



2022

ANNUAL REPORT

PIKE PLACE MARKET PRESERVATION AND DEVELOPMENT AUTHORITY



EXECUTIVE DIRECTOR

Looking to the future.

The last few years were some of the hardest that our Market community has faced. But the Market persevered through 2020, began to rebuild in 2021, and in 2022 continued on the projection of record sales and attendance set in 2019.

I am proud of the work we have accomplished at Pike Place Market, by employees of the PDA and the entire community as a whole. We welcomed eleven new businesses to the Market in 2022, and an additional seven businesses obtained new owners. That's a lot for one year! Farm and craft attendance continues to increase and staff were able to provide much-needed support for the busker program, which saw a 57% increase in permitting over 2021. In 2022, we welcomed back the annual Figgy Pudding Caroling Competition to the Market, the largest fundraising event for the Pike Market Senior Center & Food Bank. We also celebrated 40 years of the important work of the Pike Place Market Foundation. Congratulations and thank you for supporting the Market community since 1982.

Not only did the Market thrive and flourish in 2022, but the community came together and further established the Pike Place Market as a world-renowned Market: a place where people – whether they are coming from halfway around the world or down the street – want to shop, eat, and dine at. While we are not entirely out of the woods yet, I am optimistic and energized for 2023, and am confident the Market will be stronger after persevering through the challenges of the last three years.



Mary Bacarella

Mary Bacarella

PIKE PLACE MARKET PDA
EXECUTIVE DIRECTOR

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01

EXECUTIVE & FINANCE



2022 PDA COUNCILMEMBERS

In 2022, the PDA Council spent the annual retreat beginning preparations for developing a Master Plan for Pike Place Market.

The Master Plan will guide the Market in areas of its physical plant, business operations, brand identity and mission, and community relations. The PDA began the process of a Master Plan years ago, but was delayed due to the pandemic. The Master Plan RFQ was sent out in 2022, with the bulk of the work set to take place in 2023.

Thank you to outgoing councilmember Abraham Dairi for volunteering his time to the PDA Council. In 2022, we welcomed Margaret Norton-Arnold.

Devin McComb, Chair

MAYORAL APPOINTED

JJ McKay, Chair

MAYORAL APPOINTED

**Jan Hendrickson, Secretary/
Treasurer**

CONSTITUENCY APPOINTED

Patrice Barrentine

COUNCIL APPOINTED

David Ghoddousi

CONSTITUENCY APPOINTED

Ray Ishii

COUNCIL APPOINTED

Gordie McIntyre

CONSTITUENCY APPOINTED

Russell Monroe

CONSTITUENCY APPOINTED

Paul Neal

COUNCIL APPOINTED

Margaret Norton-Arnold

COUNCIL APPOINTED

Nick Setten

CONSTITUENCY APPOINTED

Gundeep Singh

MAYORAL APPOINTED

FINANCE

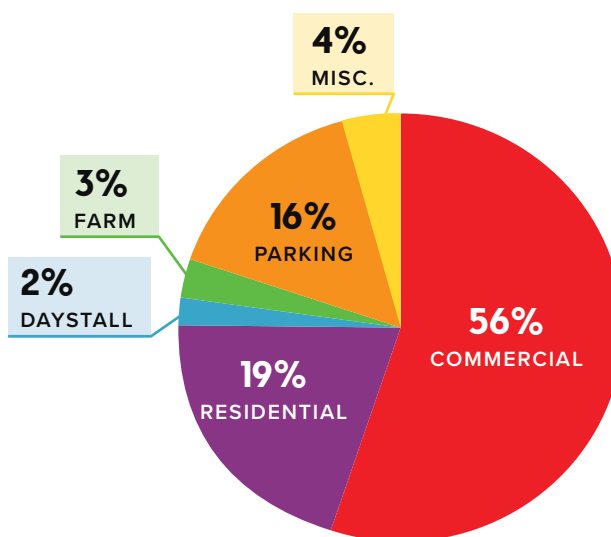
2022 continued the financial trends of 2021, with increased revenues inching closer to pre-pandemic amounts. All areas of revenue exceeded budget expectations, especially for the Commercial Department, with many Market businesses experiencing increased sales over 2021. Expenses were nearly on budget; however, a few areas exceeded the budget due to increased cleaning and staffing expenses as a result of a busier Market, and increases in costs of supplies due to inflation and supply chain issues.

The Finance Department oversees audits of the PDA as well as residential housing, and all 2022 audits were clean with no management reports. In addition to daily tasks associated with maintaining Market finances, a new program was launched for our commercial tenants. Commercial Café now allows the roughly 250 commercial tenants a platform to view and pay rent and utilities, resulting in a more efficient process for both the PDA and our tenants.

TOTAL REVENUE

\$23,494,007

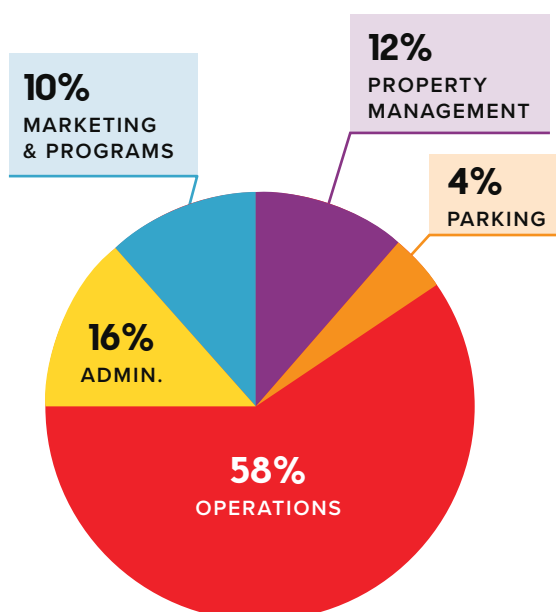
26% OVER BUDGET



TOTAL EXPENSES

\$16,862,392

1% OVER BUDGET

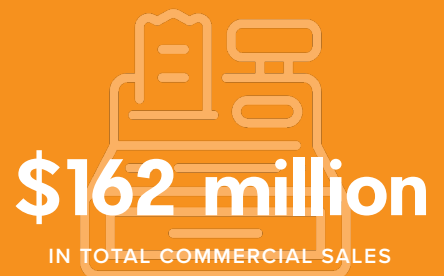
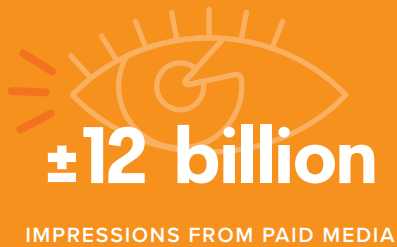
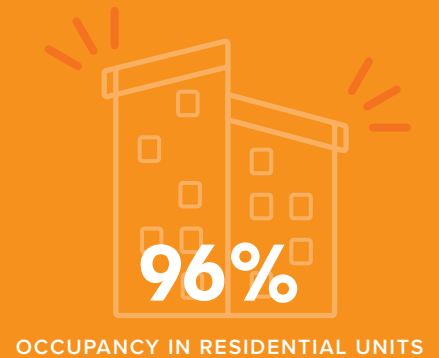
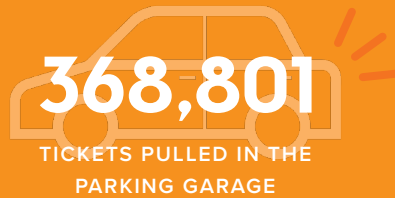


02

MAJOR ACCOMPLISHMENTS



BY THE NUMBERS



05

ASSET MANAGEMENT



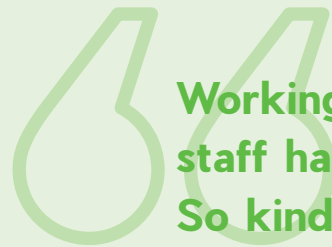
COMMERCIAL

With 2022's success came challenges for commercial tenants as COVID and inflationary pressures continued to impact many aspects of their businesses. COVID impacts were most acutely felt by restaurants that faced staffing shortages, increased absence due to illness, and supply chain shortages. In addition, increased inflation resulted in higher wage pressure and increased costs of goods. Finally, the absence (for the third year) of downtown office workers resulted in many restaurants continuing to reduce days and hours from their schedule as many were forced to re-examine how they run their businesses.

Along with its many challenges, 2022 also came with glimmers of hope as business activity once again approached pre-pandemic levels.

Throughout 2022, the Commercial team fulfilled their daily responsibilities responding to leaks, key requests, line management, tenant improvements and lease renewals, while acting as community resource managers. They helped tenants stay up-to-date in the phase-out of COVID restrictions and assisted with payment plans for those with COVID-related balances.

More than ever, our Commercial staff worked tirelessly to support tenants at all levels as they worked to ramp up business after years of disruption. This boosted commercial revenue beyond original expectations, outperforming budget projections by 28%.



Working with the commercial Market staff has been a wonderful experience. So kind and patient, quick to answer any questions, and so helpful with the application process. The staff has made me feel supported and encouraged to succeed. Thank you so much for making my artist's dream come true!

SARAH MERANDA

OWNER OF MAGPIE MOUSE STUDIOS

While seven businesses closed in 2022, seven were sold and retained the same use. In total, we welcomed 18 new commercial tenants.



ALABASTER OWL



BITE SOCIETY



HISTORYLINK



LANDS OF ORIGIN



LEOLO SHOES & LEATHER GOODS



MAGPIE MOUSE STUDIOS



MUTUAL ARTS COLLECTIVE



OCEANSIDE NURSERIES



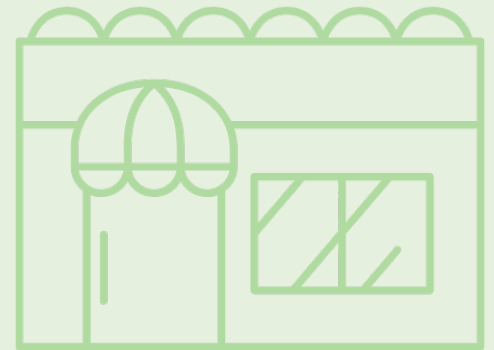
OVER THE LINE ART



SHAMA



THE RABBIT BOX



NEW OWNERSHIP:

- BALCONY BARBER SHOP
- CHICKEN VALLEY
- LE PICHET
- MAGGIE'S SHOES
- TENZING MOMO
- THE CHEESE BOX
- UMAI SUSHI & TERIYAKI

"The Pike Place Market is the heart and soul of Seattle and to be given the opportunity to bring artists from near and far into this historic landmark is a dream for a place like The Rabbit Box. Our stage celebrates diversity, equality, and all-inclusive events that we feel compliments the spirit of Pike Place Market. Additionally, being able to prepare our menu from one of the greatest markets in the world is an ever-changing culinary pleasure."

ROBYNNE HAWTHORNE, OWNER OF THE RABBIT BOX



RESIDENTIAL

Our residential buildings continue to be a safe and welcoming place to live.

Our residents gradually returned to normal partnership with the Market community as in-person gatherings resumed. These events and social activities run by the Residential team contributed to the general wellbeing of the residents. The residents' health, safety and wellness remains a priority. A grant from the City of Seattle helped expand the availability of services and resources provided to our residents.

While navigating through changes to laws and regulations, all audits, management occupancy reviews, and building inspections came back clean in 2022. The Residential team continues to ensure that all current compliance requirements are met. The end of the COVID emergency in Seattle also meant a slow return to typical renting policies. During this transition time, staff worked closely with residents to develop payment plans and ensure our residents can remain housed in the Market. This work will continue into 2023 with dedicated staff oversight.

In July, a fire occurred in the Western Avenue Senior Housing. Thankfully, no one was hurt and the fire, smoke and water damage was limited to a small number of units and common areas. Restoration work was completed by November and displaced residents moved back in.

“We seniors at the LaSalle appreciate a great deal your efforts on our behalf. Food assistance, COVID information, updates and notices, who could ask for more?”

DANIEL, RESIDENT

“Thank you just seems so inadequate to express how grateful I am for all that you have done for me. Everyone at the Market has been so kind and generous and helpful that it just brings tears to my eyes. The Market is the dearest and most special place and to live here and have such a beautiful family to be part of. I give thanks every day for the most wonderful gift and blessing of being here.”

KATHY, RESIDENT

“Thank you for trying to help support the needs of our community. I am grateful to all those involved. It seems I see glimmer of light in the future. Hopefully, I may need sunglasses.”

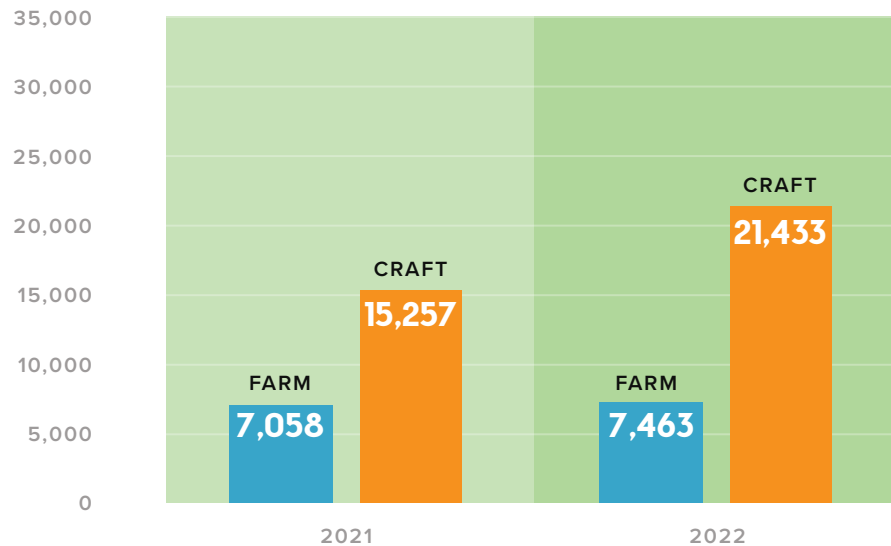
PATRICIA, RESIDENT



04

DAYSTALL

DAYSTALL ATTENDANCE



As the attendance charts show, farmers and crafters continued to grow in attendance at the Daystall tables at the Market. There was a 40% increase in active craft permit attendance and a 6% increase in active farm permit attendance in 2022 compared to the previous year.



"I've appreciated the increase in social outreach, craft events, holiday decorations, buttons, and general signage. These all help visitors connect with artists, contribute to the great vibe of the Market, and help shoppers spend."

CRAFTSPERSON



2022 brought new event activations and partnerships to showcase the talent of the craft community.

In April, the Daystall program reinstated attendance requirements, driving up attendance by 40%. In the first quarter of 2023, they began screening of new crafters for the first time in 3 years.

Special event activities resumed to higher levels, which promoted the Crafts Market community and offered Market artists opportunities to explore new expressions of their abilities. The Daystall team was able to work with 37 artists and craftspeople during special events to showcase their talents. These included demonstrations, art installations, special product creation activations and contests for shoppers to learn about this remarkable community. The team worked with an additional 30 craftspeople at the Summer Night Market, putting on a successful event to celebrate PRIDE in June.

New holiday traditions were created in 2022, with the 23rd holiday button passing from Graig Anderson to Kate Endle and 6,000 of them distributed. The team also introduced new artist-designed holiday decorations throughout the crafts line, and Crafty's Handmade HoliDAYS, a week-long celebration leading up to Christmas with daily craft demos and busker performances.

"Celebrating PRIDE welcomed a wonderful community who may not shop the Market during the day. The [Summer] Night Market also offered a unique way to showcase Pike Place Market vendors. All the decorations looked fresh and attractive. The energy was high-vibe, welcoming and exciting. The event also put a spotlight on Pike Place Market and the Pavilion as an amazing venue for nighttime events."

CRAFTSPERSON

163 ACTIVE CRAFT
PERMITS BY END OF 2022

2,000+
SUMMER NIGHT MARKET SHOPPERS



2022 was a strong year for the Farm Program, resulting in the highest revenue in 10 years.

13 NEW FARMERS & PREPARED FOOD VENDORS **33%** INCREASE IN PROGRAM REVENUE

The Farm Program's growth is a direct result of making intentional strategic choices to expand the PIKE BOX CSA, secure grants and sponsorships, and recruit new farmers and vendors for our artisanal and prepared foods program.

We welcomed new flower, protein and produce farmers, spice purveyors, and food vendors representing Caribbean, Indonesian and Chinese cuisine to the Market. Recruiting and incubating new farmers and vendors continues to be an essential part of this program's work.

Offerings of the CSA program were expanded, including creation of a spring session, special Mother's Day and holiday boxes, and protein add-ons. Nearly \$160,000 in grants were secured to help support the PIKE BOX To Go program over the next four years.

23% INCREASE IN DOLLARS PAID OUT TO CSA FARMERS vs. 2021

32% INCREASE IN PIKE BOX REVENUE vs. 2021

In partnership with the Market Commons, the farm team distributed nearly \$500,000 in farm grants to all Market farmers. These meaningful grants were used primarily for infrastructure and business improvement.

"To all of you, I cannot tell you how much I appreciate all your work. I grew up not knowing I was 'poor' in the Midwest because we always gardened and did everything we could to prevent food insecurities, and as I age, this program helps me keep that dragon at bay and keep me with that farming connection I grew up with. I hope to remain active with it as long as I can, and my Market Bucks as well interface nicely."

JACK STRUBBE, CSA SUBSCRIBER

"I sent your Holiday PIKE BOX to my family in Colorado to rave reviews! They loved it. It was a little piece of their favorite place in a box!"

TAYA VERCELLI, CSA SUBSCRIBER

Express Markets were offered throughout the summer at South Lake Union and First Hill, with a fall pop-up event at Denny Regrade. Due to a low volume of downtown workers, attendance continued to be a challenge for this program. Revenue at South Lake Union increased over 2021, but both locations saw significant decreases compared to pre-pandemic sales. In 2023, the team will work with community partners for new opportunities and evaluate the efficacy of the Express Farmers Markets.



BUSKERS

The busker program saw great growth in its performers and resource engagement in 2022.

57% INCREASE IN BUSKER PERMITTING vs. 2021

In 2022, the busking community grew to 184 permitted performers. The Daystall team held the first online electronic tipping workshop offered to buskers, instructed by Market busker Jeannie Rak and Daystall staff. Throughout the year, we hired 18 buskers to perform at 6 of our signature events.

Busker applications and meetings continued to be held successfully online and over Zoom. In 2023, the Daystall team will be introducing new busker programming elements to address the changes in tipping practices, inflation, and ongoing challenges from the pandemic.

Busking overall has seen decreasing pocket change in audiences, and as such, have started using digital tipping apps to collect tips from the public.

Of those accepting digital tips, buskers have reported that 40-60% of their weekend tips are digital.



04

PROGRAMS & MARKETING



"Just to say thank you for all you do especially for the craft tables. This staff has done an incredible job getting word out about what the Market has to offer. Once again through the downturn of COVID, the Market pulled through and remains a vibrant spot in the city. When I started in 1975 it was on a downward trend. But it has its own life and is like the Phoenix."

TAMMA FARRA, OWNER OF COLORS ON SILK

MARKETING & OUTREACH

Special Events, Launches & Partnerships



Public Relations

In 2022, the Market was included in news coverage regularly throughout the year, resulting in:

12,667,178,738

IMPRESSIONS (175% INCREASE FROM 2021)

298

FEATURES (22% INCREASE FROM 2021)

898

TOTAL PIECES OF COVERAGE

Social Media

In 2022, we saw:

70,093

PAGE VIEWS FROM SOCIAL CHANNELS

204% INCREASE FROM 2021, 161% INCREASE FROM 2019

In 2022, the Market's social media:

- ⇒ Launched the Plan YOUR Market Day Contest, which resulted in 340 itineraries created with 73% local participation
- ⇒ Top 10 Pike Place Market mentions resulted in 170.6k likes and 1,929 comments (65% increase from 2021)
- ⇒ 281 posts on Locals Only Facebook page resulted in 4,609 likes and comments

Advertising

In 2022, the Market recieved:

53,017,810

IMPRESSIONS FROM PAID MEDIA

1,048,302

PEOPLE REACHED BY SOCIAL ADS

4,995,250

PEOPLE REACHED BY TV

1,300,250

PEOPLE REACHED BY RADIO

192,009

CLICKS RECEIVED

75,404

CLICKS FROM PARKING ADS

30,784

HOURS OF VIDEO CONTENT WATCHED

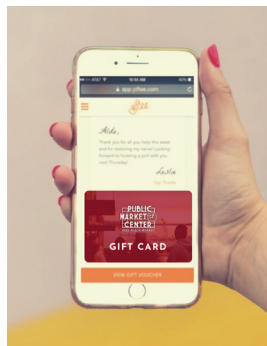
285

PIECES OF CREATIVE RAN

Small Business Workshops

8 WORKSHOPS HOSTED IN 2022

Free sessions held exclusively for Market tenants offered topics including Market Directory building, how to create social media videos, preparing for the holidays, financial strategies for small businesses and more.



Market Gift Card

87 BUSINESSES OPTED IN

\$36,830 TOTAL DOLLARS GIFTED IN 2022

Since launching last May, the Pike Place Market Gift Card program continues to grow. Businesses are actively opting in to participate across commercial, craft, and farm.

Website

In 2022, the newly launched Market website received:

3,461,069

TOTAL PAGE VIEWS

45% INCREASE FROM 2021, 2.6% INCREASE FROM 2019

182,317

PARKING & DIRECTIONS PAGE VIEWS
(65% INCREASE FROM 2021)

2,228

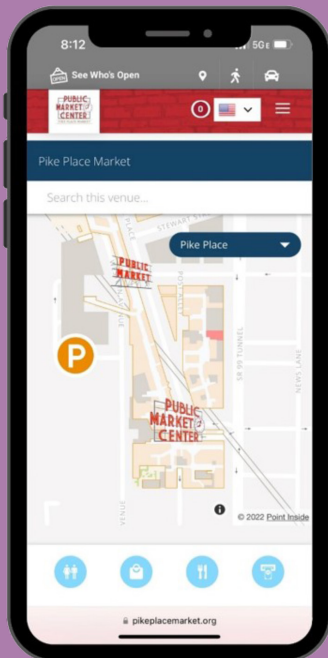
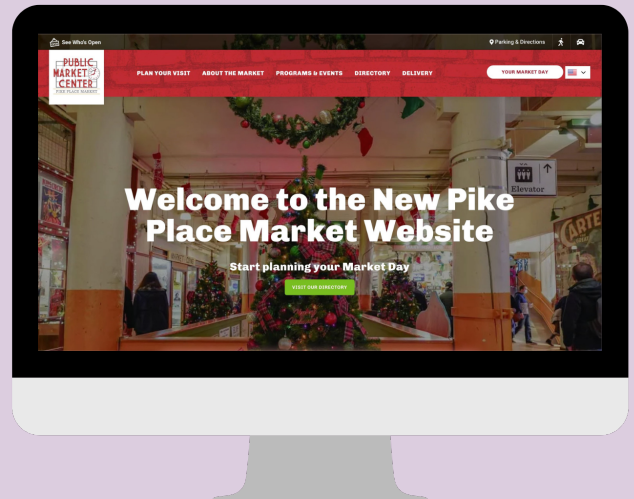
ITINERARIES CREATED & EMAILED

59

BLOGS PUBLISHED

153,673

BLOG PAGE VIEWS



Market Map

In June, we launched an interactive digital Market Map including all 10 levels of Pike Place Market.

80,000

PAGE VIEWS TO DATE

- ⇒ Point-to-point directions guide visitors between any listed locations input on the map
- ⇒ Keyword search bar allows visitors to search by category including restaurants, restrooms, parking, coffee, and more!
- ⇒ Simple icons designate where stairs, ramps, and elevators are located within the various shop levels for easy accessibility to all Marketgoers
- ⇒ This map is integrated with our Market Directory to offer a direct link to each business listing for more information on open hours, contact information, social media handles, etc.

"I always enjoy your newsletter. It provides the most complete information I have found regarding Pike Place Market and its environs."

NEWSLETTER SUBSCRIBER

"Wow, the Market Day Planner tool is incredible!"

LISA MALCOLM, INSTAGRAM FOLLOWER

06

HUMAN RESOURCES & OPERATIONS



HUMAN RESOURCES



As the Market continues to get back to its pre-pandemic times, the Market's Human Resources team worked rapidly to increase staffing and roll out key initiatives. The PDA averaged 115 full-time employees in 2022. There was a consistent focus to ensure the operations teams (security, maintenance, facilities, parking and residential) were staffed accordingly to secure, maintain and support the essential functions within the Market. Positions affected by pandemic layoffs were reinstated in 2022 and the PDA now has accurate staff counts for each department.



The Human Resources Department is focused on cultivating a positive work environment and providing support for employees to ensure a harmonious work culture. In 2022, five internal DEI training sessions were rolled out to all PDA staff to understand workplace bias and internal communication strategies. This program will continue in 2023 with a focus on implementing DEI in tenant and community outreach. Union negotiations began with Teamsters Local 117 and we anticipate a new contract in 2023 that covers all operations employees.





OPERATIONS

The work of maintenance, facilities, and security departments are essential for a successful Market.

The focus of 2022 shifted away from responding to pandemic precautions to responding to a thriving and flourishing Market alongside the return of visitors. All aspects of the operations team – maintenance, facilities and security – were focused on getting back to a new normal focusing on capital projects that had to be postponed, necessary renovations and overall upkeep of the historic Market.

Security

The Security Department was able to safely support large-scale events benefitting the Market community to ensure the security needs of both residents and visitors to Pike Place Market. Their outreach and collaboration with the Seattle Police Department saw the return of now Seattle Police Chief Adrian Diaz, a former trainer for Market Security, to the Market as we continue to adapt to the dynamic public safety challenges faced throughout the city. Security officers continue to train in new techniques and adjust to the changing landscape as the first responders for most medical and public safety events in the historic district.

Parking

On all accounts, the Market parking garage had a stellar year. Nearly 400,000 tickets were pulled in Market parking garages, resulting in the highest-ever revenue of \$3.9 million and exceeded budget projections by over \$1 million. The garage remains a popular place for neighborhood businesses, with 30 providing validations for parking at the Market. Monthly parking passes increased by 356%, from 60 permits to 274. All of this was possible despite having to intermittently close the entrance along Alaskan Way due to construction of the new roadway. Throughout the year, parking staff provided exceptional customer service and juggled a variety of tasks to ensure the garage operated smoothly.

There were a few upgrades to the parking garage to provide better service for our visitors. A cellular repeater was installed to improve cell reception, which also helped upgraded electric vehicle (EV) chargers to connect to online payment portals. Apple Pay, Google Pay and Tap to Pay options were added on all pay machines to speed up payment and reduce wait times at exits. Lastly, two pay machines were relocated to accommodate the parking garage changes due to the re-alignment of Alaskan Way.

“Placed just right for the Market visit. We felt safe leaving our truck there. It was clean and well lit and easy access to the upper street.”

MARKET PARKER



Restorations & Repairs

Capital projects were able to resume full operations by the end of summer 2022. Close to \$2 million was spent on capital projects and inventory in 2022, with the primary focus being window restorations in the Corner Market and Western Avenue. New cameras were installed for increased security, doors were replaced, a new PDA phone system was installed, among other repairs throughout the Market. Staff assisted in managing the re-design and replacement of the elevator located in the south parking garage. Construction began in fall 2022 with a completion date set for May 2023.

Maintenance

This team logged over 6,770 hours on 3,487 work orders in 2022. Residential unit turnovers contributed to a large portion of the workload, which includes everything from a simple outlet cover fix to full replacement or repair of the flooring, cabinetry and countertops, and appliances. Maintenance successfully completed 47 of these unit turnovers in 2022. The department also serviced the central plant, which heats and cools our commercial spaces and residential units. They also assisted Marketing with tasks to successfully pull off all the great celebrations held in the Market throughout the year, including the month-long planning and execution of the December holiday decorations and lighting ceremony.

Facilities

Facilities staff worked diligently to make sure the Market was always ready to welcome shoppers. Staff were responsible for ensuring 2,600 tons of garbage and 420 yards of mixed recycling made its way to the trash room. They implemented and continued cleaning protocols enacted to help in the fight against COVID-19. To assist with long restroom lines and provide an added security layer, a Facilities team member was stationed as a restroom attendant. They also managed the landscaping division, which had an opulent harvest and a variety of Market flowers in 2022 that lined both sides of Pike Place, giving a scenic and peaceful feel to the Market. Facilities also manages grease trap waste collection from Market businesses where over 200 cubic yards are collected and disposed of each year.

“Big shout to all our local hands...your work does not go unnoticed!”

MARKET VISITOR