

Pike Place Market Master Plan | Scope of Work and Budget

January 17, 2023

Master Plan Goals and Objectives

At its retreat on November 17, 2022, the PDA Council identified the following goals and objectives for Pike Place Market (PPM) over the next 50 years. These goals and objectives – which will likely be refined over the course of this planning process – will guide the development of the Master Plan.

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, including re-thinking Pike Place (the street)

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 tenaning processes – to support achievement of above objectives

Master Plan Pillars

The following four pillars of issues will guide our approach to the Master Plan, as identified by PDA:

PHYSICAL PLANT

- Effective and efficient maintenance of properties
- Scheduling and budgeting for replacement and repair
- Making upgrades for building management systems / controls and to improve function of spaces
- Making upgrades for environment + sustainability and to achieve Carbon Neutral

BUSINESS OPERATIONS

- Projecting income and revenues based on current trends, projected inflation
- Identifying potential efficiencies / sources of additional revenue for PDA
- Understanding economics of small business / retail commercial tenants
- Revisiting current standards for management of commercial leased space
- Maintaining an essential component of high revenue generating businesses
- Reassessing PDA management structure
- Updating technology infrastructure

BRAND IDENTITY / MISSION

- Reacting to trends / changes in food retail, food service, tenant mix
- Preserving presence of local farm and local crafts
- Managing business succession / transitions with consumer trends
- Providing continued support for incubation of new business, DEI, BIPOC and disadvantaged start ups

COMMUNITY RELATIONSHIPS

- Coordinating management of public/open space (streets/sidewalks/parks/OLW)
- Maintaining connections with stakeholders: business association / tenants / Market social services / customers / constituents / hospitality / visitors
- Identifying potential for financial and policy support from local government or private partnerships
- Assessing governance oversight, i.e., Charter, Historic District, Market Foundation, etc.

Master Plan Goals address each of these pillars:

GOALS	PILLARS			
	Physical Plant	Business Operations	Brand Identity	Community
Goal #1: Celebrate the multiple identities and authentic character that are essential to PPM's social impact as the "Soul of the City" and continue to embrace principles of greater diversity, equity, and inclusion.			X	X
Goal #2: Preserve the physical plant while improving operations and embracing environmental sustainability.	X	X		

Goal #3: Reorient PPM to a primary audience of locals with a business model that serves to make PPM a place for people who live and work in Seattle to shop and gather.		X	X	X
Goal #4: Build PPM's financial strength.		X	X	X
Goal #5: Ensure PDA governance structure supports implementation.	X	X	X	X

Our interdisciplinary team will collaborate across these pillars:

Consultant	Physical Plant	Business Operations	Brand Identity	Community
HR&A (lead consultant)	X	X	X	X
BERK (outreach)			X	X
Mithun (physical planning)	X	X	X	X
MRA (tenanting and programming strategy)	X	X	X	

Scope of Work

Each task in the scope of work below has been keyed to the goals identified by the PDA Council at its retreat.

The scope of work has been organized by four pillars of the Master Plan as identified by the PDA. Most of these workstreams, however, will happen in parallel and will inform one another. (See schedule at the end of this document.)

CLIENT MEETINGS

Task 1 | Client Meetings (HR&A Lead)

1.1 PDA Staff Kickoff Meeting - The HR&A Team will facilitate a kickoff meeting at project commencement with PDA staff and the Master Plan Advisory Group (MPAG) to discuss:

- Project schedule
- Initial stakeholder outreach plan
- DEI (diversity, equity, and inclusion) goals for the Master Plan

1.2 Biweekly PDA Staff Meetings – HR&A will facilitate biweekly update meetings with PDA Staff via Zoom. As needed, the MPAG may join these meetings. Mithun, BERK, and MRA will each attend up to 8 of these meetings.

1.3 PDA Council Meetings Update Meetings – HR&A Team will lead and facilitate up to 5 meetings with the PDA Council at either Committee or full Council meetings to share findings and gather input. Up to 3 of those meetings will take place in person, while the rest will be virtual. Subconsultants will attend meetings as needed.

Preliminary agendas for these meetings include:

- 1. Project Kickoff:** We will reiterate the goals and objectives identified in the November 2022 retreat, review project schedule, and discuss a preliminary stakeholder outreach plan. Further, we will ensure that DEI continues to be an integral part of everyday work at the Market and is highlighted in the Master Plan from the start by establishing shared definitions, discussing how to ensure inclusive outreach, and affirming what DEI could mean for PPM – for example, diversity and inclusion in terms of race, gender, and other characteristics among PPM merchants, visitors, and other stakeholders.
- 2. Eco-Charrette Workshop:** Mithun will facilitate a workshop to align on sustainability language, identify potential focus areas, and develop a menu of options, including a discussion of what it would mean to for PPM to be carbon neutral. The purpose of the workshop is to inform a Sustainability Action Plan / Roadmap with next steps for achieving sustainability goals.
- 3. Opportunities, Constraints, and DEI Discussion:** We will report back on stakeholder feedback to date; present findings on retail trends and implications for PPM; share our assessment of tenanting and programming opportunities and constraints; and summarize findings from our physical conditions assessment. This meeting will include a facilitated discussion of opportunities and constraints with regards to DEI at PPM and implications for the Master Plan.
- 4. Scenario Workshop:** We will facilitate a workshop to discuss, revise, and refine future PPM scenarios developed in Task 11.
- 5. Draft Master Plan:** We will present a draft Master Plan to gather input for incorporation into the final version of the Plan.

Task 1 Deliverable: The HR&A Team will develop PowerPoint presentations for each PDA Council meeting in order to present findings and recommendations and to solicit feedback.

COMMUNITY RELATIONS

Task 2 | Stakeholder Engagement (BERK lead) – *Primary goals: 1, 3, 4*

The master planning process must be grounded in stakeholder engagement from the start. This will ensure that the Master Plan is informed by institutional knowledge and on-the-ground, diverse perspectives on opportunities and challenges. Engagement will also foster buy-in and support by sharing information almost immediately after kick-off about what the master planning process is and is not, where to find updates, and how to engage. This transparency about the process and ultimate product may be particularly important for groups like the Pike Place Market Historical Commission, Friends of the Pike Place Market, and Pike Place tenants. This could include an “office hours” event with BERK and PDA staff to share information and answer questions, a presentation and Q&A at existing meetings of market stakeholders, or both.

Led by BERK, the HR&A Team will collaborate with the PDA to develop a detailed stakeholder outreach plan for engaging the broad range of stakeholders in a series of group discussions and interviews. This plan will detail the who, how, when, where, and why of our engagement. BERK will also work with the PDA to gain an understanding of how they define equity in regards to businesses, residents, and visitors. Understanding how the PDA prioritizes equity will shape the information we seek through discussion groups and surveys, as well as inform the Preferred Scenario and DEI Workshop (Task 12).

BERK will develop a companion communication plan with the PDA staff as the lead, including plans for social media posts and other communications and a central website (or PDA webpage) to ensure all stakeholders can stay apprised of updates and receive information through a single source. BERK can also develop communication language and/or materials to engage various market stakeholders. PDA communications team support will entail coordinating communications consistent with the PPM’s current brand and platforms; staff will not be asked to participate in engagement activities.

BERK and MRA will frontload our outreach by leading group discussions and interviews with a diverse cross section of market merchants and service providers to understand the needs and challenges of both legacy and new businesses and organizations. We will seek to understand differences among different types of tenants, including their space and infrastructure needs, operations, customer bases and recent trends, and affordability. We will also seek to understand current barriers to representation among merchants in terms of race, geographic origin, and gender.

Next, we will facilitate group discussions and/or one-on-one meetings with additional stakeholders in City and County departments, business and tourism associations, the “neighbors” (property owners and developers, the Seattle Aquarium, the Waterfront, residents and local retail) to understand their priorities, concerns, and ideas about the future of PPM. These conversations will also help us to understand challenges to attracting a more diverse visitor base – in terms of tourists vs. locals, geographic origin, race, age, or other demographic characteristics. Individual interviews with some of these same stakeholders and other experts later in the planning process may help us to test some ideas.

BERK will work with the PDA and the HR&A team to develop discussion guides that share information/data, set expectations on how input will be used, and ask questions where we need and want input or hope to test ideas. BERK may also implement outreach and engagement strategies identified by the stakeholders that we engage early on.

For each stakeholder, we will determine which pillar of the Master Plan to focus on. An initial approach is outlined below.

Stakeholder	Physical Plant	Business Operations	Brand Identity / Mission	Community
PDA + On-Site Stakeholders				
PDA operations	X	X		
PDA merchants	X	X	X	X
PDA residents	X		X	X
PPM Foundation	X		X	X
Historic preservationists / Friends of the PPM	X		X	X
Social Services	X		X	X
Public Sector				
City OED, SDOT	X	X	X	X
Office of Energy Conservation	X			
Local elected officials	X	X	X	X
Others				
Hospitality trade	X	X	X	
Downtown Seattle Association / MID	X		X	X
Visitors and tour groups	X		X	X
Neighboring institutions: Waterfront Seattle, Aquarium, etc.			X	X
Community organizations (Friends of Hmong Farmers, Chief Seattle, etc. Plymouth Housing)			X	X
Adjacent property owners	X	X		

BRAND IDENTITY/MISSION

Task 3 | Surveys (BERK lead) – Primary Goals: 1, 3

Data on visitor preferences and perceptions of PPM (particularly of those in the region who do not or rarely visit the market) will be critical to developing a Master Plan that is responsive to evolving consumer demand. We will design several surveys that ask for feedback on the PPM experience early in the process and test ideas for new uses and programming later in the planning process. Working closely with the PDA to develop the survey will ensure we are specific with what we hope to learn and can capture information asking 5-10 closed-ended questions to PPM visitors and as well as regional residents who may not be visiting the market frequently or at all. We will design the survey to ensure that respondents can be parsed by category (e.g., King County residents vs. PPM neighbors vs. state/national/international tourists/visitors) and will translate the survey into the top five languages spoken in King County. Some surveys could be pushed out via a QR code placed around the market or pushed out through organization newsletters (Downtown Seattle Association, condo associations, neighborhood associations and other community organizations, Department of Neighborhoods or other municipal departments) and completed online via a link on the PDA webpage.

BERK will lead design of the survey with support from the HR&A Team; BERK will analyze the results and share topline findings as results are coming in. Given the timeline for the project, we expect to keep the perceptions and preference survey open for several months to allow for extensive promotion around the survey to generate more responses. This survey will help the PDA to understand the characteristics of current visitors – both locals and tourists – as well as regional residents who may not be visiting the market, which can serve as a reference point as we develop strategies to create an inclusive destination.

Task 2-3 Deliverables:

Our engagement budget assumes the following activities:

- Engagement plan and communications plan – *assumes support on development of communications plan from PDA marketing staff*
- Surveys – design of questions, promotion, administration, and analysis
- Supporting materials for all engagement activities – Master Plan overview, discussion and interview guides
- Office Hours event with Market tenants, residents, and others
- Up to 12 discussion groups (we expect that we will meet with some groups more than once over the course of the project)
- Up to 20 interviews, including meetings with City staff, some of which may be in person

BERK will report back on outreach findings through the following deliverables and updates:

- Engagement Summary – what we heard – major themes, areas of alignment and convergence, and implications for the Master Plan
- Monthly updates to the PDA on survey findings
- Final Survey Summary – with what we heard and implications for incorporation into the Master Plan with implications tied to goals and objectives

BRAND IDENTITY/MISSION

Task 4 | Tenanting and Programming Performative Framework and Constraints Analysis (MRA lead) – *Primary Goals: 1, 3, 4*

Task 4.1 Tenanting and Programming Performative Framework – Led by MRA, the Team will develop an understanding of the compositional mix of tenants and assets at PPM to develop a performative framework. The framework will be an assessment of PPM’s performance and strengths in relationship to the “4 pillars” identified by the PDA, and we will analyze them relative to performance of successful national or international city markets.

The performative framework will be grounded in tenant interviews and will also draw upon data available from the PDA and third-party data sources. As available, some of the metrics we may analyze include:

- Sales per square foot data for all available stores and kiosks to assess performance in relation to locations, levels, type of merchandise;
- Performance related to seasonal patterns;
- Average spend for tourists and ideally spend breakouts;
- Average spend of regional visitors with breakouts;
- Vacancy patterns;
- Differential lease rates/value across property; and
- Annual visits with breakouts (demographics, both tourists and locals).

MRA will assess PPM’s current framework to incorporate physical aspects of the site, functions performed, the mix of tenanting and programming offerings and zones, and the role that PPM holds as a community institution and tourist destination. This assessment will take into account the Master Plan’s goal of better serving local Seattle residents and workers (Goal #3).

Task 4.2 Tenanting and Programming Constraints Analysis – Based on performance data and metrics from the PDA, as well as the merchant interviews, MRA will identify and assess constraints that are considered most significant in limiting the performance of PPM today with a focus on the tenanting and programming mix.

Task 4 Deliverable: The HR&A Team will deliver a performative framework based on PDA’s 4 pillars that summarizes PPM tenanting and programming performance, identifies constraints, and outlines methods to accomplish PDA’s goals at PPM.

Task 5 | Local and National Retail Trends (HR&A lead) – *Primary Goals: 1, 3, 4*

Locally and nationally, with the rise of e-commerce and digital experience – which has only been accelerated by COVID-19 – consumer preferences are shifting rapidly. Attracting visitors to brick-and-mortar storefronts and markets increasingly requires an offer of experiences that cannot be substituted for online, with an emphasis on food, culture, and entertainment. While PPM has always offered a unique experience and a focus on food, we will conduct a market scan to understand, on a macro level, trends in the food, entertainment, and retail markets in Seattle and across the country. Building upon MRA’s firsthand knowledge of national trends, we will conduct interviews with local, regional, and/or national retail and hospitality brokers and experts, and we will assess how changing demographics, consumer preferences, and technology are all changing how people engage with urban commerce, particularly food markets, and how this is likely to continue to evolve in the future. **Task 6 | National/International Case Studies** (MRA lead) – *Primary Goals: 1, 3, 4*

Based on the foregoing work, particularly the input on gaps and opportunities identified by stakeholder outreach and the intercept survey, the HR&A Team will conduct a series of case studies.

Frequently, case studies end up presenting a set of “apples and oranges,” primarily drawn from online research and cursory interviews of whomever answers the phone, both conducted by junior consulting staff. We believe case study research needs to be narrowly focused on specific questions of interest that can be identified only relatively late in a planning process, that the research needs to involve project leadership, and that the ability to talk candidly with case study leadership is as important as identifying the “perfect” case study. Therefore, we will choose case studies in consultation with PPM, once we know what the outstanding questions are.

We will evaluate a mix of relevant City Markets and related facilities to compare market frameworks, and market composition. We will select 3-5 projects for benchmarking specific to potential positioning opportunities. As of this writing, we suspect we will focus on national or international markets that have successfully maintained an identity as a major tourist destination and as a local community asset for those that live, work, or visit the area, and as a place to eat and shop for fresh food. The case studies will blend legacy and new businesses that meet the foregoing criteria. Case studies may focus on best practices around tenanting, programming, operations, branding, marketing, and governance, taking into account the landscape of changing consumer preferences. Findings from the case studies will inform the scenario development and recommendations in the final Master Plan.

As needed, we may reach out to national market experts, such as David O’Neil, as recommended by PDA staff.

Tasks 5-6 Deliverable:

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- Powerpoint summarizing findings from PPM constraints analysis, recent and expected future retail trends, and case studies, with implications for the future positioning of PPM.

Task 7 | Tenanting and Programming Positioning Opportunities (MRA lead) – *Primary Goals: 1, 2, 3, 4*

MRA will analyze opportunities for tenanting and programming based on current land use context, market zones, and market demand in order to identify programs combinations that generate the greatest economic value vis-à-vis status quo conditions and serve community needs. MRA will also consider the catalytic potential of different program uses, including their ability to alter local market dynamics to support long-term value creation. This analysis will also consider vertical integration opportunities.

To better understand positioning of tenanting and programming through Pike Place Market, the HR&A Team will conduct experience mapping for targeted demand sectors (e.g., tourists, regional visitors, local users, etc.), drawing upon site visits, data from the PDA, interviews, and visitor surveys. The team will analyze event-based retail, dining, food experiences, and entertainment, including both on-site and potential uses that could be applied to PPM. Additionally, we will assess market boundary conditions and opportunities in order to identify the potential for street activation events, increased waterfront presence, and collaboration with neighboring organizations for further activation.

Task 7 Deliverable:

- PowerPoint that presents strategic analysis of tenanting and programming uses and identifies new tenant and program positioning opportunities in and around Pike Place Market.

Task 8 | Identity and Brand Management Recommendations (MRA lead) – *Primary Goals: 1, 2, 3*

Identity represents the intrinsic values associated with PPM by its stakeholders, where brand management represents an intended approach for expressing aspects of this identity explicitly to the market through a variety of media including graphics/signage, programming, slogans, and events. Brand management and identity can be in conflict at times and can become a central issue in setting a course of action. For PPM, its authenticity and legacy are essential to its value and serve as the foundation for defining principles to guide brand expression and management. Further, there is an opportunity for PPM to better incorporate its social value and impacts into its branding strategy.

Taking into account these considerations, MRA will assess the dimensions of PPM's identity, PPM's current branding, and the principles which can guide an effective future brand platform.

Task 8 Deliverable:

- Powerpoint summarizing preferred scenario and associated funding sources, physical plan, and identity and brand recommendations.

PHYSICAL PLANT

Task 9 | Physical Needs Assessment (Mithun lead) – Primary Goals: 1, 2

Pike Place Market is a quilt of public space and buildings of varying age and condition, most of which were substantially renovated or constructed in the mid-'70's and early 80's. Moving forward, the PDA's role will be to consider how to best provide support to evolving merchant needs while remaining flexible to change.

Diagrams and Alternatives

9.1 Axonometric Base Information and Issues Diagrams. Led by Mithun, the HR&A Team will create a 3d axonometric based on the information provided by the PDA of the physical floor plans and surrounding street and building relationships in and adjacent to the market. This axonometric base information will be the foundation for 8 – 10 diagrams that will emerge from the community conversations about key issues that should be communicated visually. These diagrams could potentially be used to communicate access, aging systems, program opportunities, vertical retail integration, and general order of magnitude relationships between issues.

9.2 Scenario Alternatives. Based on the PDA Council retreat discussions and anticipated discussions with the Market community, we will create diagrams to reflect potential opportunities to improve physical conditions while expanding or reinventing programming at PPM, which will be further refined as the Master Plan is developed. This might include adaptive reuse opportunities, opportunities for new uses of adjacent public rights of way, including re-thinking Pike Place (the street), and opportunities for adopting new building technologies, including broader mechanical and electrical systems, and improving environmental sustainability that supports the goal to be carbon neutral by 2050 (ideas that will emerge in Task 11).

The combined preservation, adaptive reuse, renovation, and growth efforts of Market spaces will need to take a phased approach to limit impact to the vibrancy of daily activity and on-going merchant operations. The approach must respect the context and fabric of the past while implementing modern delivery. A methodical and surgical approach to taking apart and putting back together, of building upon rather than entirely building anew, will protect existing assets, replace obsolescent and poorly functioning systems, and over time place systems in preferred locations that do not intrude on the character of cherished place.

Task 9 Deliverables:

- Axonometric, three-dimensional BIM model in Revit, based on information provided by PDA and available source material online. This will include the 14 buildings owned by PDA, adjacent buildings and streets.
- 8-10 diagrams that illustrate key issues and scenario alternatives that emerge from the process.
- We assume we will update and revise these diagrams once.

Task 10 | Visualizations (Mithun lead) – Primary Goals: 1, 2

Mithun will collaborate with MRA and the HR&A Team to develop up to three key graphic visualizations and perspectives to illustrate key messages and ideas.

Task 10 Deliverables:

- Three perspectives in Lumion, based on Revit model information

Task 11 | Eco-Charette Workshop + Action Plan (Mithun lead) – Primary Goals: 2

Mithun will facilitate a workshop regarding sustainability with the PDA Council to align sustainability language, identify potential focus areas, and develop a menu of options, including a discussion of what it would mean to for PPM to be carbon neutral. The purpose of the workshop is to create an Action Plan / Roadmap document to outline next steps for achieving sustainability goals.

11.1 Prepare for Workshop

In preparation for the workshop, we will assess the sustainable systems that PPM facilities currently have and the operations and tracking that is being done.

For example, considerations we might review with respect to operations include: individual building systems, shared systems, one physical plant? I.e., is PPM pulling heat recovery from all cooling equipment, etc.?

11.2 Workshop Draft and Final Agenda

We will work with the PDA to develop a workshop agenda. For example, this may include a discussion of the following considerations to inform a Sustainable Action Plan:

1. Overview and discussion of anticipated climate change and social justice impacts in each topic area:
 - a. Materials
 - b. Waste/trash to re-use/recycle
 - o Food, organics
 - c. Water
 - o Interior use
 - o Exterior stormwater
 - d. Resilience
 - o Operational during extreme heat/cold, wildfire smoke, and/or power outage
 - o Neighborhood resource following or during an event
 - e. Energy
 - f. Wellbeing
2. Ideas/Strategies/Reductions/Targets for Sustainable Development
3. Carbon neutral discussion
 - a. Define and align framework: quantifying emission sources and what should be included, such as:
 - o Scope 1: direct emissions from on-site combustion or owned equipment
 - o Scope 2: indirect emissions from purchased or acquired energy
 - o Scope 3: indirect value chain emissions
 - o Upstream – from purchased or acquired goods or services
 - o Downstream – from sold goods or services
 - b. Time value of carbon emissions now versus 'effective' offsets later
 - c. Sourcing 'effective' offsets for emissions
 - o Offset additionality by reduction or sequester, and is social cost included?
 - d. Discuss Ideas / Strategies / Reductions / Targets
 - o Carbon emissions, Scopes 1,2,3
 - o Energy issues, central plant and other upgrades
 - o Building renovations and historic preservation

Coming out of the workshop, we will have:

- Established a definition of sustainability, preliminary goals for PPM, and an initial position on carbon neutral approach
- Identified next steps for an Sustainability Action Plan / Road Map for PPM to address sustainability and carbon neutral goals.

11.3 Sustainability Action Plan / Road Map

The action plan will articulate what to prioritize to meet and make progress on sustainability and carbon neutral goals for PPM. It will summarize partnerships and relationships required to achieve these goals and will articulate alignment with City of Seattle policies and objectives.

Task 11 Deliverables:

- Pre-Workshop Preparation Summary
- Workshop DRAFT and Final Agenda
- Sustainability Action Plan / Road Map

BUSINESS OPERATIONS

Task 12 | Budget Analysis (HR&A lead) – *Primary Goals: 4, 5*

The HR&A Team will review the PDA’s operating and capital budget for the past 5-10 years to understand PPM’s sources, uses of funds, and financial tools. We will also meet with appropriate PDA staff to further understand cost drivers and limitations on funding sources. After a preferred plan is developed in later tasks, we will use this background information to inform our recommendations for new potential public and private funding sources that can be leveraged to support long-term maintenance needs and address physical challenges identified in Task 7.

MASTER PLAN: SYNTHESIS

All of the above will flow into synthesis into scenarios, and ultimately a Master Plan, that encompasses each of the four pillars.

Task 13 | Scenario Development (HR&A Team) – *Primary Goals: 1, 2, 3, 4, 5*

The HR&A Team will develop up to three scenarios for the future of PPM. Each scenario will vary in terms suggested by the foregoing work. Each scenario will draw upon the initial Market goals identified at the kickoff meeting, stakeholder input, macro-trends in food and entertainment, case study best practices, and DEI principles established at the kickoff meeting. For example, one scenario might prioritize creating a carbon neutral market, another might prioritize attracting local and regional residents, and a third might prioritize maximizing revenue streams by doubling down on tourist destination.

These scenarios will be grounded in tenancing and programming developed by MRA. This will include several scenarios with options inclusive of current offerings and targeted offering categories in order to illustrate the staging of a repositioning strategy for the Market. The Program will be an illustrative mix of retail, dining, market-product, event-based programming, entertainment and leisure offerings, within an experiential framework of zones, districts and itineraries. The Program will be presented with experience maps for each of the key demand segments. The Platform will be organized to demonstrate a performance model(s) for PPM that considers constraints and opportunities.

Each scenario will vary in terms of how it addresses the four pillars of the Master Plan, including:

Community Relations

- How input from different community stakeholders is incorporated, and potential impacts on and roles of different categories of stakeholders.
- How it achieves DEI goals identified in the DEI workshop.

Brand Identity and Mission

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- Tenant and use mix, programming, future brand of the PPM, and how the scenario supports the mission of the PDA.

Physical Plant

- Physical interventions, including variation in key catalytic uses, new uses of public streets and common areas, adaptive reuse potential of existing buildings, and other considerations.

Business Operations

- Levels of financial viability and size of financial gaps that may need to be filled. HR&A will discuss with the PDA the level of detail required for financial analysis; we will either develop a high-level, stabilized year financial model or a multi-year cash flow pro forma. We expect that different scenarios will entail different levels of financial viability, with varying financial gaps that may need to be filled. We will take into account ongoing operating costs based on our budget analysis, as well as longer-term capital improvement needs.

Task 14 | Preferred Scenario Workshop (HR&A Team) – *Primary Goals: 1, 2, 3, 4, 5,*

We will facilitate a workshop with the PDA Council to present the three scenarios, facilitating discussion about the pros and cons of each. The PDA Council will advise on its Preferred Scenario (or combination of scenarios), including any adjustments that must be made to ensure that the scenario best meets the PDA's goals.

In addition, the agenda for this workshop will include a discussion of DEI challenges and opportunities, building upon our conversation at the kickoff meeting. Based on the due diligence the HR&A Team has conducted to date, we will discuss current challenges to diversity and inclusion and set a series of goals around race and gender representation among the future mix of businesses, residents, and visitors.

Based on the Preferred Scenario and the DEI goals, we will synthesize our findings into a refined Preferred Scenario, a vision statement, and series of "north star" strategic priorities for the Master Plan to inform subsequent tasks. Based on the Preferred Scenario and DEI goals, we will develop more detailed recommendations on tenant mix and programming.

The tenant mix and programming will take into account PPM's history and authenticity, adaptive change of legacy businesses, incubating a diversity of new businesses that meet changing consumer preferences, and the goal of fostering greater diversity and inclusion. Further, recommended tenant mix and programming will be driven by financial considerations, identifying "highest and best uses" of certain spaces based on our market scan, and aiming to balance the goals of maximizing financial returns with social impact. Driven by the need to expand funding sources, we may also explore the potential for off-site partnerships.

Task 13-14 Deliverable:

- PowerPoint summarizing scenarios for discussion and refinement with PDA Council.

Task 15 | Funding Sources, Governance, and Capacity (HR&A lead) – *Primary Goals: 3, 4, 5*

Based on best practices and research, we will identify alternative public and private funding options to fill any financial gaps identified in our financial modeling analysis for the Preferred Scenario. We will ensure that these sources are consistent with PDA's charter, history, and community tolerance. Where public-private partnerships are appropriate, we will describe the nature and structure of those partnerships and associated outcomes.

Based on feedback from stakeholder outreach and best practices, the Team will offer a series of recommendations around governance. Our recommendations might include modifications to organizational and/or funding structure, staffing, organizational capacity, PDA charter, regulations, and/or zoning. With an eye towards the Plan's 50-year planning horizon, we may also suggest how the structure and purpose of the PDA and PDA Council might change

over time. Further, we will identify best practice technology hardware and software for efforts in marketing, communication, security, and merchant development, drawing upon MRA's experience and our case studies.

We will present our funding sources, governance, and capacity recommendations to the PDA. After gathering PDA input, we will refine the Preferred Scenario and associated funding sources, governance, and capacity needs for PDA signoff.

Task 15 Deliverable:

- Powerpoint summarizing funding sources, governance, and capacity recommendations for discussion and refinement with PDA and incorporation into a Business Plan in Task 17.

Task 16 | Revised Physical Plan (Mithun lead) – *Primary Goals: 2*

The HR&A Team will develop a more detailed physical plan in alignment with the Preferred Scenario. We will investigate strategies for rationalizing the current inefficiencies in existing space layouts to facilitate better tenant operations. Further, we will identify a series of strategies that could improve the environmental sustainability of Market operations, and technologies that should be leveraged to support a best-in-class, efficient, and future-proofed market.

Task 17 | Master Plan (HR&A Team) – *Primary Goals: 1, 2, 3, 4, 5*

Our team will deliver a 50-year Master Plan. The Plan will be a brief, graphically compelling, public-facing document summarizing the vision for PPM for the next 50 years. It will be supplemented with an appendix including more detailed supporting tables, analyses, and tools.

This Master Plan will include:

Community Relations

- DEI principles and strategies.
- How the Plan addresses PDA and other stakeholders' many goals for the future of PPM, and how the Master Plan will benefit, impact, rely upon, and involve different stakeholders within the PPM as well as beyond.

Brand and Identity

- Guiding principles for an effective future brand platform.
- How to preserve PPM's historic, authentic identity as a center of commerce and community resource; recruit and incubate a new generation of small businesses responsive to market demand; and re-envision partnerships and programming in the interest of fulfilling those goals.

Physical Plant

- The more detailed physical plan created in Task 11, with including rationalization of space, adaptive reuse opportunities, opportunities for new uses of adjacent public rights of way, and opportunities for adopting new building technologies and sustainability measures.
- An Action Plan and Roadmap for Carbon Neutral 2050.

Business Operations

- A Business Plan with final recommendations around governance, organizational structure and capacity, public and private funding sources, projected income and capital needs, and any potential public-private partnerships.

To support implementation, the Master Plan will also include a series of short-, medium-, and long-term actions to achieve the principles of the plan, with a focus on the next 10 years, addressing real estate strategy, infrastructure

needs, tenant mix and programming, organizational capacity, governance, sustainability, and DEI strategy. We will also identify hurdles to implementation and critical path items.

We will respond to up to two rounds of comments on the Master Plan draft. The PDA will be responsible for compiling and reconciling all comments – from PDA staff, PDA Council, and any other reviewing stakeholders – before delivering them to the HR&A Team.

Task 18 Deliverable:

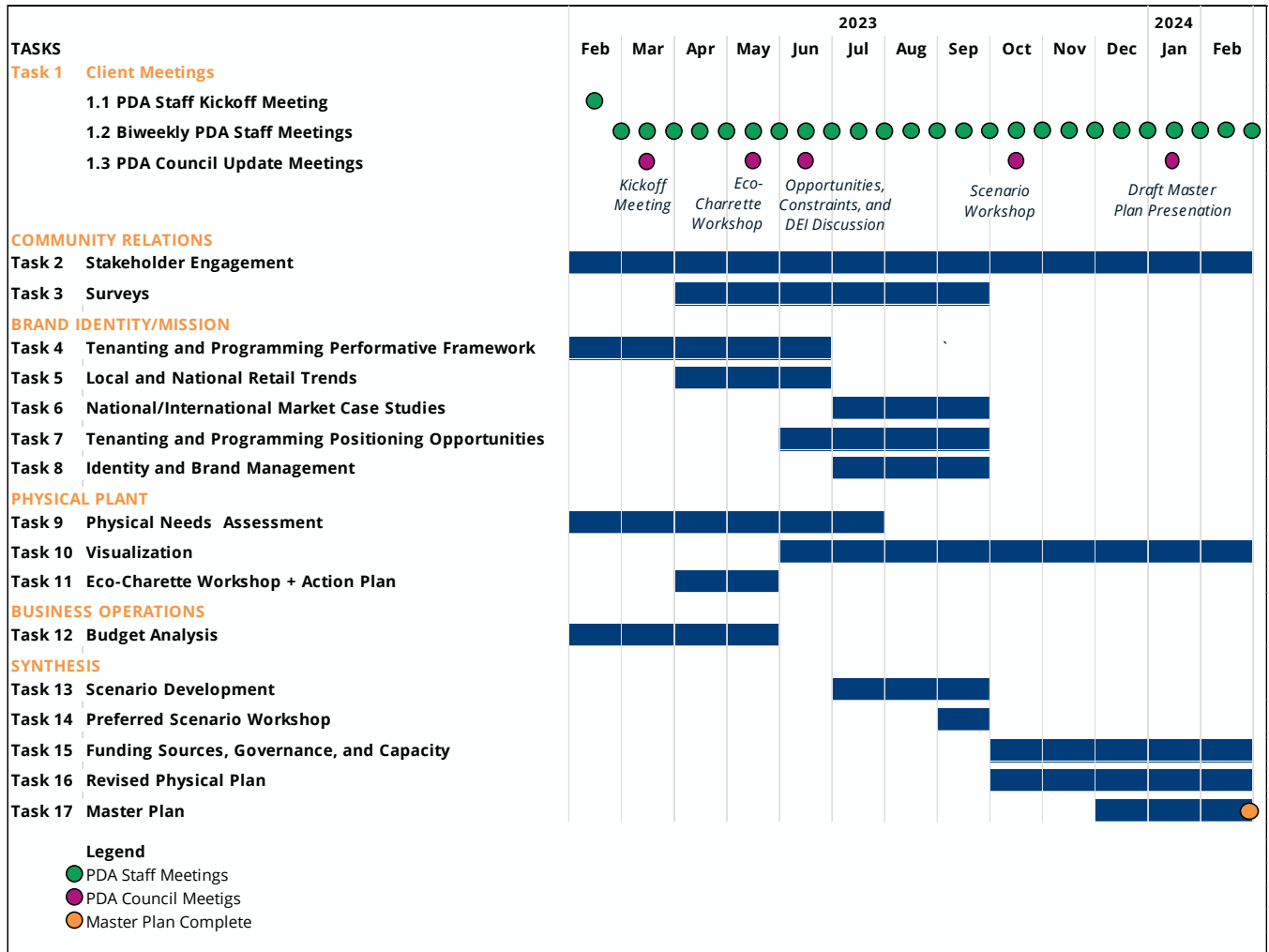
- Final Master Plan, including a brief, graphically compelling Executive Summary of no more than 30 pages for public consumption, and a more detailed appendix with supplementary materials from prior project tasks.

Optional Task 19a | Year 1 Implementation and Interim Activation Strategy – Primary Goals: 1, 2, 3, 4, 5

If the PDA chooses, the HR&A Team will develop an implementation plan for the next year as the PDA launches tenancing, programming, and activation strategies defined by the Master Plan. This will include a series of next steps for implementation, as well as a series of specific activation strategies for PPM's public spaces that are in line with the longer-term Master Plan vision.

Workplan

The HR&A Team will complete the above scope of work over the course of **13 months**. The below schedule assumes that this engagement will kick off in February 2023.



Budget

The HR&A Team will complete the above scope of work for a total fee of **\$785,000**, inclusive of expenses, with fees allocated by task as follows. We will invoice monthly on a percent complete basis by task, with payment due within 30 days of receipt of each invoice.

Task	Total
Task 1 Client Meetings + Project Management	\$83,240
Task 2 Stakeholder Engagement	\$100,780
Task 3 Surveys	\$25,000
Task 4 Tenanting and Programming Performative Framework and Constraints	\$35,000
Task 5 Local and National Retail Trends	\$35,000
Task 6 National/International Market Case Studies	\$30,910
Task 7 Tenanting and Programming Positioning Opportunities and Analysis	\$50,000
Task 8 Identity and Brand management Recommendations	\$15,000
Task 9 Physical Needs Assessment	\$43,250
Task 10 Visualization	\$28,145
Task 11 Eco-Charette Workshop + Action Plan	\$20,000
Task 12 Budget Analysis	\$30,000
Task 13 Scenario Development	\$93,600
Task 14 Preferred Scenario and DEI Workshop with PDA Council	\$56,207
Task 15 Funding Sources, Governance, and Capacity	\$60,000
Task 16 Revised Physical Plan	\$11,138
Task 17 Master Plan	\$68,640
	\$785,000