

# Master Plan Update

## Public Input Update & Intro to Master Plan Implementation

January 25, 2024



# Agenda

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- 1. Public Input to the Master Plan**
- 2. Market & Business Operations**
- 3. PDA & Council Operations**
- 4. Phasing**

# A Master Plan rooted in the Market's Mission & Values

The 50-year vision and 10-year planning priorities recommended in the Master Plan are all **rooted in the mission and values set by the PDA Charter** in 1973.

In this plan we will continue to preserve the Market's authentic history and character as a public market and a vital urban community, to serve the people who live and work in Seattle and the region.

We reaffirm the central role of farmers, food suppliers, and purveyors in our purpose and continued success. We will continue to keep our Meet the Produce philosophy central in all Market planning and operations.

We also commit to sustained efforts in Sustainability and, Diversity, Equity, and Inclusion because these are crucial to the Market's long-term viability.

# Public Input Update

# Public & Market Community Input to the Master Plan

The Master Planning process has been grounded and guided by robust public and community input:

- **2,365** external community survey responses
- **372** internal market survey responses
- **54** interviews with neighboring institutions, non-profits, PPM tenants, and other stakeholders
- **35+** people engaged at the Open House on 4/14/23
- **~90** online comments via website during Master Plan process
- **40+** messages via email & website with comments on the Master Plan draft #1
- **25+** comments from the PDA listening session on 1/11/24
- **100+** public comments recorded from 15 Council Meetings
- **6+** Conversations with MHC, Friends of the Market, Foundation, and Five Families



# Key Themes Emerging from Public Comments on Master Plan

We heard support for key aspects of the Plan across multiple venues for community input, both inside and outside the Market. These include:

- Preserving the **Market's authentic history and character**
- Reorienting operations to **primarily serve a local audience**
- **Supporting farmers and other food suppliers** through a more integrated approach to space use, programs and advocacy
- Continuing to address the physical needs of **Market social services, particularly the Food Bank**
- **Investing in Heritage House** and ensuring it continues to serve a vital purpose
- Helping to reinvigorate a **Merchants Association**
- **Increasing garage parking rates** for visitors to generate revenues
- **Committing to DEI** as a means to keep the Market relevant and vital
- **Creating shared infrastructure** for merchants, such as WiFi and improved point-of-sale systems
- **Recognizing the shared responsibility** among merchants, stakeholder organizations and the PDA **for the Market's financial sustainability**

# Key Themes Emerging from Public Comments on Master Plan

We also heard concerns from several sources about important aspects of the Market that either were not included strongly enough or at all in the Master Plan first draft. We aim to address these in the Second Draft, including:

- The **historical mission and role of Pike Place Market** and its strong sense of community
- The **importance of financial performance** in the ongoing support of community members and small businesses
- The **vital role of the MHC in implementation** to ensure that any physical or programmatic strategies are in line with historic district values and guidelines
- The **central role our Meet The Producer philosophy** must continue to play
- The importance of **balancing the needs impacting all Market members** – farmers, merchants, craftspeople, and buskers/performers

We also aim in the next draft to provide more specific language and better definitions where possible, while acknowledging that some aspects of a long-range Master Plan are directional and to be determined in implementation. We will also work to scrub the Plan of confusing abbreviations and consultant-ese, to be as clear and concise as possible.

# Public Input on PDA Council Meetings

Multiple commenters have voiced that **participation can be difficult in a formal setting like a PDA meeting**. Meeting tenants face-to-face, ensuring internal surveys are translated, and hosting more interactive listening sessions were suggested.

- The Implementation section of the emerging Plan (discussed today) will make a variety of recommendations with respect to community engagement moving forward.
- The current Master Plan draft has captured specific recommendations raised by public and community members. For example:
  - **What We Heard:** The Market is quiet in the evening and does not currently cater to locals who may want to eat/shop after work – a missed opportunity to increase local visitation.
  - **What We Learned:** Evening activations such as night markets or other programming will require coordination (some businesses prefer not to stay open late for safety, labor, or other reasons, and residents have concerns for noise).
  - **Master Plan Strategy:** Coordinate with food & restaurant businesses to identify opportunities to **extend business hours** to create an evening destination that attracts more visitors throughout the day.

**Implementation**

# Pike Place Market Master Plan

1. FOREWORD
2. ACKNOWLEDGEMENTS
3. INTRODUCTION
  1. Background
  2. Master Plan Process
4. VISION & GOALS
  1. Pike Place Market's 50-Year Vision and Goals
5. STRATEGIES & ACTIONS
  1. Food life curation and programming to reattract locals and help businesses thrive
  2. Physical investments to support economic performance, inclusivity, space capacity, downtown/waterfront connectivity, and delightful public space
  3. Partnerships to amplify social impact
6. IMPLEMENTATION
  1. Financial Sustainability
  2. Market and Business Operations
  3. PDA & Council Operations
7. PHASING & METRICS
8. APPENDIX

Included  
in Master  
Plan  
Draft #1

Today's Discussion

# Market & Business Operations

# #1 The MHC Plays a Vital Role in the Preservation of Pike Place Market



The Market is located in the **Pike Place Market Historical District**, governed by the MHC, which is charged with **preserving its physical and social character.**

Voters approved the creation of the Historic District and MHC in 1971 as a result of the successful “**Keep the Market**” campaign.

# #1 Strategy: Continue Collaboration with MHC

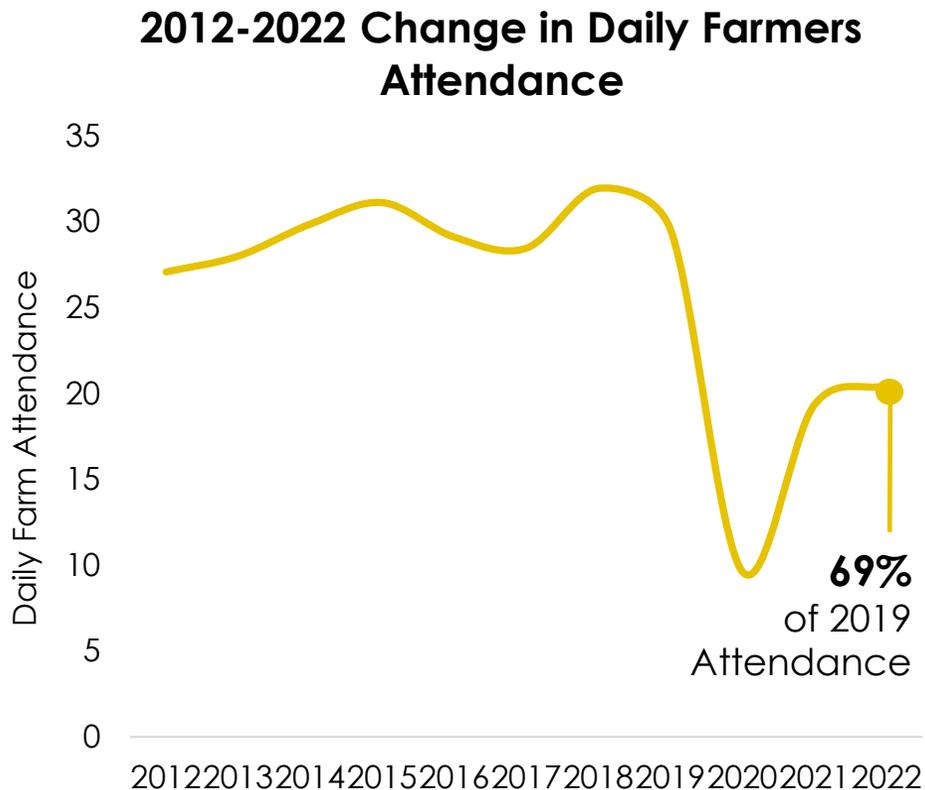
**Continue the PDA's collaborations with the MHC to achieve Master Plan objectives and maintain the integrity of the Market's historic character and roles.**

Topics to discuss may include:

- Clarification of recommended **physical improvements**, including interpretations of how the district's historic core vs. transitional areas can be treated to support the Master Plan.
- The extent to which the **Commission's review functions** may be streamlined in order to facilitate more efficient procedures, particularly for successful tenant curation.
- Ways in which the Market can demonstrate **sustainability leadership** in the adaptive reuse of historic buildings to meet and potentially exceed ever-evolving energy codes and embrace other sustainability measures outlined in the Sustainability Action Plan.
- How the Guidelines can facilitate curation of **Food Life, reattraction of locals**, mitigation of **barriers to entry** for small owner-operated businesses, and support of **financial sustainability**.

## #2 Challenges to Daystall Environment – Farm

Macro-economic, social, and environmental changes, as well as contemporary operating procedures are challenging farmers' profitability, contributing to declining farm attendance.



The current Daystall farm environment may be in conflict with how farmers can best achieve financial sustainability. In addition, there may be limitations imposed within governing documents that hinder the PDA's ability to help.



## #2 Strategy: Improve Daystall Community – Farm

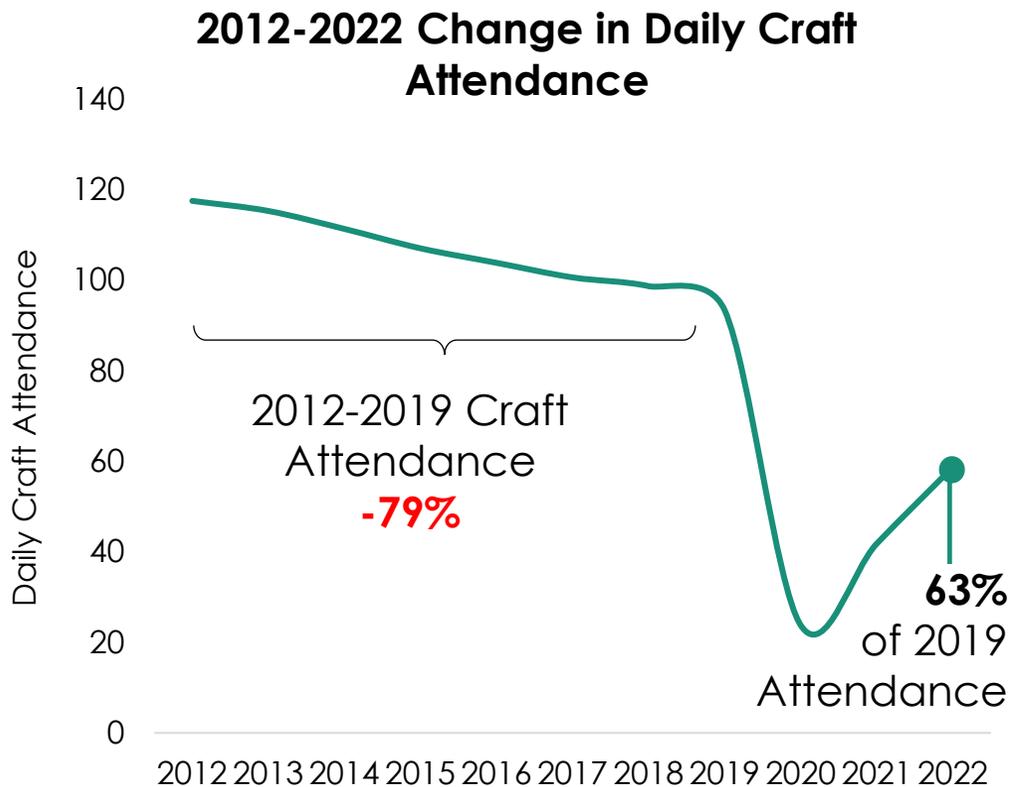
Collaborate with farmers to address challenges in the Daystall environment to increase participation and business viability.

Topics to explore may include:

- **Ensuring the daystall environment aligns with current farming business realities**, including considerations for satellite farmers markets.
- **Expand permitted items** to include edible and hand-crafted farm products, such as baked goods.
- **Integrating farmers and farm products across the Market**, beyond daystalls, including through increasing restaurant collabs, seasonal events, deliveries, CSA Pike Box, etc.
- **Recruiting farmers to the Market** including through partnering with a farm business incubator.
- **Assign unused daystall areas for other Food Life programming**, including special promotions, BIPOC initiatives, pop-ups or evening events.

## #2 Challenges to Daystall Environment – Crafts

PPM should be the most iconic handmade craft market in Seattle. The declining number of craftspeople, even prior to COVID, suggests challenges in the Market’s ability to ensure the authentic and vibrant Daystall community thrives in the future.



*“The rules and requirements to keeping the business in the Market take a lot of time – **I had to cut back on opportunities to grow my wholesale business to satisfy Market requirements.**”*

*- PPM Craftsperson*

## #2 Strategy: Improve Daystall Community – Crafts

The crafts community is vital to ensuring a successful handmade craft market. **Collaboration to address challenges in the Daystall craft community to increase participation and business viability will require valuable input and discussion in order to be successful.**

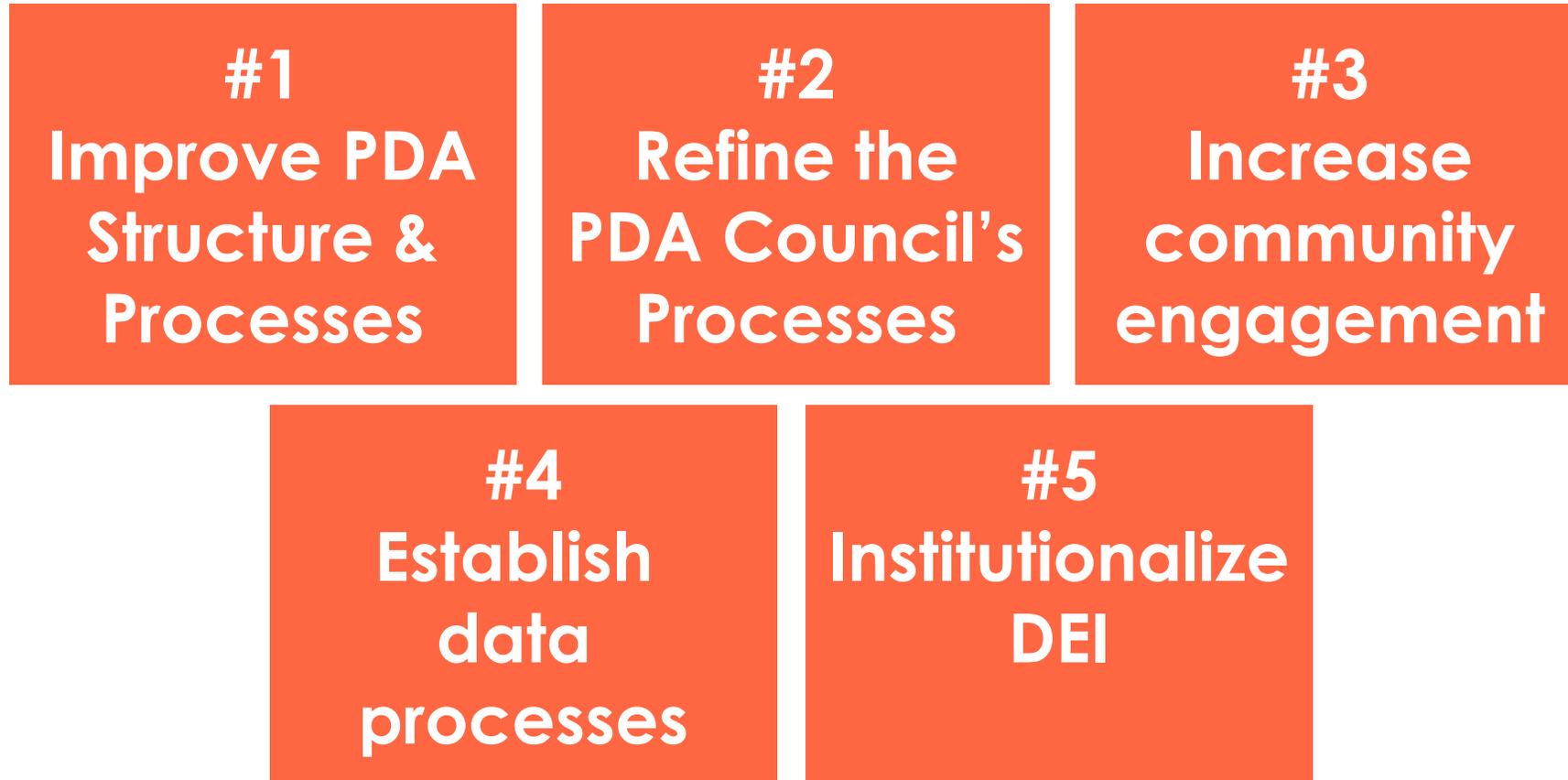
Topics to explore may include:

- **Identify ways to lower barriers to entry for new craftspeople and grow crafts attendance.**
- Promote **pathways to grow into permanent retail spaces** at the Market.
- **Expand participation in business training and support programs** to help craftspeople grow their business.
- **Assign underutilized spaces (to be determined) for other craft programming**, with a strong focus on highlighting handmade crafts, such as semi-permanent demo spaces.

# PDA & Council Operations

# PDA & Council Operations

To implement the Master Plan successfully, the PDA will need to develop additional capacities, refine the PDA Council's processes, facilitate stronger community engagement, and institutionalize DEI.



# #1 Improve PDA Leasing Process & Enforcement

**Revisit the PDA's leasing process and approach to ensure streamlining and reinforcement of a shared responsibility to the Market.** Ideas may include:

- **Continue process of streamlining leasing process** to make it less cumbersome for prospective tenants, including updating the form lease.
- **Revise holdover tenancy terms** with consideration of compliance of lease terms, investment of space and general business performance to ensure there is a collective responsibility across the Market community to support the financial viability of the Market.

# #1 Grow PDA Capacity & Accountability

Develop **additional capacities and accountability** within the PDA to execute the Master Plan successfully. Ideas may include:

- **Enhance tenant curation and programming** through strategic planning and projecting future vacancies and commercial leasing. This could be accomplished with existing staff and/or contracting or hiring new staff to focus on this area.
- Provide support for Market businesses to **enhance the services provided by the PDA**, including modifying systems and alternative distribution models. Additional staff may be required to accomplish this work.
- **Support external partnerships** and development of strategic relationships through refinement of staff responsibilities.
- Incorporate **progress on the Master Plan** as a distinct criterion to the **PDA Executive Director's annual performance evaluation**.

## #2 Refine PDA Council's Processes

Refine the PDA Council's processes to **enable efficient, nimble management and decision-making processes and greater accountability**. Ideas may include:

- Incorporate work identified in Master Plan into existing PDA committees, taking into consideration that successful execution of the Master Plan may result in establishment of **new Master Plan committee**.
- **Evaluate the full Council on its leadership performance annually** to identify areas where Council was particularly effective and/or could use improvement as it relates to Master Plan processes.
- **Establish annual Councilmember self-evaluation processes** to assess each member's contributions and establish goals for service in the coming year.

## #3 Increase Community Engagement

Create **new, approachable venues for community engagement** that invite more voices and hold the PDA and Council accountable to Master Plan implementation. Ideas may include:

- Enhance and systematize community input on strategic decision making by creating an **annual PDA engagement calendar and/or additional venues for engagement** to broaden community engagement (such as an annual PDA State of the Market).
- **Conduct Council listening sessions** to allow the Council to hear directly from a broader array of stakeholders in new contexts outside of formal Council meetings to allow for more opportunities for two-way dialogue quarterly or biannually.
- **Create new forums to facilitate greater collaboration and more frequent communication between the PDA, Council, and its partners** – including MHC, Friends of the Market, Foundation, Five Families, and others.

## #4 Gather More Robust Data

Gather data to **measure DEI, financial activity, and visitation**. Ideas may include:

- Engage a third party to **collect tenant demographic data and summarize in an annual report**.
- Leverage a **centralized point-of-sales (POS) system** to collect retail sales data on a monthly basis to allow the PDA to track tenant performance against curation goals.
- **Collect visitor traffic data** using mobile data or other sensor technologies and analyze on a quarterly basis to help the PDA understand visitation patterns and track success with respect to reattracting locals in order to inform programming and curation.
- **Conduct visitor surveys** on an annual basis to measure feedback and improvements on the Market experience.

## #5 Institutionalize DEI

**Institutionalize DEI across the Market's organization in an authentic and intentional way, grounded in best practices.** Ideas may include:

- **Establish data gathering methodologies**, to track demographics and diversity of the PDA, the Council, visitors, and vendors.
- **Create an Equity Core Team**, comprised of leaders across the PDA organization, to steward DEI goals and implement initiatives (based on best practices for creating a cross-disciplinary team to ensure DEI is embedded across all facets of an organization).
- **Bring in a facilitator** to engage deeply with the Council and staff to institutionalize diversity, equity, and inclusion across the Market's organizational structure and culture, including improvements to Council appointments.

# Master Plan Phasing

# Market, Business & PDA Operations (Draft Phasing)

Next Steps	3 Years			5 Years		10 Years				
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Market Rules &amp; Business Operations</b>										
1. Engage MHC on Guideline interpretations*	█	---	---	---	---					
2. Engage craftspeople & farmers on Daystall processes*	█	---	---	---	---					
<b>PDA &amp; Council Operations</b>										
1. Continue to streamline leasing process	█									
2. Establish new PDA & Council evaluation processes	█									
3. Establish data collection & monitoring processes	█	█								
4. Create an annual PDA engagement calendar	█	█								
5. Establish Council public listening sessions	█	█								
6. Create platform to engage PDA, Council & partners	█	█								
7. Establish new Council committee structures	█									
8. Create an Equity Core Team		█								
9. Engage a DEI facilitator		█	█							

\*Timing denotes start time.

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# Tenant Curation & Revenue Strategies (version previously presented)

Next Steps	3 Years			5 Years		10 Years				
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Tenant Curation</b>										
1. Review tenant leases	█									
2. Implement rent escalation	█									
3. Hire/contract with leasing professionals	█									
4. Develop curation process (including MHC coordination)	█	█								
5. Establish annual curation targets & tenant criteria	█	█								
6. Develop transition plans	█	█								
7. Partner with incubator/accelerators	█	█								
8. Develop and launch events calendar (focus on "Meet the Producer")	█	█								
9. Develop targeted tenant plan along Western Avenue	█	█								
10. Identify spaces for pop-ups (including rotating food lab at Econ. Atrium)	█	█								
11. Recruit tenants for future vacancies		█	█	█	█	█	█	█	█	█
12. Fully staff PPM tenant curation team to execute curation process				█	█	█	█	█	█	█
13. Launch series of PPM anchor concepts & experiences					█	█	█	█	█	█
14. Curate & program future Heritage House							█	█	█	█
<b>New Revenue Strategies</b>										
1. Research & implement POS	█	█	█	█	█					
2. Increase garage revenues		█	█	█	█					
4. Identify & secure mission-based sponsors			█	█	█					
5. Launch local deliveries			█	█	█					
6. Launch beta AR app experience			█	█	█					

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# Physical Investments (version previously presented)

Capital Investment Projects	3 Years			5 Years		10 Years				
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Pike Place Improvements</b>										
Project Planning / Definition , Street Management Plan										
Phase 1 - Adapt Space to Support Flexible Management		Phase 1								
Phase 2 - To Be Determined						Phase 2				
<b>DownUnder Improvements</b>										
Project Planning / Scope Definition										
Phase 1 - Western Ave Signage, Wayfinding			Phase 1							
Phase 2 - Circulation, Access & Wayfinding, Amenities						Phase 2				
Phase 3 - Tenant Reconfiguration / Consolidation									Phase 3	
<b>Western Ave / Heritage House Improvements</b>										
Project Planning / Scope Definition										
Phase 1 - Short-term Improvements at Overlook Walk	Phase 1									
Phase 2 - Heritage House Envelope Replacement or Renovation						Phase 2				
Phase 2 - Central Plant Upgrades						Phase 2				
<b>Post Alley / 1st Ave Improvements</b>										
Project Planning / Scope Definition										
Phase 1 - Improvements to Support Street Management		Phase 1								
Phase 2 - Soames / Dunn Courtyard				Phase 2						
Phase 3 - Economy Atrium Improvements						Phase 3				

- PHASE 1 – RETAIL / WAYFINDING
- PHASE 2 – VERTICAL CIRCULATION & ACCESS / PUBLIC SEATING
- PHASE 3 – FOOD HUB / DESTINATION AMENITY / 3RD PLACE STUDY

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**Note:** Repair and replacements identified in Capital Needs Assessment will be happening in parallel and with synergies in this timeline

# Discussion