

Memorandum

To: **Pike Place Development Authority (PDA) and Pike Place Market Development Authority Council (Council)**

From: HR&A Advisors, Inc.

Date: **August 11, 2023**

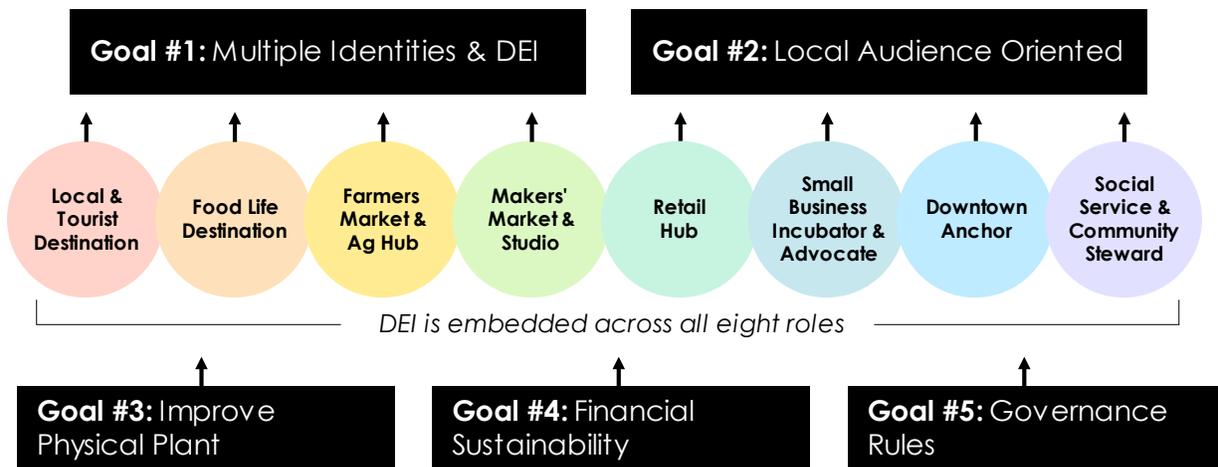
Re: Pike Place Market Master Plan Status Update

Where We Are

At this juncture, 6 months into our 12-month process, we've accomplished the following with the PDA Council, as described in our Scope of Work:

1. Achieved consensus on a framework for the Master Plan: Goals → Objectives → Strategies → Tactics → Metrics
2. Adopted an initial set of Master Plan goals
3. Refined those Master Plan goals – “Goals 2.0” – based on outreach and discussions with Council
4. Facilitated three of five Council milestone meetings and conducted outreach, research, analysis, and PDA/Council discussions across the master plan pillars/workstreams (see additional detail in the *Workstream Updates* section below).
5. As a consequence, developed a solid foundation for Master Plan strategies – captured in the Opportunities and Challenges Pre-Read from June and discussions with the PDA and Council at milestone meetings. Identified 15-20 strategies for which there appears to be significant PDA Council support and desire for focused consultant work, broadly categorizable as being part of four “big ideas:”
 - a. *Reorganize and improve physical space* to improve physical accessibility, celebrate a sense of adventure while improving wayfinding, strengthen connections to the waterfront, and improve revenue generation capacity.
 - b. *Curate tenancy and develop supportive marketing to emphasize the primacy of a Food Life brand* associated with the complex local network of food system actors, including producers, distributors, consumers, restauranters, etc.
 - c. *Curate tenancy to ensure vibrancy*, including nighttime activation, exploration of becoming a true incubator and/or a place for existing locally-owned business to test new concepts, and addition of neighborhood services.
 - d. *Explicitly consider DEI in all tenancing, marketing, and operations* .
6. Refined the framework for the Master Plan initially adopted to agree that:

- a. The basis for recommended strategies is and will be presented as: community outreach; Council input; and Consultant Team observations, data analysis, research, and expertise.
- b. Strategies will focus on achievement of foundational Goals 1-2 across PPM's eight major roles, as summarized in the graphic below. In the coming months, we will delve deeper into the implications of strategies advanced with respect to achievement of facilitative Goals 3-5.



How We Will Work Together Moving Forward

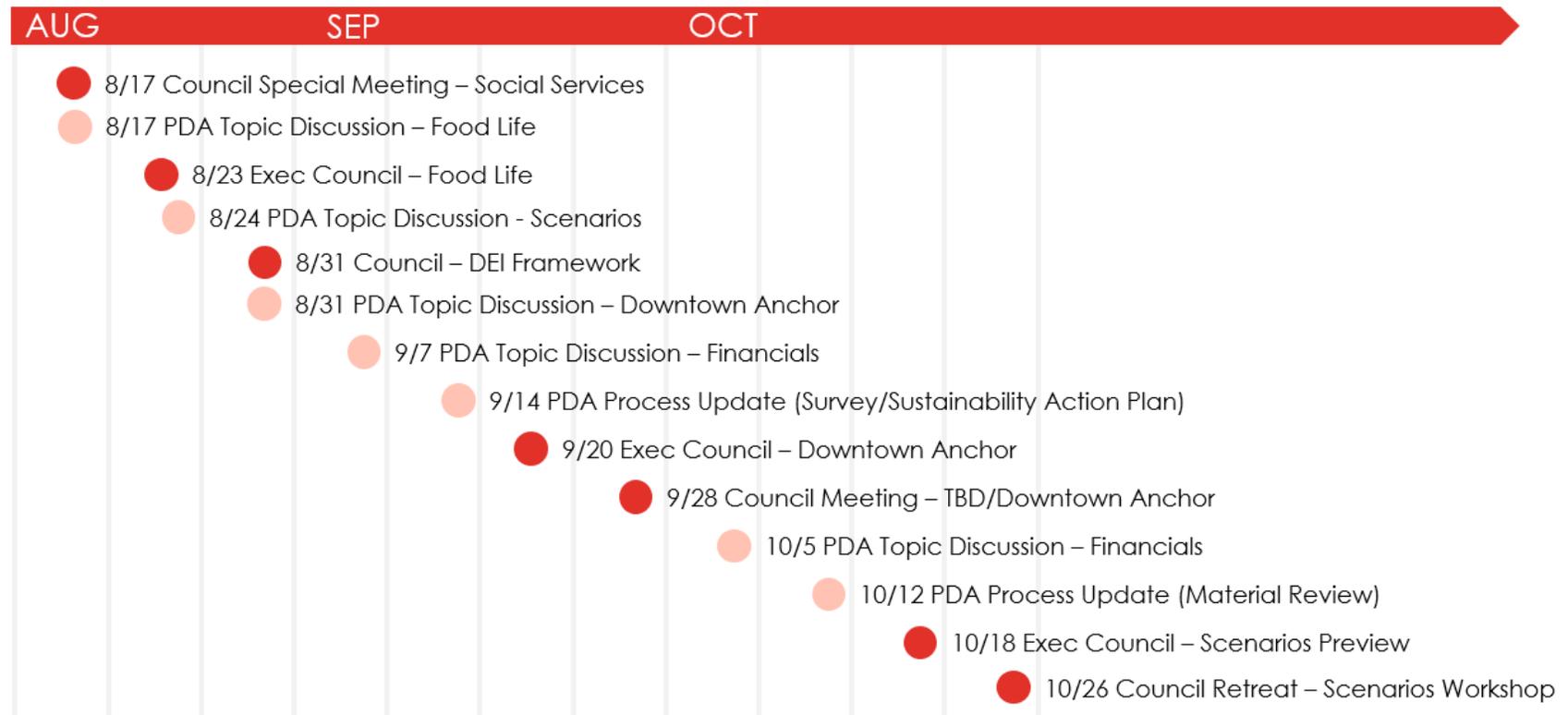
Based on feedback from the PDA staff and Council on our collaboration to date, the Consultant Team proposes the following guidelines for our work together going forward. We will prioritize opportunities for iteration and informal discussion in order to share our analysis and recommendations and solicit your feedback.

1. Frame every discussion by pinpointing where we are in the Master Plan process, highlighting decisions that have been made, and indicating how current discussions both build on prior discussions and inform next steps towards development of the Master Plan.
2. True to the “three-legged stool” of information that will inform the Master Plan – community outreach, Council input, and Consultant Team expertise – put forward our perspective and recommendations for Master Plan strategies for discussion and debate.
3. Identify opportunities to engage the Council more frequently and informally to discuss specific topics, including through the series of Special Meetings scheduled for August and September.

Meeting Timeline

The Consultant Team is proposing the following series of meetings with PDA staff (in pink) and the PDA Council (in red) leading up to the October Scenarios Workshop. We are working with the PDA to confirm these dates and agendas.

Pike Place Market Master Plan Upcoming Meetings



A live workplan chart, which can be updated as meeting dates and topics are finalized, is located [here](#).

Workstream Updates

The below summarizes work that the Consultant Team has completed to date, current workstreams, and deliverables under way now through the October Scenario Workshop.

Community Relationships (BERK lead, collaborate with full team)

Complete:

- Open House event at the Market to introduce the project
- Tenant Coffee and Donuts to discuss sustainability at the Market
- 33 Market merchant interviews (food, restaurants, retail, farm)
- 20 external interviews
- Succession planning survey for tenants
- Friends of the Market discussion group
- Initial meeting with Market Historical Commission
- Resident BBQs (2)
- 5 Families discussion group and follow up interviews with leaders who could not attend
- External survey (1,346 responses to date, will close in 1 week)

To come:

- Market Constituency discussion group (Tuesday, August 15th)
- Internal Market community survey and survey outreach at the Market
- Up to 5 more discussion groups
- Report back and celebration event

Deliverables through Oct:

- Summary of findings from engagement and surveys

Physical Plant (Mithun lead, collaborate with MRA and full team)

Complete:

- Review of capital needs assessment
- 2 facilities team listening sessions
- Facilities tour
- Sustainability survey of Council and tenants
- Eco-charette
- Review of local, state, and national carbon regulations

Current workstreams:

- Development of physical plan interventions, scenarios, and visualizations
- Sustainability Action Plan

Deliverables through Oct:

- Draft visualizations of key issues, scenario alternatives, strategies
- Sustainability Action Plan/Roadmap update

Brand Identity and Mission (MRA lead, collaborate with full team)

To date:

- Merchant interviews (food, farmers, retailers, crafts)

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- Opportunities and constraints
 - Initial market case studies

Current workstreams:

- Market case studies and trends in food life and retail
- Market analysis and strategies
 - Floor plan and demising analysis
 - Visitor itineraries and journeys analysis

Deliverables through Oct:

- Performative framework, retail trends, tenant and programming positioning opportunities, case studies

Business Operations (HR&A lead, collaborate with MRA)

To date:

- Review of PDA financials
- Review of governance documents
- Interview with PDA legal council re: governance

Current workstreams:

- Financial analysis
 - Meet with PDA staff to discuss PDA financials
 - Build baseline financial model to support scenarios/business plan
 - Gather assumptions for future scenarios for input into the model

Deliverables through Oct:

- Incorporation of financial considerations into scenarios

Governance analysis to come in parallel with preferred scenario.

Scenario Development and Preferred Scenario (full team)

To date:

- Consultant team scenario workshop #1 in June

Current workstreams:

- Development of scenarios
 - Continued synthesis of all other workstreams into scenarios
 - Consultant team scenario workshop #2 early September

Deliverables through Oct:

- Scenario presentation for discussion with Council at Scenarios Workshop