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

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<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>722100</td>
<td>Full-Service Restaurants</td>
<td>49,611</td>
<td>53.7%</td>
<td>8,768 3%</td>
</tr>
<tr>
<td>721110</td>
<td>Hotels (except Casino Hotels) and Motels</td>
<td>13,454</td>
<td>14.1%</td>
<td>1,867 3%</td>
</tr>
<tr>
<td>713210</td>
<td>Casinos</td>
<td>5,953</td>
<td>6.1%</td>
<td>647 2%</td>
</tr>
<tr>
<td>561500</td>
<td>Travel Arrangement and Reservation Services</td>
<td>3,879</td>
<td>4.2%</td>
<td>737 4%</td>
</tr>
<tr>
<td>722400</td>
<td>Drinking Places (Alcoholic Beverages)</td>
<td>4,157</td>
<td>4.1%</td>
<td>328 2%</td>
</tr>
<tr>
<td>713290</td>
<td>Other Gambling Industries</td>
<td>1,252</td>
<td>1.3%</td>
<td>3,190 29%</td>
</tr>
<tr>
<td>713910</td>
<td>Golf Courses and Country Clubs</td>
<td>2,359</td>
<td>2.6%</td>
<td>301 2%</td>
</tr>
<tr>
<td>711100</td>
<td>Performing Arts Companies</td>
<td>2,904</td>
<td>3.2%</td>
<td>252 2%</td>
</tr>
<tr>
<td>713990</td>
<td>All Other Amusement and Rec. Industries</td>
<td>1,906</td>
<td>2.1%</td>
<td>460 4%</td>
</tr>
<tr>
<td>712000</td>
<td>Museums, Hist. Sites, Similar Institutions</td>
<td>1,584</td>
<td>1.7%</td>
<td>240 3%</td>
</tr>
<tr>
<td>711200</td>
<td>Spectator Sports</td>
<td>1,224</td>
<td>1.4%</td>
<td>278 4%</td>
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<tr>
<td>485900</td>
<td>Other Transit and Ground Passenger Transp.</td>
<td>1,459</td>
<td>1.6%</td>
<td>8 0%</td>
</tr>
<tr>
<td>487000</td>
<td>Scenic and Sightseeing Transportation</td>
<td>549</td>
<td>0.6%</td>
<td>365 15%</td>
</tr>
<tr>
<td>713100</td>
<td>Amusement Parks and Arcades</td>
<td>577</td>
<td>0.6%</td>
<td>-93 -3%</td>
</tr>
<tr>
<td>711500</td>
<td>Independent Artists, Writers, and Performers</td>
<td>458</td>
<td>0.5%</td>
<td>-107 -5%</td>
</tr>
<tr>
<td>713930</td>
<td>Marinas</td>
<td>264</td>
<td>0.3%</td>
<td>54 4%</td>
</tr>
<tr>
<td>721200</td>
<td>RV Parks and Recreational Camps</td>
<td>172</td>
<td>0.2%</td>
<td>89 9%</td>
</tr>
<tr>
<td>721199</td>
<td>All Other Traveler Accommodation</td>
<td>96</td>
<td>0.1%</td>
<td>23 7%</td>
</tr>
<tr>
<td>721191</td>
<td>Bed-and-Breakfast Inns</td>
<td>85</td>
<td>0.1%</td>
<td>-24 -6%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Industry</th>
<th>Employment in the Puget Sound Region</th>
<th>Avg. Annual Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food and Drink</td>
<td>53,768</td>
<td>54,370</td>
</tr>
<tr>
<td>Accommodations</td>
<td>13,767</td>
<td>14,226</td>
</tr>
<tr>
<td>Gambling</td>
<td>7,205</td>
<td>8,362</td>
</tr>
<tr>
<td>Amusement, Recreation</td>
<td>6,530</td>
<td>6,551</td>
</tr>
<tr>
<td>Travel Arrangement</td>
<td>3,879</td>
<td>3,715</td>
</tr>
<tr>
<td>Arts</td>
<td>3,362</td>
<td>3,076</td>
</tr>
<tr>
<td>Transport, Sightseeing</td>
<td>1,808</td>
<td>1,846</td>
</tr>
<tr>
<td>Other Attractions</td>
<td>1,584</td>
<td>1,692</td>
</tr>
<tr>
<td><strong>Total Cluster</strong></td>
<td>91,903</td>
<td>93,838</td>
</tr>
</tbody>
</table>

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 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.
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)
- Cruise Business Economic Impact, Port of Seattle Website (2008)
- Destination Marketing Plan, Seattle Convention and Visitors Bureau (2008)
- 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)
- Market Profile and Economic Impact of Seattle-King County Visitors, Seattle Convention and Visitors Bureau (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 Keblas, 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.
TOURISM AND VISITOR STRATEGY CLUSTER MAP: AN INTERCONNECTED INDUSTRY

Grow and Promote the Region’s Tourism and Visitor Industry

I. Create an Annual Global Health Summit and Celebration

II. Secure Approval for the Expansion of the Washington State Convention and Trade Center

III. Develop and Promote a Puget Sound Destination Experience

IV. Develop the Infrastructure and Support to Improve the International Visitor’s Experience

*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.

January 2009
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

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

<table>
<thead>
<tr>
<th>Actions and Milestones</th>
<th>Timeline (Year/Quarter)</th>
<th>Lead</th>
<th>Resources Required</th>
<th>Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Build the Case and Develop Early Support for a Global Health Summit and Celebration</strong></td>
<td></td>
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</tr>
<tr>
<td>1. Build awareness and support for developing an event plan</td>
<td>December 2008</td>
<td>PSRC and Initiative Development Team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Brief Seattle City Mayor</td>
<td></td>
<td>Bob Aylward, lead</td>
<td></td>
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<tr>
<td>• Meet with the Chair of the Greater Seattle Chamber of Commerce</td>
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<tr>
<td>• Meet with the Gates Foundation</td>
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<tr>
<td>• Meet with CVB Staff</td>
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<tr>
<td>• Trade Development Alliance</td>
<td></td>
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<tr>
<td>2. Conduct situation assessment research to determine how the event can best integrate and advance existing global health activities and events</td>
<td>2009/Q1 &amp; 2</td>
<td></td>
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</tr>
<tr>
<td>• Research and analyze the elements of a successful international global health event</td>
<td></td>
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<tr>
<td>• Prepare a preliminary calendar of critical dates and existing events in the Puget Sound region and around the world</td>
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<tr>
<td>• Coordinate with the Gates Foundation regarding the opening of the new Visitor Center in 2011</td>
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</tbody>
</table>
### Actions and Milestones

<table>
<thead>
<tr>
<th>Actions and Milestones</th>
<th>Timeline (Year/Quarter)</th>
<th>Lead</th>
<th>Resources Required</th>
<th>Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Develop the “What/Why” Statement</td>
<td></td>
<td>By February 2009</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1. Further define concept, identify what is in it for key participants</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3.2. Identify necessary infrastructure (i.e.- entertainment and event venues for the arts and cultural events)</td>
<td></td>
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</tr>
<tr>
<td>3.3. Create a pyramid of involvement</td>
<td>By May 2009</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3.4. Convene a meeting with representatives from the Seattle Chamber of Commerce, Seattle City Mayor, Gates Foundation, PATH, University of Washington, Washington State University</td>
<td>By July 2009</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.5. Establish an organization (honorary committee, working committee)</td>
<td></td>
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</tr>
</tbody>
</table>

### B. Develop a Global Health Summit and Celebration Business Plan

<table>
<thead>
<tr>
<th>Actions</th>
<th>Timeline (Year/Quarter)</th>
<th>Lead</th>
<th>Resources Required</th>
<th>Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Further refine the “What/Why” statement</td>
<td>2009/Q2-3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1. WHAT: a signature event</td>
<td></td>
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<tr>
<td>2. Develop a prospectus framework</td>
<td></td>
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<tr>
<td>3. Develop a fundraising plan</td>
<td></td>
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<tr>
<td>3.1. The State could be involved in funding (Potential for use of tobacco settlement funds via the State DOH).</td>
<td></td>
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</tr>
<tr>
<td>Actions and Milestones</td>
<td>Timeline (Year/Quarter)</td>
<td>Lead</td>
<td>Resources Required</td>
<td>Reporting</td>
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<td>---------------------------------------------------------------------------------------</td>
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<tr>
<td>4. Identify an agency to coordinate event planning, messaging, and marketing</td>
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<tr>
<td>5. Regionalize the event; identify venues across the region for various components</td>
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<tr>
<td>(as part of the business and public policy case)</td>
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<tr>
<td>6. Research comparative and competitive events</td>
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</tr>
<tr>
<td><strong>C. Develop a Detailed Event Plan for the Global Health Summit and Celebration</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Identify specific dates and themes for the event</td>
<td>2009/Q1-3</td>
<td></td>
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<tr>
<td>2. Identify staffing resources for implementation of the fundraising plan</td>
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<tr>
<td>3. Prepare initial communication packet</td>
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<tr>
<td>4. Assess relationships to existing events</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>• Clarify target audiences</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>D. Implement the Global Health Summit and Celebration Event and Fundraising Plans</strong></td>
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</tr>
<tr>
<td>1. Need initial fundraising budget</td>
<td>2009/Q3-4</td>
<td></td>
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</tr>
</tbody>
</table>
**PROSPERITY PARTNERSHIP REGIONAL ECONOMIC STRATEGY**

Tourism and Visitor Cluster Strategy

### About the Initiative: Champions, Supporting Organizations & Strategic Outcomes

<table>
<thead>
<tr>
<th>INITIATIVE II</th>
<th>SECURE APPROVAL FOR THE EXPANSION OF THE WASHINGTON STATE CONVENTION &amp; TRADE CENTER</th>
</tr>
</thead>
</table>

**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**

- 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 Milestones

<table>
<thead>
<tr>
<th>Actions and Milestone</th>
<th>Timeline (Year/Quarter)</th>
<th>Lead</th>
<th>Resources Required</th>
<th>Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Develop a Business Case for Washington State Convention and Trade Center Expansion</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>1. Build regional support and understanding for expansion of the Washington State Convention and Trade Center</td>
<td>2008/Q4</td>
<td>Advocates for Convention Center Expansion, Chairman Craig Schafer, Carla Murray, Steering Committee Advisors</td>
<td>Funding (goal to raise $100,000)</td>
<td>Carla Murray</td>
</tr>
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<td></td>
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<tr>
<td></td>
<td>2. Make an economic development case for expansion of WSCTC on local, regional, and statewide levels</td>
<td>Ongoing</td>
<td>John Christison: Outreach to business &amp; labor, Project cost estimate and scope, King County Statement of Support, Statewide Support, Education on how a second facility would work, Submission of Economic Stimulus Package</td>
<td>Report from market feasibility analyst – underway</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Completed by architect, LMN</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Letter from King County Executive</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Included in study referenced above</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Completed as PowerPoint</td>
</tr>
<tr>
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<td></td>
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<td></td>
<td>Completed as PowerPoint</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Package submitted to Governor’s office (November 2008)</td>
</tr>
</tbody>
</table>
### Actions and Milestone

<table>
<thead>
<tr>
<th>Actions</th>
<th>Timeline (Year/Quarter)</th>
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<th>Resources Required</th>
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</tr>
</thead>
<tbody>
<tr>
<td>3. Using the economic impact analyses, create targeted information</td>
<td>Primary plan created</td>
<td>John Christison</td>
<td>Resources assembled for primary plan. Study and other support data either complete</td>
<td>Dec. 30, 2008</td>
</tr>
<tr>
<td>materials that clearly identify the need for, and articulate the</td>
<td>for Sept-Dec 2008</td>
<td></td>
<td>or underway.</td>
<td></td>
</tr>
<tr>
<td>potential benefits of, an expanded WSCTC</td>
<td></td>
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</tbody>
</table>

#### 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
   - January-May 2009
   - John Christison
   - Advocates for Convention Center Expansion (ACCE)
   - Legal Assistance
   - January 2009

   - Retain the services of a lobbyist
   - ACCE
   - Ongoing

   - Solicit letters and statements of support from coalition members and members of the public
   - WSCTC & ACCE
   - Ongoing

   - Organize coalition members to testify at hearings
   - WSCTC & ACCE
   - Ongoing

   - Coordinate with coalition members to hold meetings with legislators

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
<table>
<thead>
<tr>
<th>Actions and Milestone</th>
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<tbody>
<tr>
<td><strong>D. Assist the WSCTC with Acquiring Property for Washington State Convention and Trade Center Expansion</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Work with the WSCTC to explore options for acquiring and controlling the land needed for expansion</td>
<td>September 2008 – June 2009</td>
<td>John Christison</td>
<td>Property Appraisals</td>
<td>May 2009</td>
</tr>
<tr>
<td>- Engage in conversations with King County about obtaining the air rights to Convention Place Station</td>
<td></td>
<td></td>
<td>Discussions underway</td>
<td>May 2009</td>
</tr>
<tr>
<td>- Engage in conversations with Honda of Seattle about acquiring their property for redevelopment</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>A. Identify and Foster a Puget Sound Destination Identity</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>1. Conduct an inventory to identify stakeholders and already existing Puget Sound region tourism-related promotional initiatives</td>
<td>2009/Q1</td>
<td>Michael Rogers, Seattle CBV, Amy Spain, Tracy Wickershaim, Tammy Blount, Jim Pearman</td>
<td>Agency staff</td>
<td>Make product available to all working group members</td>
</tr>
</tbody>
</table>
| 2. Convene a group of stakeholders to identify and develop new promotional packages for a “Puget Sound Destination Experience”  
  - 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  
  - 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

<table>
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<tr>
<td><strong>B. Develop and Launch a Puget Sound Destination Tourism Promotional Campaign</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>1.</strong> Develop a campaign business plan in anticipation of a 2010 campaign launch</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2009/Q4</td>
<td>Puget Sound Destination Working Group</td>
<td>To be determined by stakeholders</td>
<td>Report to stakeholders, working group</td>
</tr>
<tr>
<td>• Develop outputs and outcomes-based accountability indicators to measure campaign success</td>
<td></td>
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<tr>
<td>• Develop a fundraising plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Fundraise</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>2.</strong> Develop multimedia campaign collateral</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2010</td>
<td>To be determined by stakeholders</td>
<td>To be determined by stakeholders</td>
<td>To be determined by stakeholders</td>
</tr>
<tr>
<td>• Create a “Puget Sound travel.com website”, which will include information regarding one-stop shopping, a map of the region’s destination attractions, etc.</td>
<td></td>
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<tr>
<td>• Best media (TV/radio/print/email) to be determined</td>
<td></td>
<td></td>
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<tr>
<td><strong>3.</strong> Launch campaign</td>
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</tbody>
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PROSPERITY PARTNERSHIP REGIONAL ECONOMIC STRATEGY

Tourism and Visitor Cluster Strategy

About the Initiative: Champions, Supporting Organizations & Strategic Outcomes

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<tr>
<th>INITIATIVE IV</th>
<th>DEVELOP THE INFRASTRUCTURE AND SUPPORT TO IMPROVE THE INTERNATIONAL VISITOR’S EXPERIENCE</th>
</tr>
</thead>
</table>

**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

<table>
<thead>
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</thead>
<tbody>
<tr>
<td><strong>A. Conduct a Survey of International Tourists and Visitors to Identify Top Priorities for Improving the Region’s “International Friendliness”</strong></td>
<td></td>
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</tr>
<tr>
<td>Champion</td>
<td>Sam Kaplan, Trade Development Alliance of Greater Seattle</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Primary PSRC Contact</td>
<td>Eric Schinfeld</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Convene a steering committee to:</td>
<td>2009/Q2-3</td>
<td>Puget Sound Regional Council, Trade Development Alliance</td>
<td>Funding to be determined</td>
<td></td>
</tr>
<tr>
<td>• Design a survey</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>• Hire pollsters (if necessary)</td>
<td></td>
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<td></td>
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<tr>
<td>• Identify and contact organizations for survey dissemination</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2. Disseminate and conduct survey</td>
<td>2010/Q1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Analyze survey findings and identify appropriate next steps, priorities, and leads</td>
<td>2010/Q4</td>
<td></td>
<td></td>
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<tr>
<td><strong>B. Improve International Visitors’ Puget Sound Region Arrival Experiences</strong></td>
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<tr>
<td>Champion</td>
<td>Jane Kilburn, Port of Seattle</td>
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<tr>
<td>Co-Champion</td>
<td>Sam Kaplan, Trade Development Alliance of Greater Seattle</td>
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<tr>
<td>Primary PSRC Contact</td>
<td>Eric Schinfeld</td>
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<td>Reporting</td>
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</tr>
<tr>
<td>1. Work with the Port of Seattle and other organizations to support the current 19 non-stop airline routes to Seattle from overseas cities</td>
<td>2009/Q4</td>
<td>Port of Seattle, Prosperity Partnership, Trade</td>
<td>Marketing funding: depending on the program total required will be $100,000-$500,000</td>
<td>Funding, in addition to existing efforts</td>
</tr>
<tr>
<td>• 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</td>
<td>2009/Q4</td>
<td>Trade Development Alliance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Raise awareness about the importance of non-stop routes by writing op-eds and participating in other marketing efforts</td>
<td>2009/Q4</td>
<td>CVBs, State, international tour operators and media/hotels and restaurants, international group staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Hold meetings with internationally-focused organizations to identify ways to leverage their activities to attract increased convention and group travelers form countries linked to our region by direct international airline routes</td>
<td>2010/Q1</td>
<td>Port of Seattle, Trade Development Alliance, CVBs, State, international tour operators and media/hotels and restaurants, international group staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actions and Milestones</td>
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<td>Lead</td>
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<td>Reporting</td>
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</tbody>
</table>
| 2. Make airport information more easily accessible for international travelers  
  • Develop a video about Seattle and the Sea-Tac Airport in coordination with Microsoft and Scandinavian Airlines to play on incoming international-origin flights  
  • Design and roll out a multilingual website about Sea-Tac Airport for passengers to access on their handheld devices once they have disembarked their plane | 2010/Q1 | Scandinavian Airlines, Microsoft Corporation, Prosperity Partnership, CTED-Tourism Office | Funding to produce 2-3 minute video; $10-15,000 | Port of Seattle |
| 3. Ensure other international entry points have information easily accessible to international travelers, including the Victoria Clipper, train and bus stations | 2010/Q1 | Port of Seattle with the support of Washington Council on International Trade, Greater Seattle Chamber of Commerce, Prosperity Partnership, international relations groups, congressional delegations, Trade Development Alliance | Port Staff |
### Actions and Milestones

<table>
<thead>
<tr>
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<tr>
<td>4. Improve visitors’ customs experiences</td>
<td>2010/Q2</td>
<td>Port of Seattle</td>
<td></td>
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<tr>
<td>• Work with Department of Homeland Security and the Transportation Safety Administration to identify potential improvements for Sea-Tac Airport</td>
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<tr>
<td>• Determine airports with best practices in customs experience and consider visit</td>
<td></td>
<td>Port of Seattle</td>
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</tbody>
</table>

#### C. Improve Taxi Cab Services

**Lead**

**Eric Schinfeld**, PSRC

<table>
<thead>
<tr>
<th>Lead</th>
<th>Timeline (Year/Quarter)</th>
<th>Lead</th>
<th>Resources Required</th>
<th>Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Prepare for a multi-jurisdictional summit to address taxi service improvements in the region</td>
<td>2009/2Q</td>
<td>Puget Sound Regional Council</td>
<td>Cost of meeting location and materials</td>
<td></td>
</tr>
<tr>
<td>• Select participants from the following stakeholder groups: Port, City of Seattle, King County, Pierce County, Taxi operators, and riders</td>
<td></td>
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<tr>
<td>• Identify key issues to be addressed at the summit</td>
<td></td>
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<tr>
<td>• Conduct best practices research</td>
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### Actions and Milestones

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</thead>
<tbody>
<tr>
<td>2. Convene a multi-jurisdictional summit to address taxi service improvements in the region</td>
<td>2009/Q3</td>
<td>Puget Sound Regional Council, Summit participants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Identify actions to make taxi service more readily available in the downtowns of key cities throughout the region</td>
<td></td>
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</tbody>
</table>

### 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

<table>
<thead>
<tr>
<th>Actions</th>
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<th>Lead</th>
<th>Resources Required</th>
<th>Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Identify frontline service gaps, particularly those involving language skills and cultural competency issues</td>
<td>2010/Q3</td>
<td>Port Jobs, Clover Park Technical College, Highline Community College, Seattle Central Community College</td>
<td>Funding to be determined</td>
<td></td>
</tr>
<tr>
<td>• Schedule a meeting of community colleges</td>
<td></td>
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</tr>
<tr>
<td>• Coordinate and develop education programs to address those gaps</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actions and Milestones</td>
<td>Timeline (Year/Quarter)</td>
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<td>2. Develop a cluster map of international tourism and visitor workforce education and career opportunities</td>
<td>2009/Q3</td>
<td>Port Jobs, Clover Park Technical College, Highline Community College, Seattle Central Community College</td>
<td>Port Jobs board approval</td>
<td></td>
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<tr>
<td>3. Identify and promote on-site education opportunities at ports and hotels, and for tour operators and taxi drivers, etc.</td>
<td>2010/Q3</td>
<td>Port Jobs, Clover Park Technical College, Highline Community College, Seattle Central Community College, Everett Community College, SuperHost, Concierge Association, Restaurant Association, Hotel Association</td>
<td>Tuition and marketing funding</td>
<td></td>
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</tbody>
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