

PORT OF SEATTLE
MEMORANDUM

COMMISSION AGENDA - Revised

Item No. 6a

Date of Meeting January 10, 2012

DATE: January 6, 2012

TO: Tay Yoshitani, Chief Executive Officer

FROM: Tom Barnard, Research and Policy Analyst
Geri Poor, Regional Transportation Manager
Holly Decker, Graduate Student Intern

SUBJECT: Century Agenda Committee: Approval of Century Agenda Preliminary Strategic Goals

ACTION REQUESTED:

Request Port Commission approval of the “Century Agenda Preliminary Strategic Goals.”

SYNOPSIS:

Following completion of the 2011 Roundtables in November, the Century Agenda Committee has reviewed the year’s progress, and specifically the strategic goals which emerged from each of the roundtables. The Committee looked for gaps or conflicts between the goals, added a commitment statement to precede the goals, and recommended an additional goal for Seattle’s fishing and maritime cluster. The Century Agenda preliminary strategic goals are currently synthesized into the slate presented below:

Proposed – Century Agenda Strategic Plan Goals

Our Mission: The Port of Seattle is a public agency that creates jobs by advancing trade and commerce, promoting industrial growth, and stimulating economic development.

Our Commitment: We create economic opportunity for all, steward our environment responsibly, partner with surrounding communities, promote social responsibility, conduct ourselves transparently, and hold ourselves accountable. We will leave succeeding generations a stronger Port.

Over the next 25 years we will add 100,000 jobs through economic growth led by the Port of Seattle, for a total of 300,000 port-related jobs in the region, while reducing our environmental footprint. In order to accomplish this we will:

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Position the Puget Sound region as a premier international logistics hub

- Grow seaport annual container volume to more than 3.5 million TEUs
- Structure our relationship with Washington ports to optimize infrastructure investments and financial returns
- Triple air cargo volume to 750,000 metric tons
- Triple the value of our outbound cargo to over \$50 billion
- Double the economic value of the fishing and maritime cluster

Advance this region as a leading tourism destination and business gateway

- Make Sea-Tac Airport the west coast “Gateway of Choice” for international travel
- Double the number of international flights and destinations
- Meet the region’s air transportation needs at Sea-Tac Airport for the next 25 years
- Double the economic value of cruise traffic to Washington state

Use our influence as an institution to promote small business growth and work force development

- Increase the proportion of funds spent by the Port with qualified small businesses firms on construction, goods and services to 25% of the eligible dollars spent
- Increase work force training, job and business opportunities for local communities in trade, travel and logistics

Be the greenest and most energy efficient port in North America

- Meet all increased energy needs through conservation and renewable sources
- Meet or exceed agency requirements for storm water leaving Port owned or operated facilities
- Reduce air pollutants and carbon emissions, specifically:
 - Reduce air pollutant emissions by 50% from 2005 levels
 - Reduce carbon emissions from all Port operations by 50% from 2005 levels and reduce aircraft-related carbon emissions at Sea-Tac by 25%
- Anchor the Puget Sound urban-industrial land use to prevent sprawl in less developed areas
- Restore, create, and enhance 40 additional acres of habitat in the Green/Duwamish watershed and Elliott Bay

We will use the Port’s real estate, capital assets and financial capabilities to accomplish our Century Agenda goals. We regard these as tools to thoughtfully steward, rather than areas well suited for specific 25-year goals.

BACKGROUND:

Starting in 2008, the Port of Seattle began creating a “Century Agenda” — a comprehensive vision and strategic plan that focuses on the Port’s next quarter century. The goal is to refresh the Port’s strategic plan, using a process that builds upon the accomplishments of the past century with a visionary look forward to the emerging challenges and opportunities of the 21st century.

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In late 2010, the need for a formal process to finalize Century Agenda strategic goals prompted a proposal to form a temporary Port of Seattle Commission Committee to oversee the next steps in the Commission's strategic planning process. In January 2011, the Commission approved the formation of a Century Agenda Committee, made up of Commissioner Albro and Commissioner Creighton. They convened a series of roundtables, composed of members of the public who have particular expertise in each area. Following each roundtable the commission considered preliminary strategic goals at monthly briefings. The commission could use those occasions to deliberate and approve the preliminary strategic goals, which were then fleshed out by port staff, into five year milestones.

2011 Roundtable topics included the following, with video and audio recordings available on the Port's Century Agenda website:

- 1) Media Roundtable – March 8
- 2) Fostering Economic Growth – April 12
- 3) Moving Cargo: Logistics & Growing Exports – May 10
- 4) Moving People: Airport, Cruise Ships, & Tourism – June 14
- 5) Attracting Next Generation Industries – July 12
- 6) Achieving our Environmental Goals – August 9
- 7) Achieving our Community Values – September 12
- 8) Putting Our Real Estate to Work – October 11
- 9) Funding Our Strategic Goals – November 8

Upon completion of the roundtables, the Century Agenda Committee reviewed and synthesized the individual strategic goals, to create a cohesive slate of preliminary strategic goals. In the first part of 2012, the plan is to share these goals with business, labor and community groups, as well as discuss them at Commission public meetings, to hear from our stakeholders. Port staff will then develop the five year strategic plan to meet these twenty-five year goals. Finally, the Commission will adopt the Century Agenda Strategic Plan, and launch activities associated with those goals.

OTHER DOCUMENTS ASSOCIATED WITH THIS REQUEST:

Century Agenda Preliminary Strategic Goals powerpoint

PREVIOUS COMMISSION ACTIONS AND BRIEFINGS:

- On January 4, 2011, the Port of Seattle Commission established a temporary Century Agenda Committee to further engage in a strategic planning process to develop quantifiable overarching strategic goals for the Port of Seattle to pursue over the course of the next twenty-five years.
- On March 8, 2011, the Port of Seattle Commission authorized for up to \$145,000 to meet the costs of the Century Agenda, including \$20,000 for a part-time intern to assist with organization and logistics, and \$30,000 to \$40,000 for audio-visual taping services. The funds come from the Commission's contingency funds. The Commission also received a monthly update briefing.
- On April 5, 2011, the Commission received its second monthly briefing.

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- On May 10, 2011, the Commission approved a preliminary strategic goal to “Add 100,000 Port-related jobs in the next 25 years.”
- On June 7, 2011, the Commission approved the preliminary goals for “Moving Cargo” and approved a refined Century Agenda goal for “Fostering Economic Growth” of “Add 100,000 new Port-related jobs to the existing 200,000 jobs in the region that are attributable to the economic activity created by the Port of Seattle.”
- On July 12, 2011, the Commission approved the goals that arose from the “Moving People” panel. It also heard a briefing on five year milestones arising from the “Moving Cargo” panel.
- On August 9, 2011, the Commission held a discussion on possible goals that arose from the “Attracting Next Generation Industries” panel. It also heard a briefing on five-year milestones arising from the “Moving People” panel.
- On September 12, 2011, the Commission discussed staff proposed preliminary goals arising from the “Achieving our Environmental Goals” Roundtable. Port staff responded to requests for amending goals.
- On October 4, 2011, the Commission amended the preliminary environmental goals, was briefed on the “Achieving Our Community Values” panel, and authorized a budget increase of \$80,000 to meet the added costs of the Century Agenda work extending into 2012 for a total budget of \$225,000.
- On October 25, 2011, the Commission approved the preliminary goals arising from the “Achieving our Community Values” roundtable.
- On November 1, 2011, the Commission had a presentation and discussion on the five-year milestones for our environmental goals.
- On November 22, 2011, the Commission held a retreat to discuss the Century Agenda preliminary goals and the outreach plan.
- On November 22, 2011, the Commission had a presentation and discussion on the “Putting Our Real Estate to Work” roundtable.