

Item Number: 7a Supp  
Date of Meeting: September 11, 2012

# Sea-Tac Concessions Master Plan Update



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SEATTLE-TACOMA INTERNATIONAL AIRPORT

# Sea-Tac Concessions Master Plan

*Goal: Create a program with the right concessionaires, in the right locations, with the right traveler offering*

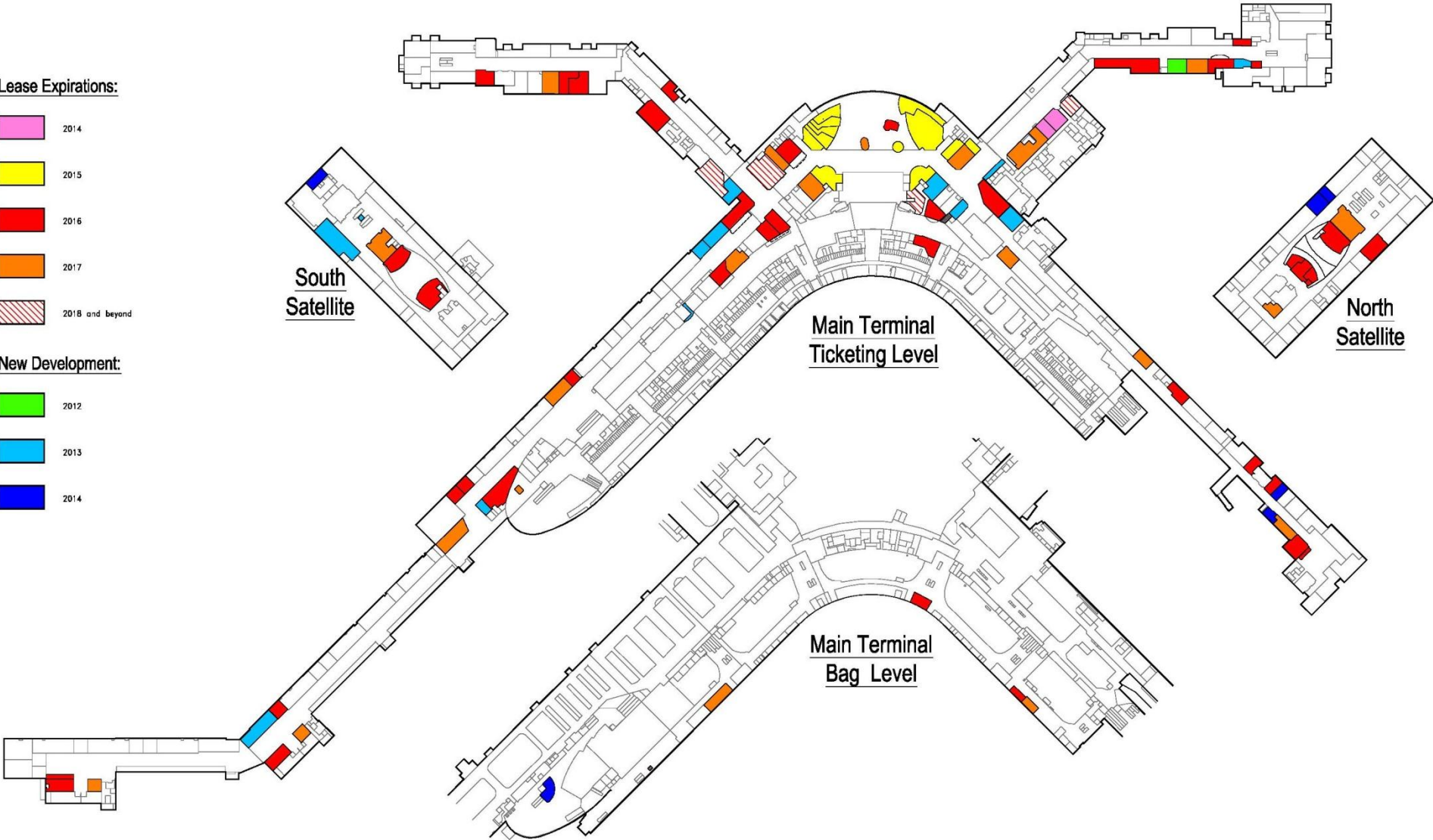
- Detailed plan and strategy for the future locations of all concession units for a +10-year planning horizon
- Unit Locations, uses and concepts based on:
  - Historical performance
  - Projected passenger enplanement levels
  - Passenger flows/movement patterns through terminals
  - Passenger demographics & purchasing behaviors
  - Changes in passenger needs/wants
  - Future sales and revenue targets
- Staff and consultant knowledge of airport concessions industry and the local marketplace is key to successful execution

**Lease Expirations:**

- 2014
- 2015
- 2016
- 2017
- 2018 and beyond

**New Development:**

- 2012
- 2013
- 2014



**South  
Satellite**

**Main Terminal  
Ticketing Level**

**North  
Satellite**

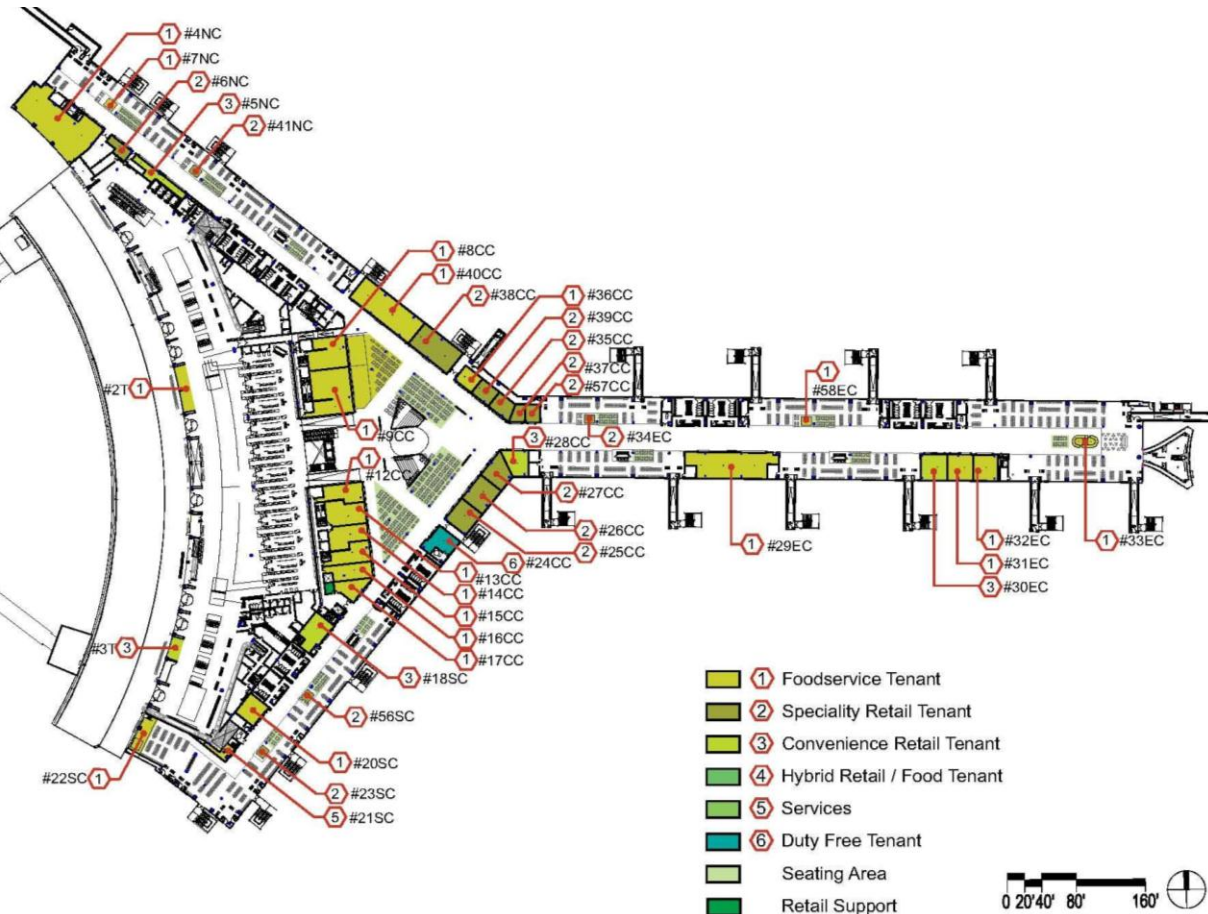
**Main Terminal  
Bag Level**

# Master Plan Components

- Project future sales and revenues to the Port
- Propose concession mix, including potential allocations to local, national, small business and ACDBE concepts/tenants
- Develop concession roster, including concepts by unit

ZONE	USE	Square Feet	Concept	Sample Tenant	Sales/ Epax	Gross Sales (2013 Epax)	Gross Sales (2030 Epax)	2030 Sales/SF	2030 % Rent	2030 Gross Rent
T2E-2070	Food	2,182	Café with Bar	Gordon Biersch, The Cheese Shop, Sports Bar, Pub	\$ 0.70	\$ 972,225	\$ 1,308,386	\$ 600	13.0%	\$ 170,090
T2E-2000	Food	550	Coffee w/ Baked Goods	Caribou, Starbuck's, Peet's Coffee & Tea, Dunkin' Donuts, Upstart Crow Trading Co., Coffee Bean & Tea Leaf	\$ 0.25	\$ 347,223	\$ 467,281	\$ 850	10.0%	\$ 46,728
T2E2005	Convenience/ Specialty	650	News/Gifts	Hudson News, Paradies, Faber, HDS, HMS Host, Delaware North	\$ 0.38	\$ 527,779	\$ 710,267	\$ 1,093	14.3%	\$ 101,781

# Floor Plan Example – JFK T5



- Create facility floor plan detailing concessions locations, space allocations (food, retail, services), and layouts
- Develop concession servicing plan (storage, deliveries, recycling, grease interceptors, composting, trash removal)

# Master Plan Tasks in Progress

Task	2012 3 <sup>rd</sup> Q.	2012 4 <sup>th</sup> Q.
Performance Review of Existing Concession Program	■	■
Comparable Airport Concession Program Analysis	■	■
Local and National Retail and Food Service Trends Review	■	■
Local and Passenger Demographics Analysis	■	■
Review and Analyze Historical Financial Performance of Existing ACDBE Concessionaires	■	■
Demand Analysis for Airport Concessions	■	■
Supportable Concession Space Projections	■	■
Initial Outreach Efforts for High-Priority Leasing	■	■
Draft Outline of Concession Plan	■	■

# Follow-on Master Plan Tasks

Task	2012 4 <sup>th</sup> Q.	2013 1 <sup>st</sup> Q.	2013 2 <sup>nd</sup> Q.
Develop Alternative Concession Floor Plans	█	█	█
Analyze Feasibility of Draft Plan	█	█	█
Identify Servicing and Infrastructure Requirements	█	█	█
Project Future Sales and Revenue by Unit	█	█	█
Determine Unit Packaging and Develop Business Terms for Leases	█	█	█
Determine/Confirm Management Approach	█	█	█
Conduct Additional Tenant Outreach/Stakeholder Feedback	█	█	█
Finalize Concession Master Plan	█	█	█