

Pike Place Market

PDA Council Meeting:

Opportunities, Constraints & DEI Workshop

PDA COUNCIL EXECUTIVE COMMITTEE MEETING

June 21, 2023

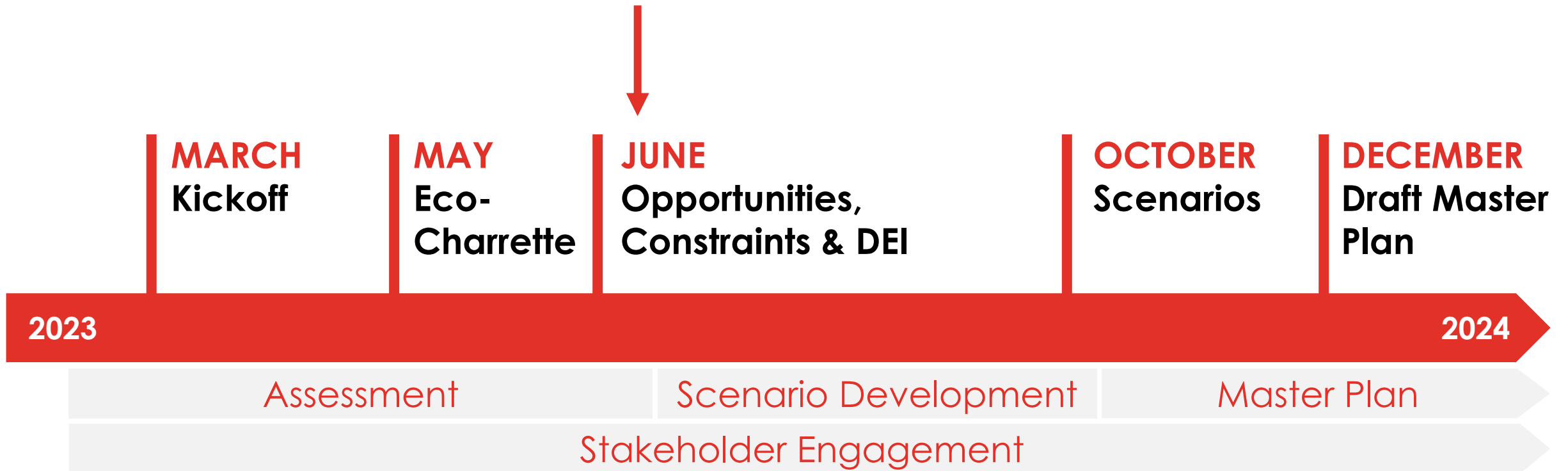




Opportunities, Constraints & DEI Workshop

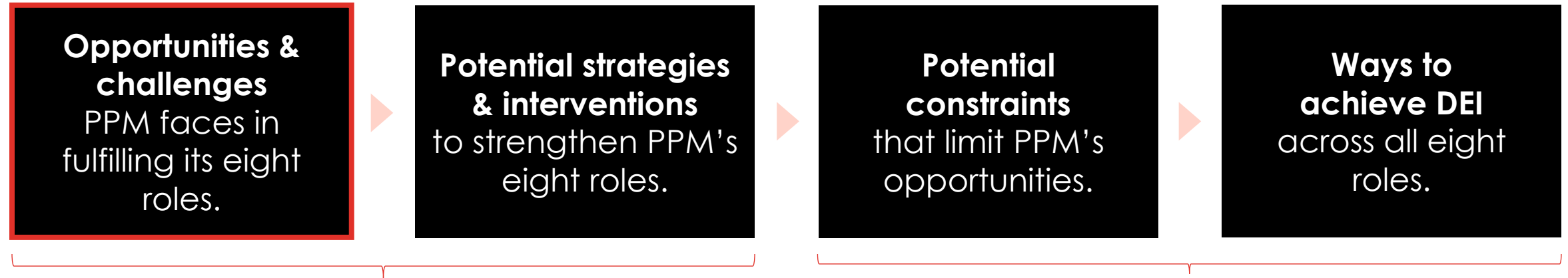
OVERVIEW

Master Plan Timeline: PDA meetings by phase



Opportunities, Constraints & DEI Workshop Goals

Based on data we have analyzed, and community input received to date, the workshop will focus on:



- Included in this pre-read packet.
- The consultant team has identified **5 interventions** for each role for your consideration – these are meant to serve as a starting point for discussion of “what ifs?” and are by no means final recommendations.
- We are asking the Council to **complete a survey** to rank the top 5 interventions per role for discussion at the Opportunities + Constraints + DEI workshop.
- To be discussed in-depth during the workshop.

Workshop Agenda

1. Intro, Goal Setting, Today's Agenda (5 min)

- a. Project Timeline
- b. Workshop Goals & Agenda

2. Framing (15 min)

- a. Master Plan Goals, Opportunities & Constraints Framework (5 min)
- b. Context, Trends & Analysis (10 min)

3. “What if PPM did X?” – Discuss top interventions based on Council survey responses (90 min)

- a. Which of these interventions would have the **highest impact**?
- b. Which of these interventions would be **most achievable in the short-term**?
- c. What are the **biggest constraints** (physical, financial, governance, contextual, operational, timing, etc.) to realizing these opportunities?
- d. How can PPM **advance DEI** through these opportunities?

4. Conclusion & Next Steps (10 min)

Master Plan Goals (Original)

Goal #1: Celebrate the **multiple identities** and authentic character that are essential to PPM, fulfill its social impact as the “Soul of the City,” and continue to embrace principles of greater **diversity, equity, and inclusion (DEI)**.

Goal #2: Preserve the **physical plant** while improving operations, enhancing visitor experience, and embracing environmental sustainability.

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.

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

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

Master Plan Goals (Proposed Revision)

The Consultant team proposes slight revisions to the language and order of the Master Plan goals for clarity and organization:

Goal #1: Celebrate the **multiple identities** and authentic character that are essential to PPM, fulfill its social impact as the “Soul of the City,” and continue to embrace principles of greater **diversity, equity, and inclusion (DEI)**.

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

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

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

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

Pike Place Market Over Time

Over the course of 116 years, **Pike Place Market has evolved and improved.**

With each major economic shock, social movement, or cultural shift, the Market grew from its primary role as a farmers' market and grocery center, to include a large residential community, community center, food bank, new opportunities for business incubation, and more.

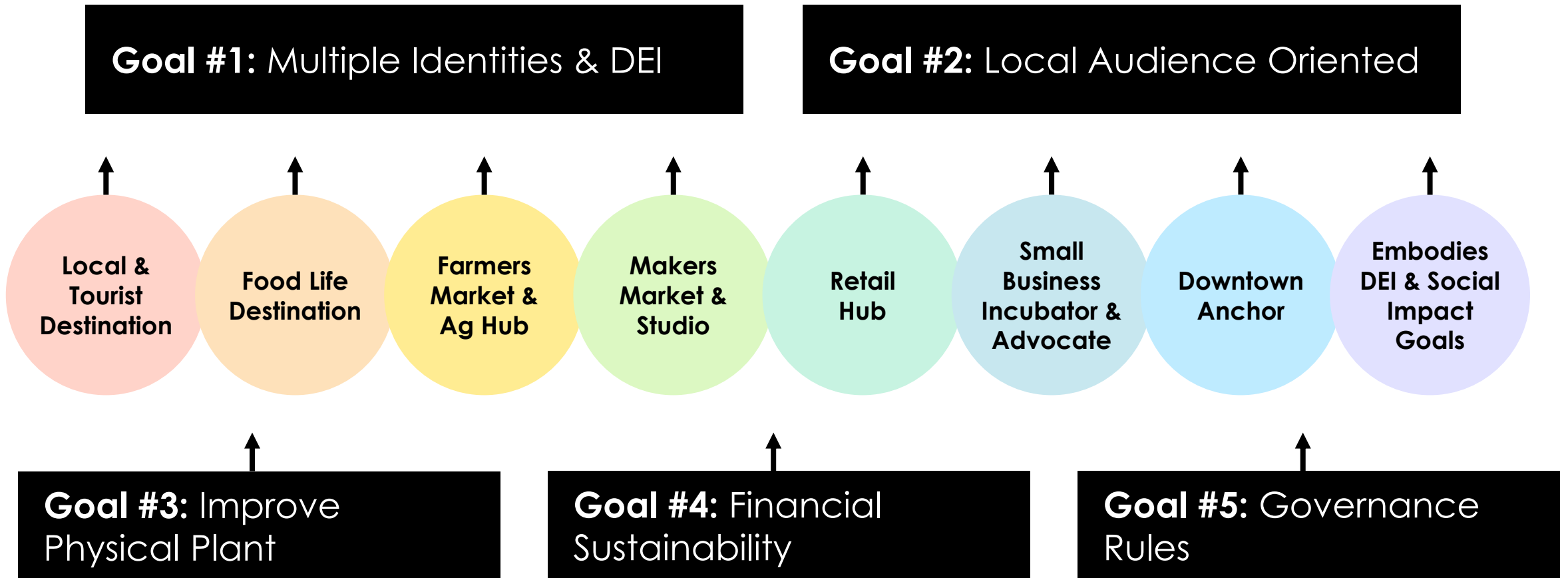
Pike Place Market's Roles

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



Master Plan Goals & PPM Roles

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





Pike Place Market's

OPPORTUNITIES & CHALLENGES

Opportunities & Challenges: **Local & Tourist Destination**

The success of Pike Place Market as a national icon and tourist destination depends on its success to **deliver authentic experiences that serve locals** – maintaining this balance requires thoughtful curation of the Market's tenant mix to reflect that mission while increasing diversity and opportunity for a robust mix of small businesses.

OPPORTUNITIES

- **Downtown's growing population**

CHALLENGES

- **Reliance on Tourism**
- **Seasonality**
- **Uneven visitation across PPM** (high activity along Pike Place vs. less trafficked and visible areas elsewhere)

Opportunities & Challenges: **Food Life Destination**

Pike Place is a renowned **food destination**. Fully embodying this role today requires strategies to **update and diversify its offerings** to meet the tastes of locals and visitors alike.

OPPORTUNITIES

- **Food & restaurants generate the largest revenues for PPM**
- **Structural shifts in dining sector** (increased demand for social dining, online delivery, local and sustainable foods)

CHALLENGES

- **Reliance on few top performers** (10% of food vendors represent 50% of revenues)
- **Lack of space**
- **Lack of physical clustering to create dining zones**

Opportunities & Challenges: **Farmers Market & Agricultural Hub**

“**Meet the Producer**” lies at the heart of Pike Place Market. Strengthening this role requires **attracting and retaining farm and produce vendors**, as well as connecting farmers with existing and new distribution partners like food banks.

OPPORTUNITIES

- **“Meet the Producer” mission is intertwined with history of supporting minority & immigrant farmers**
- **Increased customer interest in locally-produced, sustainable foods**

CHALLENGES

- **Macro-economic pressures challenge farmers profitability and contribute to dwindling number of farmers at PPM** (increased costs and competition, climate change, aging workforce)
- **BIPOC farmers face inequities**, including lower rates of land ownership

Opportunities & Challenges: **Makers Market & Studio**

Pike Place Market is home to a significant artists, craftspeople, and busking ecosystem. The market has an opportunity to lean into this, particularly with the shift towards customer interest in **authentic experiences and locally made goods**, as well as the increase in craft participation during the pandemic.

OPPORTUNITIES

- **Increased customer interest in authentic experiences and locally made goods**
- **Increased global craft participation during the pandemic**, including growing online crafts platforms

CHALLENGES

- **Declining craftspeople attendance at PPM**
- **Craftspeople have limited ability to scale business and increase incomes within existing Daystall Rules**
- **Limited existing makerspace opportunities at PPM**

Opportunities & Challenges: **Retail Hub**

Pike Place Market offers a **highly unique shopping experience** across its diverse retail stores. As the Market looks to the future, it must continue to **adapt to ever-evolving retail trends**, including incorporating more experiential retail and digital technologies.

OPPORTUNITIES

- **Structural shifts in retail** (increased desire for experiential retail and new uses of technology)

CHALLENGES

- **Need for active recruitment and curation of retail brands**
- **Need for improved financial and other reporting from retail tenants** to help PPM better provide business support services

Opportunities & Challenges: **Small Business Incubator & Advocate**

PPM has always been a home to first-time small business owners. At the same time, PPM can expand its capacity to support small businesses and create more formal structures to reap the benefits of being a **true incubator**, particularly for native and BIPOC businesses.

OPPORTUNITIES

- **PPM already plays an important role in supporting new businesses** and can expand its business support programming

CHALLENGES

- **Difficult leasing process to enter PPM**
- **Need for more consistent and additional business support**
- **High cost of living and lack of affordable housing in Seattle and Downtown**

Opportunities & Challenges: **Downtown Anchor**

PPM has long been an anchor for Downtown. To fully maximize its role as a Downtown destination, PPM must **reinforce connectivity** – connectivity both to its surroundings as well as internal connections and access.

OPPORTUNITIES

- **Market provides an idiosyncratic environment not found in any other city**
- **Momentous changes on the waterfront**

CHALLENGES

- **Lack of consistent wayfinding and signage, confusing configuration and verticality**
- **Limited ADA access, parking, adequate bathrooms, lactation rooms, seating etc.**
- **Downtown's slow recovery**

Opportunities & Challenges: **Embodies DEI & Social Impact Goals**

PPM's origins were grounded in **embracing diversity and creating social impact**. PPM will further embody diversity, equity, and inclusion at all levels, in the Market's tenants, vendors, employees, visitors, PDA staff, Council, and other governance structures, as well as in its capacity to serve Seattle's communities in need.

OPPORTUNITIES

- **PPM can maximize impact of social service provision** by expanding existing programs and forming new partnerships

CHALLENGES

- **PPM is not widely known for its DEI and social impact work**
- **No current established processes to measure progress on DEI** to ensure diversity across business owners, the PDA, Council, and other governing bodies

Questions?

PDA Council Survey

Please complete the survey and rank the 5 interventions for each role according to the following questions:

- 1) Which of these interventions do you think bring the **highest impact**? (1 – High Impact, 5 – Low Impact)
- 2) Which of these interventions would be **most achievable in the short-term** (2-5 years)? (1 – Most Achievable, 5 – Least Achievable)