

Social Services & Community Steward

PDA Council Discussion

August 17, 2023

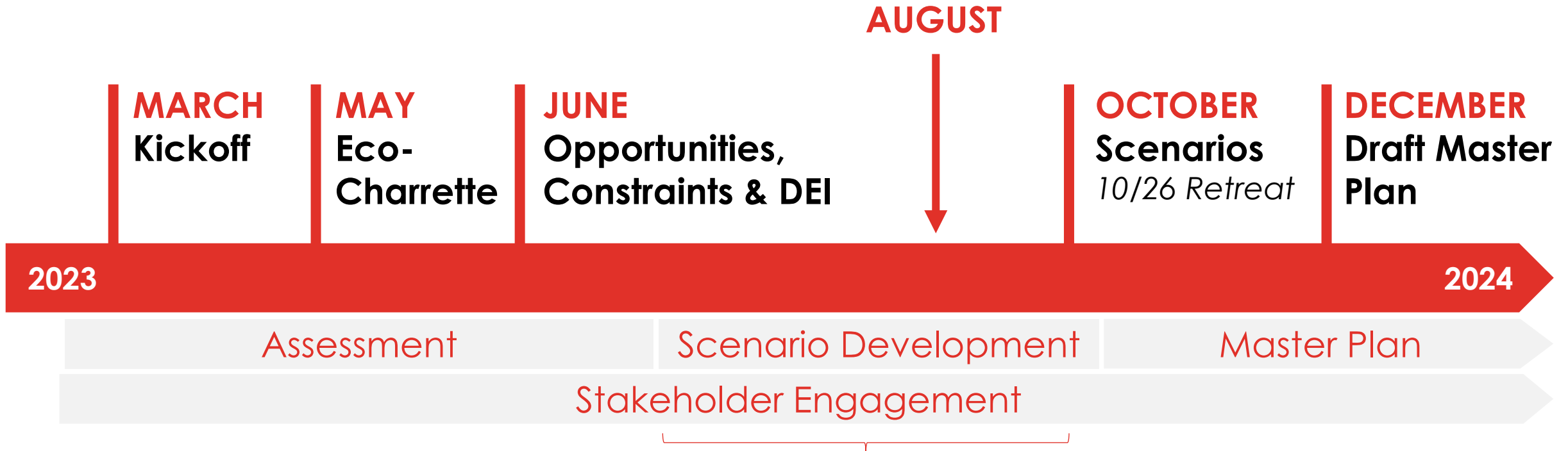


Meeting Goals

- **Provide an update on Where We Are**
 - Process of working together moving forward based on Council feedback
- **Discuss the Market's role as a provider of social services and a community steward: Opportunities and Constraints**
 - What We Heard: Provide additional context on findings to date
 - What We Think: Proposed strategies and tactics
 - Discussion: Gather Council input on strategies and tactics to inform scenarios
- **Share Next Steps**

Where We Are

Master Plan Timeline



Council work sessions on:

- Food Life Strategies
- Downtown Anchor
- DEI
- Stakeholder Outreach/Survey
- Sustainability Action Plan

PDA Council Conversations to Date: Our Takeaways

- **Consensus on a framework for the Master Plan: Goals > Objectives > Strategies > Tactics > Metrics.**
- **Adopted and refined Master Plan Goals.**
- **Strategic themes that have emerged thus far:**
 - Strengthen ongoing efforts to ensure DEI in all aspects of Market operations
 - Reorganize and improve physical space while preserving the Market's historical character
 - Become the center of a vibrant PNW Food Life culture (Note: we will discuss this in greater depth in our meeting scheduled 8/31)
 - All these ideas will require some form of tenant curation

Process of Identifying Themes: Tenant Curation Example

Goal #2: Reattracting locals
Goal #4: Fin. Sustainability

Tenant & Other Interviews:

- “Need to curate more quality retail and services for locals.”
- “There’s a big opportunity to activate under-visited spaces.”
- “Need to expand brand – some people just think of PPM as fish and flowers.”

Analysis of PPM Data:

- 10% of food vendors represent 55% of revenues.

Understanding Macro Trends:

- Rise of online delivery, food halls, and increased interest in regional and sustainable cuisine

MRA Experience with Tenant Curation

PDA Council Opportunities & Constraints Workshop

- Tenant curation a top ranked strategy across roles in survey – food, farmers, makers, retail, local/tourist destination
- Everyday services to attract locals
- Competing with grocery stores and supporting farmers
- Continuing to embed DEI in tenanting process
- Creating evening destination

Emerging “big idea” of curation as a core strategy

MRA Strategic Positioning Analysis + Physical Analysis + Case Studies

Scenarios (which will include tenanting strategies)

Master Plan

Based on Feedback, How We Will Work Together

- Frame every discussion by pinpointing **where we are** in the Master Plan process, including how prior Council input informs current discussions and next steps.
- **Lead discussions** and **call on speakers**.
- Put forward our perspective and recommendations based on a **three-pronged** set of inputs into the Master Plan:



- Identify opportunities to **engage the Council more frequently & informally in work sessions on specific topics**.

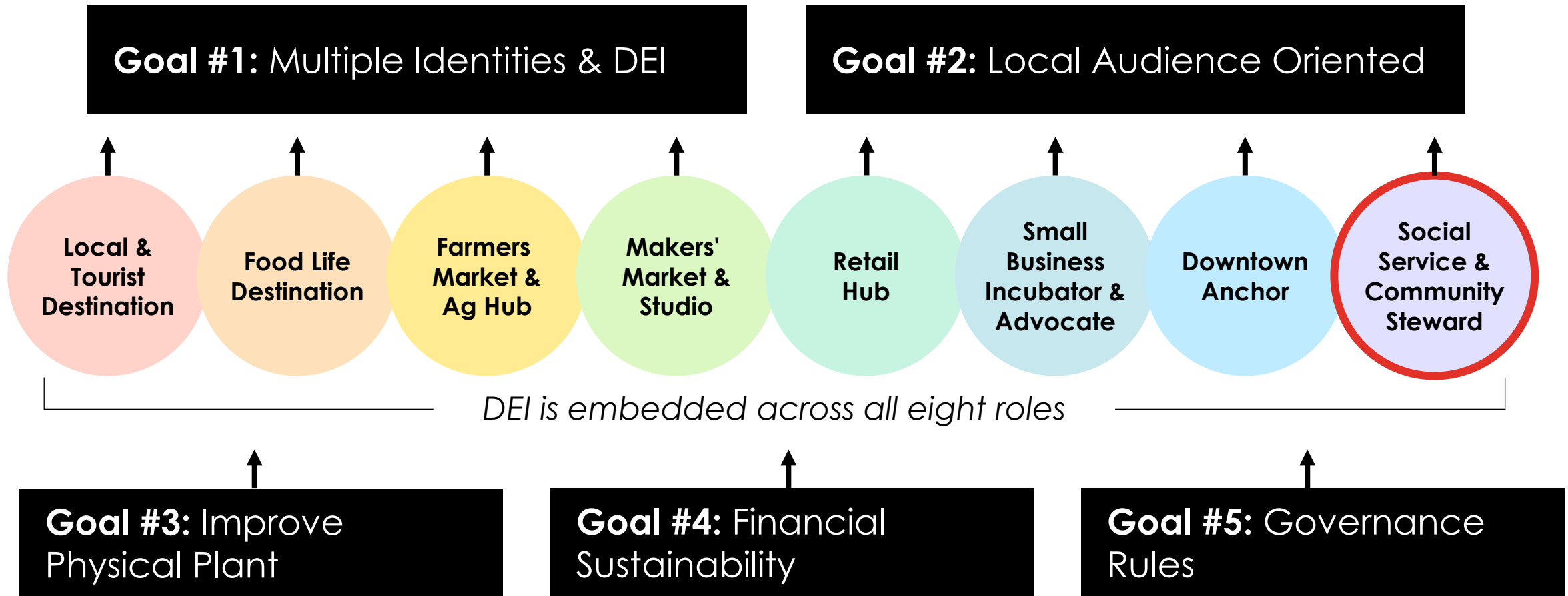
Ongoing Workstreams

- **Community Listening**
 - Discussion groups, interviews, and community survey
- **Physical Plant**
 - Sustainability Action Plan
 - Development of physical plan strategies, scenarios, visualizations
- **Brand Identity & Mission**
 - Market case studies, strategic positioning ideas
 - Market analysis and strategies, including floor plan & demising analysis, visitor journeys
- **Business Operations**
 - Financial analysis to support scenarios & business plan
- **Scenario Development & Preferred Scenario**

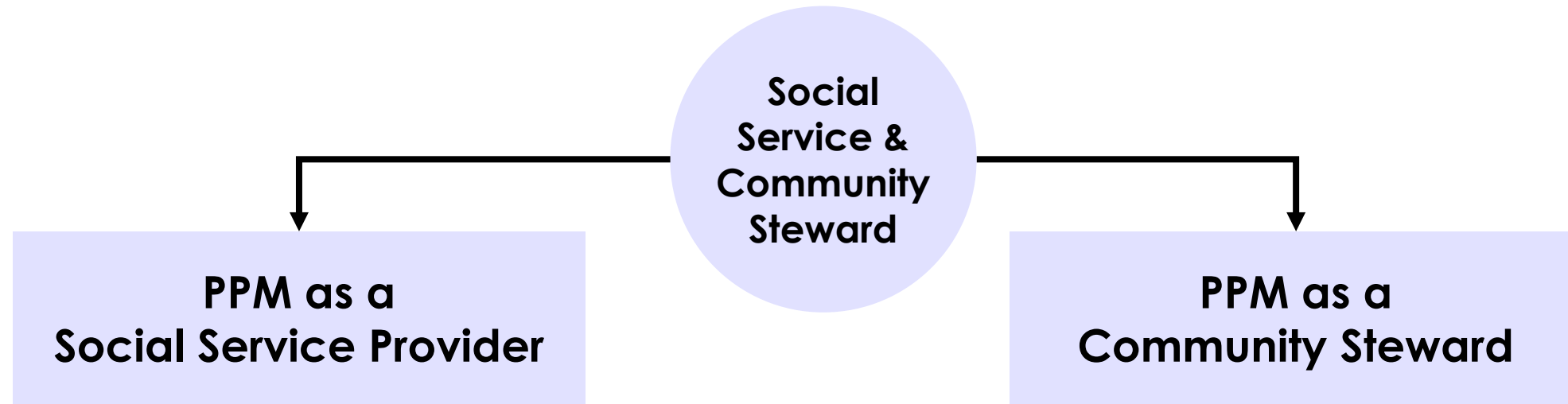
Black = interim updates to come
Red = Ongoing workstream forming
Scenarios

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PPM: Goals and Roles from 6/29 Council Workshop



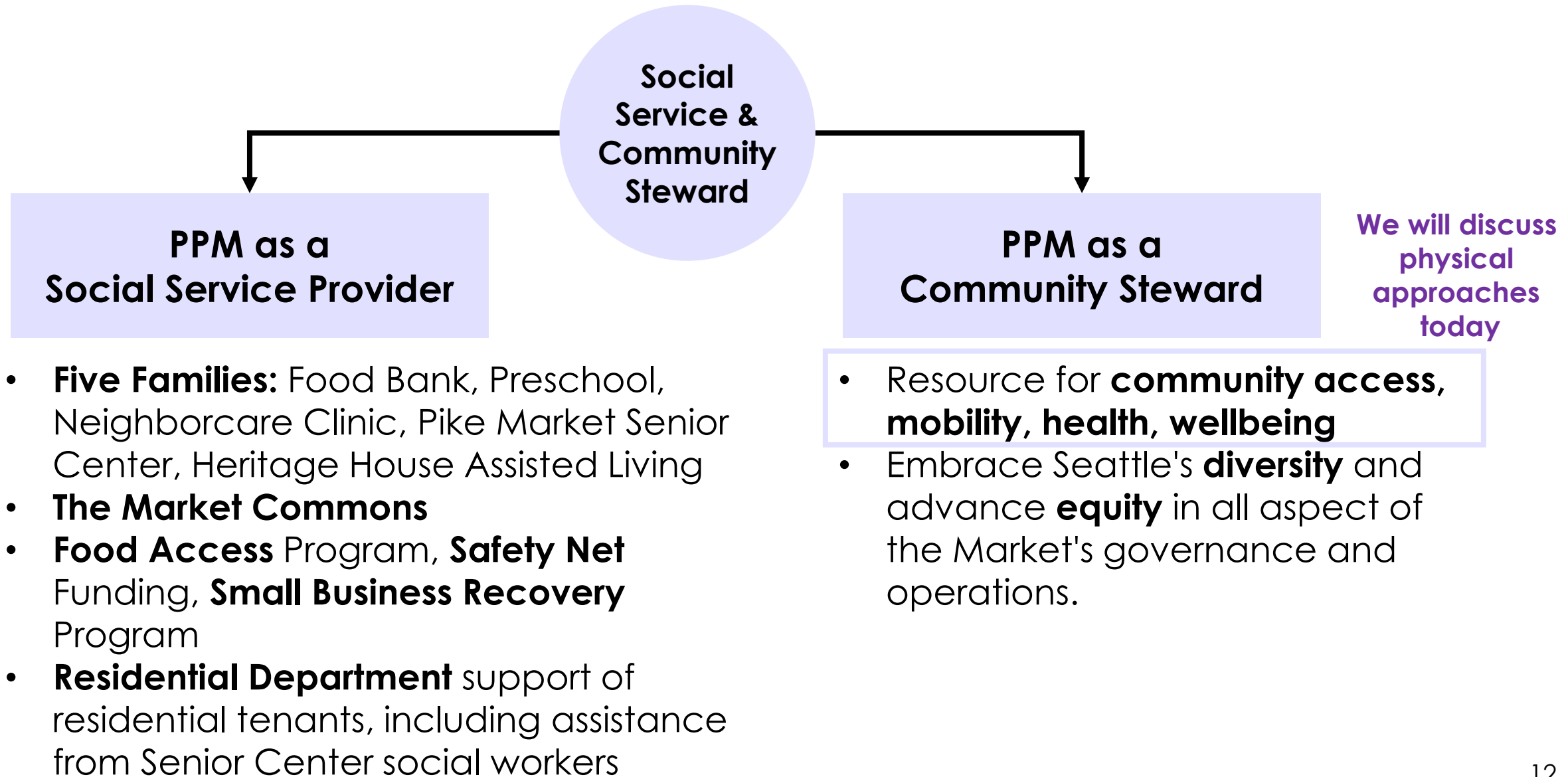
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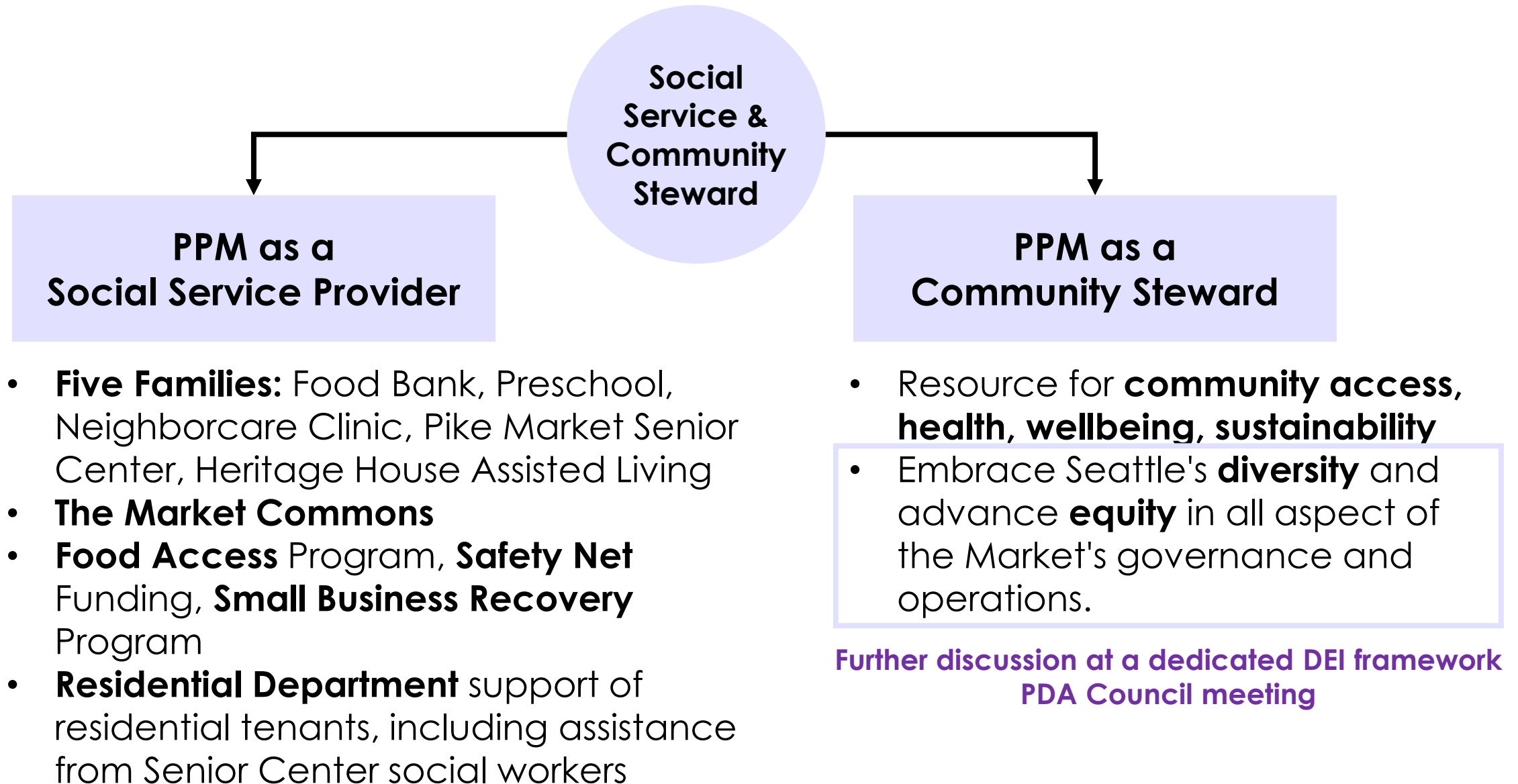
- **Five Families:** Food Bank, Preschool, Neighborcare Clinic, Pike Market Senior Center, Heritage House Assisted Living
- **The Market Commons**
- **Food Access** Program, **Safety Net** Funding, **Small Business Recovery** Program
- **Residential Department** support of residential tenants, including assistance from Senior Center social workers

- Resource for **community access, mobility, health, wellbeing**
- Embrace Seattle's **diversity** and advance **equity** in all aspect of the Market's governance and operations.

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Today's Discussion

1. What We Heard: Listening to the Community

- Discussions with Five Families and Foundation
- Market resident BBQs
- Other stakeholder interviews

2. What We Think: strategies and tactics for your feedback

- Social services
- Access & mobility (Sustainability Action Plan)
- Health and wellbeing (Sustainability Action Plan)



What We Heard: Five Families Discussions

- **Desire for further connection and partnership** between the social services and the rest of the Market.
- **Desire for increased public visibility** around role and impact. (Two leaders of the five families were hired with **directives to raise visibility**.)
- The Foundation's role, resources like the Market Commons, and funding support **is crucial to ongoing operations**.
- **Support for re-orienting Pike Place** to a local audience.
- **Need for physical improvements** to Pike Market Food Bank.



What We Heard: Market Residents

- Residents like **the convenience of living at Pike Place** for the **proximity to the social services and the transit hub**.
- **Sense of community and care for each other and workers at the Resident buildings** (shoutout to PDA staff!)
- The Market **is too expensive** for residents without Pike Bucks and other subsidies. Some noted that the Market used to be affordable but that is no longer the case.
- **Food bank is a primary source of food** for some residents.
- **Concerns about public safety** due to increased substance use and mental health and lack of enforcement around street racing and drug dealing.
- **Accessibility improvements** to the Market, such as sidewalks and ramps, are needed.



What We Heard: Foundation and Other Interviews

- The Foundation's **Model for a Healthy Community and the annual needs assessments** should be considered as inputs to the process.
- **Lack of awareness** about the social services provision and available resources at the Market and **role confusion** between the PDA and the Market Foundation came up in several conversations.



What We Heard: Other Interviews

- **Social services offered by the Market are not well known to the public** and could be an opportunity to highlight the impact and service role of the Market.
- PPM has **great multi-cultural richness that should be more visible** through joint planning efforts with BIPOC organizations.
- Community organizations would like to see an **increased Native presence and partnership at PPM.**
- **Lack of seating and ADA accessibility** are challenges at the Market.
- Tenants noted that working at PPM can be **difficult for their employees** due to the lack of break rooms and lactation spaces, and lack of health insurance.
- Workers seek access to **healthcare and childcare.**

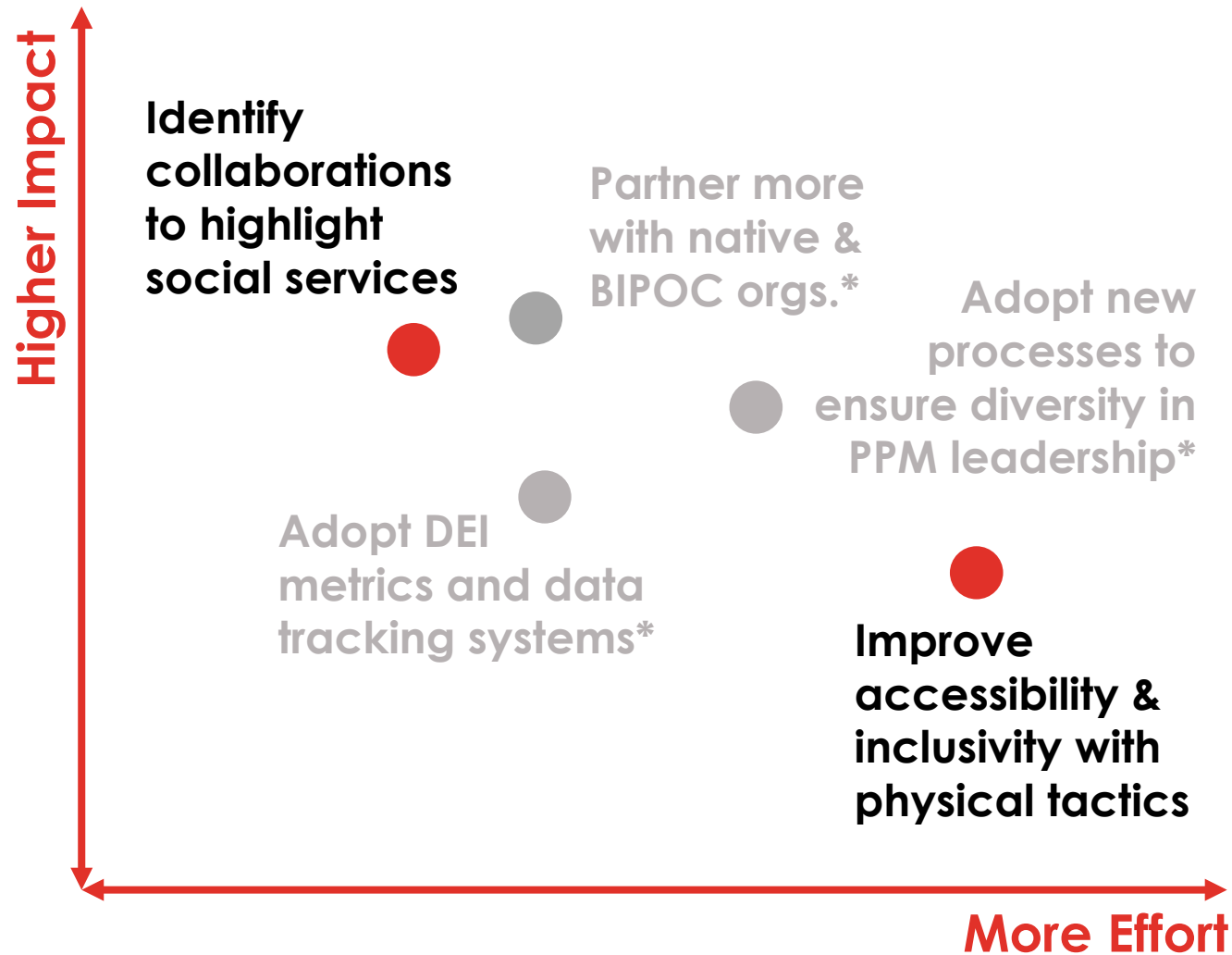
“Uplift the Foundation and social services at the Market – it will help us see the impact of the Market more broadly.”

- External Stakeholder

“A lot of people don’t understand the social services component of the Market – that is a missed opportunity.”

- External Stakeholder

PDA Council Survey: Social Services & Community Steward



Observations

- Partnering and collaboration between PDA, Foundation, and other partners were seen to have the biggest potential impact, with relatively low effort
- Improving overall accessibility within the Market seen as high effort (and low impact – but we believe it is important to consider and discuss today)

*To be discussed at a dedicated DEI Council session

Social Services: Challenges and Opportunities

Challenges:

- Rising cost of living and economic disparities: 2022 area median income in the Seattle metro area was \$134,600
- Need for social services among Market stakeholders – farmers, merchants, employees – may be growing due to cost of living
- Social services are challenging to sustain and require substantial funds to expand
- Providers' physical assets need ongoing maintenance and capital improvements

Opportunities:

- Master Plan process offers opportunity to do intentional, collaborative visioning around the future of social services provision.
 - What is our scope and vision for social services?
 - What is the PDA role?
 - How are the needs changing?
 - Is there an opportunity to expand services?
 - What could we do with additional resources?

Strategy: Create a Shared Vision for Social Services



Create a shared vision for PPM's social service provision model – between the PDA, Foundation, and other partners

Why?

- Council identified collaboration with the Foundation and social service providers as the highest impact strategy for this role.
- Lack of awareness about social services provision came up repeatedly as both a challenge and an opportunity.
- Aligns with desire to reorient to a local audience. Consumers are making choices about what they buy and who they support based on mission and values.
- Changing needs of the Market community as the region has become less affordable.

Tactics

- Create a shared vision and strategy for the Market's social services that addresses:
 - Roles and partnerships
 - Model – sustain or expand
 - Target clientele – including within the Market
 - Services
 - Capital improvement needs
 - Fundraising needs

Social Services discussion questions:

For those that selected collaboration as the highest-impact strategy, what did you have in mind?

What would intentional, collaborative visioning around the future of social services provision between PDA, Foundation, and other partners look like? What problems do we need to solve for and what questions do we need to answer?

Access & Mobility + Health & Wellbeing: Challenges and Opportunities

Challenges:

- Historic physical plant entails barriers to physical accessibility and lacks certain amenities – from seating to break rooms – that the diverse Market community needs
- Increase in extreme weather events threaten wellbeing and comfort
- Required physical upgrades may cost significant capital dollars
- Space for new amenities is limited

Opportunities:

- Master Plan/Sustainability Action Plan offers opportunity to identify missing facilities and improvements based on broad community input and best practices

Potential Strategy: Access & Mobility (Sustainability Action Plan)



Improve physical accessibility by upgrading existing conditions.

Why?

- Interviews identified needed upgrades to enable diverse visitors, residents, and social services clients – of different abilities and ages – to more easily access and discover the Market
- Interviewees stated better seating and accessible wayfinding are needed to make the Market more welcoming and comfortable for all

Tactics*

- Hire an accessibility consultant to evaluate existing infrastructure
- Make ADA upgrades to ramps, stairs, elevators, surface materials, railings, and access pathways
- Improve wayfinding, including multilingual signage
- Create more seating areas

*Additional strategies and tactics for Health & Wellbeing are being developed for the Sustainability Action plan.



Continue to create a sense of comfort and belonging.

Why?

- Merchant and external interviews identified the need for more dedicated amenities and spaces for workers, and for facilities such as lactation rooms and gender neutral restrooms
- Extreme weather events due to climate change require seasonal adaptation to optimize comfort

Tactics*

- Create spaces for employees including showers, locker rooms, and rest space
- Create infrastructure to support the needs of diverse populations, such as lactation rooms and gender neutral restrooms
- Conduct assessment to identify low-performing areas and methods for improved thermal comfort
- Make indoor comfort improvements to tenant and vendor spaces (operable windows, daylight, ceiling fans)

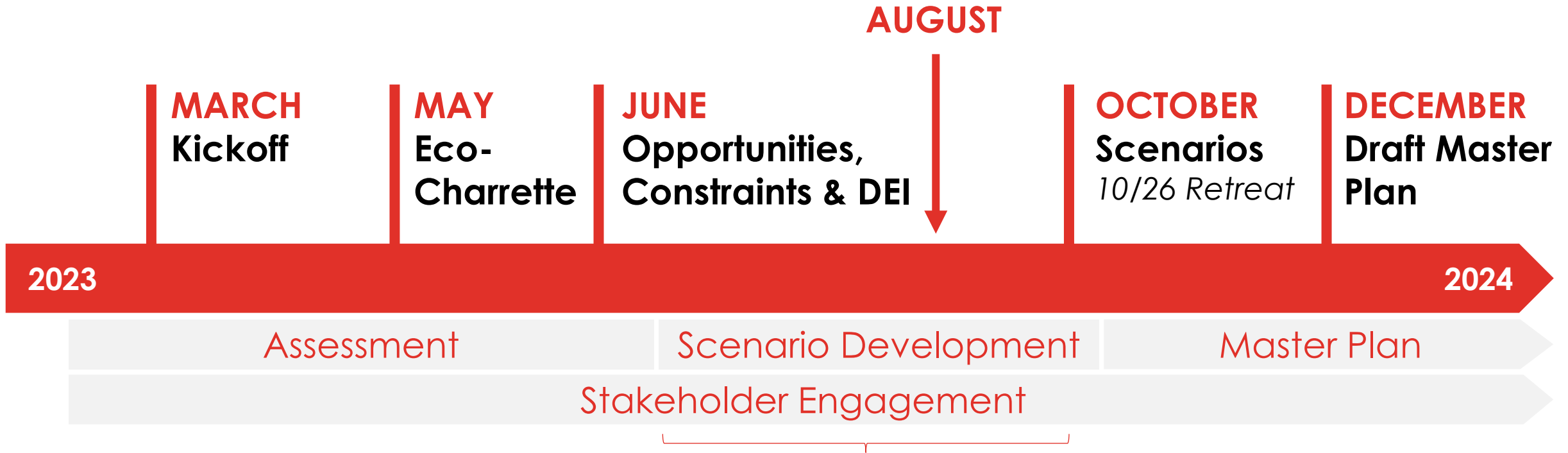
*Additional strategies and tactics for Health & Wellbeing are being developed for the Sustainability Action plan.

Access & Mobility + Health & Wellbeing discussion questions:

What key physical upgrades would make the Market more accessible and welcoming to diverse Market merchants, workers, residents, social service clients, and visitors?

What's Next

Master Plan Timeline



Council work sessions on:

- Food Life Strategies
- Downtown Anchor
- DEI
- Stakeholder Outreach/Survey
- Sustainability Action Plan