








**PDA COUNCIL SPECIAL MEETING**  
Master Plan Scope of Work

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# Goals and Objectives

# Master Plan Goals: What we heard at the Council retreat

-  **1** Celebrate the multiple identities and authentic character that are essential to Pike Place Market (PPM), fulfill its social impact as the “Soul of the City,” and continue to embrace principles of greater diversity, equity, and inclusion (DEI).
-  **2** Preserve the physical plant while improving operations, enhancing visitor experience, and embracing environmental sustainability.
-  **3** Reorient PPM to a local audience with a business model that makes PPM a place for people who live and work in Seattle to shop and gather, and a “seat at the table” on relevant local policy issues.
-  **4** Build PPM’s financial strength.
-  **5** Ensure PDA governance structure supports implementation.

**Goal #1:** Celebrate the multiple identities and authentic character that are essential to PPM, fulfill its social impact as the “Soul of the City,” and continue to embrace principles of greater diversity, equity, and inclusion (DEI).

## OBJECTIVES

- Establish a diverse community of merchants, businesses, and residents in a historic space
- Expand independent businesses offering regional farm products, prepared and unprepared foods, and crafts
- Maintain the notion of Meet the Producer by continuing to support farmers and agriculture
- Curate a mix of market rate and affordable goods and services to both ensure market authenticity and viability
- Incorporate PPM’s social impact and DEI efforts into its marketing strategy and brand
- Maintain PPM’s range of affordable housing and social service offerings
- Include BIPOC entrepreneurs representative of the population
- Attract a more diverse local visitor base, in terms of race, country of origin, and other characteristics
- Honor and acknowledge PPM’s location on Native American land and historic concentration – and subsequent loss – of AAPI businesses

**Goal #2:** Preserve the physical plant while improving operations, enhancing visitor experience, and embracing environmental sustainability.

## OBJECTIVES

- Make capital investments to preserve historic physical plant and enhance modes of operation
- Make capital expenditures for improved visitor experience
- Adopt sustainable design and aspire to carbon neutral operations by 2035
- Identify new uses and plans for adjacent public rights-of-way.

**Goal #3:** Reorient PPM to a local audience with a business model that makes PPM a place for people who live and work in Seattle to shop and gather, and a “seat at the table” on relevant local policy issues.

## OBJECTIVES

- Achieve a retail mix and programming that reflect contemporary Seattle consumer preferences and compete with online
- Grow and leverage PPM’s influence to play a leading role in Seattle policy development on relevant topics such as downtown and waterfront planning, food policy, and economic development

## Goal #4: Build PPM's financial strength.

### OBJECTIVES

- Expand earned revenue
- Build larger financial reserves
- Secure ongoing financial support from the City and other local entities
- Identify other new financing vehicles, sources, and strategies

## Goal #5: Ensure PDA governance structure supports implementation.

### OBJECTIVES

- Reform governance structure and processes – including Council composition and self-governance, governance structure, charter, bylaws, and tenanting processes – to support achievement of above objectives



# **Workplan**

## **12-Month Process**

# TASKS

## Task 1 Client Meetings

1.1 PDA Staff Kickoff Meeting

1.2 Biweekly PDA Staff Meetings

1.3 PDA Council Update Meetings

## COMMUNITY RELATIONS

Task 2 Stakeholder Engagement

Task 3 Surveys

## BRAND IDENTITY/MISSION

Task 4 Tenanting and Programming Performative Framework

Task 5 Local and National Retail Trends

Task 6 National/International Market Case Studies

Task 7 Tenanting and Programming Positioning Opportunities

Task 8 Identity and Brand Management

## PHYSICAL PLANT

Task 9 Physical Needs Assessment

Task 10 Visualization

Task 11 Eco-Charette Workshop + Action Plan

## BUSINESS OPERATIONS

Task 12 Budget Analysis

## SYNTHESIS

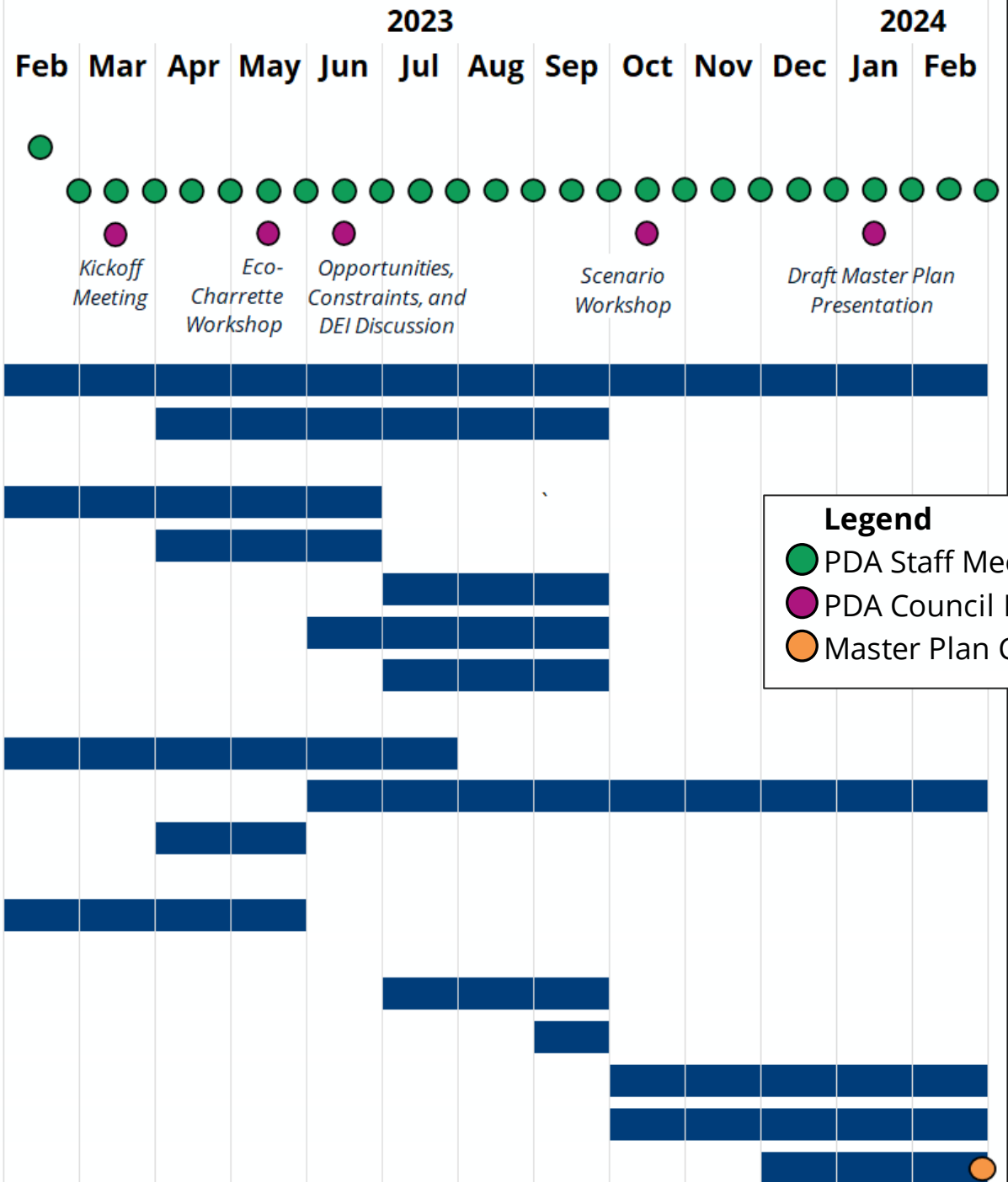
Task 13 Scenario Development

Task 14 Preferred Scenario Workshop

Task 15 Funding Sources, Governance, and Capacity

Task 16 Revised Physical Plan

Task 17 Master Plan



**Legend**

- PDA Staff Meetings
- PDA Council Meetings
- Master Plan Complete