

SEATTLE CENTER

STRATEGIC VISION AND 10-YEAR ACTION PLAN

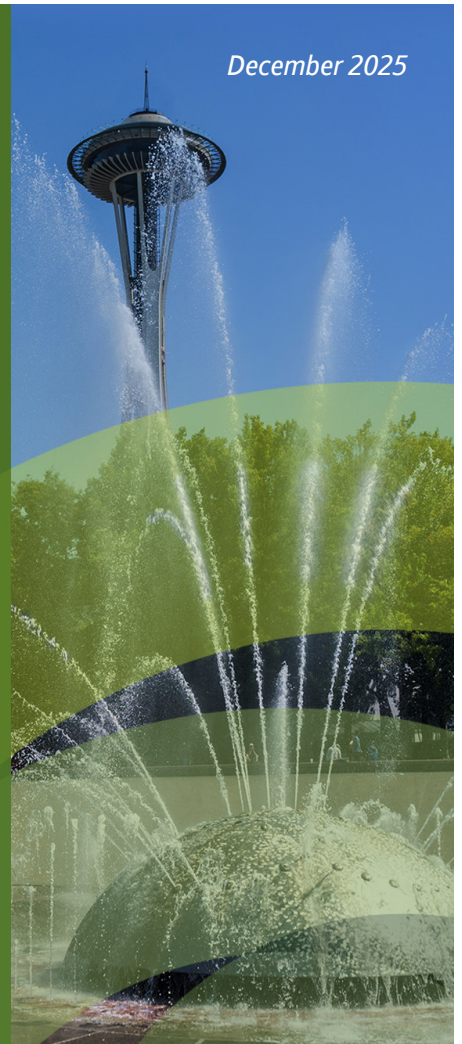
Seattle Center is on the move. Events and audiences have rebounded since the pandemic, we've expanded our role to manage the new Waterfront Park, and we are looking ahead to significant developments including a new Memorial Stadium and hosting fan experiences, viewing opportunities, and community-centered programming during the 2026 FIFA World Cup.

But with growth comes challenge. Our beloved campus is showing its age as we grapple with critical repair and infrastructure needs. And both our partner organizations and Seattle Center itself face growing financial challenges that threaten our future.

That's why Seattle Center and Seattle Center Foundation have joined forces to create this Strategic Vision and 10-Year Action Plan. Crafted with input from community leaders, experts, and stakeholders, this plan lays the groundwork for a historic reinvestment of both public and private support for Seattle Center. This vision will strengthen our ability to support campus partners, enhance public spaces, and deepen community connections—all while ensuring Seattle Center's financial stability.

If we act on this plan, it will be the most significant investment in Seattle Center since the 1962 World's Fair.

December 2025



GOALS: This Plan sets forth three Goals that frame Seattle Center's path to the future. These Goals guide the strategies and the overall Strategic Vision and Action Plan:

I. CULTURAL HEART

Goal: Advance Seattle Center as the region's heart for arts, culture, sports, and civic engagement

II. GATHERING PLACE

Goal: Boldly reinvest in Seattle Center's public spaces

III. FINANCIAL SUSTAINABILITY

Goal: Secure Seattle Center's long-term financial sustainability

THE BIG MOVES: Core to achieving these three Goals is a set of three "Big Moves," each advancing one of the Goals and unlocking a set of Strategies to follow. The Big Moves are intended to quickly leverage resources, organize collaborations and connections, and catalyze the changes necessary for Seattle Center and its partners to have a thriving future:

BIG MOVE #1

Establish a \$100 million fund for Seattle Center



CULTURAL HEART

BIG MOVE #2

Advocate for a comprehensive capital funding proposal for the Seattle Center campus



GATHERING PLACE

BIG MOVE #3

Support Seattle Center's role as a social enterprise organization



FINANCIAL SUSTAINABILITY

STRATEGIC FRAMEWORK AT-A-GLANCE

VISION

Seattle Center is where community comes together – an iconic, inclusive destination that delights and inspires the human spirit.

MISSION

Seattle Center operates vibrant gathering places and venues, creates exceptional events and experiences, and anchors our arts and cultural community. Seattle Center achieves this by:

- Bringing our region's many communities together in a safe, welcoming, and inclusive place
- Maintaining, operating, and reinvesting in public spaces and venues that are beautiful, state-of-the-art, environmentally sustainable, and resilient
- Enabling our arts, culture, sports, and entertainment organizations to thrive, innovate, and better serve our communities

GOAL I:

Advance Seattle Center as the region's heart for arts, culture, sports, and civic engagement

Seattle Center is the anchor for Seattle's creative community, where our patrons and partner organizations are supported in their success. Seattle Center offers the partnerships and resources to enable a diversity of innovative artists, creators, performers, athletes and event producers.

GOAL II:

Boldly reinvest in Seattle Center's public spaces

Seattle Center operates high-quality public spaces and facilities, on campus and at Waterfront Park, that meet the highest standards of maintenance and public safety and have the infrastructure they need to serve our community in emergencies. Seattle Center is connected to surrounding neighborhoods, downtown, and the waterfront with iconic gateways, lighting, and wayfinding.

GOAL III:

Secure Seattle Center's long-term financial sustainability

Seattle Center is a social enterprise organization that leverages earned revenue to support public programs, has reliable public funding, and utilizes private funding to deliver a range of public benefits to our community. The Seattle Center Foundation is a strong partner and effective advocate for Seattle Center and its partner organizations.

BIG MOVE #1

Establish a \$100 million fund for Seattle Center

Strategies:

- Support creativity, innovation, and diverse programming on campus
- Develop new shared services that benefit partner organizations
- Expand accessible, affordable, inclusive experiences and public programming

BIG MOVE #2

Advocate for a comprehensive capital funding proposal for the Seattle Center campus

Strategies:

- Create new gateways and connections
- Enhance the green heart of the Seattle Center campus
- Address Seattle Center's critical infrastructure needs and make the campus carbon neutral

BIG MOVE #3

Support Seattle Center's role as a social enterprise organization

Strategies:

- Ensure reliable public funding
- Increase earned revenue
- Expand private funding to invest in public access and programs

View the full plan: www.seattlecenter.com/vision-and-action-plan