Quarter)	Lead	Resources Required	Reporting
B. Develop and Launch a Puget Sound Destination Tourism Promotional Campaign				
1. Develop a campaign business plan in anticipation of a 2010 campaign launch <ul style="list-style-type: none"> • Develop outputs and outcomes-based accountability indicators to measure campaign success • Develop a fundraising plan • Fundraise 	2009/Q4	Puget Sound Destination Working Group	To be determined by stakeholders	Report to stakeholders, working group
2. Develop multimedia campaign collateral <ul style="list-style-type: none"> • Create a “Puget Sound travel.com website”, which will include information regarding one-stop shopping, a map of the region’s destination attractions, etc. • Best media (TV/radio/print/email) to be determined 	2010	To be determined by stakeholders	To be determined	To be determined by stakeholders
3. Launch campaign				



PROSPERITY PARTNERSHIP REGIONAL ECONOMIC STRATEGY

Tourism and Visitor Cluster Strategy

About the Initiative: Champions, Supporting Organizations & Strategic Outcomes

INITIATIVE IV DEVELOP THE INFRASTRUCTURE AND SUPPORT TO IMPROVE THE INTERNATIONAL VISITOR'S EXPERIENCE

Champion **Jane Kilburn**, Port of Seattle

- Strategic Outcomes**
- Enhance Seattle's reputation and profile internationally as an accommodating and accessible destination
 - Increase visits to the region by international business and leisure travelers
 - Improve arrival experience for international visitors and an improved transportation infrastructure for both domestic and international travelers
 - A tourism and visitor industry workforce better prepared to communicate with and interact appropriately with international visitors

- Initiative Development Team**
- Susan Crane, Executive Director, Port Jobs
 - Marcia Garrett, Executive Director, Washington State University West
 - Sam Kaplan, Vice President, Trade Development Alliance of Greater Seattle
 - Jane Kilburn, Director of Public Affairs and International Tourism, Port of Seattle
 - Marsha Massey, Executive Director, Washington State Tourism, Washington State Department of Community, Trade, and Economic Development
 - Joy Skaardal, District Sales Manager, Scandinavian Airlines System
 - Dave Soike, Manager, Aeronautical Facilities, Port of Seattle

Potential Partners

Economic Development and Trade Organizations

- Port of Seattle
- CTED—Tourism Office
- Greater Seattle Chamber of Commerce
- Trade Development Alliance of Greater Seattle
- Washington Council on International Trade
- Seattle-King County Convention and Visitors Bureau
- Tacoma Regional Convention and Visitor Bureau
- Kitsap Peninsula Visitor and Convention Bureau
- Snohomish County Tourism Bureau

Private Sector

- The Microsoft Corporation
- Scandinavian Airlines

Workforce Education

- PortJobs
- Clover Park Technical College
- Highline Community College
- Seattle Central Community College

Actions and Milestones	Timeline (Year/Quarter)	Lead	Resources Required	Reporting
<p>1. Work with the Port of Seattle and other organizations to support the current 19 non-stop airline routes to Seattle from overseas cities</p> <ul style="list-style-type: none"> Develop a list of routes and a toolkit to increase awareness of these routes by local businesses and elected officials as well as Puget Sound residents Raise awareness about the importance of non-stop routes by writing op-eds and participating in other marketing efforts Hold meetings with internationally-focused organizations to identify ways to leverage their activities to attract increased convention and group travelers from countries linked to our region by direct international airline routes 	<p>2009/Q4</p> <p>2009/Q4</p> <p>2010/Q1</p>	<p>Port of Seattle, Prosperity Partnership, Trade Development Alliance, State/International staff group</p> <p>Trade Development Alliance</p> <p>Port of Seattle, Trade Development Alliance, CVBs, State, international tour operators and media/hotels and restaurants, international group staff</p>	<p>Marketing funding: depending on the program total required will be \$100,000-\$500,000</p> <p>Funding, in addition to existing efforts</p>	

Actions and Milestones	Timeline (Year/Quarter)	Lead	Resources Required	Reporting
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2. Convene a multi-jurisdictional summit to address taxi service improvements in the region <ul style="list-style-type: none"> Identify actions to make taxi service more readily available in the downtowns of key cities throughout the region 	2009/Q3	Puget Sound Regional Council, Summit participants		
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D. Improve the Ability of the Tourism and Visitor Workforce to Serve International Visitors

Leads

Lori Banaszak, Clover Park Technical College
Susan Crane, Port Jobs

Primary PSRC Contact

Eric Schinfeld

1. Identify frontline service gaps, particularly those involving language skills and cultural competency issues <ul style="list-style-type: none"> Schedule a meeting of community colleges Coordinate and develop education programs to address those gaps 	2010/Q3	Port Jobs, Clover Park Technical College, Highline Community College, Seattle Central Community College	Funding to be determined	
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Actions and Milestones	Timeline (Year/Quarter)	Lead	Resources Required	Reporting
2. Develop a cluster map of international tourism and visitor workforce education and career opportunities	2009/Q3	Port Jobs, Clover Park Technical College, Highline Community College, Seattle Central Community College	Port Jobs board approval	
3. Identify and promote on-site education opportunities at ports and hotels, and for tour operators and taxi drivers, etc.	2010/Q3	Port Jobs, Clover Park Technical College, Highline Community College, Seattle Central Community College, Everett Community College, SuperHost, Concierge Association, Restaurant Association, Hotel Association	Tuition and marketing funding	