



**May 12, 2025**  
**2:30 P.M.**

T-Mobile Park  
PFD Conference Room  
110 Edgar Martinez Drive S  
Seattle, WA 98134

*The PFD will be holding this Regular Meeting of the Board of Directors in-person and in a manner consistent with guidance from the Attorney General's office. Virtual access via Teams is available upon request. Members of the public desiring to leave a comment but not able to attend the meeting in person should submit them to [curtisj@ballpark.org](mailto:curtisj@ballpark.org) at least 24 hours prior to the meeting start time.*

## BOARD MEETING NOTICE AND AGENDA

- A. Call to Order / Welcome** (Board Chair, Chris Marr)
- B. Public Comment** (any written public comment received prior to the meeting will be summarized and read aloud)
- C. Approval of the Minutes**
  - 1. February 10, 2025 Regular Board Meeting Minutes
  - 2. March 20, 2025 Special Board Meeting Minutes
- D. Board Briefings and Potential Actions:**
  - 1. Mariners Update (Trevor Gooby) – *Materials Included*
    - a. 2026 Provisional Cap-Ex Workplan Introduction
  - 2. Initial Review (Brian Slater) – *Verbal Briefing Only*
  - 3. Stadium Makers District Report Out (Lizanne Lyons) – *Materials Included*

4. Transit-to-Ballpark Pedestrian Improvements Presentation (Marc Bloom/Joshua Curtis/Stacy Graven/Omar Riojas) – *Materials Included and Board Action Anticipated*
5. 2025 Reference Ballpark Trip + T-Mobile Park Game Update (Annie Thenell) – *Materials Included*
6. Treasurer’s Report (Omar Riojas/Joshua Curtis) – *Materials Included and Board Action Anticipated*
  - a. Balance Sheet/Profit and Loss Review
  - b. Proposed Resolution 25-003: Voucher Approval

**E. Reports**

1. Chair’s Report (Chris Marr)
2. Executive Director’s Report (Joshua Curtis)

- F. **Executive Session:** The Board may meet in Executive Session to “review contract performance of publicly bid contracts” RCW 42.30.110 (1)(d); and/or to review the performance of a public employee RCW 42.30.110 (1)(g); and/or to discuss with legal counsel real estate lease matters and/or “potential litigation to which the agency . . . is, or is likely to become, a party, where public knowledge regarding the discussion is likely to result in an adverse legal or financial consequence to the agency” RCW 42.30.110 (1)(i). Formal Board action is anticipated following the Executive Session.

**G. Adjournment**

WASHINGTON STATE MAJOR LEAGUE BASEBALL STADIUM PUBLIC FACILITIES  
DISTRICT

Monday, February 10, 2:30 P.M.  
Public Facilities District, Conference Room  
110 Edgar Martinez Drive South, Seattle, Washington 98134

**REGULAR BOARD MEETING MINUTES**

The PFD held its Regular Meeting of the Board of Directors in-person and in a manner consistent with guidance from the Attorney General's office. Virtual access was provided via a Microsoft Teams conference system (video or phone) upon request. Members of the public desiring to leave a comment but not able to attend the meeting in person were asked to submit comments to [curtisj@ballpark.org](mailto:curtisj@ballpark.org) at least 24 hours prior to the meeting start time.

**CALL TO ORDER / WELCOME**

Board Treasurer R. Omar Riojas, filling in for Board Chair Marr, called the meeting to order at 2:32 pm pursuant to notice. Board Members Andrea Sato, Brian Surratt, and Donny Stevenson joined the meeting in person. Chair Chris Marr and Vice-Chair Stacy Graven joined virtually via Teams. Staff and consultants present: Joshua Curtis (Executive Director), Annie Thenell (Office Manager), Tom Backer (Legal Counsel), Lizanne Lyons (Legislative) and Sandeep Kaushik (Legislative). Also joining in person were Trevor Gooby (Mariners Executive Vice President & COO), Fred Rivera (Mariners EVP & General Counsel) (Melissa Robertson (Mariners Senior Vice President & General Counsel) Kevin Martinez (Mariners President of Business Operations) and Carmela Ennis (King County).

**PUBLIC COMMENT**

No written public comment was received.

**APPROVAL OF MINUTES**

1. Member Riojas asked for a motion to approve minutes from the December 16, 2024, Regular Board Meeting. Member Sato moved to approve the minutes, seconded by Member Surratt. Motion carried 5-0, with Member Stevenson abstaining.

**BOARD BRIEFINGS AND POTENTIAL ACTIONS**

1. Mariners Update (Trevor Gooby, Fred Rivera, Melissa Robertson, Kevin Martinez)

Mr. Gooby introduced Mr. Martinez, who said that he looks forward to working closely with the PFD and that he has been with the Mariners for 35 years. Mr. Rivera reported that this is his last PFD Board Meeting and introduced Ms. Robertson, who remarked that she has been with the Mariners since 2008 and is also looking forward to working closely with the PFD. Mr. Gooby then reported that capital projects continue on schedule and include new escalators, new concessions in Section 105 and new grass for the field, which arrives next week. He reported that spring training kicks off this week, that the Club plans to host five concerts this summer, that Enchant ended up selling approximately 300,000 tickets, and that the Club continues to work with FIFA and Lumen Field regarding safety, security, logistics and scheduling around World Cup 2026.

2. Stadium District Legislation Update (Lizanne Lyons, Sandeep Kaushik, Joshua Curtis)

Mr. Curtis introduced Ms. Lyons, who reported that the PFD is part of a strong coalition that includes thirteen trade unions, local neighborhood groups, affordable housing advocates, and small manufacturing businesses, among others. She has met with all the City Councilmembers and believes that we have good support with five councilmembers. The Port of Seattle continues to campaign strongly against the legislation. Ms. Lyons encouraged the Board to speak out and be active in supporting the legislation.

3. 2025 Board Planning (Chris Marr, Joshua Curtis)

- a. Annual Board Retreat (Rescheduled): Mr. Curtis reported that the Board Retreat will be held on March 20 from 9am to 2pm.
- b. Reference Ballpark Trip: Mr. Curtis reported that the Reference Ballpark Trip will be July 8-10 and that the ballparks visited will be Oracle Park in San Francisco and Petco Park in San Diego.
- c. T-Mobile Park Tour + Mariners Game: Mr. Curtis reported that the Board's annual tour of T-Mobile Park will be on May 12 and that we will begin with lunch in the PFD office, followed by the tour of T-Mobile Park. The Regular Board Meeting will be at 2:30, and we will conclude with the Mariners game that evening.

4. Treasurer's Report (Omar Riojas, Joshua Curtis)

- a. Balance Sheet/Profit and Loss Review  
Mr. Curtis reviewed the materials included in the Board packet, reminding the Board that the P&L report reflects year-to-date numbers at every board meeting and that the final budget-to-actuals numbers will be presented at the June meeting.
- b. Proposed Resolution 25-001: Ratification of Cap Ex Transfer  
Mr. Curtis introduced Proposed Resolution 25-001 ratifying the annual transfer from the Operating Fund to the Capitol Projects Fund. Mr. Curtis reminded the board that the annual transfer is based on a Lease requirement that the PFD transfer \$250,000 (escalated annually by the local CPI-U) should there be a balance in the Operating Fund at the end of the year. With such a balance present, Mr. Curtis made the transfer prior to the end of January, as required by the Lease. Member Surratt then moved approval, seconded by Member Sato. Motion carried 6-0.
- c. Proposed Resolution 25-002: Voucher Approval  
Member Riojas introduced Proposed Resolution 25-002 to approve the regular voucher payments, noting that he had reviewed all the financials with

Mr. Curtis and did not have any concerns. Member Surratt then moved approval, seconded by Member Sato. Motion carried 6-0.

## **REPORTS**

### Chair's Report

Chair Marr thanked Member Riojas for chairing the meeting today. He welcomed new Member Donny Stevenson. He reiterated the importance of board participation in the upcoming meetings for the stadium district legislation. Additionally, he reported that he is pleased with the high turnout of board members for the upcoming Reference Ballpark Trip.

### Executive Director's Report

Mr. Curtis summarized the Executive Director's report included in the Board packet.

## **EXECUTIVE SESSION**

There was no Executive Session.

## **ADJOURNMENT**

There being no further business before the Board, Board Treasurer Riojas declared the meeting adjourned at 3:36 p.m.

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Annie Thenell,  
Recording Clerk

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Christopher Marr, Chair  
Board of Directors, Public Facilities District

WASHINGTON STATE

**Ballpark**



PUBLIC FACILITIES DISTRICT

## **SPECIAL BOARD MEETING MINUTES: THE BOARD'S PLANNING MEETING**

Thursday, March 20, 2025, 9:00 a.m. – 1:50 p.m.  
T-Mobile Park: Club 1 Conference Room, 5<sup>th</sup> Floor

# **SUMMARY**

**OF THE MEETING'S KEY DISCUSSIONS AND AGREEMENTS**

### **CALL TO ORDER / WELCOME**

Board Chair Chris Marr called the special meeting to order at 9:00 a.m. pursuant to notice. Joining the meeting in person were Mr. Marr, Board Vice Chair Stacy Graven, Board Treasurer Omar Riojas, and Board Members Andrea Sato, Donny Stevenson, and Brian Surratt; Executive Director Joshua Curtis; Legal Counsel Tom Backer; Office Manager Annie Thenell; and Facilitator Jim Reid. Also present from the Seattle Mariners (12:00-1:00) were: Executive Vice President and Chief Operating Officer Trevor Gooby, Chief Legal Counsel Melissa Robertson, and Deputy General Counsel Christian Haliburton.

### **PUBLIC COMMENT**

No written public comment was received.

### **THE CONTEXT FOR TODAY'S MEETING**

Because of board member turnover, the Board of Directors did not hold its annual planning meeting in November 2024. Thus, today's meeting is the Board's first strategic planning retreat since November 13, 2023. Joshua Curtis opened the meeting by reporting on the accomplishments of the PFD since that day. During the past sixteen months the PFD has accomplished the three major Board priorities that were agreed on at the 2023 meeting:

- Built a broad coalition of stakeholders that culminated in the Seattle City Council adopting the Makers’ District (a portion of the Stadium District that has been on the PFD’s agenda since 2012);
- Developed criteria by which to evaluate projects that might be funded by the Neighborhood Improvement Fund (NIF), hired Mark Bloom as a consultant/project manager to identify pedestrian safety and other enhancements between T-Mobile Park and the light rail station, and presented to the board a list of projects and ROM budget/timelines; and
- Updated the Ballpark Reference List following the Board’s visits to three ballparks in 2024.

## FACILITATED BOARD DISCUSSION

These are the consensus agreements from this year’s planning retreat:

### 1. BOARD REITERATED ITS SUPPORT FOR THE MISSION STATEMENT

The Board reiterated its support for the purpose of the Public Facilities District (PFD) as expressed in the current mission statement, which the Board adopted in 2016. The Board agreed that the PFD’s investments in the communities that surround the ballpark have improved it and the fans’ experiences. They share the vision of Seattle Mariners’ executives that the ballpark should be viable fifty and one hundred years from now. For that vision to be achieved, the PFD is partnering with the Mariners to maintain and enhance the iconic baseball park and ensure the fans’ enjoyment by strengthening the economic, social, and cultural fabric of the surrounding neighborhoods.

Board members also agreed with Chris Marr that the Board is fulfilling its fiduciary role.

### 2. BOARD IDENTIFIED ACTIONS TO ADVANCE THE PFD’S MISSION

The Board suggested these actions to advance the PFD’s mission in 2025:

- Expand the discussion of the economic impact of T-Mobile Park.
- Conduct a five-year status update of the Long-Term Capital Needs Assessment (LTCNA). It was suggested that CAA ICON could help in producing the review.

Now that the Makers District legislation has passed, partner with the Mariners to identify future scenarios for the district. As part of this discussion, understand if the Mariners have altered their own development plans for the corner lot and/or the properties they have leased.

### 3. BOARD DISCUSSED GENERATIONAL ISSUES AND THE PFD’S POTENTIAL ROLES

Board members discussed these generational issues and potential roles for the PFD in addressing them.

- a. *Revitalization of Seattle’s urban core.* What should be done to draw people downtown again? How do we ensure that the surrounding neighborhoods are active on nights when the Mariners, Seahawks, or Sounders are not playing, and concerts and other special events are not occurring?

- b. *High-capacity light rail.* The PFD wants attendees to be able to get to the stadium easily and quickly, to reduce traffic and encourage walkability, and to stimulate economic growth and opportunity in the three neighborhoods surrounding the stadium. Moving pedestrians safely between the ballpark and light rail is a key issue.
- c. *Energy district.* Could the PFD be a catalyst for addressing climate change by facilitating the sewage heat recapture from the Elliot Bay Interceptor? One role for the PFD could be creating a blueprint for the neighborhood showing the sewer pipes and where the heat would be extracted to share with future developers
- d. *Housing.* In light of the Seattle City Council’s approval of the Makers District legislation, which allows the construction of housing east of First Avenue South in the Stadium District, what role could the PFD play in creating the conditions required for a safe neighborhood? For instance, what urban design interventions could help to ensure the safety and vitality of the area for future residents and visitors?
- e. *FIFA World Cup.* In 2026 Lumen Field will be one of the hosts of the World Cup. How might the ballpark and SODO, ID/Chinatown, and Pioneer Square be affected and benefit?
- f. *Respecting the area’s heritage.* The history of the area and what was here before, going back further than the settling of Seattle, must be part of the conversation. Seattle’s identity has been shaped by the Tribal people who preceded us. How can we reclaim this heritage and bring it with us into the future?

Early in the discussion, Brian Surrat referred to Ezra Klein’s book and podcast about the policy of scarcity versus the policy of abundance. He posited what could be done in Seattle to pursue the policy of abundance. Andrea Sato picked up on this thread by asking how traffic patterns, including the placement of bus stops, might be strategically placed to make the ID/Chinatown more accessible to Mariners fans before and after games. Board members then cited the process that transformed the idea of a Stadium District in 2012 into the City Council-approved Makers District in 2025 as a role model for more “concept plans,” i.e., big picture visions for resolving the major challenges facing Seattle and the region. Andrea mentioned that a starting point is to change our perceptions and assumptions about neighborhoods and their residents and businesses. The Board asked: “How do we preserve the coalition that advocated for the Makers District and/or build new coalitions for the next big concepts?”

The Board briefly discussed the potential roles the PFD might play, from catalyst to convener to facilitator to advocate. An example of an issue in which the Board might serve as a catalyst is the Energy District. Omar Riojas asked if the PFD might be a facilitator of discussions about the future of vacant properties in the Makers District.

As a result of the discussion about generational issues and what role the PFD might play in addressing them, the Board agreed on these strategies and actions:

- Maintain a healthy relationship with the Seattle Mariners. One step the PFD could take is to engage in a district visioning process and invite the Mariners’ representatives to join in developing and evaluating scenarios.

- Meet with the Board of the Public Stadium Authority (PSA) to debrief the Makers District process and discuss issues of mutual interest, including the generational issues that the Board identified today.
- Reach out to the leadership of Starbucks, whose headquarters is near T-Mobile Park and the Makers District.
- At a special meeting, consult with outside experts from other cities to gain a broader perspective on what it takes to create and maintain a vital stadium district that can play a role in stimulating economic growth and development (and, perhaps, be a means of pursuing the policy of abundance). The meeting might also include local experts who could translate some of the ideas into the realities of Seattle.
  - Board members expressed interest in the ideas listed in Attachment C of the agenda, “Topics for Guest Speakers/Panel Discussions.” These suggestions and questions could be the starting point for the agenda.

#### 4. BOARD MEMBERS IDENTIFIED INTERESTS AND STRENGTHS

One of the issues of interest to the Board as we prepared for this meeting was the Board’s sustainability—i.e., succession planning. In this session Board members articulated their interests in serving on the Board and the strengths they bring to it.

##### Stacy:

“I’m excited about the Board’s future work.” As the Board’s longest serving member, Stacy provides institutional memory. Having led the Meydenbauer Center for thirty years, she brings unique expertise to the Board’s role of overseeing the Mariners’ management of the ballpark.

##### Chris:

“Having retired at the end of 2024, I’m looking for focus and structure.” Interested in the generational decisions that the PDF will make. Enjoys public policy, operations, and building coalitions. “We can perform our role without having to be the ‘800-pound gorilla.’”

##### Brian:

“I’m a huge sports fan who appreciate sports’ social value and how they bring people together no matter their economic stations.” One of the strengths he brings to the Board is the ability to see issues contextually.

##### Andrea:

“I am very interested in the relationship between the ballpark and the neighborhood, and how elements come together to keep the stadium viable.” Her greatest contribution to the Board may be that, as a lawyer, she is an organizational/process person.

##### Omar:

“I am a sports fan and came to love baseball through my four kids, all of whom love it. I appreciate the Mariners’ commitment to community, as expressed in Heritage Night.” He, too, is a lawyer and that has trained him to ask questions and think strategically.

##### Donny:

“I’m a lifelong sports fan who played in college and appreciate the lessons that sports teach.” As the elected Vice Chair of the Muckleshoot Tribe, Donny is interested in public policy and has a vested interest in the greater good. He also has a vested interest in T-Mobile Park because it sits on land his Tribal ancestors settled. He wants to help the PFD ensure that the ballpark serves the best interests of everyone. His strengths are in the many relationships he has cultivated and his interest in people. He also mentioned that both baseball and softball are important sports on the reservation.

From here the Board examined a May 2019 statement that the then-Board adopted to define the kind of functional team that its members sought to be. The qualities and characteristics are still relevant. Above all, this Board wants open discussion, even if it results in disagreement. All voices are heard, they disagree agreeably, and when the decision is made, everyone stands behind it. Board members said that the expertise of everyone is valuable and needs to be recognized, and no one should act out of self-interest. Today there is a shared sense of commitment to the future. In addition, Board members said they rely on Joshua and are pleased that there’s free-flowing, two-way conversations with staff.

Chris, Stacy, and Omar mentioned the things that they find satisfying in serving as the Board’s executive leadership. Chris observed that it is interesting to ask questions and discuss the possible directions before an issue comes to the Board.

Following this meeting, the executive team will engage the Board members in one-on-one conversations about the future board leadership. As the discussion ended, Stacy urged everyone to ask themselves: “Why did the politician who selected me to serve on this Board do so? What did they see in me?”

## **5. THE BOARD’S LUNCH WITH REPRESENTATIVES OF THE MARINERS**

For an hour, the Board and staff met with three representatives of the Mariners: Trevor Gooby, Executive Vice President & Chief Operating Officer; Melissa Robertson, Chief General Counsel; and Christian Haliburton, Deputy General Counsel. The Board and staff have worked with Trevor. Melissa succeeded Fred Rivera upon his retirement, and she hired Christian. Therefore, the Board has not worked directly with the two of them before.

This was a get-to-know you conversation in which everyone pledged to keep open the lines of communication, work to understand the variety of interests and positions, and coordinate actions. They also reiterated John Stanton’s vision of ensuring that T-Mobile Park is viable when it reaches its fiftieth and one hundredth anniversaries.

## **6. BOARD HIGHLIGHTED KEY RELATIONSHIPS**

The final discussion of the day expanded the earlier discussion about generational issues and the partners that might collaborate with the Board to address them. Joshua laid out the partners that are most crucial to the PFD’s success, including the: a) Mariners; 2) PSA; 3) Alliance for Pioneer Square, and other related entities; 4) SODO (BIA) and Chinatown International District (SCIDPDA)Chinatown/CID; 5) Seattle Chamber of Commerce/DSA ; and 6) governmental partners such as the City of Seattle and King County.

Joshua meets with these partners on a regular basis, usually in one-on-one conversations. He also participates in the community forum sponsored by First & Goal and the PSA, the entity that manages Lumen Field.

As the discussion concluded, the Board expressed appreciation for Joshua's role and once again reiterated an interest in discussing how to address the coalition that Joshua's consultant team helped to build on behalf of the PFD to secure City Council passage of the legislation establishing the Makers' District. The Board also reiterated its interest in meeting with the Mariners and with the PSA Board.

Joshua also asked for feedback about the communications from his office to the Board. Board members are welcome to provide feedback at any time. Is it too much? Too little? Is anything missing?

## **7. TAKEAWAYS FROM THE MEETING**

What was most appreciated about the meeting was the opportunity for Board members to get to know one another better. The retreat also validated the perception that the Board is on the same page and heading in the right direction. Board members share commitments to the community and the PFD's role. They are collectively interested in continually strengthening the relationship between the Mariners and PFD. Chris complimented the Board for the healthy exchange of ideas throughout the meeting.

## **ADJOURNMENT**

There being no further business before the Board, Chair Marr declared the meeting adjourned at 1:50 p.m.

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Annie Thenell,  
Recording Clerk

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Christopher Marr, Chair  
Board of Directors, Public Facilities District

Annual Plan Year:	2026
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ID No.	Category	Sub-Category	Location Code	Location	Project Description	Life Cycle (every "X" years)	Phasing (over "X" years)	Initial Year	County Tax Revenue Fund Eligible	PF2 Budget - May 1st Submission
<b>Necessary Improvements</b>										
28	Architectural	Interiors	General	Interior Doors	Replace door hardware	1	1	2023	Yes	\$20,000
29	Architectural	Seating Bowl & Concourses	Lower Seating	Concrete Sealer	Provide concrete coating or sealer on precast stadia.	15	3	2025	Yes	\$250,000
30	Architectural	Seating Bowl & Concourses	Lower Seating	Stadium Seating	Replace stadium seating, cupholders, and trip guards	15	3	2025	-	\$500,000
40	Architectural	Seating Bowl & Concourses	General	Sealant Joints / Expansion Joints	Sealant / Expansion Joint Replacement Allowance - Coordinate w/Seating	10	1	2025	Yes	\$125,000
41	Architectural	Seating Bowl & Concourses	General	Aisle Steps	Patch and restripe concrete aisle steps in Seating Bowl.	10	5	2023	Yes	\$10,000
47	Architectural	Structural / Coatings	General	General	Painting of Steel Channels & Handrails	1	1	2024	Yes	\$400,000
48	Architectural	Structural / Coatings	General	General	General Concrete Allowance	1	1	2023	Yes	\$100,000
49	Building Systems	Electrical	General	Interior Electrical Equipment	Transformer Replacement (7 total)	20	10	2026	Yes	\$280,000
54	Building Systems	Electrical	General	Light Fixtures	LED Lighting Replacement	20	5	2025	Yes	\$40,000
56	Building Systems	Mechanical / HVAC	General	Four Pipe AHUs	Air Handler Replacement	20	5	2025	Yes	\$300,000
63	Building Systems	Mechanical / HVAC	General	Small Heat Pumps	Heat Pump Replacement	20	3	2025	Yes	\$300,000
71	Building Systems	Plumbing / Fire Protection	General	Grease Traps	Grease Trap Replacement Allowance	1	1	2023	Yes	\$100,000
91	Building Systems	Vertical Transportation	Escalator	Escalator 19	Escalator 11 & 12 Replacement	20	1	2026	Yes	\$1,500,000
92	Building Systems	Vertical Transportation	Elevator	Elevators 3, 4, 7 & 8	Elevator 3, 4, 7 & 8 Replacement	20	1	2026	Yes	\$2,000,000
97	FF&E	FF&E	General	General	Annual Renewal of Operating Equipment	1	1	2026	No	\$100,000
128	Technology	Audio / Visual	Scoreboard	Main LED	Phase 2: Replace Main LED (Mariners Vision)	12	1	2025	No	\$9,000,000
132	Technology	Audio / Visual	General	IDFs	Audio Network Infrastructure	7	2	2025	Yes	\$50,000
137	Technology	Broadcast	General	JBTs and SMPTE Fiber	Update JBT SMPTE Fiber	10	3	2024	Yes	\$60,000
147	Team Spaces	Baseball Operations	General	General	Video Coaching Cameras Allowance	1	1	2025	No	\$50,000
148	Spectator Amenities	Premium Spaces	General	General	Suite Hardwood Floor Allowance	20	5	2023	No	\$10,000
149	FF&E	FF&E	General	General	Annual FFE Allowance	1	1	2025	-	\$100,000
150	Retractable Roof	Retractable Roof	Retractable Roof	Retractable Roof	Retractable Roof allowance	1	1	2024	Yes	\$250,000
153	Architectural	Signage and Graphics	General	General	Wayfinding & ADA Compliance Signage	15	2	2025	No	\$50,000
154	Technology	Access Control / Security	General	General	Access Control, Cameras, Security Network	20	3	2025	Yes	\$2,800,000
161	Building Systems	Electrical	General	General	Electrical General Allowance	1	1	2023	Yes	\$100,000
162	Building Systems	Mechanical / HVAC	General	General	Mechanical and HVAC General Allowance	1	1	2023	Yes	\$75,000
163	Building Systems	Plumbing / Fire Protection	General	General	Plumbing General Allowance	1	1	2025	Yes	\$50,000
165	Technology	Technology Infrastructure	General	General	Technology Equipment General Allowance	1	1	2023	-	\$75,000
166	Architectural	Interiors	General	General	Ballpark Décor General Allowance	1	1	2023	-	\$40,000
169	Spectator Amenities	Food Service	General	Concessions	Master Concessions Replacement	25	1	2025	-	\$1,000,000
170	Architectural	Sitework	General	General	Statue	1	20	2026	Yes	\$200,000
172	Building Systems	Vertical Transportation	General	General	Vertical Transportation Allowance (ADA Lifts)	10	5	2024	Yes	\$50,000
173	Technology	Technology Infrastructure	General	General	Technology Network General Allowance	1	1	2023	Yes	\$75,000
175	Technology	Technology Infrastructure	General	Cabling	Cabling Project (Year 3)	20	3	2024	Yes	\$1,000,000
177	Technology	Technology Infrastructure	General	General	Full Core Network Infrastructure Refresh	6	1	2026	Yes	\$700,000
178	Technology	Technology Infrastructure	General	General	Full Data Infrastructure/Storage Expansion	20	5	2025	No	\$350,000
179	Technology	Audio / Visual	General	General	AV/ Broadcast allowance	1	1	2023	-	\$75,000
180	Technology	Data Networking	General	General	POS Allowance	1	1	2023	No	\$50,000
182	Building Systems	Mechanical / HVAC	General	General	ADX Server Replacement	20	1	2026	Yes	\$50,000
TBD	Building Systems	Vertical Transportation	Escalator	Escalator 20	2027 Early Funding: (Escalators 13-18 + Elevators 5 & 6)	1	1	2026	Yes	\$2,000,000
133	Technology	Audio / Visual	General	Outdoor Entrances	Replace Level 1, 2, 3, Outdoor Gates, Seating Bowl & Entrance Speakers	10	2	2025	Yes	\$40,000
168	Team Spaces	Baseball Operations	General	General	Team Facilities Allowance	1	1	2023	Yes	\$15,000

Necessary Improvements	
Number of Improvements	42
<b>Subtotal - Necessary Improvements</b>	<b>\$24,340,000</b>
Contingency @ 15%	\$3,651,000

Upgrade Improvements										
TBD	Spectator Amenities	Premium Spaces	General	General	Pre-Construction/Design Allowance - Suites, Bollards, Team Store	1	1	2026	No	\$100,000

Upgrade Improvements	
Number of Improvements	1
<b>Subtotal - Necessary Improvements</b>	<b>\$100,000</b>

# T-Mobile Park

## PFD Capital 10-Year Plan



ID Code	Category	Forecast Year										Totals 10-Year Plan (2026-2035)
		4	5	6	7	8	9	10	11	12	13	
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
<b>Necessary Improvements</b>												
<b>1</b>	<b>Architectural</b>	<b>\$1,695,000</b>	<b>\$2,160,000</b>	<b>\$5,360,000</b>	<b>\$2,400,001</b>	<b>\$1,700,001</b>	<b>\$1,783,334</b>	<b>\$3,348,333</b>	<b>\$1,868,333</b>	<b>\$3,680,001</b>	<b>\$1,995,000</b>	<b>\$25,990,003</b>
	Building Envelope	\$0	\$0	\$1,500,000	\$40,000	\$90,000	\$90,000	\$215,000	\$165,000	\$90,000	\$500,000	\$2,690,000
	Interiors	\$60,000	\$500,000	\$2,560,000	\$1,060,000	\$310,000	\$393,333	\$1,793,333	\$393,333	\$2,280,000	\$60,000	\$9,410,000
	Seating Bowl & Concourses	\$885,000	\$760,000	\$750,000	\$750,001	\$750,001	\$750,001	\$790,000	\$760,000	\$760,001	\$885,000	\$7,840,003
	Signage and Graphics	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$500,000
	Sitework	\$200,000	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$550,000
	Structural / Coatings	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$5,000,000
<b>2</b>	<b>Spectator Amenities</b>	<b>\$1,010,000</b>	<b>\$3,810,000</b>	<b>\$5,013,400</b>	<b>\$5,013,400</b>	<b>\$9,413,400</b>	<b>\$5,013,400</b>	<b>\$5,013,400</b>	<b>\$3,800,000</b>	<b>\$1,300,000</b>	<b>\$1,300,000</b>	<b>\$40,687,000</b>
	Food Service	\$1,000,000	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000	\$1,300,000	\$1,300,000	\$30,200,000
	Premium Spaces	\$10,000	\$10,000	\$1,213,400	\$1,213,400	\$5,613,400	\$1,213,400	\$1,213,400	\$0	\$0	\$0	\$10,487,000
<b>3</b>	<b>Building Systems</b>	<b>\$6,845,000</b>	<b>\$19,029,750</b>	<b>\$5,224,364</b>	<b>\$1,330,150</b>	<b>\$3,220,150</b>	<b>\$410,150</b>	<b>\$1,056,650</b>	<b>\$521,900</b>	<b>\$445,000</b>	<b>\$605,000</b>	<b>\$38,688,114</b>
	Access Control / Security	\$0	\$0	\$0	\$0	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$2,500,000
	Building Automation System	\$50,000	\$34,750	\$34,750	\$34,750	\$34,750	\$34,750	\$34,750	\$0	\$0	\$0	\$258,500
	Electrical	\$420,000	\$420,000	\$420,000	\$420,000	\$380,000	\$100,000	\$100,000	\$100,000	\$110,000	\$100,000	\$2,570,000
	Mechanical / HVAC	\$675,000	\$675,000	\$695,000	\$725,400	\$125,400	\$125,400	\$262,900	\$262,900	\$135,000	\$75,000	\$3,757,000
	Playing Field	\$0	\$6,000,000	\$0	\$0	\$30,000	\$0	\$500,000	\$0	\$0	\$230,000	\$6,760,000
	Plumbing / Fire Protection	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$159,000	\$159,000	\$150,000	\$150,000	\$1,518,000
	Vertical Transportation	\$5,550,000	\$11,750,000	\$3,924,614	\$0	\$0	\$0	\$0	\$0	\$50,000	\$50,000	\$21,324,614
<b>4</b>	<b>FF&amp;E</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$2,000,000</b>							
	Furnishings, Fixtures & Equipment	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,000,000
<b>5</b>	<b>Garage</b>	<b>\$0</b>	<b>\$0</b>	<b>\$80,000</b>	<b>\$330,000</b>	<b>\$80,000</b>	<b>\$147,500</b>	<b>\$37,500</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$50,000</b>	<b>\$975,000</b>
	Miscellaneous	\$0	\$0	\$80,000	\$330,000	\$80,000	\$147,500	\$37,500	\$0	\$250,000	\$50,000	\$975,000
<b>6</b>	<b>Retractable Roof</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$10,250,001</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$250,000</b>	<b>\$21,500,001</b>
	Mechanical	\$0	\$0	\$10,000,001	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000,001
	Miscellaneous	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$250,000	\$11,500,000
<b>7</b>	<b>Team Spaces</b>	<b>\$65,000</b>	<b>\$65,000</b>	<b>\$565,000</b>	<b>\$7,215,000</b>	<b>\$65,000</b>	<b>\$3,065,000</b>	<b>\$65,000</b>	<b>\$3,565,000</b>	<b>\$360,000</b>	<b>\$65,000</b>	<b>\$15,095,000</b>
	Baseball Operations	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$195,000	\$50,000	\$645,000
	Team Facilities	\$15,000	\$15,000	\$515,000	\$7,165,000	\$15,000	\$3,015,000	\$15,000	\$3,515,000	\$165,000	\$15,000	\$14,450,000
<b>8</b>	<b>Technology</b>	<b>\$14,275,000</b>	<b>\$5,425,000</b>	<b>\$2,525,000</b>	<b>\$725,000</b>	<b>\$6,845,000</b>	<b>\$3,925,000</b>	<b>\$1,150,000</b>	<b>\$935,000</b>	<b>\$651,000</b>	<b>\$5,915,000</b>	<b>\$42,371,000</b>
	Access Control / Security	\$2,800,000	\$2,700,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$600,000	\$100,000	\$100,000	\$6,800,000
	Audio / Visual	\$9,165,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$125,000	\$135,000	\$85,000	\$5,615,000	\$15,500,000
	Broadcast	\$60,000	\$0	\$0	\$0	\$2,210,000	\$0	\$25,000	\$0	\$266,000	\$0	\$2,561,000
	Data Networking	\$750,000	\$50,000	\$1,550,000	\$50,000	\$1,960,000	\$3,600,000	\$750,000	\$50,000	\$50,000	\$50,000	\$8,860,000
	Point of Sale / Ticketing	\$0	\$0	\$0	\$0	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000
<b>Number of Necessary Improvements</b>		<b>42</b>	<b>41</b>	<b>46</b>	<b>43</b>	<b>43</b>	<b>39</b>	<b>44</b>	<b>39</b>	<b>39</b>	<b>32</b>	<b>408</b>
<b>Subtotal</b>		<b>\$24,340,000</b>	<b>\$30,939,750</b>	<b>\$29,137,765</b>	<b>\$17,133,551</b>	<b>\$21,693,551</b>	<b>\$16,896,884</b>	<b>\$13,333,383</b>	<b>\$13,390,233</b>	<b>\$9,136,001</b>	<b>\$10,330,000</b>	<b>\$186,331,118</b>
<b>Contingency (15%)</b>		<b>\$3,651,000</b>	<b>\$4,640,963</b>	<b>\$4,370,665</b>	<b>\$2,570,033</b>	<b>\$3,254,033</b>	<b>\$2,534,533</b>	<b>\$2,000,008</b>	<b>\$2,008,535</b>	<b>\$1,370,400</b>	<b>\$1,549,500</b>	<b>\$27,949,668</b>
<b>Inflation (Compounded 3% Starting in 2026)</b>		<b>-</b>	<b>\$3,883,211</b>	<b>\$3,657,046</b>	<b>\$2,150,411</b>	<b>\$2,722,731</b>	<b>\$2,120,707</b>	<b>\$1,673,457</b>	<b>\$1,680,592</b>	<b>\$1,146,648</b>	<b>\$1,296,506</b>	<b>\$23,386,193</b>



## **How the Stadium Makers' District Proposal Evolved and Then Gained Seattle City Council Approval**

**Prepared by *Lizanne Lyons Consulting*, May 2025**

The Seattle Stadium District is home to two major sports facilities, T-Mobile Park and Lumen Field. It is bounded by Pioneer Square to the north, the southern terminus of the downtown waterfront to the west, the Chinatown/International District to the east and industrial lands to the south. Much of the Stadium District is characterized by deteriorating warehouses, vacant lots and public safety problems on non-game days. There is currently no housing in the Stadium District.

Differing visions for healthy development in the Stadium District have been imagined over the years, ranging from an entertainment hub, an arena, market-rate residential towers, an office campus and a park built over at-grade parking garages. While there has been interest in some of these concepts, none have ever successfully gained enough support or momentum to get the zoning changes needed to make them a reality. They did, however, lay an important foundation, for viewing the area as having a tremendous potential to be much more than it was.

The Stadium Makers' District proposal was born from numerous stakeholder interviews conducted in 2018, leading to the creation of a subsequent vision for how this distressed area's needs might best match up to Seattle's overall priorities for: more affordable housing, more small business opportunities with low barriers for entry and greatly improved public safety.

Over an almost seven-year period, with much hard work and persistence, the Stadium Makers' District proposal received the approval of the Seattle City Council, which in March 2025 adopted the zoning changes needed to make it possible. In addition to a clear vision that was aligned with

City priorities, this successful effort was driven by a very broad and deep coalition of supporters, with the Seattle Building Trades exerting strong political influence. All of this, in conjunction with exceptional City Council leadership, helped us cross the finish line.

This report reviews the history of that effort, from the establishment of a district around the stadiums to the recent legislative approval of the zoning needed for the creation of a Stadium Makers' District.

### **Stadium Transition Area Overlay District (STAOD), 2000.**

After Safeco Field (now T-Mobile Park) was built in 1999 and as CenturyLink Field (now Lumen Field) and its Event Center were beginning construction in the year 2000, the City of Seattle created a new zone around these facilities called the Stadium Transition Area Overlay District (STAOD) (Seattle Municipal Code, Chapter 23.74). The purpose of this zoning was to improve the pedestrian environment given the millions of visitors expected to come to the area on an annual basis and to improve connections to downtown by permitting a mix of new uses, while also discouraging encroachment into industrial areas to the south. The northern half of the [STAOD](#) is in the Downtown Urban Center and the southern half is in the Duwamish Manufacturing/Industrial Center. The STAOD was zoned Industrial Commercial to allow office, restaurant, entertainment and retail development.

### **Stadium District Concept Plan done by the Public Facilities District and the Public Stadium Authority, 2012.**

By the end of 2012, there were exciting new development plans in the works in the vicinity of the stadiums, such as the redevelopment of the central downtown waterfront; a significant amount of housing being built on the North Lot of CenturyLink Field; public transportation improvements; the renovation of the King Street Station; the newly enacted Livable South Downtown zoning; and more. The City and County were also evaluating a proposal for a new NBA/NHL arena in the Stadium District south of Safeco Field. At that time, however, the Stadium District itself was marked by deteriorating buildings; vacant lots; and, little activity, as well as crime, on non-game days.

Both Charley Royer, the Chair of the Public Facilities District (PFD) and Fred Mendoza, the Vice-Chair of the Public Stadium Authority (PSA) believed that more attention should be paid to what was happening outside the walls of the stadiums, rather than simply on the fields inside the stadiums. To protect the investment of approximately \$1 billion in Safeco Field and CenturyLink Field, they wanted to revitalize the immediate area surrounding the stadiums, noting that, “...*our stadiums have not had the same economic or positive neighborhood impact in stimulating new housing, activating old buildings, driving retail activity, or achieving new public amenities like open space, pedestrian and bike friendly streets, sidewalks, and transit that other cities have experienced*” (Stadium District Concept Plan, pg. 4). Both ZGF Architects and AECOM were

hired by the PFD and the PSA to develop a potential blueprint for future development ideas in the Stadium District.

[The resulting Concept Plan](#) set forth the following goals over a 10-year period:

- Add 2,000 market rate housing units “*within a 15-minute walkshed*” of the stadiums. Taking into account the 905 units already planned in Pioneer Square (on the North Lot, the Pioneer Square panhandle and on 200 Occidental Str.), that left another 1,095 market rate housing units needed to achieve the goal. There was no clear intent to build housing in the Stadium District itself at that time, but rather at the “gates” to the Stadium District, nearby in the Pioneer Square and Chinatown/International District neighborhoods.
- Turn Occidental Street into a multi-modal Sports Promenade.
- Develop 1<sup>st</sup> Ave. S. as a cultural, retail and entertainment corridor.
- Create a minimum of 2,000 new parking spaces.
- Develop the Washington and Oregon Shippers Cooperative Association (WOSCA) five-acre property into a destination park, built next to and over at-grade parking garages.
- Allow hotel development.
- Extend the boundary of the STAOD to include the entire North Lot of CenturyLink Field, thus removing land from the Pioneer Square Historic District.
- Enhance pedestrian, bicycle, and transit facilities connections.
- Redevelop Railroad Way as a connector to the downtown waterfront.

The PFD and the PSA advocated for the City of Seattle to use this Concept Plan as they moved forward with their own planning activities for South Downtown.

### **Stadium District Study and Comprehensive Plan recommendation from the City of Seattle Department of Planning & Development, 2013.**

Given the unique character of the Stadium District, the PFD and PSA’s recently completed Stadium Concept Plan and the possibility of a new arena being built in the area, the City’s Department of Planning and Development (DPD) undertook a study that resulted in recommendations to the City Council for changes to the existing comprehensive plan and zoning code. The following highlights those recommendations:

- Recognize a limited number of “catalyst sites” for future development, to include market rate housing and hotels in the northernmost part of the Stadium District.
  - The WOSCA site: Allow a residential tower on the northern end of this property, next to Pioneer Square, with the potential for several hundred market rate housing units. *No housing to be allowed south of 200 feet south of the S. Charles St. right of way.* Achieve privately owned open space, one to two acres, as a requirement for getting the height needed for the residential tower. Also possible: office/commercial space, a hotel, active retail at street level, light industrial uses on the southern part of WOSCA and 600-800 parking stalls partially below grade.

- Over-tracks site in the NE corner of the Stadium District, between 4<sup>th</sup> Ave. S. and the western edge of CenturyLink stadium; and, between Royal Brougham Way and the Weller Street Bridge: Possibility for 250-500 market rate housing units; but *none to be allowed south of 200 feet south of the S. Charles St. right of way*. Also possible: a hotel, office/commercial development and new pedestrian connections between the Chinatown/International District and the Stadium District. This required obtaining air rights over the BNSF railway tracks and then lidding over the tracks.
- Remove the Stadium District from the Duwamish Manufacturing/Industrial Center (M/IC) and from the Downtown Urban Center to create an independent land use category.
- Promote active and safe streets and public spaces, e.g. a streetscape plan for Railroad Way.
- Catalyze infill development.
- Encourage shared parking strategies.
- Support freight mobility improvements and transportation management plans.
- Promote District scale sustainability measures such as waste energy recovery through the Elliot Bay Intercept wastewater main line.

### **2014-2018**

Seattle Mayor Ed Murray came into office at the beginning of 2014. While he generally supported DPD's 2013 Stadium District recommendations, they never gained any traction under his leadership and did not move forward for City Council consideration.

Separate from the DPD Stadium District recommendations, DPD also conducted a broad industrial lands study, resulting in further recommendations being made at the end of 2015. While voicing a strong commitment to the protection of industrial uses in designated Manufacturing/Industrial Centers, they also reinforced support for residential uses in the Stadium District if the residential was not allowed farther south than 200 feet south of the S. Charles St. right-of-way and was in combination with public benefits in the area. Additionally, hotels were once again recommended.

The proposal to build a basketball arena for the possible return of the Seattle SuperSonics required a street vacation to be approved by the City Council for Occidental Str. S., between Atlantic and Holgate in the Stadium District. However, the street vacation was defeated at the City Council in May 2016. The proposition faced tremendous opposition from the Port of Seattle and the Mariners baseball team given strong concerns about the impacts of increased traffic in the area.

From July 2016 to 2017, an Industrial Lands Advisory Panel was convened by Mayor Murray to discuss how to balance and integrate growth alongside Seattle's manufacturing and maritime industries. They made a recommendation to the mayor to promote a new idea called the "SoDo Concept," which would allow tall office towers to be built as transit-oriented development, if the ground floor was kept industrial, within a ¼ or ½ mile radius around the proposed Lander Light Rail Station in SoDo. The City published a thought piece on the SoDo Concept in March of 2018. There was little agreement by the Advisory Panel on anything other than the SoDo Concept.

In November of 2017, the City's Office of Economic Development released the results of work done by Community Attributes, Inc. (CAI) that inventoried all of the parcels of land in the Duwamish M/IC to determine how much and what kind of industrial uses still existed. The results established that very little active industrial use remained in the Stadium District.

Mayor Murray resigned and left office in September of 2017.

### **PFD and PSA Decide to Revisit Support for Change in the Stadium District, 2018**

Frustrated by the lack of progress in creating healthy development on all sides of the stadiums, the PFD and PSA hired *Lizanne Lyons Consulting* in mid-2018 to reassess support for moving forward with a plan along the lines of what the City proposed back in 2013; however, with boundary changes that would incorporate all of the North Lot of CenturyLink Field into the Stadium District and would remove the railroad tracks in the northeastern part of the Stadium District from the Overlay.

[Lyons met with 70 stakeholders](#) in lengthy, one-on-one meetings, rather than in a large group forum, giving each stakeholder a chance to share their perspective while avoiding the risk of entrenched interests dominating the discussion. She met with community association members, neighborhood residents, affordable housing advocates, labor representatives, local businesses, government employees, stadium board members, Mariners, First & Goal, Inc. and Sounders team management, Port of Seattle commissioners and staff, industrial and maritime representatives, and others.

While there was no clear agreement amongst the many divergent viewpoints on what new development in the Stadium District should look like, there was strong support by many for change. [As a result of this outreach, Lyons recommended to the PFD and PSA boards a proposal to create a Stadium Makers' District.](#) The proposal would remove the Stadium District from the Duwamish M/IC, with housing to be allowed *anywhere* in the District, without the restrictive limitations set in the City's 2013 recommendations. Hotels were also proposed to be allowed. As part of this vision, Lyons recommended a strong focus on creating opportunities for women and Black, Indigenous, and People of Color (BIPOC) community members to own small,

manufacturing businesses that create generational wealth and to repopulate the Stadium District with craft industrial commerce. Both the PFD and the PSA boards adopted Lyons' recommendations. The stakeholder interviews were the genesis of a very broad and deep coalition that would come together to support the Stadium Makers' District proposal in the years to come.

### **PFD and PSA Submit Comprehensive Plan Proposal to the Seattle City Council, 2019**

[A Comprehensive Plan amendment](#) was prepared by PFD and PSA consultants to advance the new vision for a Stadium Makers' District, as well as the proposed boundary changes. The CollinsWoerman and ZGF firms were hired to research what was happening elsewhere in the country both around stadiums and in industrial areas where housing was being built. Based on this research, they [prepared slides to accompany the PFD and PSA proposal](#). Legislation was then submitted to the City Council in May of 2019, introduced at the full Council and then referred to the Planning and Land Use Committee chaired by Councilmember Abel Pacheco. Strong opposition to housing in the Stadium District continued from the Port of Seattle and ILWU; while the Seattle Mariners were open to housing if a transportation management plan was approved. The Seattle Mariners also supported the inclusion of hotel uses in the District, having identified a lot they owned south of the ballpark as a possible site for a hotel. The Port showed nominal resistance to hotels being allowed. Other members of the burgeoning coalition [submitted letters](#) to Councilmember Pacheco in support of the Stadium Makers' District proposal moving forward.

The Comprehensive Plan amendment failed to gain approval at the committee level, in part due to non-committee members attending and expressing a desire for more study to be done on traffic impacts. Mayor Durkan, who was recently elected, also interceded, and asked that she be given the chance to convene a stakeholders' group to study the Stadium District proposal in the context of broader industrial and maritime lands issues. However, the full Council did pass a resolution in August of 2019 directing the Mayor's Office to develop and report back to the Council on a detailed work plan for the industrial land review, including a calendar of key meetings, milestones and deliverables and a list of stakeholders to be engaged in the process by December of 2019. The stated expectation by the City Council was that the Stadium Makers' District proposal would come back to them for further consideration by the close of 2020.

The PFD and PSA both brought in new Executive Directors in early 2020. Joshua Curtis was hired by the PFD in a full-time capacity, unlike his predecessor, and was tasked with developing a more outward focus for the agency. He had previously been the Partnerships Manager for the Office of the Waterfront. John Marchione was hired by the PSA and brought significant political experience to the table as Redmond's former three-term mayor. The PFD and PSA also retained Sandeep Kaushik from Sound View Strategies at this time to provide both political and media assistance.

### **Mayor Durkan's Industrial and Maritime Stakeholders' Process, 2019-2021**

Mayor Durkan's Industrial and Maritime Strategy Advisory Council kicked off in November of 2019, with representation from citywide stakeholders and the subareas of Ballard, Interbay, SoDo/Stadium District and Georgetown/South Park. The Advisory Council was co-chaired by Nicole Grant, at that time Executive Secretary-Treasurer of the MLK Labor Council; Brian Surratt, at that time Assistant Vice President at Alexandria Real Estate Equities, Inc.; and, Sally Clark, former City of Seattle Councilmember.

While the City's Office of Planning and Community Development (OPCD) had previously rejected the idea of a Stadium Makers' District that relied on housing anywhere other than at the northern tip of WOSCA, after a number of offline conversations over the course of this stakeholder process, they reversed course and began to develop [their own concept of it, building from the Stadium Makers' District proposal](#) presented by Lyons.

The PFD and PSA commissioned a [citywide poll to be done by EMC Research](#), Inc. in 2021 to gauge whether there was public support for the Stadium Makers' District proposal. The results were overwhelmingly positive. Initially, close to nine-in-ten (87%) of Seattle voters supported "a proposal to change the zoning around the downtown sports stadiums from just office space and industrial use to allowing for additional mixed uses." That number rose to 90% with more information provided. The results of the poll were shared with other stakeholders.

After over a year and a half of facilitated discussions, the Advisory Council reached an 85% consensus on [eleven, broad strategy recommendations](#) in May of 2021. The Land Use Strategy recommendations #7 and #8 were most pertinent to the Stadium District. Recommendation #7 spoke to creating opportunities for affordable space for small, craft industrial uses, makers and creative arts in transition areas near Urban Villages. Recommendation #8's language was designed to be somewhat vague to avoid derailing agreement on the entire set of recommendations; however, while it stated that there should be "No New Residential Uses" on industrial and maritime lands, it went on to provide for limited, industry-supportive housing in transition areas, after the completion of an Environmental Impact Study (EIS). The eventual creation by OPCD of a new Urban Industrial Zone, which allows housing if half of the units are affordable between 60-90% Area Median Income (AMI), and provides opportunities for maker spaces, was birthed from recommendations #7 and #8 and captured the Stadium Makers' District vision.

### **The City Completes an Environmental Impact Study**

In July of 2021, the City initiated an EIS process to study the potential impacts of implementing land use changes. A Final EIS, with a Preferred Alternative, was issued on September 29, 2022. Significant new industrial land use protections were proposed, as well as three new land use

zones: 1) the Maritime, Manufacturing and Logistics Zone (MML) for areas with more traditional industrial and maritime uses; 2) the Industry and Innovation Zone (II) to create an incentive-based system in the immediate vicinity of proposed light rail stations to allow office towers that include industrial space; and, 3) the Urban Industrial Zone (UI), to support vibrant districts with a mix of small manufacturing, housing and the safe movement of pedestrians in transition areas.

A recommendation was also made to remove land in Georgetown and South Park from the Duwamish M/IC, as well as rezoning land in Judkins Park and a small section of land in west Ballard, for the purpose of allowing housing to be built.

The WOSCA property in the Stadium District was to have its own master planning process and was recommended to be downzoned from Industrial Commercial 65 to MML to prevent office tower development from being built in the meantime.

The traffic analysis done for the EIS by Berk Consulting determined that up to 990 units of housing could be built in the Stadium District without changing the traffic Level of Service already in place for 1<sup>st</sup> Ave. S. or Atlantic/Edgar Martinez Drive S.. In fact, travel times for these streets would also remain the same, given the low trip generation rate that housing was determined to have. OPCD stated in their Director's Report, "*...independent analysis leads us to believe that some limited amount of housing would be compatible with the surrounding use pattern and would not cause additional adverse impacts on nearby industrial activities outside of the STAOD if carefully implemented*" (Director's Report, pg. 45).

The Mayor's Preferred Alternative, as part of the Final EIS, proposed that the Stadium District be zoned Urban Industrial, with the possibility that up to 990 units of housing could be built anywhere within the Overlay as long as all conditions were met, with an exception to the UI rule that no housing be built within 200 feet of a Major Truck Street. Half of any housing built was required to be affordable between the 60-90% AMI level and maker businesses were incentivized to be a part of the commercial space. Concurrently, changes to Seattle Municipal Code language regarding Major Phased Development Plans were being considered by the City to make the proposed UI zone housing more plausible. The Preferred Alternative also recommended hotels as an approved use in the Stadium District. There was no willingness to expand the northern border of the Stadium District or to narrow the northeastern border of it.

There was a fifteen-day window to appeal the Final EIS that closed on October 14, 2022. No appeals were filed.

### **Negotiations Over a Compromise Agreement, Leading Up To Mayor's Legislation, 2022-2023**

Over an approximately five-month period between the Mayor's Preferred Alternative being published and the legislation being submitted by the Mayor to the City Council, both the Mayor's Office and OPCD conducted outreach to some of the involved parties in an attempt to reach a settlement agreement. The PFD and PSA were told by these City representatives that the Port would agree to significant housing in the Stadium District as an alternative to spreading housing around in other industrial parts of Seattle. After varying levels of housing were discussed for the Stadium District, the PFD and PSA were asked to agree to 1,000 units and were told that this number was also acceptable to the Port of Seattle. The stadiums believed that a deal had been struck. However, in March of 2023, the Mayor's Office called together stadium team members to inform them that the Industrial and Maritime Lands legislation would be submitted to the City Council in the coming weeks and that while the Stadium District would be zoned as Urban Industrial, it would be the only such district where housing would be *disallowed*. Staff from the Mayor's Office told numerous advocates for housing in the Stadium District to come back in a year to seek straightforward changes to a zoning ordinance to reinstate housing in the Stadium District Urban Industrial zone.

### **Stadium Makers' District Coalition is Built**

In the spring of 2023, Lizanne Lyons reached back out to union leaders whom she had previously met with to seek their support in amending the Mayor's Industrial and Maritime Lands legislation to include housing once again for the Stadium District. She obtained Letters of Intent from the land ownership group that controls approximately 14 acres of land in and adjacent to the Stadium District that pledged to enter into Project Labor Agreements with the Building Trades and to hire unionized security officers and janitors represented by the SEIU, Local 6, should the City allow housing in the Stadium District. She also facilitated the execution of a Memorandum of Understanding between this land ownership group and UNITEHERE to employ unionized hotel staff, should they build hotels. These commitments solidified strong labor backing for the Stadium Makers' District proposal and energized approximately 20 unions to make a push for change with the City Council.

Lyons also activated support from the Seattle Good Business Network and Seattle Made, representing almost 700 small manufacturing businesses in Seattle; the Housing Development Consortium, representing over 200 affordable housing developers; Pioneer Square and Chinatown/International District neighborhood associations; and other local landowners. This broad array of organizations and individuals, in conjunction with the PFD, PSA, the Seattle Mariners and First & Goal, Inc., formed a Stadium Makers' District Coalition that would passionately and strenuously fight for a Stadium Makers' District over the next two years.

The Mayor's Industrial and Maritime Lands legislation was voted on by the City Council in July of 2023. It passed without including housing in the Stadium District, although it did allow for hotels. While the 2023 legislative process, with the last-minute exclusion of housing in the Mayor's proposal, did not give the coalition the time needed to mount a full-blown advocacy campaign, the formation of a very broad and deep Stadium Makers' District Coalition was a key accomplishment that laid the groundwork for future success.

### **New City Council, Strong Coalition, Facts Over Fear Mongering and the Right Proposal, 2024-2025**

January 2024 saw a huge turnover in the Seattle City Council, with voters electing members with a significantly more moderate political leaning. Sara Nelson was elected Council President. As the founder and former owner of Fremont Brewing, she had a deep understanding of small manufacturing business. She was also a former board member for Seattle Made and understood the challenges widely faced throughout Seattle by these businesses. Council President Nelson believed that the Stadium Makers' District proposal would help to address the City's housing crisis by providing almost 1,000 units of both market rate and affordable housing through private investment; would provide affordable space for craft industrial businesses, of which 70% in Seattle are owned by women and BIPOC, in a prime location next to stadiums that draw over five million visitors a year; and, would help mitigate crime in an area marked by deteriorating warehouses, vacant lots and little activity on non-game days by providing eyes on the street 24/7.

Later in 2024, the PFD and PSA offered language to Council President Nelson to [amend](#) the Seattle Municipal Code to allow for housing in the Stadium District, housing being the essential economic component needed to create a viable Stadium Makers' District. The Building Trades union leaders, Monty Anderson, Nicole Grant, Billy Hetherington, Heather Kurtenbach and their consultant Suzanne Dale Estey, along with Lizanne Lyons representing the PFD and PSA, met with Councilmembers and their staff multiple times to present information on the Stadium Makers' District proposal and to answer policy questions. They were able to provide an [overview](#) of the Stadium Makers' District proposal; [a photo story](#) showing what is there now and what could be; a description of the [truck routes used to bring agricultural products to the Port](#), which do not pass through the site for housing; the [distance between the proposed housing and Port facilities](#); examples of housing adjacent to over [140 miles of Major Truck Streets throughout Seattle](#); and, [concept drawings](#) for the proposed development. Of significant importance in these conversations was that the City had completed a granular traffic analysis of potential traffic impacts from 990 housing units in the Stadium District and had concluded that there would be no additional adverse impacts. This was the first ever independent analysis done of potential traffic impacts for new Stadium District development.

Were it not for the powerful coalition in place and the willingness of the Seattle Building Trades to use their political strength with Councilmembers to open doors and move the conversation

forward, the Stadium Makers' District proposal would not have gained the momentum that it did throughout the course of 2024 and into 2025. By the end of 2024, the coalition had grown, with the Building Trades bringing in the United Food and Commercial Workers 3000, representing approximately 50,000 members. All told, with the Building Trades, SEIU Local 6, UNITEHERE, UFCW 3000 and the Western States Regional Council of Carpenters, the Stadium Makers' District proposal then had the backing of 22 unions representing over 170,000 members. The coalition was also able to bring in Plymouth Housing to join the Chief Seattle Club and the Housing Development Consortium (HDC). Additionally, Pacific Hudson Properties signed on in support, as did Urban Visions. A strong [Coalition letter](#) in support of the Stadium Makers' District proposal, as well as letters of support from the [HDC](#), [Seattle Made](#), the [labor unions](#), the [PFD and PSA](#) and the [Alliance for Pioneer Square](#) were sent to Councilmembers at the start of 2025.

It is also important to understand that the Stadium Makers' District proposal was very different from previous development visions for the area. Instead of focusing on entertainment and nightclub venues, an arena, market-rate residential towers or parking garages, it focused on mid-sized, mixed-income housing and space for a makers' community to foster opportunities for small, craft industrial businesses. Given the City's pressing need for affordable housing, especially through private investment, and for affordable maker spaces, in light of the fact that two to three such businesses leave Seattle each month, the Stadium Makers' District proposal was in keeping with Council priorities to help people find a place to live and a place to work in Seattle. Also underlying these goals was the need to address public safety citywide. The newly elected City Council had all campaigned on making significant progress on reducing crime in Seattle and the Stadium District area south of Edgar Martinez Drive had been the scene of numerous violent crimes on non-game days. Finally, Mayor Harrell, who entered office in January 2022, had recently listed the Stadium District as one of Seattle's six downtown neighborhoods in his Downtown Reactivation Plan, calling attention to the need to align the Stadium District with the urban core of the city.

### **Opposition Driven by the Port of Seattle and ILWU, Local 19**

The Port of Seattle, the International Longshore and Warehouse Union (ILWU), Local 19, and other industrial and maritime associations had long opposed changes to industrial land that would allow housing. They feared that even a limited amount of housing would serve as the proverbial "camel's nose under the tent" and would lead to future pressure to allow more housing in industrial areas; that freight mobility for maritime operations would be significantly impeded, to the point of shutting down port operations; and, that residents living near industrial activities would be a constant source of complaints about noise, light glare, odors and the like. Additionally, they raised environmental justice concerns specifically with respect to the proposed housing in the Stadium District, claiming that air quality, noise pollution, seismic and tsunami risks and more would make the neighborhood unsafe. They also argued that there would not be

adequate amenities available to residents living next to the stadiums, such as grocery stores, schools and churches.

They mounted a fierce opposition campaign to the Stadium Makers' District proposal, going so far as to encourage state legislators and eastern WA farmers to sign onto letters in opposition to the proposal out of fear that the state's produce would no longer be able to get to market if housing was to be built next to the stadiums. The Port advanced a different vision for the Stadium District and SoDo, one focused on heavy industrial uses, such as a hydrogen plant, as part of their "Teal Clean Energy Plan". (The following includes some of the [materials](#) advanced by the opposition to the Stadium Makers' District proposal.)

Proponents of the Stadium Makers' District proposal countered these arguments by pointing out that the 2023 industrial and maritime lands legislation provided strong, never before seen, protections for the vast majority of industrial land. The EIS, which went unchallenged, determined that this modest amount of housing would not adversely impact freight mobility or Port operations—in fact, the Port's materials showed recommended freight routes that did not include 1<sup>st</sup> Ave. S. or Occidental S. in the area where housing was proposed to be built. In response to the environmental justice concerns, proponents demonstrated that:

- Air quality in the Stadium District was the same as the rest of downtown;
- Seismic conditions had been well known and addressed at T-Mobile Park, Lumen Field, Pioneer Square and other sections of downtown. Further, new development would further stabilize soils in the area;
- The EIS had determined that any noise or other environmental issues could be satisfactorily mitigated;
- Residential covenants had been used successfully in the North Lot of Lumen Field to reduce complaints about noise, light glare and odors; and,
- There were numerous public amenities blocks away in Pioneer Square, the Chinatown/International District and immediately south of the Stadium District, as well as easy access to the Stadium Light Rail station to enjoy amenities anywhere else in the city.

(The following includes some of the [materials](#) advanced by proponents for the Stadium Makers' District proposal.)

### **The Vote**

In mid-January of 2025, Council President Nelson introduced legislation to amend the Seattle Municipal Code to allow housing in the Stadium District. The proposed amendment was referred to the Governance, Accountability and Economic Development committee (GAED), which she chaired. There was no Land Use committee up and running at that time due to a vacant Council seat.

There were two GAED committee meetings at which the [Stadium Makers' District proposal was presented](#), discussed and debated, as well as a public hearing in February. Extensive media coverage described these meetings as among the most heated and intense public policy battles ever seen, with many dozens of advocates and opponents providing public comment at each meeting.

On February 27, 2025 the GAED committee recommended moving the legislation forward by a 3-2 vote.

On March 18, 2025 the full City Council met for over five hours and passed the legislation by a 6-3 vote. The Yes votes were: Council President Sara Nelson, Councilmember Maritza Rivera, Councilmember Cathy Moore, Councilmember Rob Saka, Councilmember Mark Solomon and Councilmember Joy Hollingsworth. The No votes were: Councilmember Dan Strauss, Councilmember Bob Kettle and Councilmember Alexis Mercedes Rinck.

[Eight amendments](#) to the legislation were also approved, the most significant of which restricted housing to the east side of 1<sup>st</sup> Ave. S. in order to create an additional buffer between the housing and Port operations. [One proposed amendment](#) restricting curb cuts on 1<sup>st</sup> Ave. S. was defeated.

### **Legal Challenge by the Port**

The Port of Seattle filed a legal petition in April 2025, asking the court to reverse the Council's vote on the Stadium Makers' District, claiming that the approved legislation was in violation of the State Growth Management Act, the City's Comprehensive Plan and that ex parte communication had tainted the legislative process. The City's Law Department thoroughly reviewed the Stadium Makers' District legislation in advance of it being introduced and will defend the City Council on this matter.

### **Looking ahead**

With the March 2025 vote, the decade-plus effort to create a foundation for transformation of the neighborhood around the stadiums achieved its principal goal. While much work lies ahead, the Stadium Makers' District holds incredible promise for Seattle as a whole. A new vibrant area will greatly improve public safety for the area's new residents and businesses, as well as for the five million visitors who come to the stadiums each year. The almost 1,000 new housing units, half of them affordable, will bring life to the streets as these residents come and go throughout each day. And at the beating heart of the Makers' District are the makers themselves—small craft businesses who will be bringing back to this neighborhood authentic industrial activity that has not been seen in decades.



## 2025 Ballpark Reference Trip Itinerary

### San Francisco/San Diego

#### July 8, Tuesday

Time	Activity	Notes
Morning	Arrive San Francisco, drop bags at hotel/possible early check in	See flight options below Hotel: <a href="#">Hotel Via</a>
Noon	Free Time/Lunch	Suggestions to follow
3:15 pm – 5:00 pm	Oracle Park Tour	After tour, check in to hotel
5:15	Happy Hour	Hotel Via Rooftop Bar
6:40 pm	Game	Dinner at game

#### July 9, Wednesday

Time	Activity	Notes
Morning	Walking tour of ballpark neighborhood	Not an organized tour
Early Afternoon	Flight to San Diego	See flight options below
Afternoon	Check in to hotel	<a href="#">Omni Hotel</a>
6:40 pm	Game	Dinner at game

#### July 10, Thursday

Time	Activity	Notes
Mid- to late-morning	Petco Park Tour, concluded by 1:00 pm	
Afternoon	Return flight	Return flight at your convenience

**Flight Options from Seattle to San Francisco on Tues July 8**

1. Alaska Airlines flight AS108 departs SEA 7:00am, arrives SFO 9:11am
2. Alaska Airlines flight AS1166 departs SEA 8:10am, arrives SFO 10:29am
3. United flight UA714 departs SEA 7:00am, arrives SFO 9:20am

**Flight Options from San Francisco to San Diego on Wed July 9**

1. United Airlines flight UA1259 departs SFO 1:25pm, arrives SAN 3:06pm
2. Alaska Airlines flight AS3482 departs SFO 2:44pm, arrives SAN 4:25pm

**ate Major League Baseball Stadium Public Fa**  
**Balance Sheet**  
As of March 31, 2025

	<b>Total</b>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Bank Accounts</b>	
Cash - Capital Projects Fund	3,020,579.58
Cash - County Tax Revenues Fund	7,819.04
Cash - Impaired Investments	22,449.64
Cash - Neighborhood Improvement Fund	3,700,102.82
Cash - PFD Operations Fund	1,937,395.22
Cash - PFD Reserve	3,631,158.17
Cash Equivalents	2,728.70
<b>Total Bank Accounts</b>	<b>\$ 12,322,233.17</b>
<b>Total Accounts Receivable</b>	<b>\$ 31,976,367.04</b>
<hr/>	
<b>Total Current Assets</b>	<b>\$ 44,298,600.21</b>
<b>Total Fixed Assets</b>	<b>\$ 383,876,065.98</b>
<b>Total Other Assets</b>	<b>\$ 0.00</b>
<hr/>	
<b>TOTAL ASSETS</b>	<b>\$ 428,174,666.19</b>
<b>LIABILITIES AND EQUITY</b>	
<b>Total Liabilities</b>	<b>\$ 70,014,262.42</b>
<b>Total Equity</b>	<b>\$ 358,160,403.77</b>
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<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 428,174,666.19</b>

# Profit and Loss

Jan-Mar 2025

	Jan-25	Feb-25	Mar-25	YTD	2025 Budget	Delta	% Spent
<b>Expenses</b>							
<b>Salaries / Benefits</b>							
<b>Salaries &amp; Wages</b>	21,763	21,763	21,763	65,288	267,141	201,853	24%
<b>Employee Benefits - Health</b>	7,653	3,989	3,827	15,469	40,767	25,298	38%
<b>Retirement Benefits</b>	653	653	653	1,959	8,014	6,056	24%
<b>Payroll Taxes</b>	1,693	1,690	1,699	5,082	22,078	16,996	23%
<b>Total Salaries / Benefits</b>	<b>\$ 31,762</b>	<b>\$ 28,094</b>	<b>\$ 27,941</b>	<b>\$ 87,797</b>	<b>\$ 338,000</b>	<b>\$ 250,203</b>	<b>26%</b>
<b>Professional Services</b>							
<b>Accounting/Auditing</b>	-3,338	1,609	5,359	3,630	59,464	55,834	6%
<b>Consulting Fees - Admin</b>	-6,572	42,283	50,585	86,295	394,648	308,353	22%
<b>Legal &amp; Professional Services</b>	3,263	5,699	2,547	11,508	108,000	96,492	11%
<b>Website &amp; IT Support</b>	372	2,298	-86	2,584	8,059	5,475	32%
<b>Total Professional Services</b>	<b>-\$ 6,275</b>	<b>\$ 51,888</b>	<b>\$ 58,404</b>	<b>\$ 104,017</b>	<b>\$ 570,170</b>	<b>\$ 466,154</b>	<b>18%</b>
<b>General &amp; Administrative</b>							
<b>Bank, Payroll, &amp; Investment Fees</b>	1,069	1,228	1,017	3,314	11,495	8,181	29%
<b>Board Compensation</b>	-1,150		1,150	0	8,000	8,000	0%
<b>Dues &amp; Subscriptions</b>	16	16	16	48	6,555	6,507	1%
<b>Insurance Expense</b>	7,394			7,394	10,300	2,906	72%
<b>Office Equipment Rental</b>	293	293	293	879	8,610	7,731	10%
<b>Office Supplies</b>	524	524	3,220	4,269	6,166	1,898	69%
<b>Professional Development</b>				0	2,000	2,000	0%
<b>Repairs &amp; Maintenance</b>	6,765	273	1,516	8,554	17,200	8,646	50%
<b>Software Expense</b>	412	326	326	1,064	4,138	3,074	26%
<b>Telephone Expense</b>	-240	210	510	480	3,240	2,760	15%
<b>Travel</b>			3,477	3,477	24,000	20,523	14%
<b>Utilities</b>	208	215	215	639	2,400	1,761	27%
<b>Total General &amp; Administrative</b>	<b>\$ 15,292</b>	<b>\$ 3,085</b>	<b>\$ 11,741</b>	<b>\$ 30,118</b>	<b>\$ 104,104</b>	<b>\$ 73,986</b>	<b>29%</b>
<b>Total Expenses</b>	<b>\$ 40,780</b>	<b>\$ 83,067</b>	<b>\$ 98,085</b>	<b>\$ 221,932</b>	<b>\$1,012,274</b>	<b>\$ 790,343</b>	<b>22%</b>

2  
3 RESOLUTION NO. \_\_\_\_

4 A RESOLUTION to approve payments made by the District.

5 WHEREAS, pursuant to Chapter 36.100 RCW, as amended, the Washington State  
6 Major League Baseball Stadium Public Facilities District (“District”) has been created and  
7 possesses all the powers of a public facilities district; and

8 WHEREAS, Resolution No. 478 [Proposed No. 20-002] appointed the District  
9 Executive Director, Joshua Curtis, as Auditing Officer; and

10 WHEREAS, the Board Chair or the Chair’s designee has been designated to review  
11 and approve payments, subject to final review and approval by the Board; and

12 WHEREAS, Board member R. Omar Riojas has been designated by the Board Chair  
13 to review and approve payments; and

14 WHEREAS, the Auditing Officer has reviewed and approved ballpark vouchers  
15 #20250307123616, 20250103141149, #20250106100041, #20250117131031,  
16 #20250227130646, #20250321171002, #20250131121017, #20250207104334, and  
17 #20250214225932, as produced by King County (the District’s treasurer); Electronic  
18 Payment Request Forms dated January 13, 2025, January 30, 2025, and March 17, 2025;  
19 credit card statements covering January, February and March, 2025; and the January,  
20 February, and March payroll expense reports as produced by Gusto (the District’s payroll  
21 administrator); summarized as follows:

22 January 2025

<u>Classification</u>	<u>Amount</u>
25 1. Capital Projects Fund	\$523,029
26 2. County Tax Fund	\$3,336,362
27 3. Operating Reserve Fund	
28 4. Neighborhood Improvement Fund	
29 5. Operating Fund	
30 • Salaries/Benefits	
31     o Salaries	\$21,763
32     o Employee Benefits - Health	\$7,653
33     o Employee Benefits – Retirement	\$653
34     o Payroll Taxes	\$1,693
35 • Professional Services	
36     o Accounting/Auditing	-\$3,338
37     o Consulting Services	-\$6,572
38     o Legal Fees	\$3,263

39	○ Website & IT Support	\$372
40	● General & Administrative	
41	○ Bank, Payroll & Inv. Fees	\$1,069
42	○ Board Compensation	-\$1,150
43	○ Dues & Subscriptions	\$16
44	○ Insurance Expense	\$7,394
45	○ Office Equipment Rental	\$293
46	○ Office Supplies	\$524
47	○ Professional Development	
48	○ Repairs and Maintenance	\$6,765
49	○ Software Expense	\$412
50	○ Telephone Expense	-\$240
51	○ Travel	
52	○ <u>Utilities</u>	<u>\$208</u>
53	TOTAL FOR THE PERIOD	\$3,900,171

54  
55 February 2025

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57	<u>Classification</u>	<u>Amount</u>
58	1. Capital Projects Fund	
59	2. County Tax Fund	
60	3. Operating Reserve Fund	
61	4. Neighborhood Improvement Fund	
62	5. Operating Fund	
63	● Salaries/Benefits	
64	○ Salaries	\$21,763
65	○ Employee Benefits - Health	\$3,989
66	○ Employee Benefits – Retirement	\$653
67	○ Payroll Taxes	\$1,690
68	● Professional Services	
69	○ Accounting/Auditing	\$1,609
70	○ Consulting Services	\$42,283
71	○ Legal Fees	\$5,699
72	○ Website & IT Support	\$2,298
73	● General & Administrative	
74	○ Bank, Payroll & Inv. Fees	\$1,228
75	○ Board Compensation	
76	○ Dues & Subscriptions	\$16
77	○ Insurance Expense	
78	○ Office Equipment Rental	\$293
79	○ Office Supplies	\$524
80	○ Professional Development	
81	○ Repairs and Maintenance	\$273
82	○ Software Expense	\$326
83	○ Telephone Expense	\$210
84	○ Travel	
85	○ <u>Utilities</u>	<u>\$215</u>
86	TOTAL FOR THE PERIOD	\$83,067

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March 2025

<u>Classification</u>	<u>Amount</u>
1. Capital Projects Fund	\$3,526,966
2. County Tax Fund	
3. Operating Reserve Fund	
4. Neighborhood Improvement Fund	
5. Operating Fund	
• Salaries/Benefits	
○ Salaries	\$21,763
○ Employee Benefits - Health	\$3,827
○ Employee Benefits – Retirement	\$653
○ Payroll Taxes	\$1,699
• Professional Services	
○ Accounting/Auditing	\$5,359
○ Consulting Services	\$50,585
○ Legal Fees	\$2,547
○ Website & IT Support	-\$86
• General & Administrative	
○ Bank, Payroll & Inv. Fees	\$1,017
○ Board Compensation	\$1,150
○ Dues & Subscriptions	\$16
○ Insurance Expense	
○ Office Equipment Rental	\$293
○ Office Supplies	\$3,220
○ Professional Development	
○ Repairs and Maintenance	\$1,516
○ Software Expense	\$326
○ Telephone Expense	\$510
○ Travel	\$3,477
○ Utilities	\$215
	<hr/>
TOTAL FOR THE PERIOD	\$3,625,051

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE WASHINGTON STATE MAJOR LEAGUE BASEBALL STADIUM PUBLIC FACILITIES DISTRICT AS FOLLOWS:

Vouchers #20250307123616, 20250103141149, #20250106100041, #20250117131031, #20250227130646, #20250321171002, #20250131121017, #20250207104334, and #20250214225932, as produced by King County (the District’s treasurer); Electronic Payment Request Forms dated January 13, 2025, January 30, 2025, and March 17, 2025; credit card statements covering January, February and March, 2025;

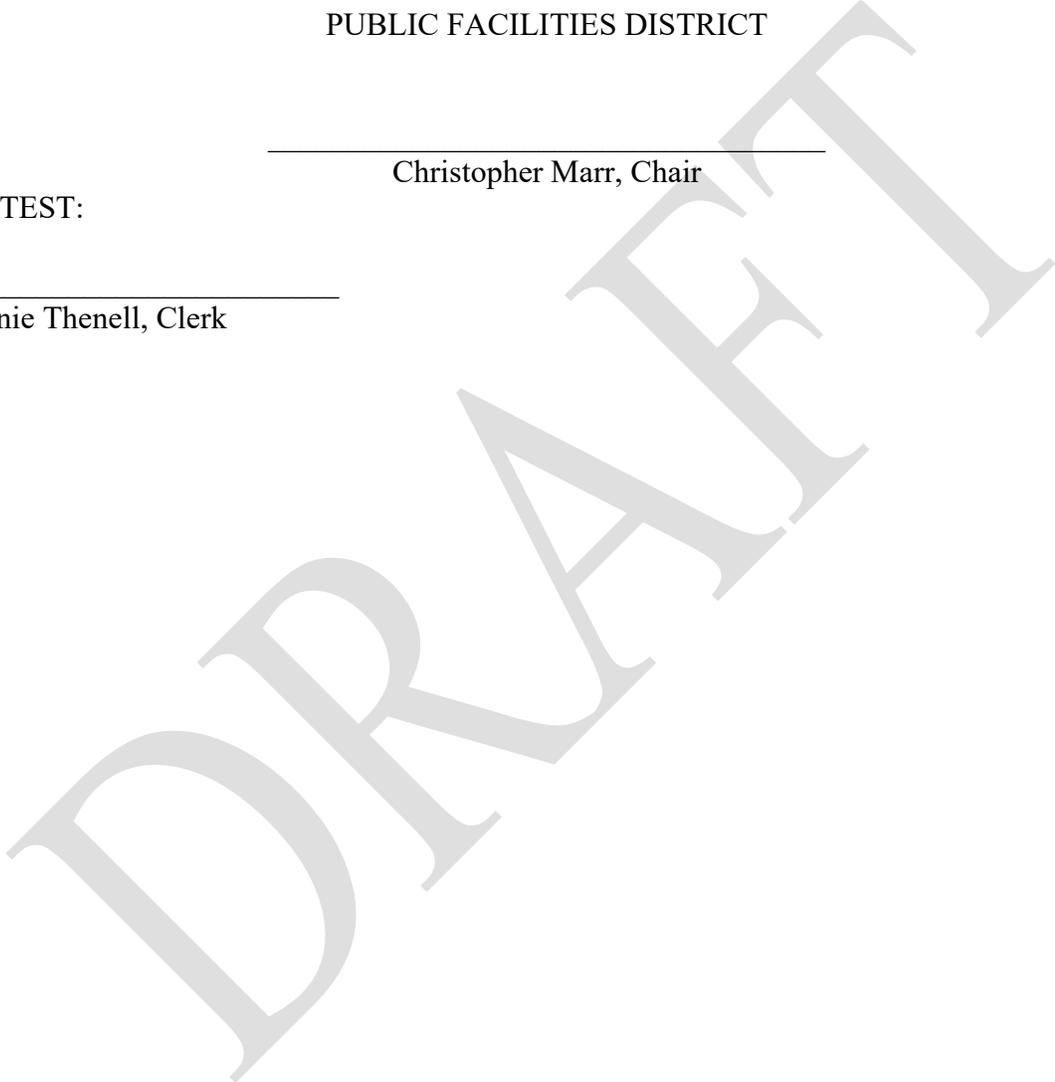
131 and the January, February, and March payroll expense reports as produced by Gusto (the  
132 District’s payroll administrator); are hereby approved.

133  
134 PASSED by a vote of \_\_\_\_to \_\_\_\_ this 12<sup>th</sup> day of May, 2025.  
135

136 BOARD OF DIRECTORS  
137 WASHINGTON STATE MAJOR LEAGUE BASEBALL STADIUM  
138 PUBLIC FACILITIES DISTRICT

139 \_\_\_\_\_  
140 Christopher Marr, Chair

141 ATTEST:  
142 \_\_\_\_\_  
Annie Thenell, Clerk





## Executive Director Report April 2025

### Office Administration

- New Business Operations Manager – Since starting at the PFD two years ago, Annie has proven herself to be a highly professional and capable member of the team. As such, she has started taking on responsibilities that are beyond the remit of an “Office Manager” role. She and I have also found that 20 hours/week is no longer sufficient to complete her evolving set of responsibilities. After working with her and conferring with the Executive Committee, I’m happy to report that I have promoted her to “Business Operations Manager” and bumped her up to 30 hours/week. As part of this move, you will likely be seeing more of Annie as she steps into new responsibilities. Please join me in congratulating Annie!

### Board Development

- Board Appointments – With Dow having left office, I reached back out to Shannon Braddock, the Interim Executive, to inquire about the status of the last PFD board appointment. Despite several follow ups, we have yet to receive any confirmation on a new board appointment.
- Reference Ballpark Trips – The July trip is coming together thanks to Annie’s hard work securing tours, game tickets, hotel rooms, and restaurant reservations. The current itinerary is included in the board packet and Annie will provide an update at Monday’s meeting.

### Financial and Lease Compliance

- Bi-Annual Maintenance and Operations Assessment – I have scheduled VSG to conduct their M&O Assessment for September 9-10. As they did in 2023, Mike Wooley and John Christison will present their findings as a PPT presentation at the October board meeting. As a reminder, this assessment is allowed (thought not required) under the lease. It’s intended to review the efficacy of the Club’s capital improvement maintenance, ensuring that capital investments are being cared for. Given the high level of maintenance and condition of the ballpark, VSG has recommended conducting these assessments once every two years.

### Policy Tracking/Engagement

- Stadium Makers District – As I mentioned in an earlier email to the board, the Port of Seattle has filed an appeal at King County Superior Court against the City of Seattle, alleging that the recent legislation amounted to an illegal spot rezone. As a property

owner in the area, we have been listed as an “Additional Party” and were served by Davis Wright Tremain, the Port’s attorney (as has the Club and other landowners in the area). I will provide updates to the board once I learn more.

- Occidental Redesign – The Seattle Parks Foundation and Alliance for Pioneer Square continue to work with SDOT on a contract that would have SDOT taking over some of the work and utilizing part of the \$5.3 million approved last year. The contract has four main elements:
  - Continuing the community/stakeholder engagement initiated last year.
  - Bringing on a subconsultant – Public Sphere Projects – to identify and implement activation efforts starting in late-Spring 2025.
  - Identify a near-term improvement plan for light capital interventions ahead of World Cup 2026 (i.e., lighting/stripping/planting)
  - Finish a street concept plan that would bring design of long term improvements to 10% milestone

The contract should be completed next week.

- SDOT Holgate Closure Study – I attended the first in several “S Holgate Street Crossing Study” technical working group meetings that are expected to extend through mid- to late-2026. The group is focusing on possible impacts of a full Holgate closure and potential mitigation measures. I have attached to this report a slide deck that was shared with me, the Mariners, PSA, and First and Goal during a requested pre-briefing session.
- State Landmarks Reform Bill (SB 5554/HB 1576) – The bill, which would require cities with a historic preservation program (including Seattle and Tacoma) to require owner’s consent prior to landmarking, was passed by the Senate on a bipartisan vote of 47-2 with several amendments, including a 125-year threshold for owner’s consent.
- Large Event Transportation Assessment in State Budget – The final budget dropped the transportation assessment that I had mentioned in my last Executive Director report. The assessment would have applied to events with over 20,000 attendees and was forecasted to raise only \$34 million over six years.

### Community Highlights

- World Cup 2026– I have heard two presentations on World Cup 2026 recently – at the most recent Region Ready Summit and the other at the Community Forum meeting hosted by First and Goal and the PSA) on the outlook for World Cup 2026 preparation. I’ve attached to my report a “Roadmap” that gives you a sense of what this next year or so will look like.
- Club World Cup 2025 – Though it has received considerably less fanfare than the 2026 World Cup, this year’s Club World Cup will be held in Seattle in June and July. For more information, Lumen Field’s website has details.
- SODO’s First Park – The SODO BIA is holding a groundbreaking for the first pocket park in the area (soon to be a larger park, per the organization’s Green Space Plan). The ceremony will take place on Tuesday, May 27<sup>th</sup>, 11:30-1:30 at S. Industrial Way & 6<sup>th</sup> Ave. If you’re interested in attending, you can RSVP here.

### Attachments

- 2025 Executive Director Work Plan
- S. Holgate St. Crossing Study, Technical Work Group “Pre-Briefing”, April 9, 2025, SDOT
- EMERGING and Cobroker.AI Unveil the Top Stadium Districts with the Best Investment Potential, Marisa Upson, EMERGING, March 19, 2025
- Roadmap to 2026, World Cup Local Organizing Committee

- Seattle gets gift from FIFA as 2025 Club World Cup Host, Rick Morgan, Puget Sound Business Journal, April 10, 2025
- Port of Seattle seeks to overturn rezone allowing housing near Sodo stadiums, Nick Paison, Puget Sound Business Journal, April 8, 2025
- Mariners President Kevin Martinez looks ahead as season gets underway, Rick Morgan, Puget Sound Business Journal, April 9, 2025



## Executive Director Work Plan 2025

**Office Administration**

Goal	Task	Deliverables
Maintain high performing PFD staff	Work with Annie to create 2025 Work Plan	2025 Work Plan
	Given Annie’s experience and capacity, she has assumed duties that go beyond the traditional “Office Manager” role (such as planning the reference ballpark trips). This has freed me up to focus more on external relationships and processes. I will evaluate Annie’s evolving role and work with her to identify a more appropriate job title, pay range, and weekly schedule.	Annie’s compensation, title, and hours are reflective of her work at the PFD.

## Financial and Lease Compliance

<b>Goal</b>	<b>Task</b>	<b>Deliverables</b>
Ensure PFD financials are managed in a way that follow best practices, comply with Statue statutes, and reflect the mission and vision of the PFD.	Continue to work with Darcy Johnson (Bulls-Eye Bookkeeping) to incorporate accounting best practices and GAAP standards into PFD operations.	Legible, balanced, and transparent set of financials on a monthly, quarterly, and annual basis
	Manage all contracts and ensure invoices paid on-time.	Updated reports and files, easily accessible.
	Track to 2025 budget, working with Treasurer to provide board with regular financial updates, including updated Balance Sheets and P&L Reports.	Accurate and timely Treasurer Reports delivered at each board meeting.
	Engage and work with Clark Nuber to complete 2024 Financial Statements.	2024 PFD Financial Statements uploaded to SAO website by 5/30/2025
	Provide to State Auditor all necessary reports, information, and background for 2024 Audit.	2024 State Audit with no findings
	Deposit in a timely manner all Club payments – rent, parking tax proceeds, and revenue sharing.	PFD Operating, Cap Ex, County Tax, Operating Reserve and NIF accounts kept current
	Work with CAA ICON to review all Club cap-ex reinvestment invoices to ensure they are consistent with the current Ballpark Management Plan and Long-Term Capital Needs Assessment and minimum Cap Ex Fund balance is maintained at all times.	Approval of cap ex reimbursement and dispersal of funds. Maintenance of minimum cap-ex fund balance, per lease.
Review and confirm integrity of ballpark maintenance.	Engage VSG for 2025 scope of work and contract.	Contract finalized
	Coordinate with VSG, CAA/ICON, board, and Legal Counsel to facilitate maintenance and operations assessment.	Assessment presentation to PFD Board at October Board Meeting

Ensure Club is meeting all lease-required reporting.	Work with CAA/ICON, Legal Counsel, Cap Ex Task Force, and Club to review and approve Ballpark Management Plan.	Ballpark Management Plan Approval by 10/31/2025
	Task CAA/ICON to conduct a comparison of the CapEx projects completed with the LTCNA recommendations to better understand any deferrals and/or changes to the plan.	Results are incorporated into the PFD's evaluation of the Provisional CapEx Workplan review.
	Ensure Annual Ballpark Management, Operations and Community Benefit Report is submitted on-time and reviewed.	2024 Report submitted by 5/1/2025

**Policy Tracking/Engagement**

<b>Goal</b>	<b>Task</b>	<b>Deliverables</b>
Track local, regional, and state legislative and governing bodies to ensure decisions impacting PFD and/or Club are understood and conveyed to PFD board, as appropriate.	Maintain communication with Jennifer Ziegler and Sandeep Kaushik	Regular reports to board
Support effort to change zoning in Stadium Transition Area Overlay District (STAOD) and identify	Manage contracts and scope of consultants	Consultants kept to scope and budget, unless otherwise directed by task force
	Schedule and host calls between PSA, First and Goal, and the Club to identify action steps and monitor progress on efforts	Regular check in calls and emails

	Work with consultants, Public Stadium Authority, Mariners, and other stakeholders to advocate for to advocate for allowance of residential development in STAOD zoning	Council-adopted legislation that allows residential uses in the Stadium District Urban Industrial Zone.
	With the successful passage of the legislation, work with Mariners to identify a visioning process that will evaluate additional opportunities to increase the livability of the Stadium District and, by extension, increase the feasibility of a successful Makers District.	Visioning process identified and approved by Mariners and PFD board.
Monitor and engage, as appropriate, with the Sound Transit West Seattle Ballard Link Extension (WSBLE) project.	Working with PSA, First and Goal, and Mariners, track the progress of the Sound Transit Supplemental EIS, with a focus on ensuring that both construction and long-term mitigation interventions for the ballpark and Stadium District are identified.	Mitigation interventions are identified and communicated effectively to Sound Transit WSBLE team.
Advocate for a mixed-use project at WOSCA that includes residential.	As a stakeholder in the WOSCA process, continue engagement to ensure that the WOSCA process includes the possibility of residential inclusion in the eventual successful development proposal.	WOSCA process continues to include residential as a contemplated use.
Track projects that pose a potential impact to the ballpark and/or Stadium District and report to board as necessary	Participate in SDOT S. Holgate Street Closure Working Group to ensure ballpark operational concerns are effectively communicated.	Ballpark operational concerns are effectively communicated to Working Group and Board is kept apprised.
	Working with Tom and Club, develop revocable license agreement with Amtrak that protects the PFD and Club and preserves future flexibility in planning.	Executed revocable license agreement.

	Monitor King County Civic Campus project development with a focus on future siting of King County Justice Center.	Ballpark operational concerns are effectively communicated to Stakeholder Committee and Board is kept apprised.
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**Neighborhood Improvement Fund**

<b>Goal</b>	<b>Task</b>	<b>Deliverables</b>
Implement NIF Fund.	Working with Marc Bloom, propose to the board 3-5 NIF projects that can be carried out in both the short- and medium-term. Identify a process for designing and implementing approved projects.	Board approved process for designing/implementing projects.
	Based on above decision, work with Marc to identify design and permitting process moving forward while reaching out to potential project partners.	Process initiated – possible completion of design/permitting for “early win” projects.

**Communications**

<b>Goal</b>	<b>Task</b>	<b>Deliverables</b>
Create and distribute 2024 Annual Report	Work with Lund Faucet to create Annual Report and distribute to stakeholder list.	Annual report published and printed by 6/15/2025
Initiate annual King County Council briefings	Work with Tom Goff and Carmela Ennis to coordinate the first King County Council briefing	Council Briefing
Communicate monthly Executive Director activities to board	Deliver monthly Executive Director report to board members	Monthly Executive Director report
Maintain media and public accessibility and transparency	Ensure PFD responds in a timely manner to all appropriate media and public requests	Ongoing

Website management	Update website to ensure it is up to date and compliant with the State Public Records Act	Updated website
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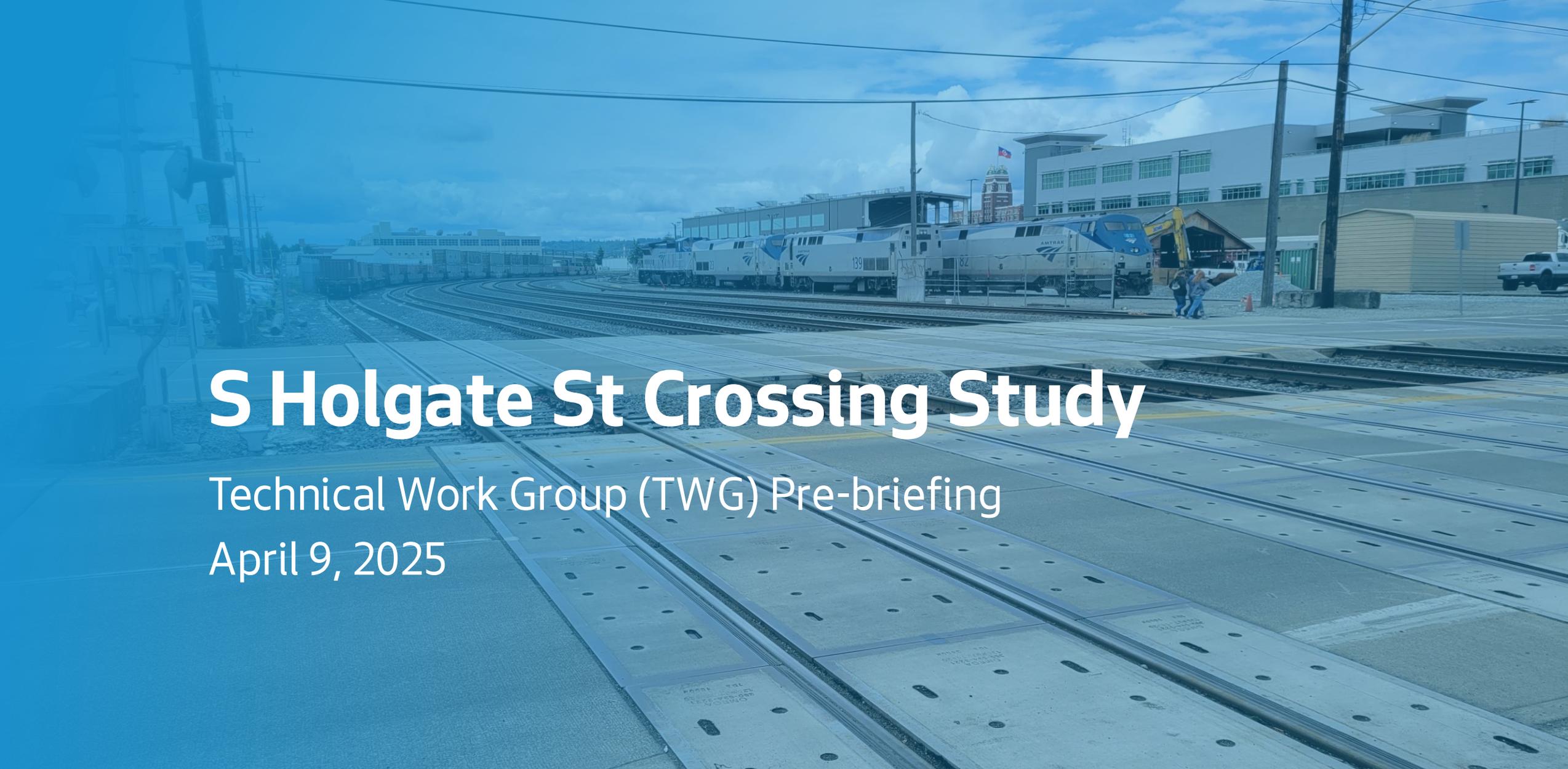
**Board Development**

<b>Goal</b>	<b>Task</b>	<b>Deliverables</b>
Conduct PFD Board meetings in a manner that is productive, transparent, and compliant with all applicable State statutes.	Continue and refine the board planning and implementation protocol	Board meetings that successfully conduct PFD business while being informative and enjoyable
	Identify and invite guest speakers on topics relevant to PFD business	External speakers outside of Club and PFD deliver present to board
Visit additional reference/potential reference ballparks.	Based on initial criteria developed (see “Financial and Lease Compliance” above), work with Mariners, CAA ICON, and Board to identify 2025 ballpark visits	Ballparks identified, draft itinerary created, and tentative “hold the dates” sent to board members
	Finalize itinerary	Material package developed and circulated to board
	Facilitate tour of T-Mobile Park and attendance of one Mariners game for board prior to reference ballpark trip	T-Mobile Park tour
	Implement trip	Successful ballpark reference trip
Support Board in the development of a long-term vision.	Work with Board leadership and Jim Reid to implement third annual board visioning retreat. Ensure appropriate representation from Club ownership and leadership	Board retreat implemented
Identify additional opportunities for board engagement	Working with Board leadership, identify and implement additional presentations that highlight issues that are traditionally beyond the remit of the PFD but that impact the ballpark.	Presentation(s) identified and implemented
Ensure board members are engaged in the organization and have the	Schedule a 1:1 meeting with each board member	Meeting held with each board member

opportunity to provide input outside of the board meetings.		
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**Relationship Management/Outreach**

<b>Goal</b>	<b>Task</b>	<b>Deliverables</b>
Increase presence of PFD in local and regional forums and processes.	Attend all Public Stadium Authority quarterly Community Forums	Attendance and reports, as needed
	Attend Seattle Sports Commissioner meetings on regular basis	Attendance and reports, as needed
	Attend weekly Community Development Roundtables on behalf of PFD	
	Maintain communication with representatives from SODO, Pioneer Square, and other stakeholders as appropriate	Conversations/meetings and reports to board, as necessary
	Attend Chamber/Greater Seattle Partners International Study Trip to Germany	Report out to PFD board
Maintain and enhance relationship with PSA staff and board leadership	Continue working closely with PSA Executive Director on organizational, policy, and other neighborhood priorities	Continued healthy partnership with the PSA
	Arrange joint PFD/PSA Board Meet Up	Meeting between both boards
Maintain and enhance relationship with Club front office.	Transition from primary relationship with Fred Rivera to one with Trevor Gooby, Melissa Robertson, and Christian Halliburton.	Clearer understanding of division of duties and appropriate inclusion in internal and external efforts.



# S Holgate St Crossing Study

Technical Work Group (TWG) Pre-briefing

April 9, 2025

# Our Vision, Mission, Values, & Goals

Seattle is a thriving equitable community powered by dependable transportation. We're on a mission to deliver a transportation system that provides safe and affordable access to places and opportunities.

## Core Values & Goals:

Equity, Safety, Mobility, Sustainability, Livability, and Excellence.

# Pre-briefing Purpose

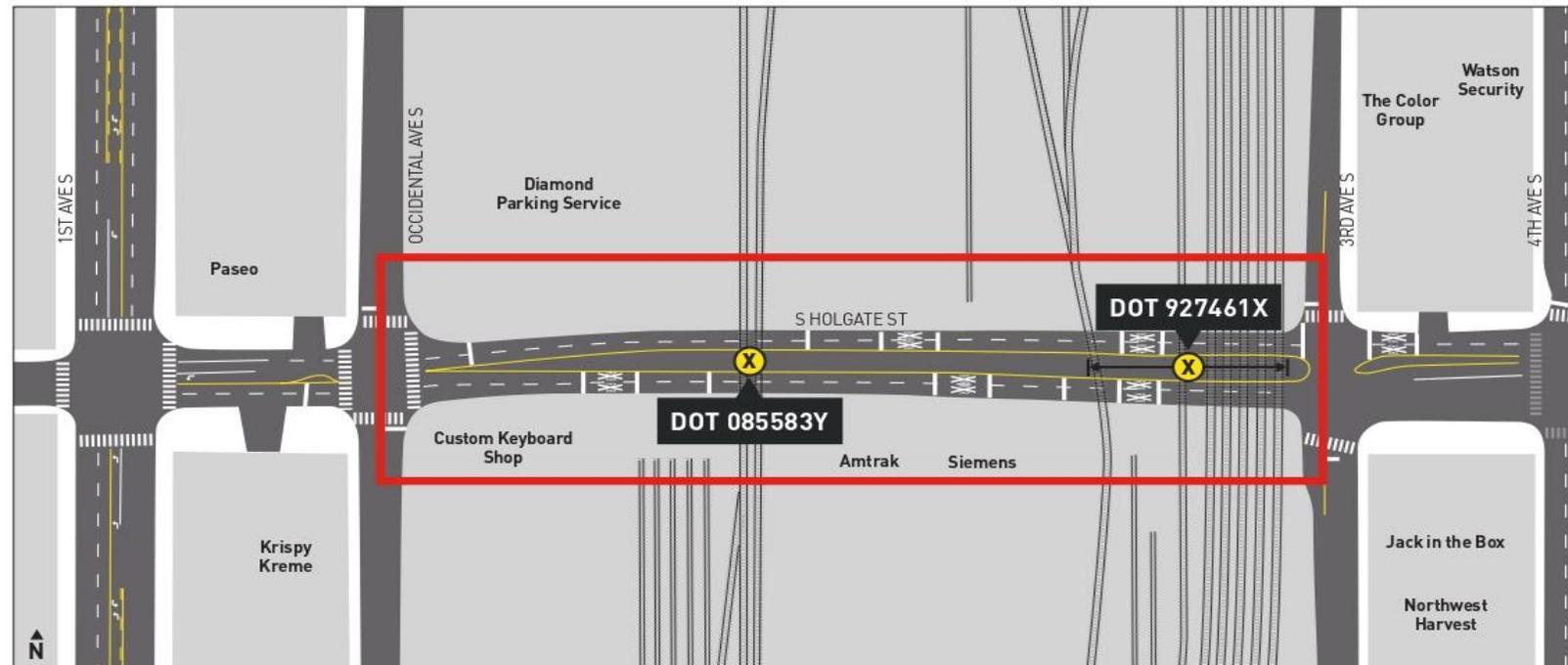
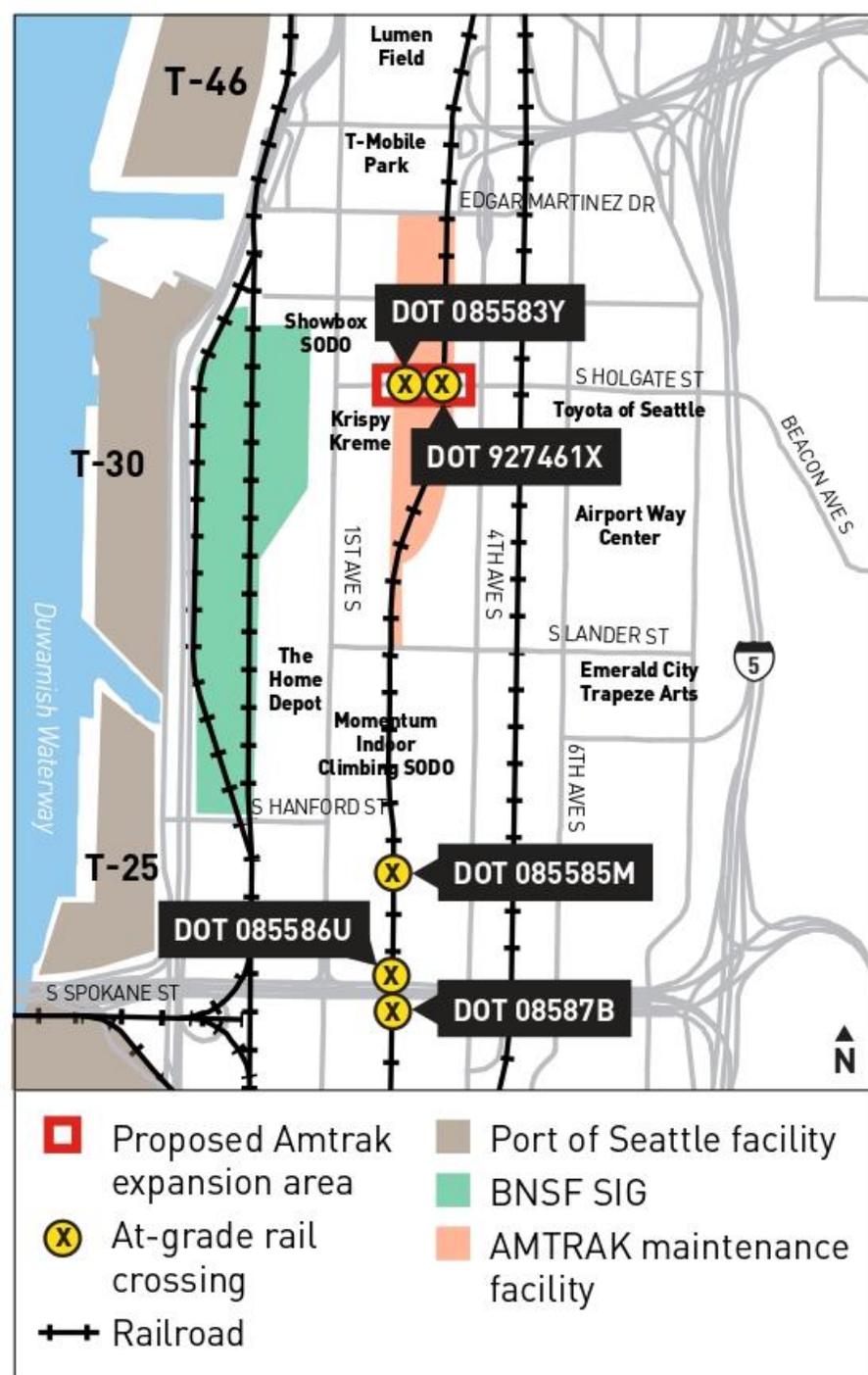
To share an introduction of the S Holgate St Crossing Study, better understand your organization's perspective, and provide an overview of the Technical Work Group.

- Project Context
- Crossing Study Purpose and Need
- Project Schedule
- Technical Work Group Overview



# Project Context: Location

- S Holgate St is a designated Industrial Access, Minor Arterial
- Major Freight Route, part of Heavy Haul Network
- BNSF mainline & yard at-grade rail crossings



# Project Context: Amtrak's Proposal



Amtrak and BNSF have asked the City of Seattle to relinquish the City's jurisdiction of S Holgate St from Occidental Ave S to 3rd Ave S.

Amtrak first set of improvements are scheduled in 2026-  
2027: [Amtrak Advances Major Rail Yard Upgrades in Seattle - Amtrak Media](#)

# Crossing Study Purpose & Need

- Feasibility study focused on two at-grade rail crossings at S Holgate St with impacts to other rail crossings, the transportation network, and the mitigation and safety improvements needed to minimize impacts
- Objectives:
  - Improve safety;
  - Maintain access for all modes of transportation in Seattle's South of Downtown (SODO) neighborhood;
  - Maintain existing railroad facilities and operations; and
  - Accommodate future railroad maintenance facility expansion plans and other adjacent regional projects.



# S Holgate St Crossing Study: Overview

## **Scope:**

Data collection, technical analysis, alternatives screening criteria, level 1 & 2 alternatives analysis, preferred alternative selection with cost estimates

## **Public Engagement:**

Technical Work Group (TWG), Priority Relationships (SDOT Modal Boards, City Departments, etc.), Project Neighbors (90+ businesses), and public (open houses)

## **Schedule:**

Now through summer 2026 / end of 2026. (Schedule to be updated.)

## **Budget:**

\$2.75M: FRA grant (\$2M), WSDOT MAW grant (\$400k), SDOT Freight Program (\$375k)

## **Outcome:**

**Preferred alternative with mitigation and planning-level cost estimates in Q2 2026 (no design)**

# S Holgate St Crossing Study: Timeline

Consultant contract  
NTP in Nov. 2024

(Schedule to be updated.)

Q2 2026

Q3 2026



# Technical Work Group

## Agencies & Stakeholders:

- Amtrak
- BNSF Railway
- Port of Seattle
- Northwest Seaport Alliance
- Sound Transit
- SODO Business Improvement Area
- WSDOT
- Washington State Ballpark Public Facilities District
- Washington State Public Stadium Authority
- Seahawks
- Sounders/Reign
- Mariners

## Governments:

- Suquamish Tribe
- Muckleshoot Indian Tribe
- Snoqualmie Indian Tribe
- Stillaguamish Tribe of Indians
- Tulalip Tribes



# Technical Work Group

## Meetings:

- Five TWG meetings scheduled
- Additional meetings, as needed

## Attendees can expect to:

- Review and approve TAG workplan
- Assist with data requests
- Update their respective organizations, especially leadership
- Offer alternatives to consider for level 1 and level 2 evaluations
- Review and comment on study deliverables
- Provide input to project recommendations for decisions by City leadership



# Technical Work Group

TWG members are composed of three distinct but collaborative groups:

- Primary participant
- Principal participant (if different than primary)
- Subject Matter Expert



# Initial considerations in SODO for Crossing Study

## PROJECTS

- Sound Transit West Seattle and Ballard Link Extensions
  - S Lander St Overpass
  - S Holgate St Overpass
  - E3 Transmission Relocation
  - 4<sup>th</sup> Ave S
- East Marginal Way Heavy Haul Improvements
- Safe Streets for All (SS4A)
- Vision Zero

## OPERATIONS

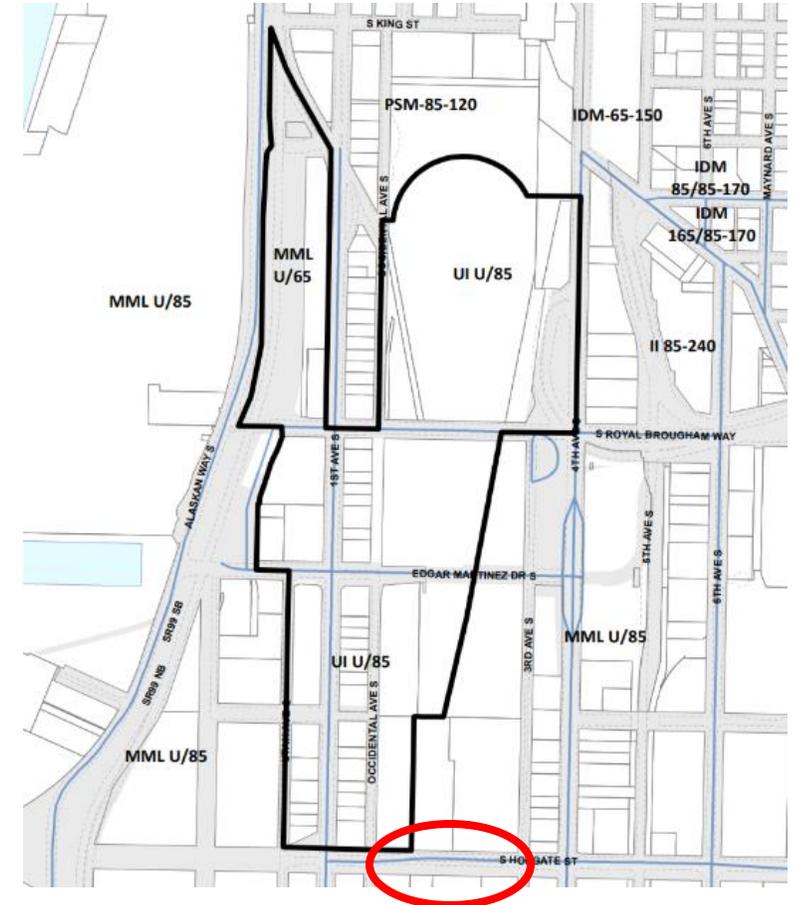
- Traffic volume analysis
  - Truck
  - Rail
  - Transit
  - Pedestrians
  - Bicyclists/Scooter
- Stadium pre- and post-event traffic
- Port of Seattle terminals
- Detour preparedness



# Other Activities in SODO for Crossing Study Consideration

Ordinance 127191:

- Allows residential uses in Stadium Transition Area Overlay District



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**EMERGING FUND**

# EMERGING & Cobroker.AI Unveil the Top Stadium Districts with the Best Investment Potential

By **Marisa Upson** on March 19, 2025

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**Marisa Upson**

Marisa began her career in hospitality as the owner of Breath of Life, a spa and retreat located on the Central Coast of California. From there she he...

**continue**

Date:

**March 19, 2025**

Category:

**EMERGING FUND**

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entertainment, is on the rise, attracting investors and consumers looking for fun and immersive experiences while enjoying fine food and beverages. Also known as competitive social entertainment concepts, these brands create a space for sports fans and those looking to interact and engage.

These concepts have also been shown to benefit sports teams and stadiums, boosting fan loyalty, generating additional revenue, and attracting new supporters. This intersection of sports, entertainment, and real estate offers a unique opportunity for investors and operators looking to capitalize on the exponential growth of this segment.

So, where is one of the best places to open these concepts? Where are the locations that support high foot traffic and the target audience?

Stadium districts.

Recently, Cobroker.AI, an AI-powered platform transforming commercial real estate analysis, and EMERGING Fund, a growth capital fund driving innovation in the restaurant and entertainment sector, joined forces to analyze the top stadium districts in the U.S. for investment potential.

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professional sports stadium or, in some areas, a collegiate stadium. These districts are growing hubs of entertainment and nightlife with a variety of bars, restaurants, and live music venues.

Cobroker.AI and EMERGING Fund's Stadium Districts Investment Analysis revealed the top 20 stadium districts that offered the best potential for long-term success in the sportainment sector. Concepts to consider include interactive sports bars, competitive gaming venues, and experiential dining aligned with the gameday vibe.

## The Essential Considerations

Determining the best options required looking into the factors that support sports-oriented entertainment and restaurant operators. These factors include demographic appeal, heavy foot traffic, economic vitality, and discretionary income.

They considered these factors by answering the following questions:

Are there enough people in the area who would be interested in the venue and have the discretionary income to visit it frequently?

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encompassing a major city and its accessible suburbs. The determining factors included:

- **Estimated Population 2024:** Stadium districts with larger populations have a bigger pool of potential customers and a natural advantage.
- **Estimated Population Growth (2029):** Growing cities translate to increasing demand, offering an ideal environment for new ventures looking to scale.
- **Average Household Income Above \$75,000:** Households with this income level are likelier to have the discretionary income needed to frequent entertainment and dining concepts.
- **White Collar Workers:** Corporate events drive significant revenue for these concepts. The more white-collar workers, the more opportunities for group bookings.
- **Food & Beverage Spend Away from Home:** Populations that regularly spend money on experiences and dining out will more likely embrace a new sportainment venue.
- **Buy Sports Tickets:** Ordering a sports ticket within the past six months

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## **And the Winners Are...**

This in-depth analysis revealed the top three stadium districts belong to New York. Yankee Stadium, Citi Field, and MetLife Stadium came out on top due to high-income levels, robust sports culture, and the massive NYC metro population.

Los Angeles came in next with two contenders, Dodger Stadium and Angel Stadium. LA's sprawling MSA, tourism draw, and entertainment synergy took these stadiums to second place.

Like the state of Texas, the Dallas-Fort Worth-Arlington MSA is a large and populous region. Because of its strong population growth and sports-obsessed culture, AT&T Stadium and Globe Life Field are also some of the top contenders.

Though smaller in size, the historic gems known as Wrigley Field and Fenway Park garner their place in the stadium ranking. Why? Intense fan loyalty and tourist appeal.

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2. **MetLife Stadium** – New York Giants & Jets (Football)

3. **MetLife Stadium** – New York Giants & Jets (Football)

4. **Dodger Stadium** – Los Angeles Dodgers (Baseball)

5. **Angel Stadium of Anaheim** – Los Angeles Angels (Baseball)

6. **Wrigley Field** – Chicago Cubs (Baseball)

7. **Globe Life Field** – Texas Rangers (Baseball)

8. **AT&T Stadium** – Dallas Cowboys (Football)

9. **Fenway Park** – Boston Red Sox (Baseball)

10. **Nationals Park** – Washington Nationals (Baseball)

11. **Minute Maid Park** – Houston Astros (Baseball)

12. **Guaranteed Rate Field** – Chicago White Sox (Baseball)

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15. **Mercedes-Benz Stadium** – Atlanta Falcons (Football)
16. **Gillette Stadium** – New England Patriots (Football)
17. **T-Mobile Park** – Seattle Mariners (Baseball)
18. **Oracle Park** – San Francisco Giants (Baseball)
19. **Lincoln Financial Field** – Philadelphia Eagles (Football)
20. **Petco Park** – San Diego Padres (Baseball)

## About the Partners:

### Cobroker.AI

Cobroker.AI's AI-powered platform streamlined the aggregation and analysis of Census Demographic Data, Esri Demographic Projections, Esri Census Questionnaire Projections, and Placer.AI Anonymized Mobile Traffic Data, delivering precise, actionable insights in record time.

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they're accelerating decision-making at [Cobroker.ai](#).

## EMERGING Fund

EMERGING Fund is a growth capital fund revolutionizing the restaurant and entertainment sector through technology-driven transformation. The fund provides capital, strategic guidance, and industry expertise to innovative companies reimagining guest experiences, boosting efficiency, and advancing sustainability. Learn more at [EMERGING.com](#).

Author:



### Marisa Upson

Marisa began her career in hospitality as the owner of Breath of Life, a spa and retreat located on the Central Coast of California. From there she headed east, managing several resorts and restaurants from venues as varied as guest ranches in Colorado to remote resorts surrounded by the mesas and beautiful canyons of the Southwest. Her varied care...

**continue**



# ROADMAP TO 2026

2025

**January - March**

- 1/27: 500 Days Out-Small Business Readiness
- 2/6: Security Training w/ Consulates
- 3/5: Sonic ID Released
- 2/28: Mobility & Security Summit
- Accessibility Advisory Committee Kick Off
- Stadium Traffic Plan
- Special Events Permit

**April - June**

- Poster Release
- Beta Testing LOC A/R App
- Viewing Party Guidelines (FIFA)
- Community Watch Party Playbook (SSC)
- 4/28: SSC Region Ready
- Juneteenth Match Advisory Committee Kick Off
- Pride Match Advisory Committee Kick Off
- 6/9-6/15: One Week Celebration of One Year Out!

**July - September**

- Safety Exercises
- 7/12: Seattle Day of Service
- Sustainability Summit
- Volunteer Program Launch
- Human Rights Committee updates
- Brand SEA26 Playbook (Visit Seattle)

**October - December**

- Ticket Sales
- Dec: Final Draw
- Dec: Schedule Finalized
- Small Business Playbook (Seattle Metro Chamber)

6/14 - 7/13 FIFA Club World Cup 25

Operational Planning

2026

**January - April**

- Jan: Operational Plans Refined
- Safety Exercises
- Trainings: Inclusivity, Cultural Competence & Safeguarding
- Legacy Deliverables
- Updated Visit Seattle Economic Impact
- Mobility & Security Summit
- 3/3: 100 Days Out
- Mar: LOC A/R App launched
- Official Song Release
- Teams Select Team Base Camps

**May - August**

- May: Know Before You Go Campaign Begins
- May-June: Teams Arrive at Team Base Camps
- June 1: Region is Dressed
- 6/11 - 7/19 FIFA World Cup 26
- 6/11 - 7/6 Seattle Fan Celebration & Fan zones
- 7/4: USA 250th Birthday
- Final Visit Seattle Economic Impact
- Debrief & Lessons Learned

TBD: FWC26 Trophy Tour

**COLOR KEY:** Seattle FWC26 Specific FIFA WC26 Collectively Situational Awareness **NOTE:** Info provided for planning purposes only & subject to change

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From the Puget Sound Business Journal:

[https://www.bizjournals.com/seattle/news/2025/04/10/fifa-club-world-cup-pitches-donation-host-cities.html?cx\\_testId=40&cx\\_testVariant=cx\\_42&cx\\_artPos=3#cxrecs\\_s](https://www.bizjournals.com/seattle/news/2025/04/10/fifa-club-world-cup-pitches-donation-host-cities.html?cx_testId=40&cx_testVariant=cx_42&cx_artPos=3#cxrecs_s)

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**Sports Business**

# Seattle gets gift from FIFA as 2025 Club World Cup host



Image: Anthony Bolante | PSBJ

Lumen Field will host six matches for the 2025 Club World Cup.

ANTHONY BOLANTE | PSBJ



By [Rick Morgan](#) – Inno Senior Reporter, Puget Sound Business Journal  
Apr 10, 2025

 Listen to this article 3 min



International soccer governing body FIFA is donating \$1 million to each of the 11 cities hosting matches for the 2025 Club World Cup, including Seattle.

FIFA is earmarking the money to build soccer pitches and "support other social projects," according to a release Thursday. Lumen Field will host six matches for the [2025 Club World Cup](#), including the Sounders' three group-stage matches.

"This means ideally installing mini pitches and organizing soccer activities with children on these pitches in areas where they are most needed in each city," FIFA President Gianni Infantino said in a release.

The upcoming Club World Cup is a 32-team tournament that features professional league teams rather than national teams. It runs from June to July this year. The Sounders qualified for the tournament by winning the 2022 CONCACAF Champions League title (now the CONCACAF Champions Cup).

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## Related coverage

- [Sounders draw big-name opponents in 2025 Club World Cup matches at Lumen Field](#)
  - [Sounders and Reign bolster front office ahead of international tournaments](#)
-

A March [report from OpenEconomics](#) said the 2025 Club World Cup could generate \$21.1 billion in global gross domestic product. It could generate \$9.6 billion in gross domestic product in the U.S. The report noted the tournament could generate \$1.9 billion in U.S. government revenue through taxes, and it could support about 105,000 full-time jobs in the U.S.

The 2026 World Cup, in which Seattle is also a host city, is forecasted to generate at least \$929 million for King County, [according to a December report](#) from Visit Seattle That includes more than \$100 million in state and local tax revenue.

In June and July of next year, Lumen Field will host four group-stage matches and two knockout-round matches for the [2026 World Cup](#), the most-watched sporting event in the world. Forty-eight national teams will participate in the World Cup, with games spread across cities in Mexico, Canada and the U.S. Team USA, Canada and Mexico get automatic bids as host nations.

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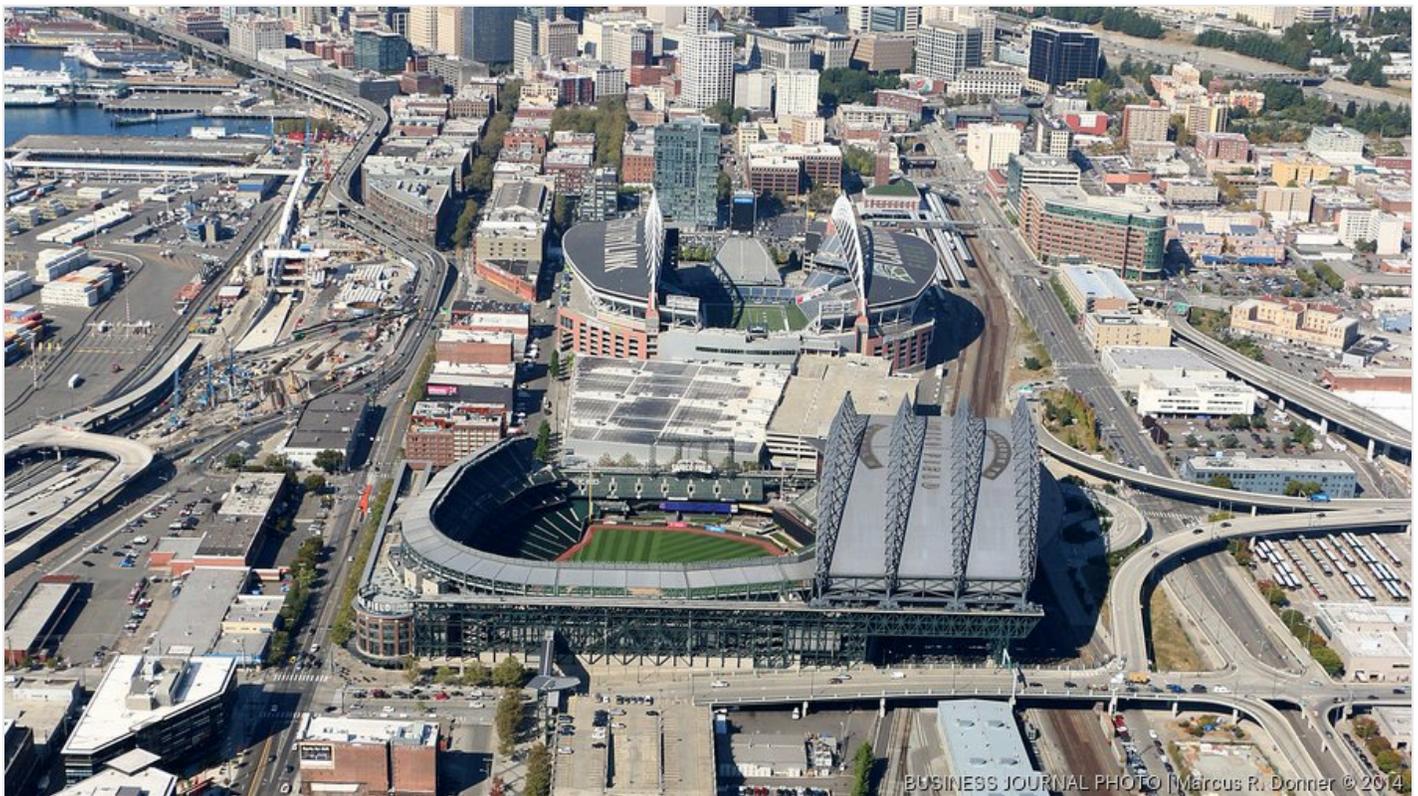
From the Puget Sound Business Journal:

<https://www.bizjournals.com/seattle/news/2025/04/08/port-appeals-sodo-rezoning.html>

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Government & Regulations

# Port of Seattle seeks to overturn rezone allowing housing near Sodo stadiums



A multiblock district including Lumen Field, T-Mobile Park and Showbox Sodo would be affected by the City Council-approved rezone, currently set to take effect at the end June.

MARCUS R. DONNER



By [Nick Pasion](#) – Reporter, Puget Sound Business Journal  
Apr 8, 2025

 Listen to this article 5 min



The Port of Seattle filed a petition Monday against the city of Seattle and a handful of properties in Sodo over a rezone the City Council [approved last month allowing housing on the industrial lands](#).

The filing takes aim at the rezoned properties' largest owner, billionaire Chris Hansen. The port alleges that throughout the legislative process council members and Hansen or his representatives spoke behind the scenes and argues that the council flouted environmental reviews in rezoning the industrial properties.

The port is asking a judge to throw out the rezoning measure and, until the court reaches a decision, and pause its implementation, which is scheduled for June 30.

Hansen did not return a request for comment. Brad Harwood, a spokesman for the Seattle City Council, said the city attorney's office is reviewing the appeal.

“Because there is active litigation we have nothing additional to share at this time,” Harwood said.

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## Related coverage

- [Sodo rezoning measure that divided business groups passes](#)
- [Proposal to rezone industrial area around Sodo riles port officials](#)
- [5 things you need to know about the Sodo rezoning plan](#)

Last month, the Seattle City Council passed the measure, 6-3, rezoning a small area around Lumen Field and T-Mobile Park to allow up to 990 units of housing, half of which would be affordable under the city code.

Council President Sara Nelson, who introduced the measure, said it could ease some of the city's urgent affordable-housing needs, while also creating space for light manufacturing. A [study last month](#) by Emerging Fund and Cobroker.AI found that Seattle's stadium district is among the most promising in the country for redevelopment.

[Zoning in Sodo has long been a contentious issue](#). Port officials have argued there should be "no net loss" of industrial lands, and have fiercely objected to changes allowing industrial properties to be put to other uses.

In 2023, the port threatened to walk away from a larger deal to rezone industrial lands if housing was allowed on the Sodo properties. The port, some state legislators and maritime unions contend that housing in that area of Sodo would bring more foot traffic and hamper truck access to the nearby Interstate 90.

The affected area is a north-south stretch of a multiblock district that covers Lumen Field, T-Mobile Park, the Showbox Sodo and a few of the properties around them.

Mayor Bruce Harrell, the council and the port eventually [reached an agreement in 2023](#) to add housing in other industrial neighborhoods like Georgetown, not Sodo.

This year's council, only two of whom were in office during the last rezoning talks, said they were largely unconvinced that housing would interfere with port operations, often pointing to a Seattle study conducted during the 2023 process.

"If I thought there was any compelling evidence showing that authorizing construction of this project in an underutilized part of Sodo would be detrimental in any material respect to port operations, activity or jobs, I would absolutely not support this," said Councilmember Rob Saka, who represents Sodo on the council.

Still, the council amended the measure to address some of the port's concerns, including trimming down the rezoned area to restrict housing west of First Avenue South, in line with the requirement that prohibits housing within 200 feet of major truck routes.

Harrell, who didn't weigh in on the most recent process, allowed the veto-proof legislation to be enacted by returning it unsigned.

In February, ahead of the measure passing out of committee, the port sent a letter to the City Council threatening to take legal action if it advanced. At the time, the council still pushed ahead with the effort.

But the port's announcement Monday makes good on that threat.

"The port feels we must take these actions to defend industrially zoned lands critical to our economic development and job creation mission," Steve Metruck, executive director for the port, said in a news release accompanying the petition.

The petition, filed in King County Superior Court, alleges the city broke the law by not conducting environmental reviews before approving the rezone.

The port, represented by Davis Wright Tremaine, also argues that Hansen, a hedge fund owner who bought the properties in Sodo intending to build an NBA arena, would be the largest benefactor of the rezone since the rest of the area in the updated district includes train tracks and the stadiums, properties unlikely to be renovated anytime soon.

It also is asking the judge to allow discovery, which would enable the port access to behind-the-scenes communications throughout the legislative process, if they exist.

“If the Ordinance is allowed to stand, the likely future development of the residential project will irreparably harm the Port, its property, and the facilities that it owns and manages in and near the Rezoned Property,” the port claimed in the petition.

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Sports Business

# Mariners President Kevin Martinez looks ahead as season gets underway



Image: Anthony Bolante | PSBJ

After a stint with the Mariners earlier in his career, Kevin Martinez left briefly for a job with the Boston Celtics. He came back to the Mariners in 1996 and hasn't looked back.

ANTHONY BOLANTE | PSBJ



By [Rick Morgan](#) – Inno Senior Reporter, Puget Sound Business Journal  
Apr 9, 2025

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Kevin Martinez planned to work in broadcasting. He worked for an ABC station in New York City after graduating from Syracuse with a degree in communications. When a job offer arrived to work for the Mariners, he turned to his parents for advice.

“I didn’t have exposure to Seattle, but I had such a love of baseball,” Martinez said. “My father was the guy who really instilled the love of baseball. My mother taught me how to keep score, but it was my dad who was there to coach and help us. He didn’t like the idea of me moving to Seattle for the job. My mother pulled me aside and said, ‘You have to do this.’ It was completely unexpected because I thought it would go the other way.”

Martinez left Seattle briefly for a stint with the Boston Celtics from 1994 to 1996, but he came back in 1996 to lead marketing as the Mariners prepared for a new ballpark that had just been approved. Almost 30 years later, that field has become T-Mobile Park, and Martinez has become the team’s president of business operations, a role he assumed in October.

With the Mariners just beginning their 2025 campaign, the Business Journal sat down with Martinez to talk about the upcoming season, his career and his free throw shooting.

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## About Kevin

## *President of business operations for the Seattle Mariners*

- **Age:** 58
  - **Hometown:** Edison, New Jersey
  - **Residence:** Bellevue
  - **Education:** Bachelor's in communications with an emphasis in broadcast journalism from Syracuse University
  - **Interests outside of work:** Live music, traveling, running and hiking
  - **Best show you've seen recently:** "I finally saw Bruce Springsteen."
- 

## **A day in the life**

*We asked Kevin to break down his typical workday:*

- **6:15 a.m.:** Wake up. A cup of Starbucks' Caffe Verona coffee. Play Wordle. Scan social media. Listen to "The Daily" podcast. Seattle Sports 710 update
  - **7:45 a.m.:** Arrive at ballpark. Emails and East Coast calls
  - **9 a.m.:** Internal meetings begin. Another cup of coffee
  - **4:30 p.m.:** Stop by the field for batting practice if the team is town
  - **6:40 p.m.:** If the Mariners are playing at home, I'm at most games. If the team is out of town, I go for a run, workout and/or meet friends for dinner.
  - **10:30 p.m.:** Lights out
- 

## **How does the season compare to the offseason?**

The season is really an execution of all the work you've done in the offseason. If you've planned correctly and you're executing well, that then gives you the opportunity to move if there are moments in the season that allow you to create another opportunity for fans. It's really important that the work in the offseason sets you up to execute flawlessly during the season.

### **How has working in baseball changed over the past 30 years?**

The opportunity to have a direct connection with fans through technology now through social media has been incredibly rewarding. It's been informative, and it's actually inspired a lot of the ideas that we implement. To be able to talk to your fans and listen to see what they want, and to be able to bring that to life, has been incredibly rewarding.

### **How is that different than when you started?**

If you were a fan, you had to pick up a phone or write a letter. Or we did focus groups. But now in our group, the marketing and communications group, we spend a lot of time monitoring social to understand how can we shape that fan experience.

### **What are you most excited about for this season?**

When I first joined the club, there was this core of young players that were really relatable. Ken Griffey Jr., Edgar Martinez. Jay Buhner. Randy Johnson. I feel a very similar vibe with this team. Very relatable players. All-Star-caliber players.

### **How has it been stepping into your new role?**

It has been wonderful to see the innovation and new thinking. What I love is when you start to see those departments collaborate. Baseball has such a unique place in communities because of the volume of games. There are 162 games, 81 home games. It becomes a part of the daily drumbeat for people. To see strangers come into T-Mobile Park and leave friends. To see them high-fiving over a moment during the game. To see people meet at T-Mobile Park, get married, have families and come celebrate their anniversary of meeting each year. To have a voice in what that experience is and shape how we show up in the community and the impact we can have, I'm loving every minute of the role.

### **Who called you to lure you back to the Mariners when you were with the Celtics?**

Randy Adamack, who recently retired. He was the vice president of communications and really a mentor for almost anybody here in this

organization. Randy worked for the Mariners for 40 years, I believe. He was here in 1978, the second year of the organization. So anybody who was with the M's from '78 to a few years ago was influenced by Randy.

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## **Do people give you advice all the time on what the Mariners should do?**

I love it. Yes, of course.

## **Why do you love that?**

One of the most important things anybody can do is listen. If you're actively listening, you'll learn something. If I don't necessarily agree, I like to ask the follow-ups and understand why you feel that way, and why that would work. You might get to a point where you might learn something.

## **What is one thing most people don't know about you?**

In sixth grade I won a free throw shooting contest at a New Jersey Nets game at halftime. I was randomly selected. They did the lucky seat number, picked my

number and picked three fans. You had to take five shots. I wasn't a very good basketball player, but I could shoot free throws. I don't think I was going against great competition on that particular day, but the three free throws that I was able to drain was good enough.

### **Then what happened?**

My basketball coach, when I came back the next day and shared it with him, was like, "I could see you doing free throws. Luckily there was nobody guarding you."

### **What did you win?**

It was a \$150 gift certificate. I bought a bicycle. You could buy a bike for \$150 back then, and that was my purchase. My parents said, "Whatever you want."

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*This interview has been edited for length and clarity.*