

# Pike Place Market

## PDA Council Meeting:

## Opportunities, Constraints & DEI Workshop

**PDA COUNCIL MEETING**

June 29, 2023





Opportunities, Constraints & DEI Workshop

# INTRO, GOALS & FRAMING

# Master Plan Timeline: PDA meetings by phase

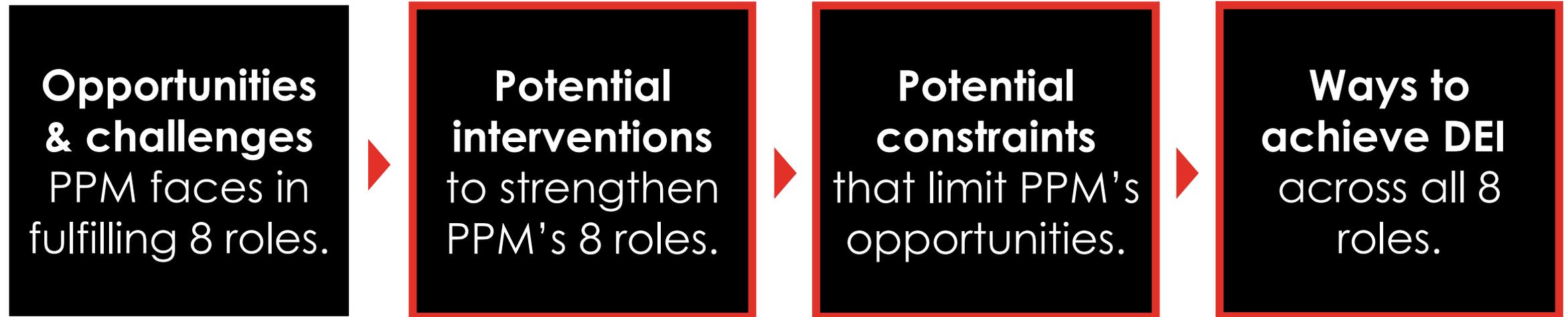


## Updates & Council Input:

- July Council Meeting
- August Council Meeting
- September Council Meeting
- (+ additional meetings as needed)

## Opportunities, Constraints & DEI Workshop Goals

Based on our data analysis and community input, this workshop will focus on:



# Workshop Agenda

**Goal: report back on due diligence to date and gather feedback on emerging ideas for interventions to achieve Master Plan goals. This will inform creation of Scenarios.**

## **1. Intro, Goal Setting & Framing (15 min)**

- a. Project Timeline
- b. Workshop Goals & Agenda
- c. Master Plan Goals, 8 Roles, Opportunities & Constraints Framework (5 min)

## **2. “What if PPM did X?” (90 min)**

- a. Introduce each PPM role and 5 interventions**
- b. Discuss top interventions based on Council survey responses**
  - a. Does this resonate with how you ranked the interventions? Why or why not?
  - b. How can we most effectively advance DEI through these interventions?
  - c. What’s missing?

## **3. Synthesis: Emerging Big Ideas and Themes (15 min)**

## Master Plan Goals (Proposed Revisions)

As we have discussed, we will collectively iterate on the goals over the course of the plan. The Consultant team proposes slight revisions for clarity and organization:

**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)**.

**Goal #2:** Reorient PPM to a **local audience** with a business model **and placemaking** that make PPM a place for people who live and work in Seattle to shop, **dine, experience, gather, and connect** and **gives PPM** a “seat at the table” on relevant local policy issues.

**Goal #3:** Preserve the **physical plant** while improving operations, enhancing visitor experience, and embracing environmental sustainability.

**Goal #4:** Build PPM’s **financial strength**.

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

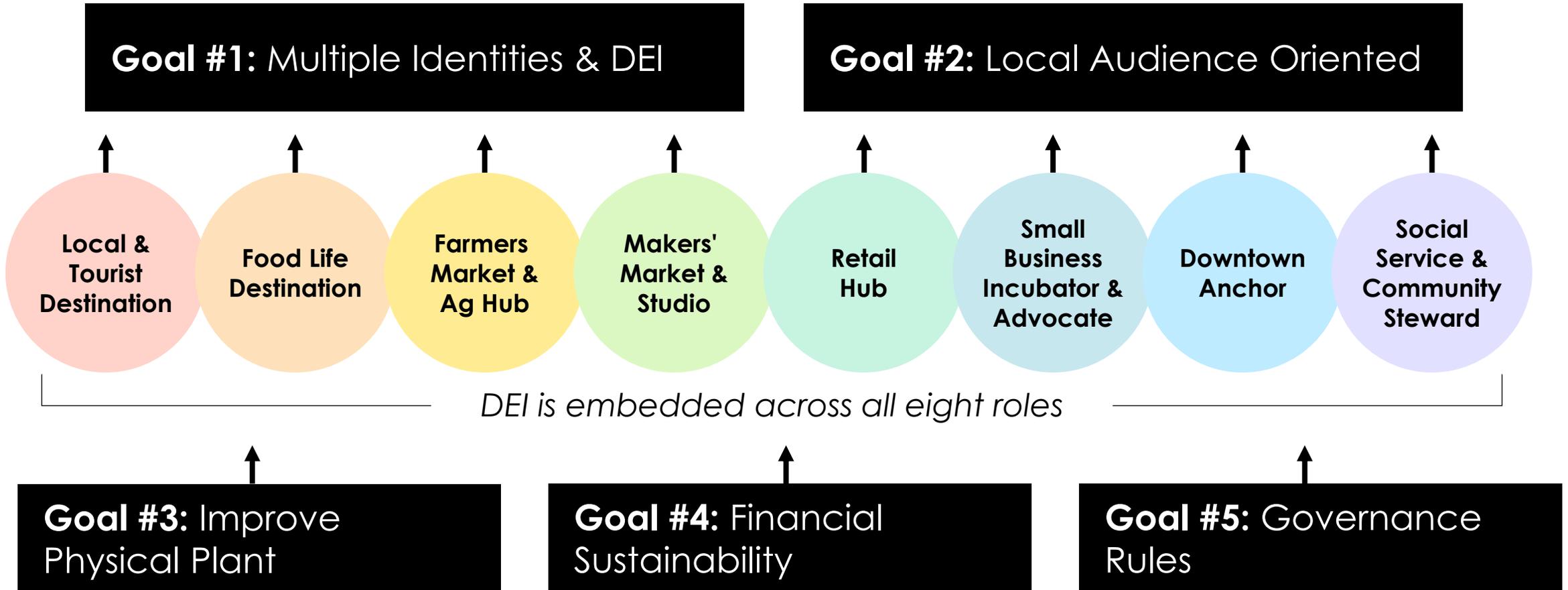
# Pike Place Market's Roles

**Eight roles** have been and will continue to be core to Pike Place Market:



# Master Plan Goals & PPM Roles

Strengthening these eight roles is key to achieving the aspirational vision described in Master Plan Goals 1 & 2 and addressing existing challenges associated with Goals 3, 4 & 5.



## Discussion & Activity – Miro Board



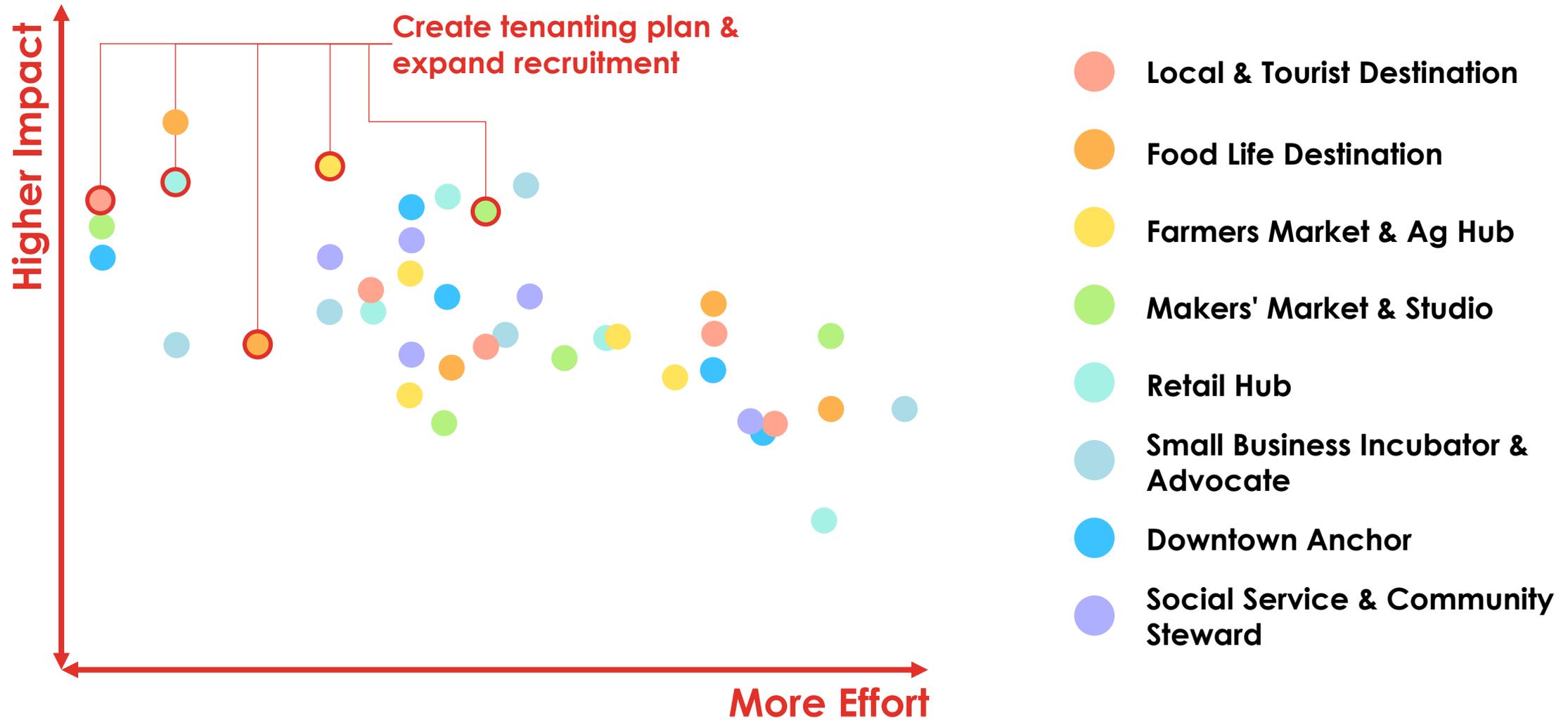
*10 minutes per role:*

**Does this resonate with how you ranked the interventions? Why or why not?**

**How can we most effectively advance DEI through these interventions?**

**What's missing?**

# Discussion & Activity – Miro Board

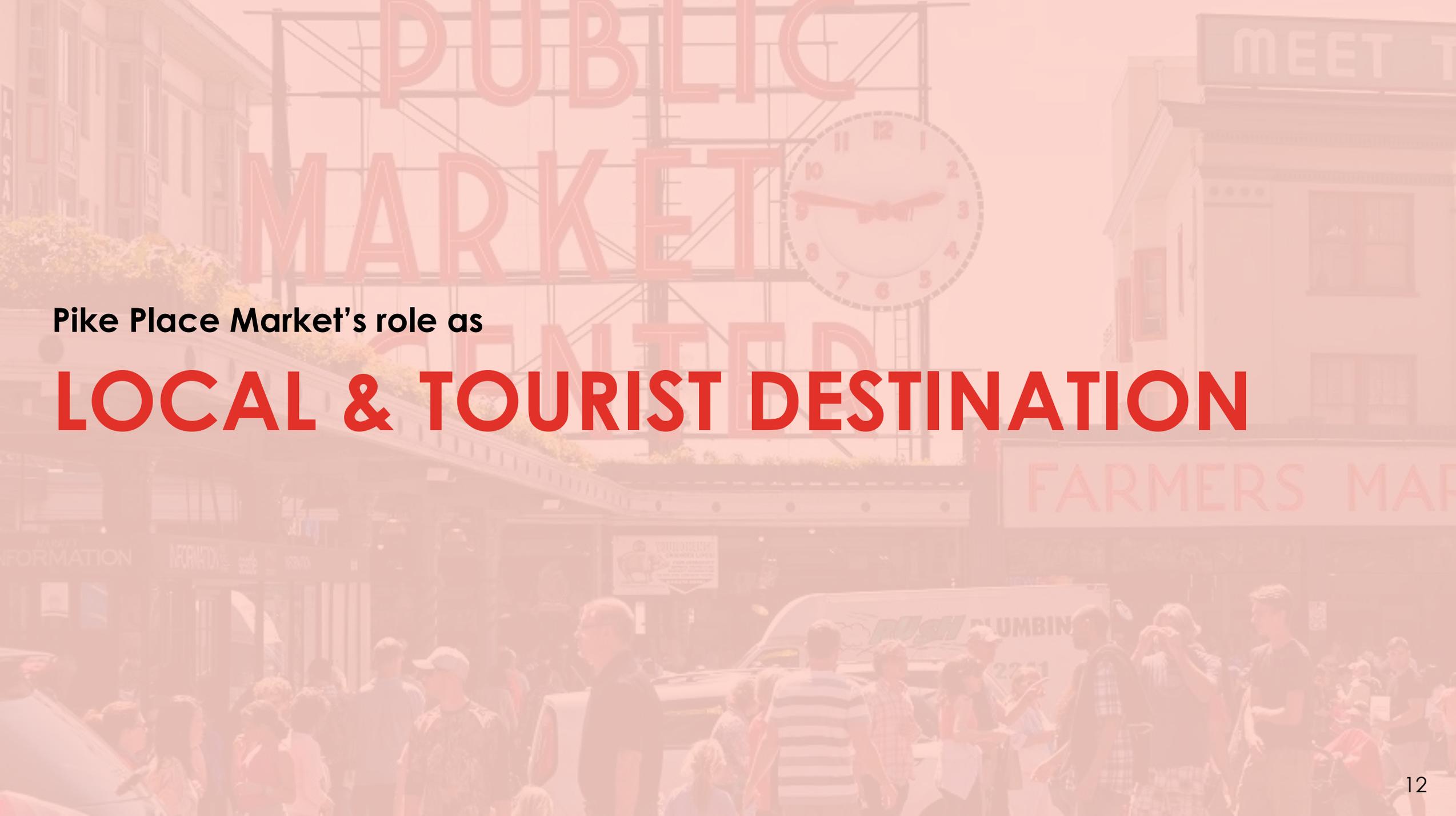


\*Less/more effort is interpreted according to survey results on what's most achievable in the short-term, since timing could vary.



Pike Place Market Potential Interventions

**“WHAT IF PPM DID X?”**

The background image shows a busy street scene at Pike Place Market. A large, multi-story building features a prominent sign that reads "PUBLIC MARKET CENTER" in large, red, outlined letters. To the right of the sign is a circular clock tower with a white face and black numbers. Below the main sign, a banner reads "FARMERS MARKET". In the foreground, a crowd of people is walking, and a white van with "RUSH PLUMBING" and the number "2751" is visible. The overall scene is captured in a warm, orange-tinted light.

**Pike Place Market's role as**

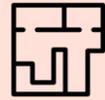
# **LOCAL & TOURIST DESTINATION**

## Potential Interventions: Local & Tourist Destination

### Challenge

### What if we...

Reliance on tourism



Create a comprehensive tenancing plan to create a balanced mix of tenants to support PPM's goals, including curating diverse and sustainable tenants?



Incorporate more amenities into the tenant mix to attract locals, such as dry cleaning, veterinary, health services, bike repair shop, etc.?

Seasonal & weekly visitation swings



Offer discounts for residents, including partnering with other local institutions and organizations?



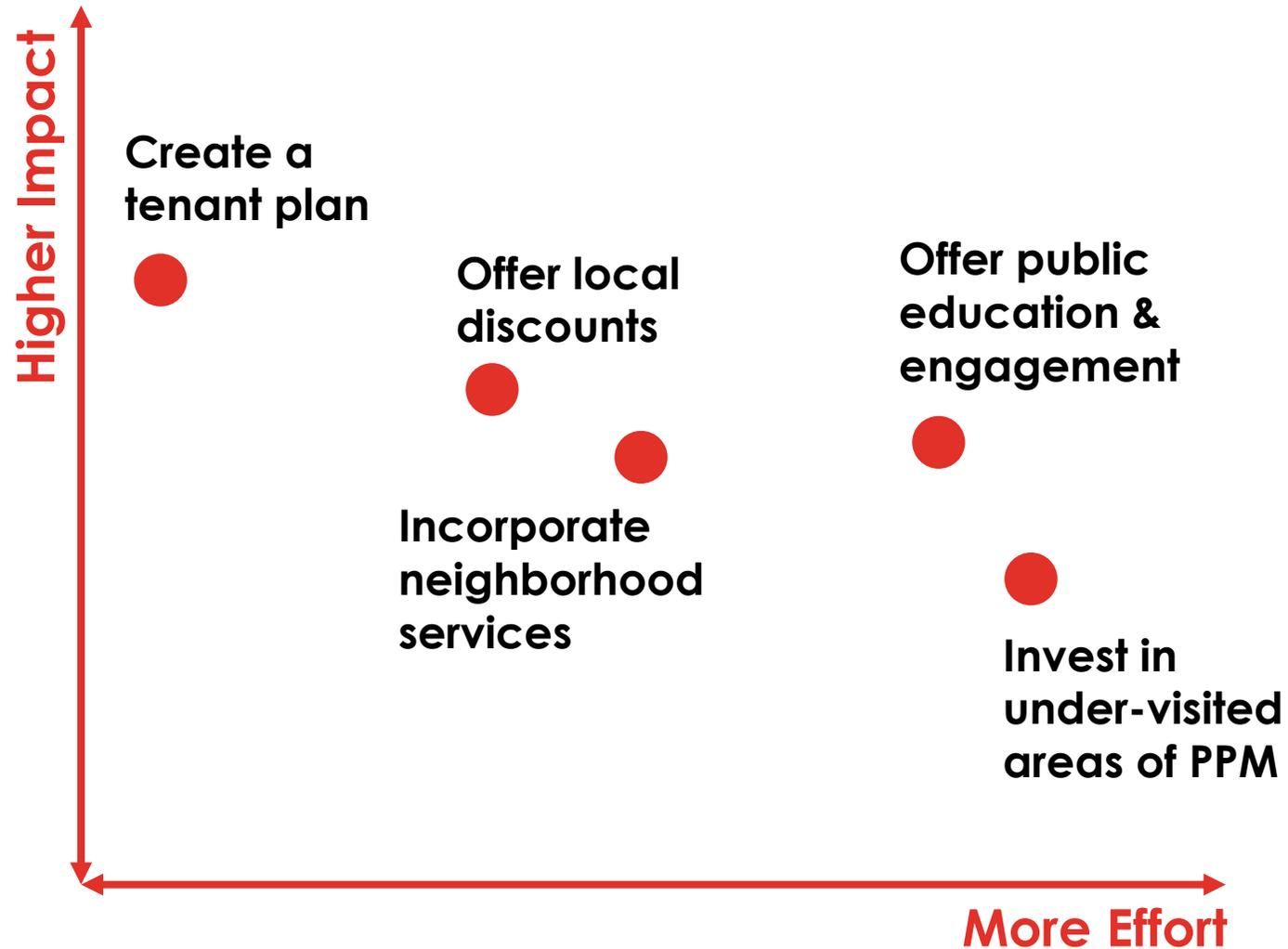
Offer public education and engagement opportunities, particularly around sustainability and local issues?

Uneven visitation



Invest in under-visited areas of the Market and make them equally enticing to visit as the Pike Place corridor to diversify experiences and alleviate crowding pressures on Pike Place?

## Discussion & Activity: **Local & Tourist Destination**



**Does this resonate with how you ranked the interventions? Why or why not?**

**How can we most effectively advance DEI through these interventions?**

**What's missing?**

**JACK'S Seafood and O**  
Cioppino - Italian Seafood Stew  
Clam Chowder - Northwest Style  
Shrimp Cocktail - with homemade  
Crab Cocktail - 7.99  
Steamer (assault clam or crab) in drawn butter - 11.99  
Oulcone Oysters - 1.75 each 9.99 half dozen  
Smoked Salmon Cocktail w/ Lemon Sauce - 5.99  
Whole Dungeness Crab - 12.99 per pound  
\*crabcock served w/ drawn butter and lemon  
\*OULCONE OYSTERS - 1/2 DOZEN - 9.99

**JACK'S FISH and CHIP SPOT**  
Fresh Pacific True Cod in Pike Place Rule Ale Butter  
Reg Fish (3 pieces chips) - 8.99 Prawns and chips - 9.99  
Large Fish (5 pieces chips) - 10.99 Oysters and chips - 9.99  
Halibut and chips - 12.99 Scallops and chips - 10.99  
Salmon and chips... 9.99 tartar/ketchup...

**JACK'S FISH SPOT AND CRAB FOG**  
SMOKED SALMON  
THE WORLD'S MOST FABULOUS, FAMOUS, FRESHEST, & FINEST FISH

Pike Place Market's role as

# FOOD LIFE DESTINATION



**ALASKAN KING CRAB LEGS**  
29.99/lb.  
EXTRA KING CRAB IN OUR FREEZER JUST ASK AND WE'LL CRAB IT!

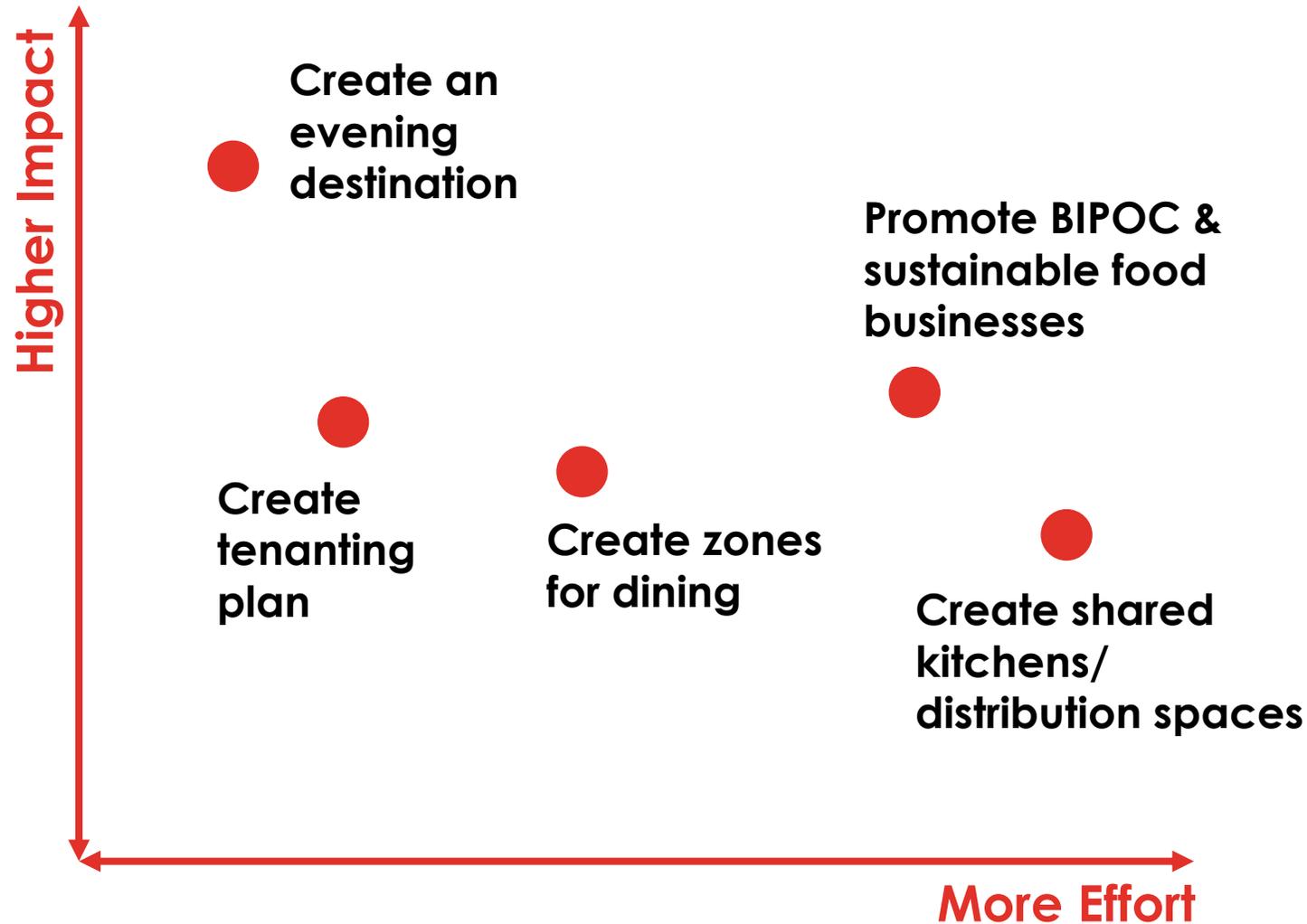
**FRESH WASHINGTON DUNGENESS CRAB**  
10.99

# Potential Interventions: Food Life Destination

Opp/ Challenge	What if we...
Reliance on few top performers	 Create a tenanting plan to attract missing food offerings?
	 Extend business hours and create programming to make PPM a dinner and post-work shopping destination, targeting office workers and residents?
Lack of physical space & clustering	 Create clear zones and medium-to-large spaces for food and restaurants to draw locals looking for socially-oriented casual dining concepts?
	 Create shared commissary kitchens, packaging/distribution spaces, and/or delivery pick up zones – in underutilized spaces at PPM or offsite – to support food delivery and shipping?
Structural shifts in dining	 Highlight sustainable vendors and create food-based events that support social causes (e.g., Native American food startups).*

\*Revised since Council survey distributed.

## Discussion & Activity: **Food Life Destination**



**Does this resonate with how you ranked the interventions? Why or why not?**

**How can we most effectively advance DEI through these interventions?**

**● Cause-based food events\***

\*Added since Council survey distributed. Less/more effort is interpreted according to survey results on what's most achievable in the short-term, since timing could vary.

A faded, yellow-tinted photograph of a busy market stall. The stall is filled with various produce, including bunches of carrots, baskets of mushrooms, and large quantities of potatoes. Several signs are visible, including one that says "ARCADE STALL 5" and another that says "ARCADE STALL 4". The background shows the structure of the market building with large windows and hanging lights.

**Pike Place Market's role as**

# **FARMERS MARKET & AG HUB**

# Potential Interventions: **Farmers Market & Agricultural Hub**

## Challenge

## What if we...

Macroeconomic pressures & COVID impact



Expand existing recruitment efforts to secure additional farmers, including those with existing, but limited, establishments in the region?



Create additional satellite distribution sites, mobile market events, off-site catering, packaging/distribution spaces to expand customer base and address loading limitations at the market?

Lack of revenue data



Create a food access bridge between farmers and distributors to create a broader base of demand both for visitors and communities in need?



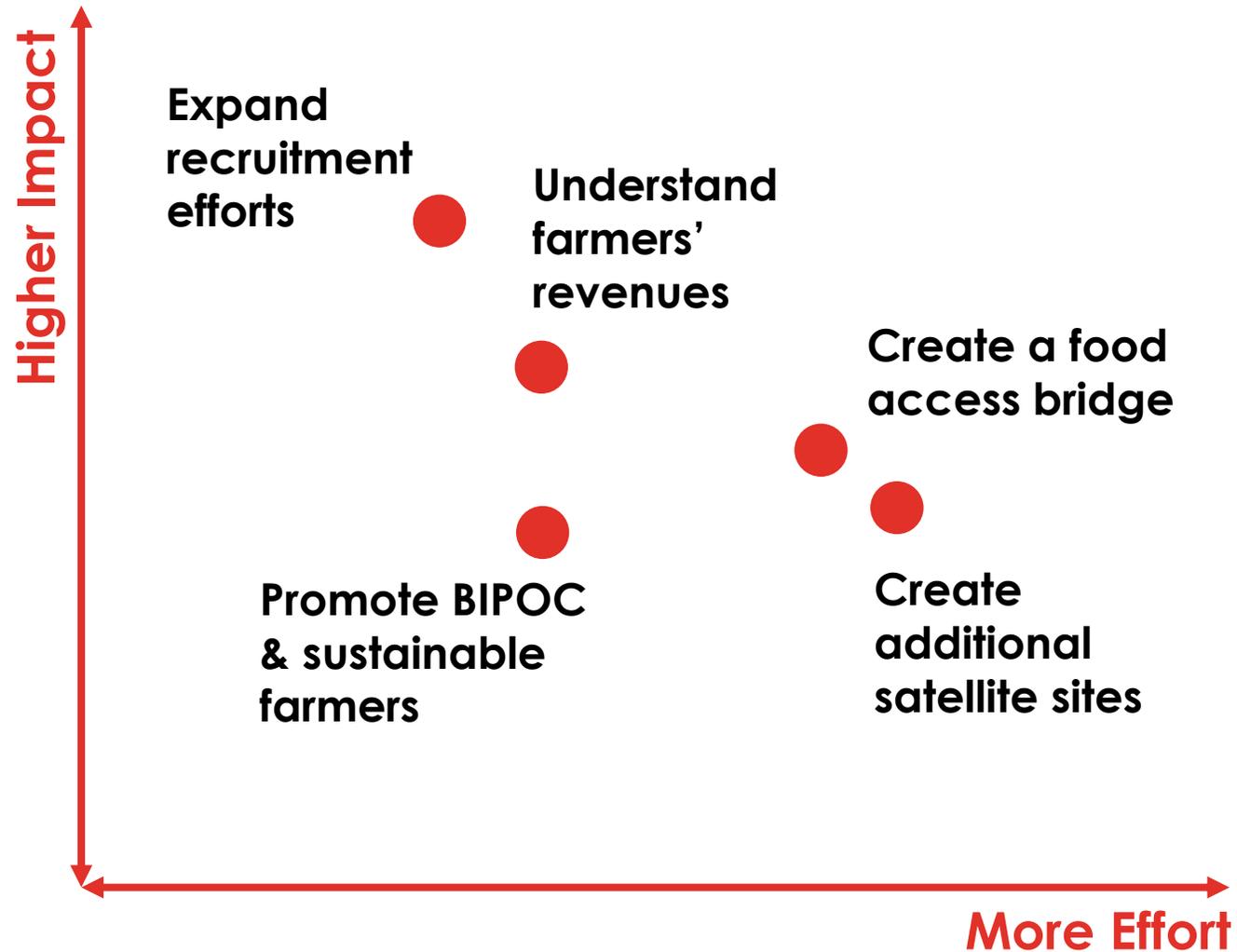
Understand existing farmers revenues in order to provide financial support to farmers to allow their products (including value-add offerings) to be competitive with nearby groceries and markets?

Historic inequities & barriers



Highlight vendors with sustainability missions and diverse, local offerings given customers desires for mission-driven businesses?

## Discussion & Activity: **Farmers Market & Agricultural Hub**



**Does this resonate with how you ranked the interventions? Why or why not?**

**How can we most effectively advance DEI through these interventions?**

A smiling woman with long blonde hair is standing in a craft studio. She is wearing a dark jacket over a teal top. The studio is filled with various handmade items, including colorful painted eggs, jewelry, and ceramic figurines. The background features a window with colorful string lights and a wire rack with more items. The overall atmosphere is bright and creative.

Pike Place Market's role as

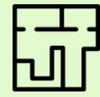
# MAKERS' MARKET & STUDIO

# Potential Interventions: **Makers' Market & Studio**

## Challenge

## What if we...

Declining attendance



Create a tenanting plan and expand active recruitment of promising local craftspeople and artisans?\*



Create work-sell studio spaces to support craftspeople with producing work on site and create opportunities for visitor engagement?\*

Rules do not recognize economic realities



Expand guest vendor opportunities & host pop-ups or festivals at PPM to provide craftspeople, particularly those representing BIPOC communities, greater ways to test and market their business?



Revisit Daystall Rules to ensure they are consistent with PPM's mission to highlight handmade, authentic products, while providing craftspeople with enough flexibility and support to grow their business?

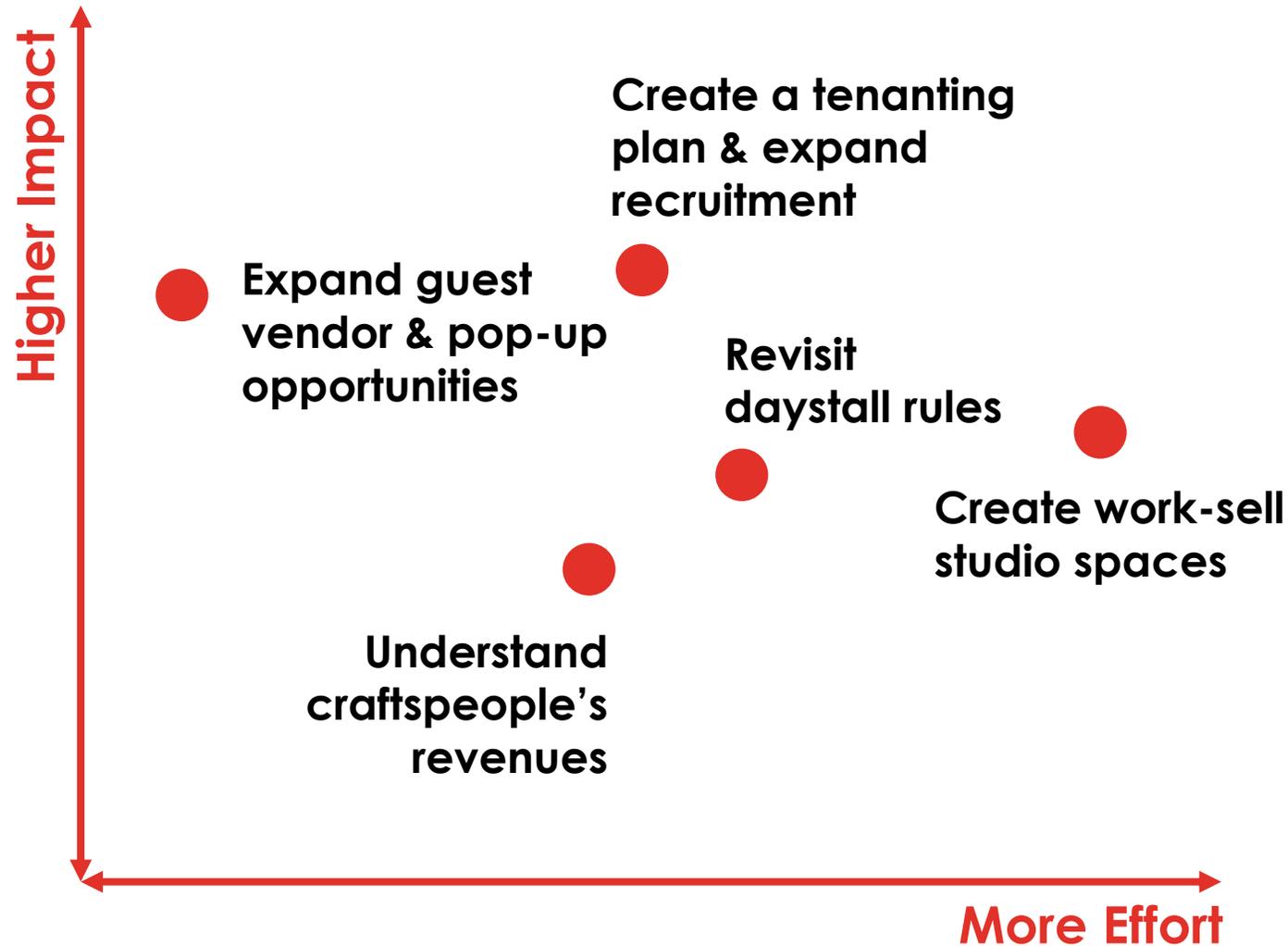
Lack of revenue data



Understand existing craftspeople revenues in order to support makers with digital tools, marketing, and online presence to increase revenue streams?\*

\*Shortened or revised since Council survey distributed.

## Discussion & Activity: **Makers' Market & Studio**



**Does this resonate with how you ranked the interventions? Why or why not?**

**How can we most effectively advance DEI through these interventions?**

Pike Place Market's role as

# RETAIL HUB



# Potential Interventions: Retail Hub

## Challenge

## What if we...

Changing retail environment



Create a tenancing plan and actively recruit promising small retail businesses to the Market?



Support businesses with their online presence through training or a Market e-commerce website?\*



Create a "market" environment by allowing several vendors to lease a single storefront within the Market?



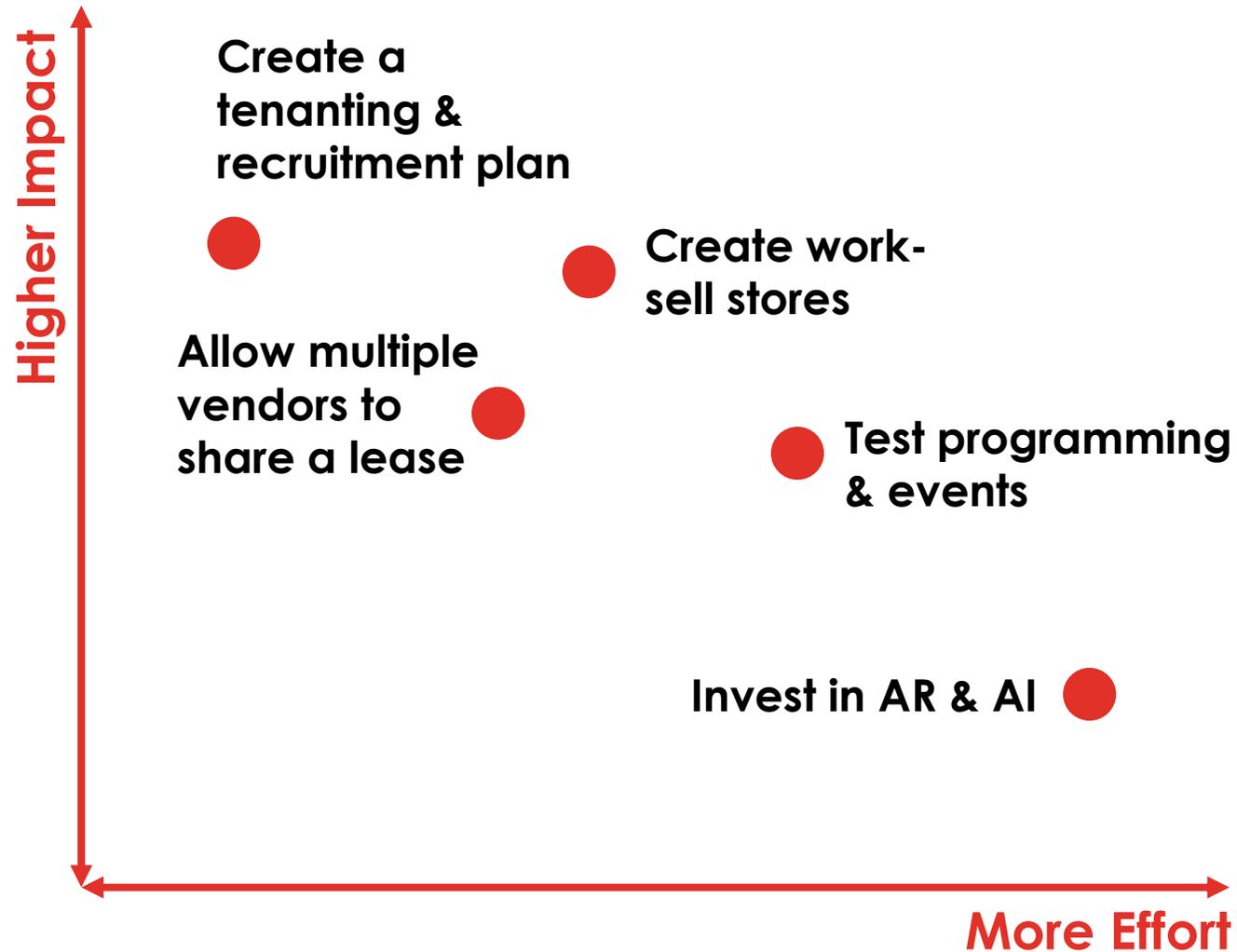
Create work-sell stores and programming to create unique, interactive shopping experiences that keep visitors coming back?\*



Test programming and event-based experiences, including "Scavenger Hunts" or "Market History Tours," particularly in less visited areas of the Market?

\*Revised since Council survey distributed. Originally "Invest in digital technologies such as AR and AI to create a "virtual market" to extend PPM's reach?"

## Discussion & Activity: **Retail Hub**



Does this resonate with how you ranked the interventions? Why or why not?

How can we most effectively advance DEI through these interventions?



Pike Place Market's role as

# SMALL BUSINESS INCUBATOR & ADVOCATE



# Potential Interventions: **Small Business Incubator & Advocate**

## Challenge

## What if we...

Rudimentary business incubation and programming support



Provide more robust small business coaching and resources, including education on digital POS, online presence and succession planning?



Create more opportunities for pop-ups or rotational programs to allow new businesses to test concepts and products?



Reestablish a merchants' association to strengthen shared resources and community building?\*

Difficult leasing process, outdated systems & lack of data



Develop processes that allow PPM to retain new businesses that grow within the market, as well as benefit from businesses that may successfully outgrow the market?



Streamline the leasing process to allow small businesses to enter PPM more easily?

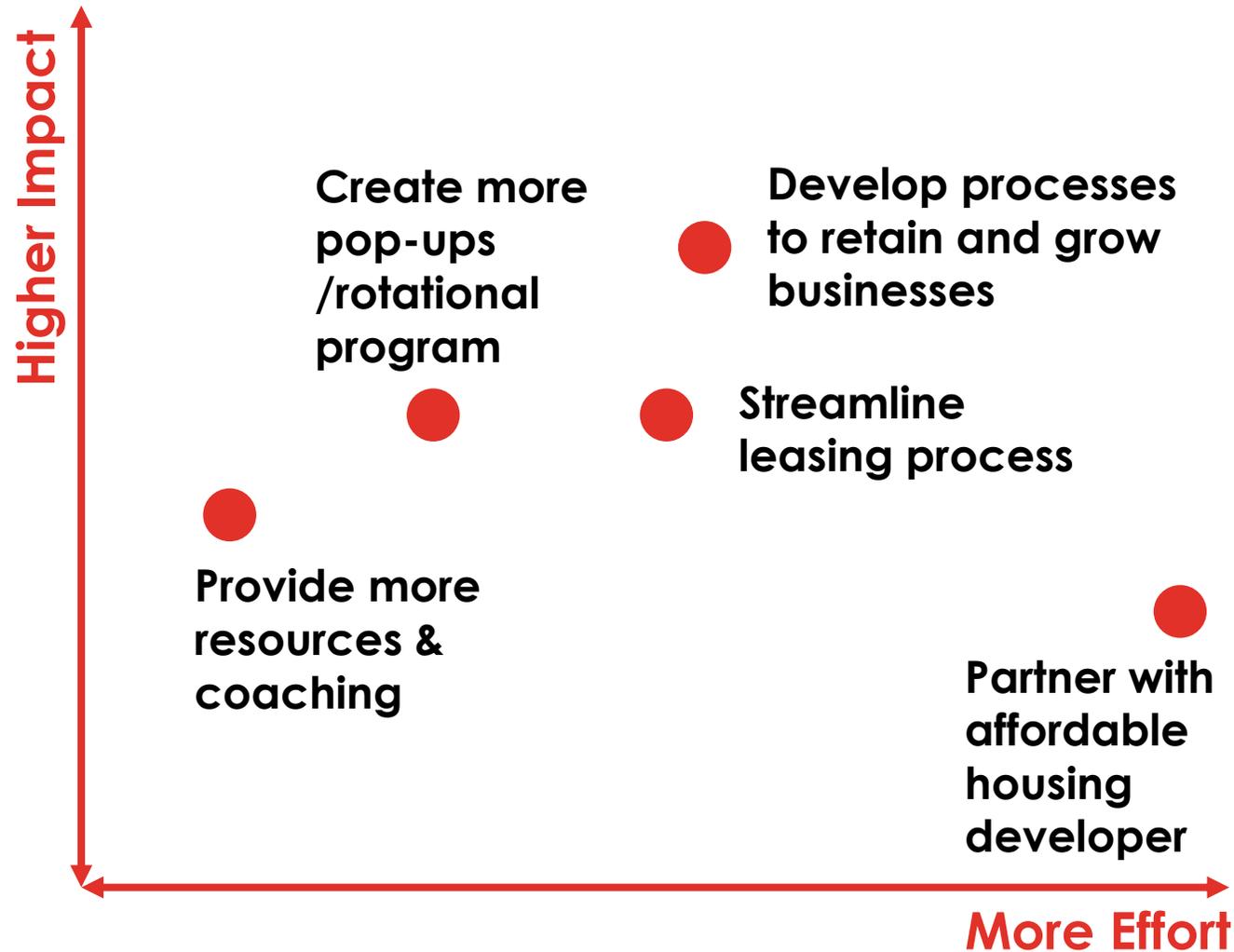
High cost of living



Partner with affordable housing developer to support affordable and maker/artisan live-work housing adjacent to PPM?

\*Added since Council survey distributed.

## Discussion & Activity: **Small Business Incubator & Advocate**



**Does this resonate with how you ranked the interventions? Why or why not?**

**How can we most effectively advance DEI through these interventions?**

● **Reestablish merchants' association**

\*Added since survey distributed. Less/more effort is interpreted according to survey results on what's most achievable in the short-term, since timing could vary.

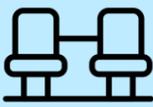
Pike Place Market's role as

# DOWNTOWN ANCHOR

# Potential Interventions: **Downtown Anchor**

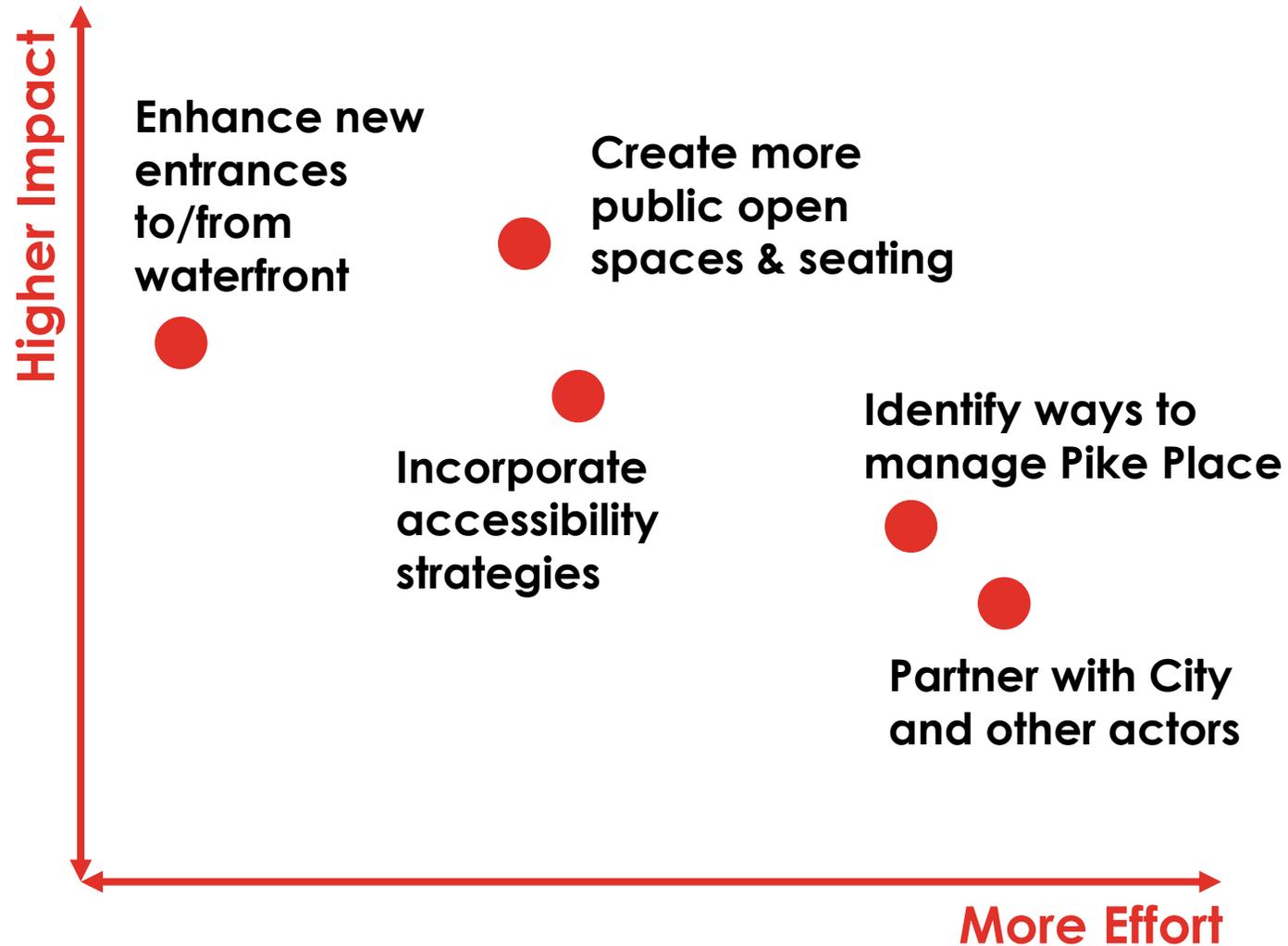
## Challenge

## What if we...

Slow Downtown recovery		Anchor a larger mixed-use cultural & entertainment district, extending across Third Ave & creating a bridge to the waterfront, allowing PPM to leverage uses that cannot be accommodated within PPM.*
Disjointed access & wayfinding		Enhance new entrances to and from the waterfront with new wayfinding and physical design strategies?
		Incorporate more ADA access strategies, parking, bathrooms, lactation rooms, and climate resilience systems to enhance the visitor experience and better support residents?
Limited seating		Identify better ways to manage Pike Place Market as a multi-functional public right of way?
		Create more public open spaces and seating to accommodate outdoor dining, events, etc. and to encourage longer stays at the market?

\*Revised since Council survey distributed.

## Discussion & Activity: **Downtown Anchor**



Does this resonate with how you ranked the interventions? Why or why not?

How can we most effectively advance DEI through these interventions?

● Anchor cultural & entertainment district\*

\*Added since survey distributed. Less/more effort is interpreted according to survey results on what's most achievable in the short-term, since timing could vary.



Pike Place Market's role as

# **SOCIAL SERVICE & COMMUNITY STEWARD**



# Potential Interventions: **Social Service & Community Steward**

## Challenge

## What if we...

Limited public awareness



Create opportunities, in partnership with more native and BIPOC organizations, to highlight Indigenous, immigrant, BIPOC, LGBTQIA and other stories at the Market, including through public art, interpretive signage, and others?

Need for more inclusive service provision



Identify additional areas for collaboration between the PDA, Foundation, and other partners, including highlighting PPM's role as a social service provider?



Improve accessibility and inclusivity by incorporating multilingual signage, gender neutral restrooms, more seating, ADA accessibility, and other?

Lack of diversity data & targets

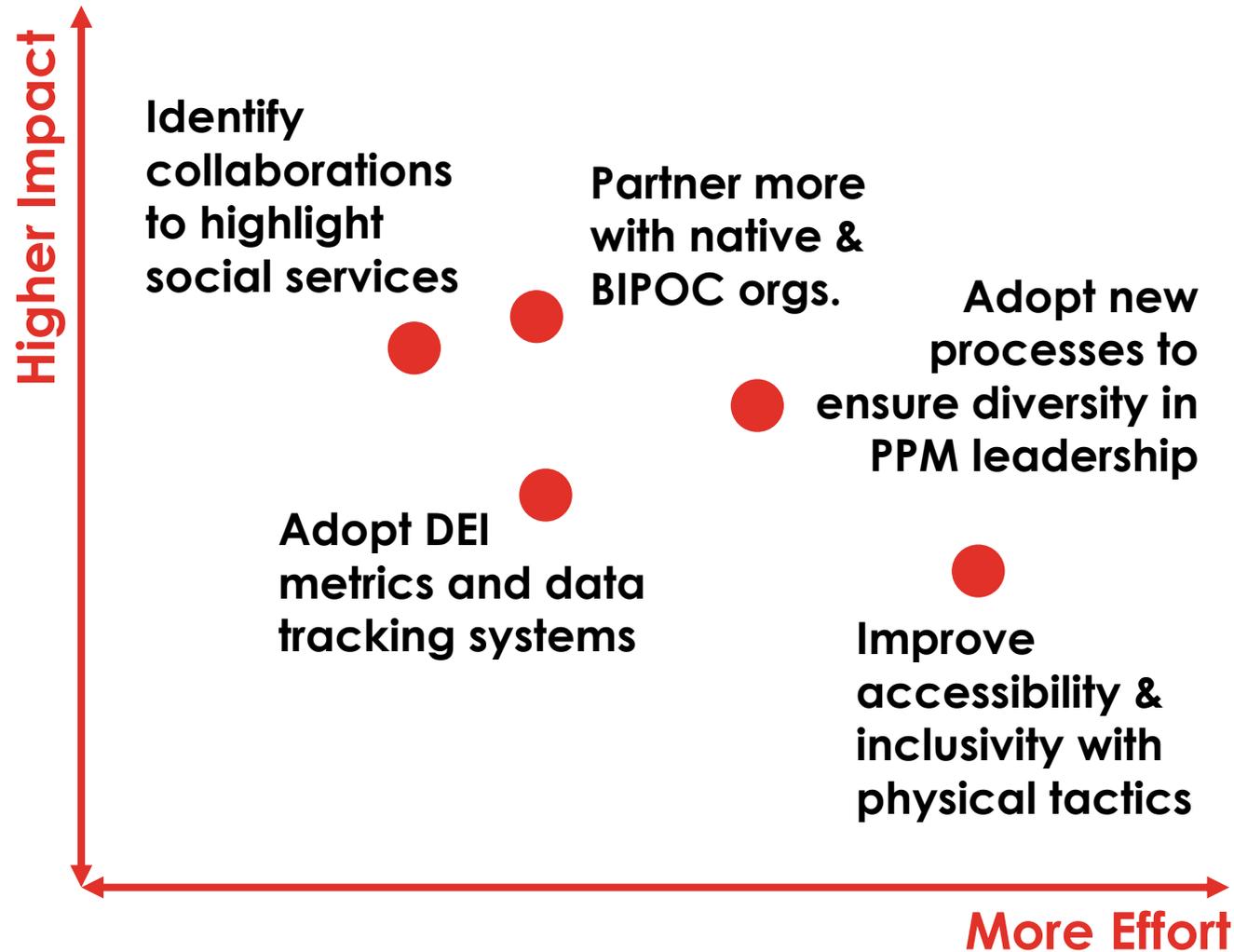


Adopt new processes to ensure leaders of PPM reflect the diversity of the greater Seattle area?



Adopt systematic data tracking, metrics, and targets to ensure accountability on DEI goals?

## Discussion & Activity: **Social Service & Community Steward**



**Does this resonate with how you ranked the interventions? Why or why not?**

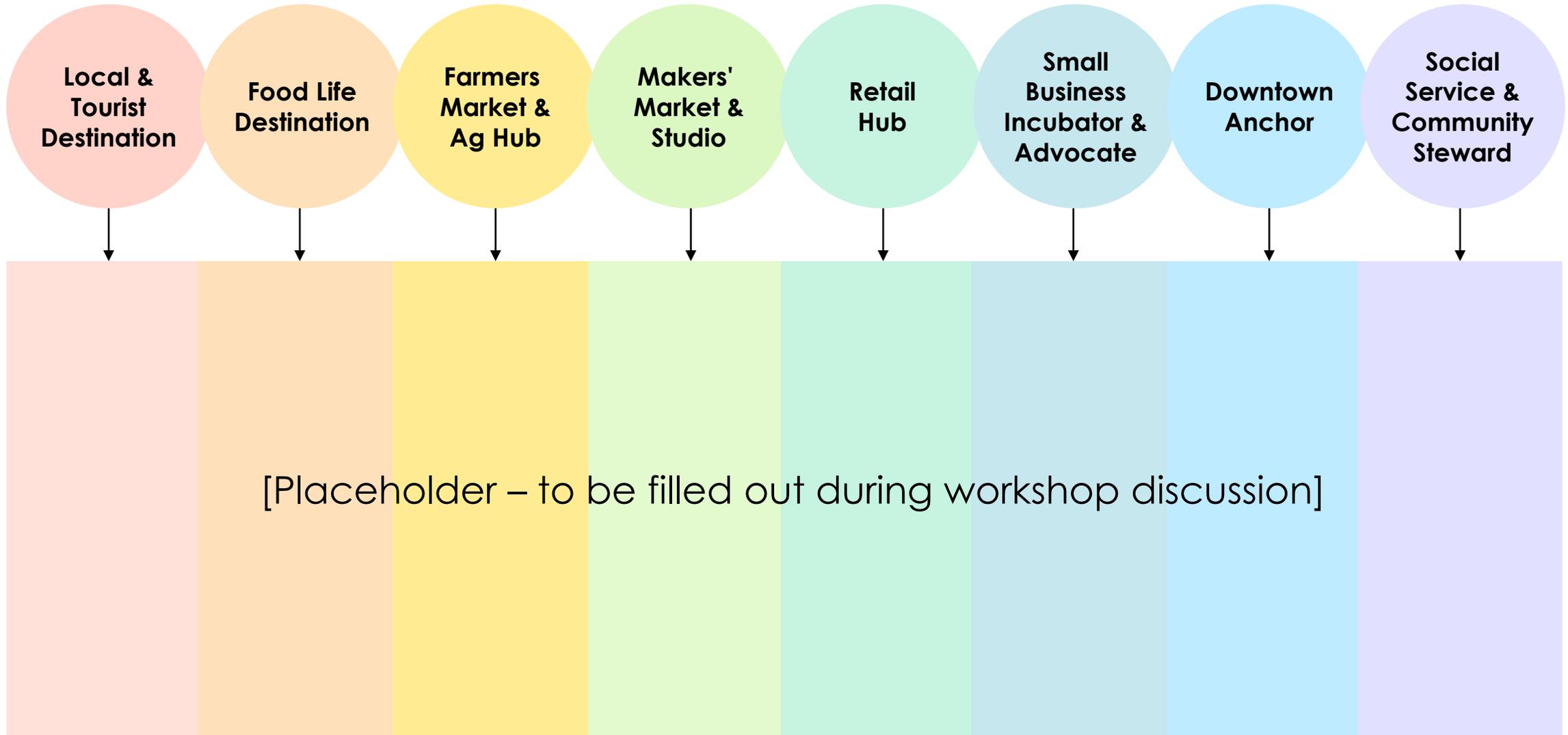
**How can we most effectively advance DEI through these interventions?**



Pike Place Market

# SYNTHESIS: Emerging Big Ideas & Themes

# Emerging Big Ideas and Themes





Opportunities, Constraints & DEI Workshop

# APPENDIX

*Includes PDA Council survey responses.*

# PDA Council Survey Results: Local & Tourist Destination

Which of these interventions do you think bring the highest impact? (5 – High Impact, 1 – Low Impact)



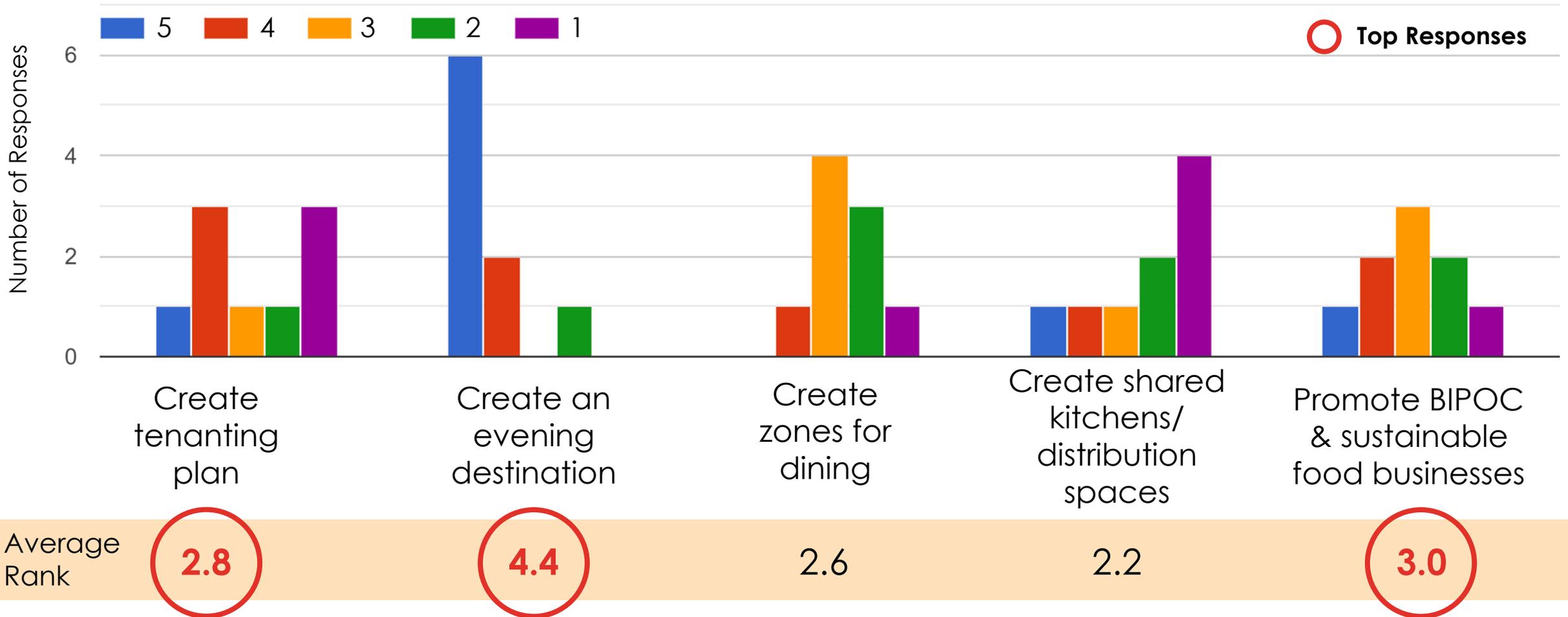
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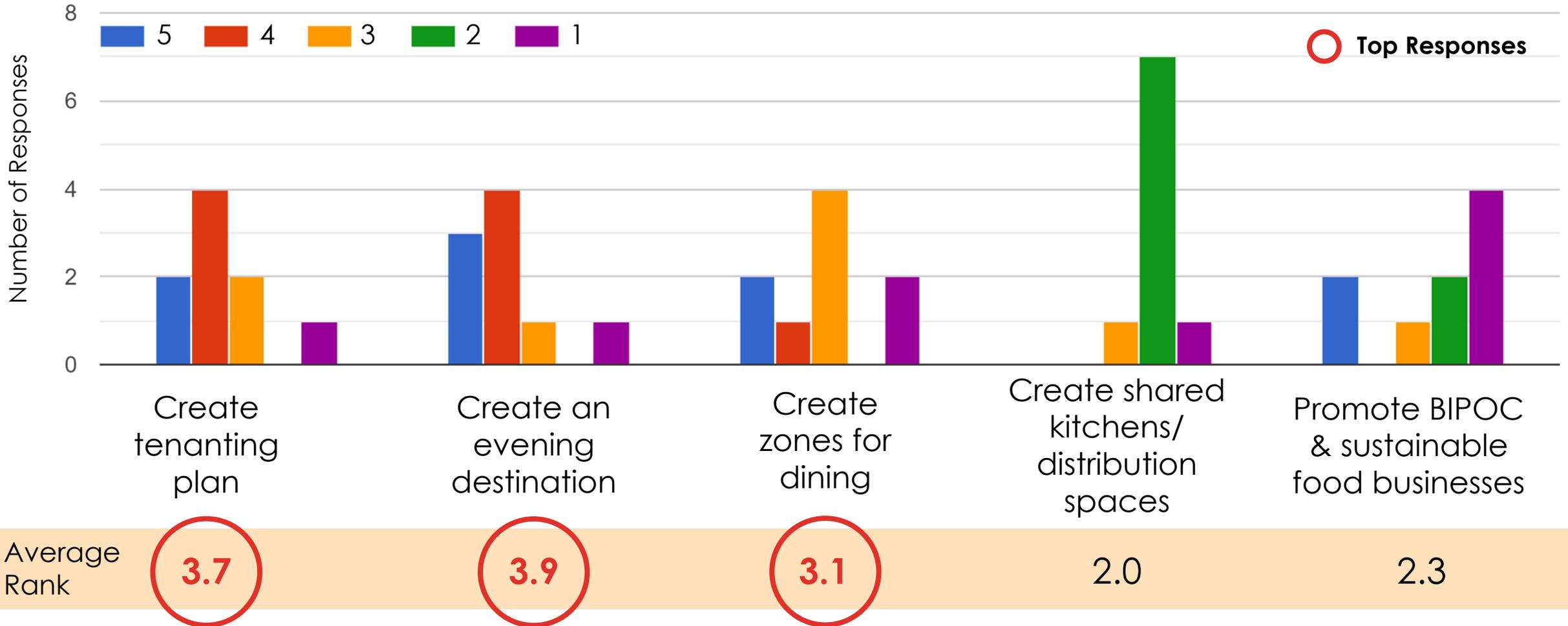
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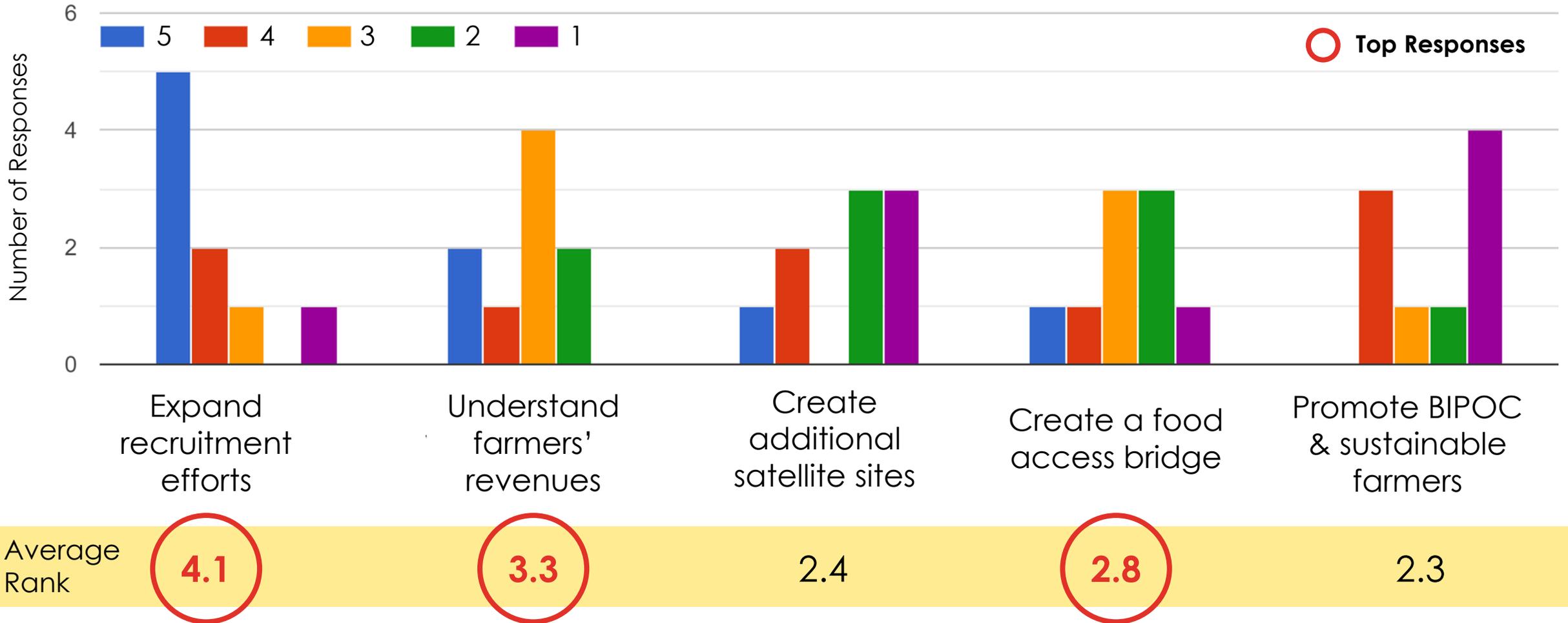
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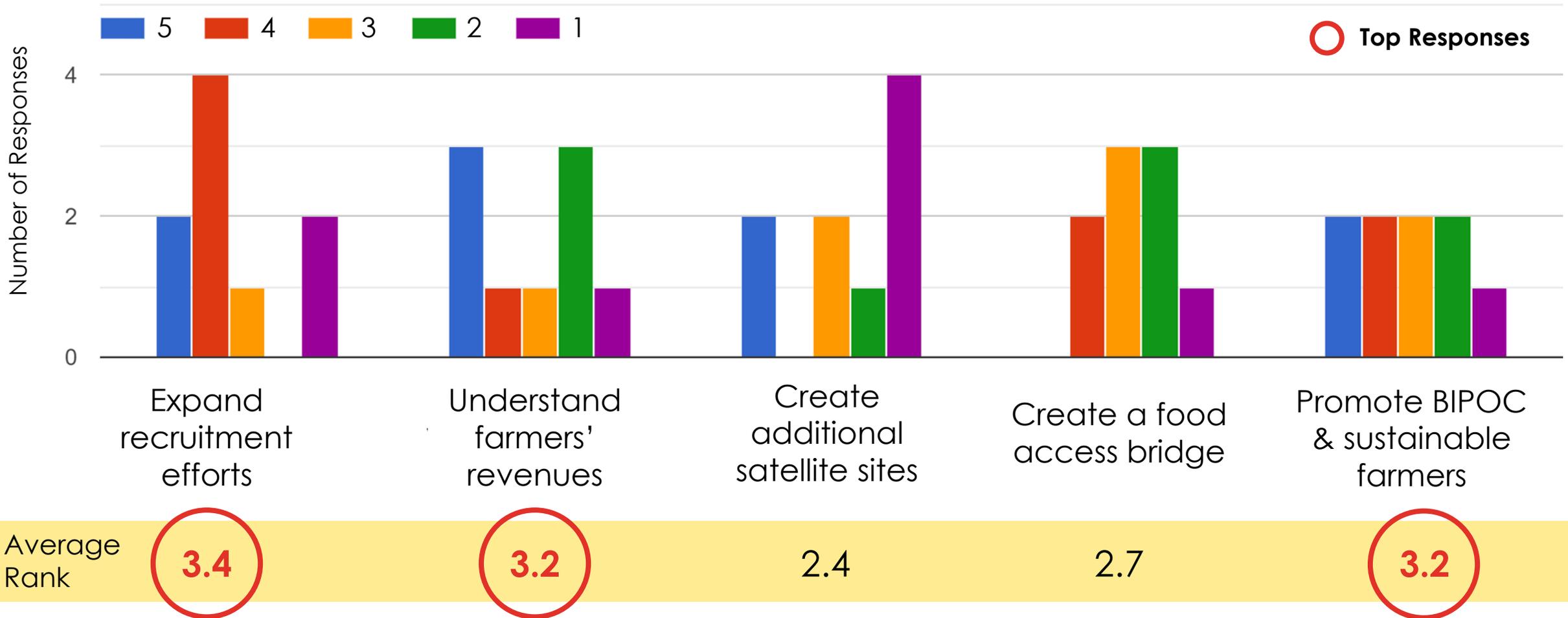
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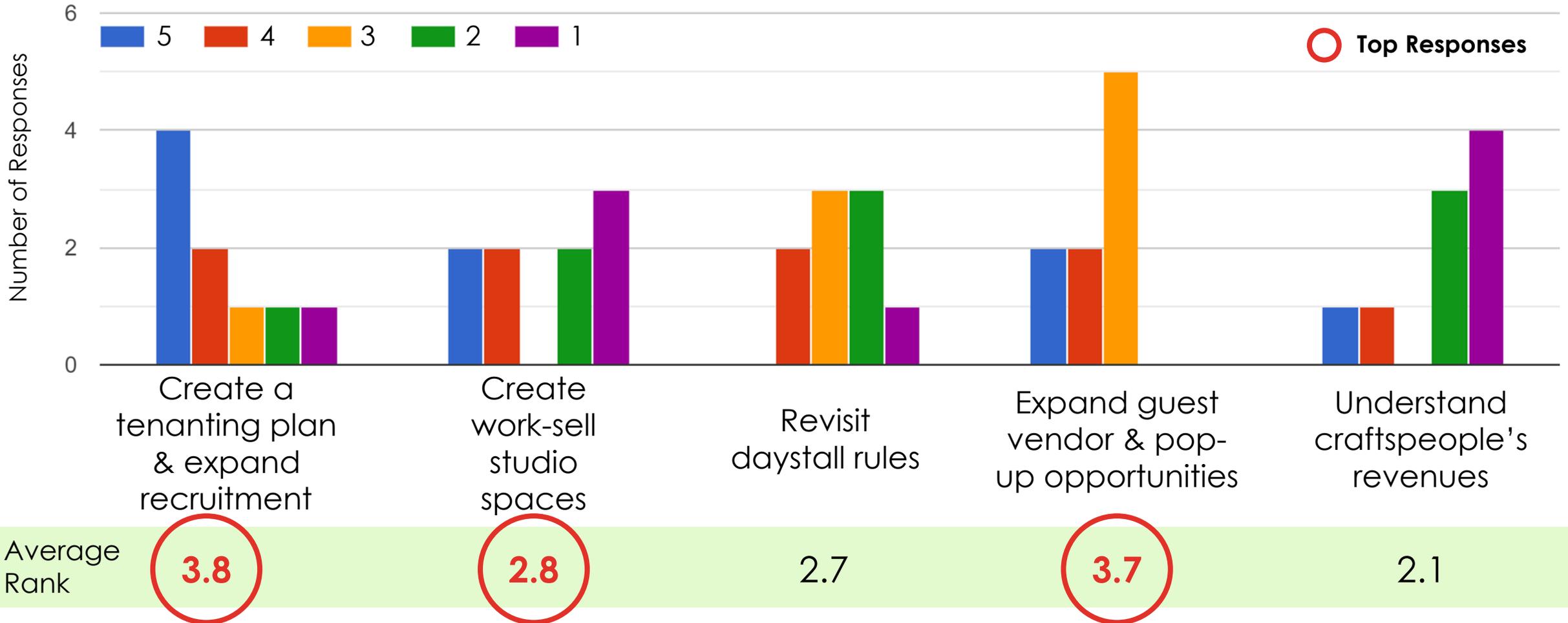
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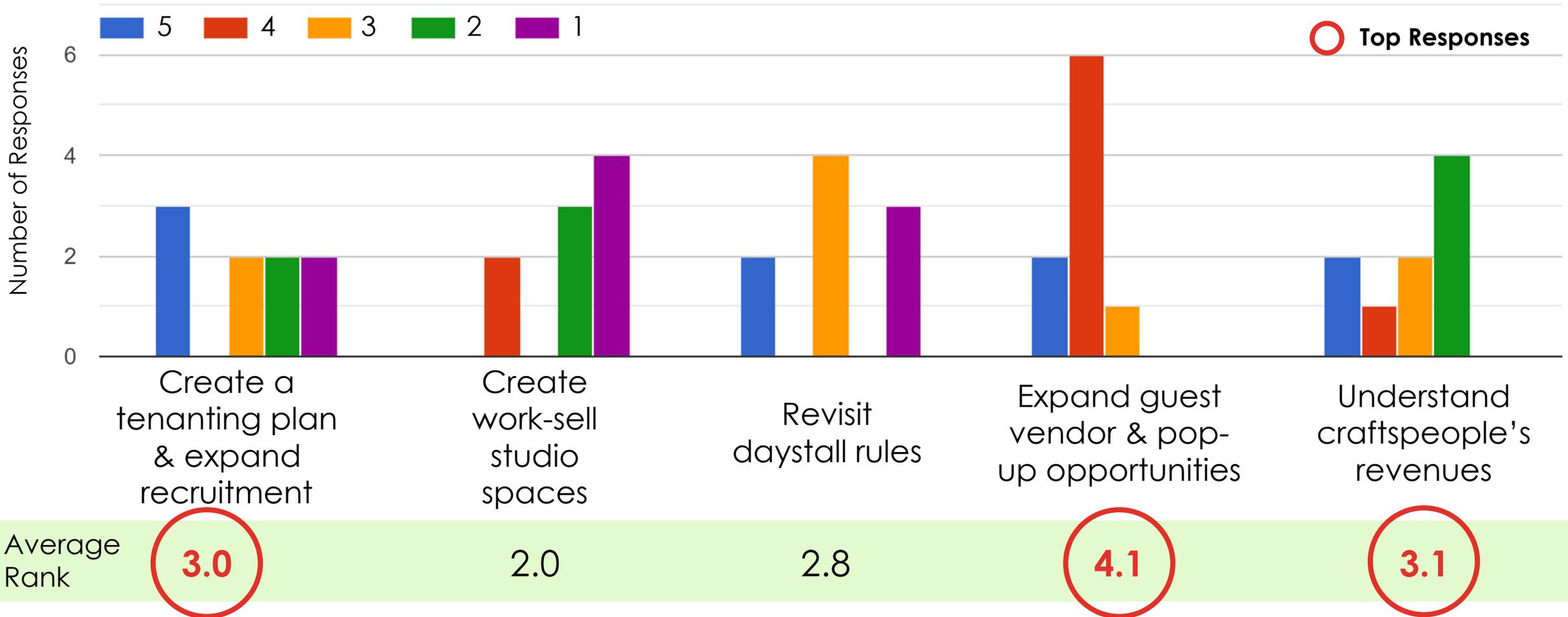
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# PDA Council Survey Results: **Makers' Market & Studio**

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# PDA Council Survey Results: Retail Hub

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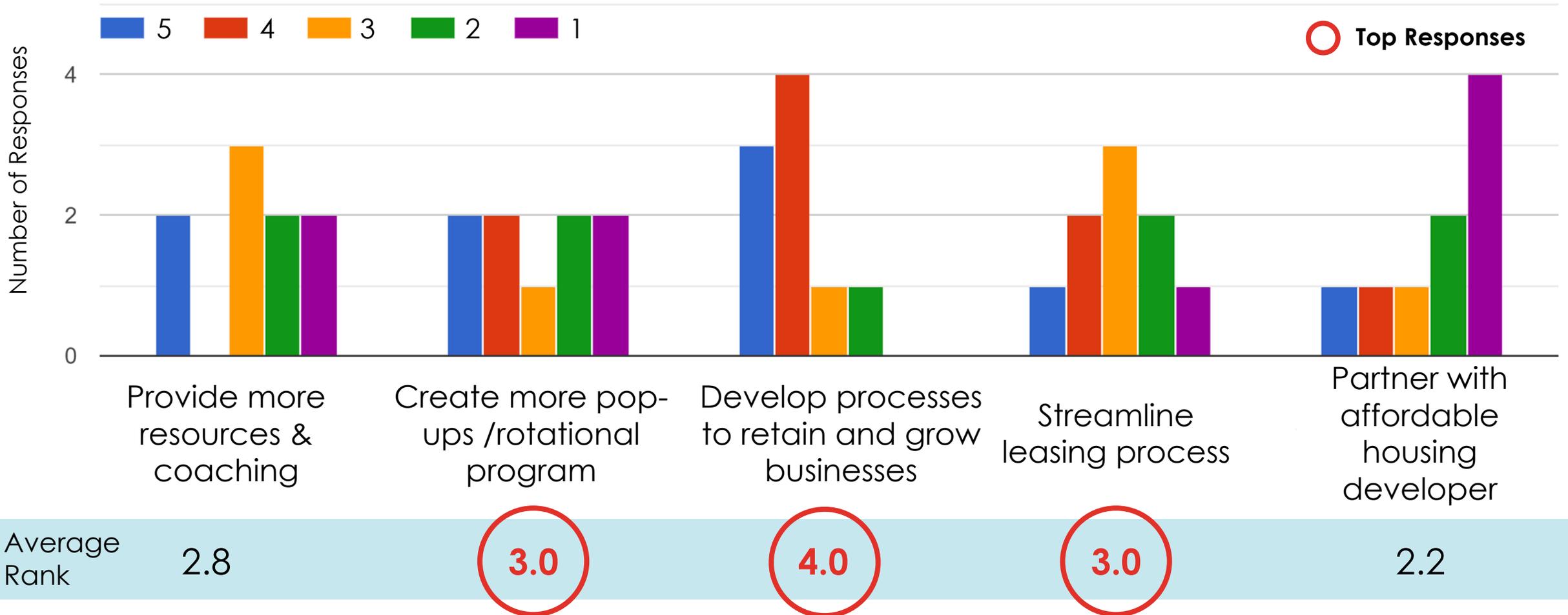
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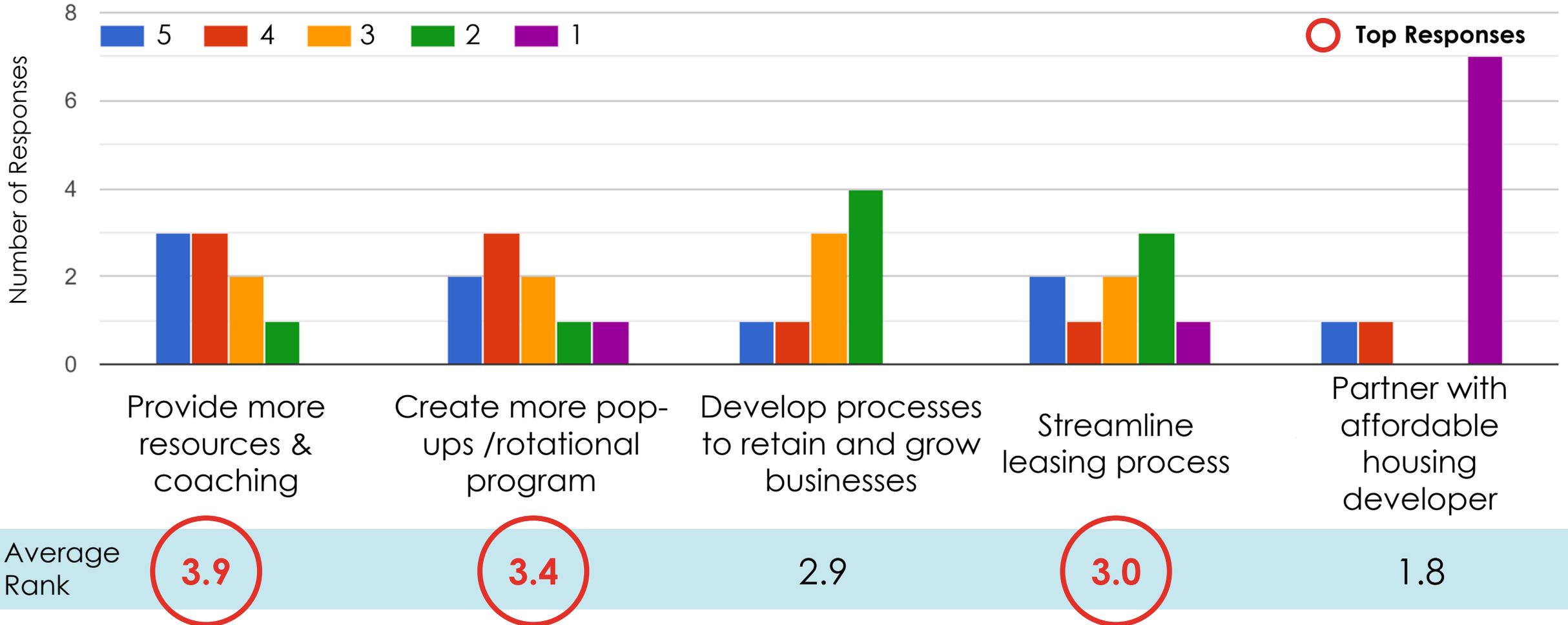
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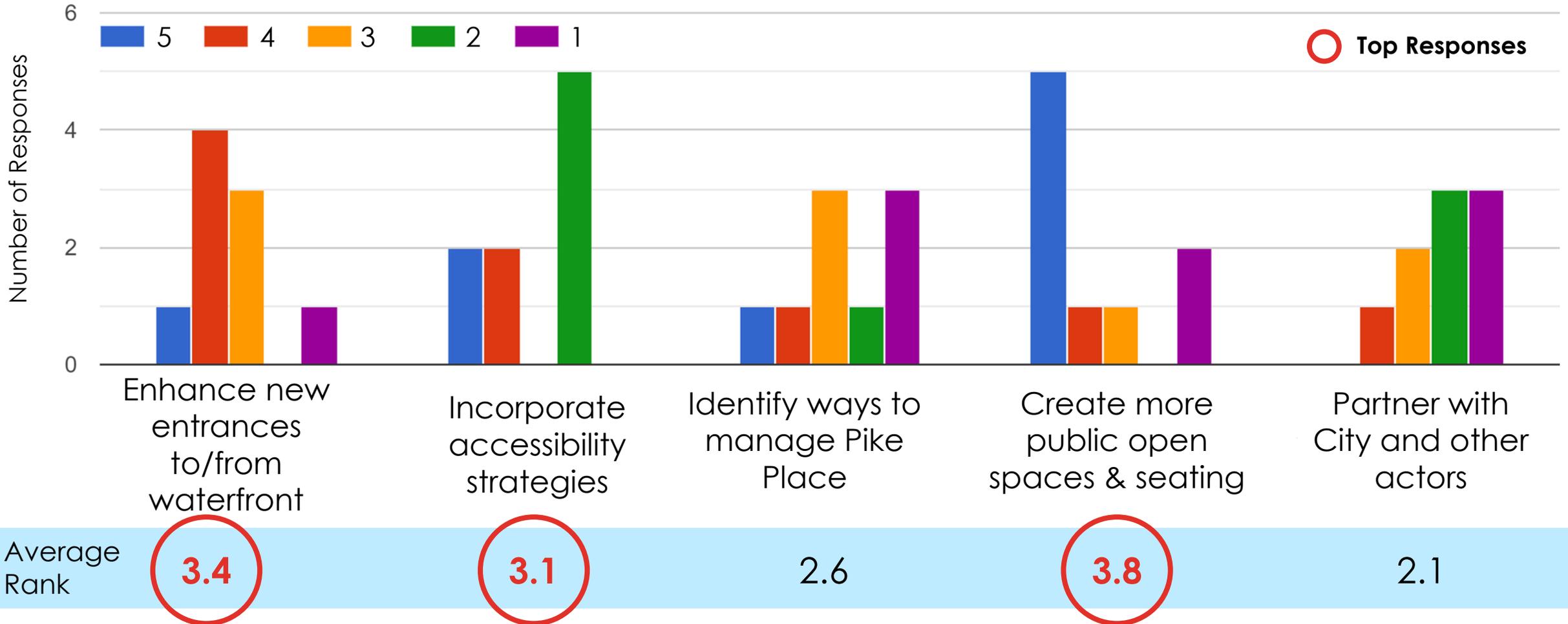
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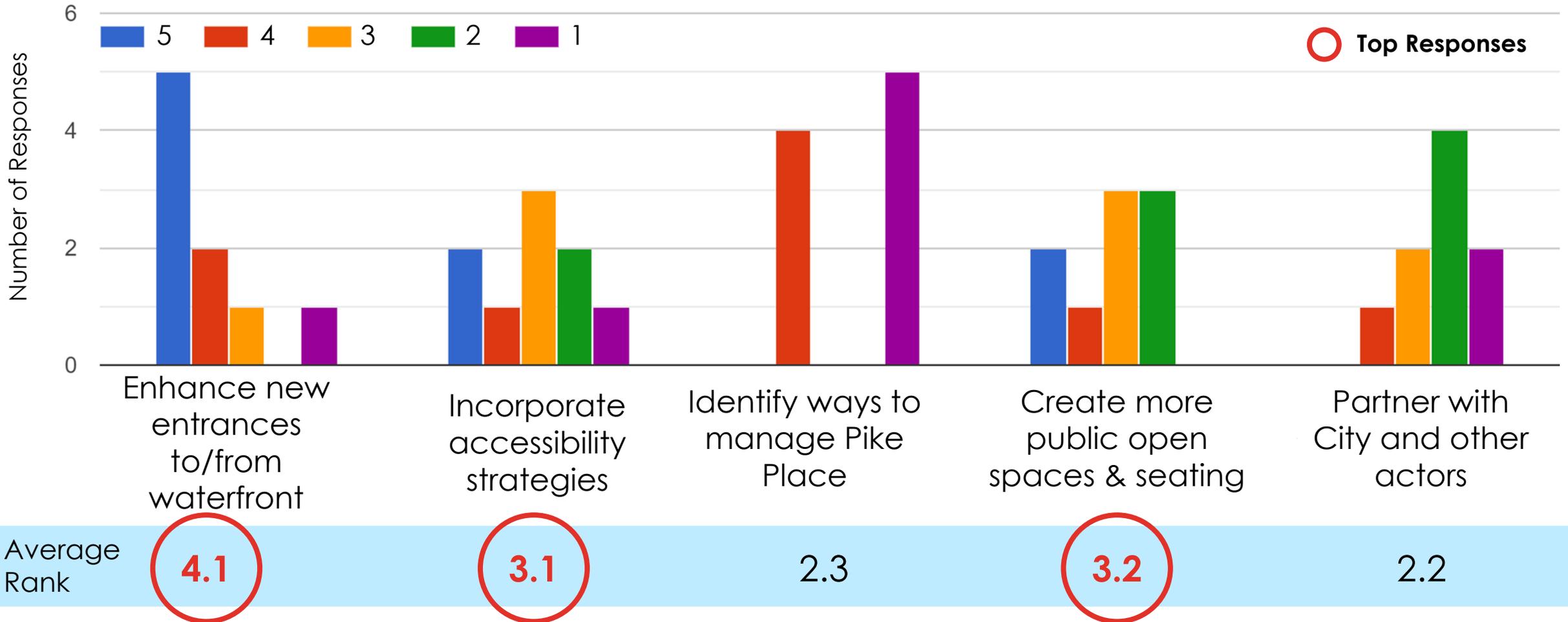
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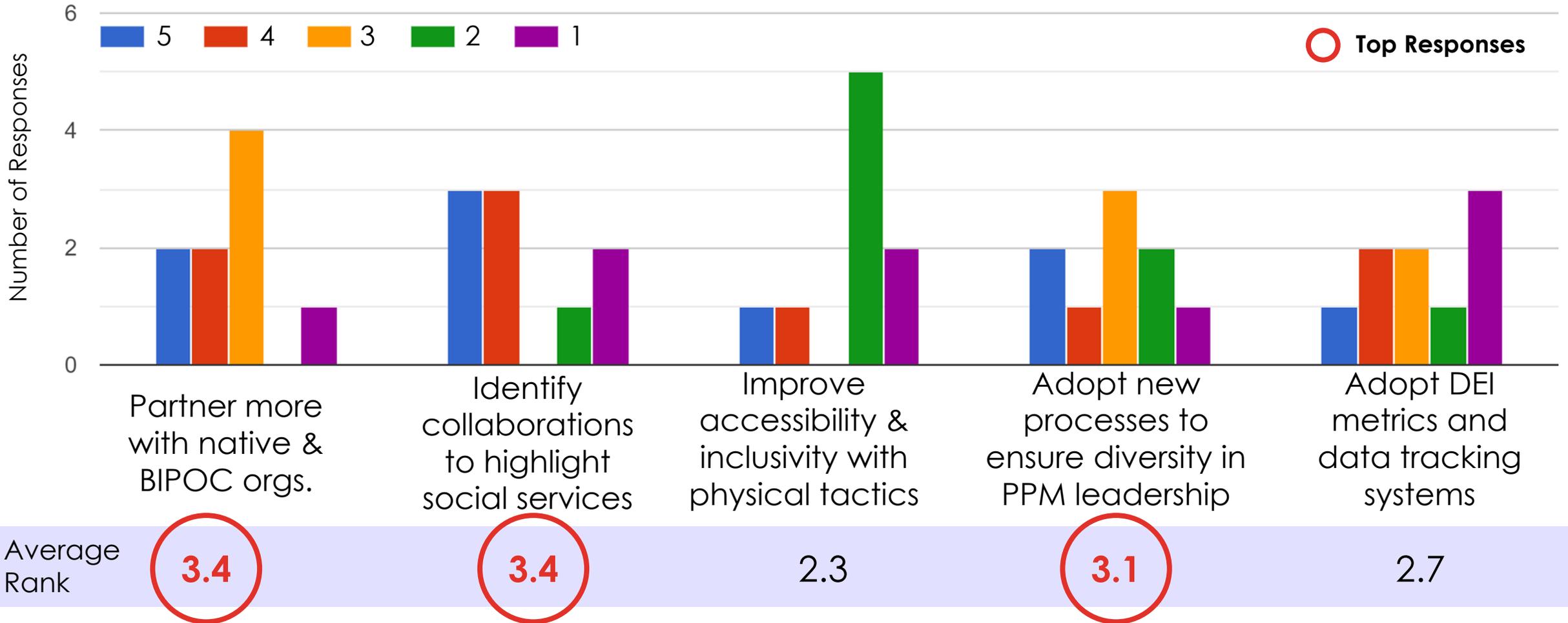
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# PDA Council Survey Results: Social Service & Community Steward

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# PDA Council Survey Results: **Social Service & Community Steward**

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