PPM as Downtown Anchor
PDA Council Discussion
October 18, 2023
Today’s Agenda

1. Downtown Seattle Context:
   Opportunities and Challenges

2. PPM as a Downtown Anchor

3. Discussion

4. Scenario Workshop Overview
Downtown Anchor as a Focus

DIVERSITY, EQUITY & INCLUSION

- Social Service & Community Steward
- Makers' Market & Studio
- Retail Hub
- Small Business Incubator
- Local & Tourist Destination
- Farmers Market & Ag Hub
- Food Life Destination

Downtown Anchor
DOWNTOWN CONTEXT
Opportunities and Challenges
In the heart of Downtown, PPM’s health and vitality are linked to changes and trends in the surrounding neighborhood.
Challenge: Downtown Seattle’s return of office workers continues to lag other cities by a high margin.

Source: University of Toronto Downtown Recovery Data; Downtown activity is measured primarily by mobile data; Downtown is defined as the zip codes: 98101, 98104, 98154, 98164, 98174. Office vacancy as of Feb 2023 according to CoStar for the geography between First Ave to I-5 and Yesler Way to Denny Way.
Challenge: the perception and reality of crime, drug use, and people experiencing homelessness deter Downtown recovery.

75% of Seattle voters recently surveyed said they are visiting Downtown less often, citing crime and safety concerns.

Only 12% of Seattle voters are feeling “optimistic” about progress being made on Downtown’s recovery.

Opportunity: momentous transformation of the waterfront offers opportunities for Downtown - and PPM - to leverage new activity and visitors.

Source: Overlook Walk 90% Design Renderings (2020)
Opportunity: tremendous residential growth can support revitalization of Downtown and serve as a new source of local customers for PPM.

Downtown has seen significant residential growth over the past decade, with clusters near PPM. The City sees future residential growth as critical for revitalization.

**71%+**
Increase in Downtown residential population from 2010-2022

**18,237 units and 86 properties** built Downtown from 2010 to 2022.

In nearly every city across the nation, downtown revitalization strategies focus on creating community CenterPoints - places of identity and connection and locus points for surrounding neighborhoods.

CenterPoints foster:

- A sense of place
- A perception of safety
- Access to services and goods that meet residents' needs
- Multi-modal transit
- Social engagement through food
- Neighborhood retail and distinctive shopping streets
- Entertainment, cultural and commercial offerings
- Green spaces and public spaces
- A sense of shared identity

Few downtowns have an asset like PPM. The full realization of the Market as a CenterPoint will require investment, City support, and partnerships. But there is no better starting point for revitalizing downtown Seattle.
Opportunity: most Market community members believe PPM can support downtown revitalization.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Market can help to support the <strong>revitalization</strong> of Downtown post-COVID.</td>
<td>40%</td>
<td>44%</td>
<td>12%</td>
<td>2%</td>
<td>2%</td>
<td>353</td>
</tr>
<tr>
<td>There are areas of the Market that are <strong>under-visited</strong>, especially in the off-season.</td>
<td>33%</td>
<td>45%</td>
<td>18%</td>
<td>3%</td>
<td>1%</td>
<td>355</td>
</tr>
<tr>
<td>The Market’s current <strong>mix of food, craft, farm, and retail offerings</strong> is attractive to locals.</td>
<td>30%</td>
<td>48%</td>
<td>12%</td>
<td>8%</td>
<td>2%</td>
<td>367</td>
</tr>
<tr>
<td>The Market provides opportunities for <strong>customer interaction</strong> and experiential retail.</td>
<td>28%</td>
<td>45%</td>
<td>23%</td>
<td>4%</td>
<td>1%</td>
<td>357</td>
</tr>
<tr>
<td>The Market should become an <strong>evening destination</strong>.</td>
<td>28%</td>
<td>24%</td>
<td>21%</td>
<td>18%</td>
<td>10%</td>
<td>363</td>
</tr>
<tr>
<td>The Market is physically and visually <strong>well-connected</strong> to the waterfront.</td>
<td>15%</td>
<td>36%</td>
<td>26%</td>
<td>19%</td>
<td>4%</td>
<td>365</td>
</tr>
<tr>
<td>The Market attracts the right <strong>balance of locals and tourists</strong>.</td>
<td>16%</td>
<td>35%</td>
<td>18%</td>
<td>27%</td>
<td>5%</td>
<td>369</td>
</tr>
<tr>
<td>The Market’s <strong>regulations preserve the Market’s character</strong> without being overly hindering.</td>
<td>16%</td>
<td>34%</td>
<td>32%</td>
<td>12%</td>
<td>5%</td>
<td>349</td>
</tr>
<tr>
<td>The Market <strong>adequately uplifts merchants from under-represented groups</strong>.</td>
<td>15%</td>
<td>34%</td>
<td>37%</td>
<td>11%</td>
<td>3%</td>
<td>351</td>
</tr>
<tr>
<td>The <strong>food offerings</strong> at the Market are competitive with other local markets.</td>
<td>9%</td>
<td>38%</td>
<td>27%</td>
<td>21%</td>
<td>5%</td>
<td>367</td>
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<tr>
<td>If the Market offered more <strong>small business support services</strong>, I would use them.</td>
<td>15%</td>
<td>31%</td>
<td>40%</td>
<td>11%</td>
<td>4%</td>
<td>322</td>
</tr>
<tr>
<td>The Market’s <strong>social impact</strong> are well understood by the Market community and public.</td>
<td>9%</td>
<td>21%</td>
<td>33%</td>
<td>31%</td>
<td>7%</td>
<td>356</td>
</tr>
</tbody>
</table>

Source: PDA Internal Market survey, 2023
Master Plan Goals

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, dine, experience, gather, and connect 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.

Opportunity: PDA Council seeks to more actively participate in local policy issues – and can have a unique impact on the pressing issues Downtown.
PPM AS DOWNTOWN ANCHOR
PPM as a Downtown Anchor

Improve physical connections

1. **Strengthen physical/visual connections** to Downtown and Waterfront.

Serve as a partner and steward for downtown reactivation

1. **Partner with other Downtown institutions** to reactivate the area and better attract Seattle region residents, and to collectively advocate for policies and improvements.
2. **Work with the City** on Downtown revitalization.

Serve the growing Downtown community – and residents citywide

1. **Serve a growing residential community**, appealing to locals "needs and wants" for food, services, and gathering spaces.
2. **Expand social services** to serve more Seattleites, given central location and transit access.
PPM can strengthen visual and physical experience to Downtown and the waterfront.
Building on existing character. Strengthen and expand introductions to PPM.
PPM, as a vertical market, can be a strong connector between Downtown and the New Waterfront.
Strengthen physical and visual experience at: WESTERN AVE

Introduction from the new Overlook Walk is an opportunity to encourage visitors to explore Western Ave and the Down Under.

Opportunity for new development to improve program capacity and central plant.

Consider new vertical circulation locations.

Widen pedestrian circulation access and visibility.

Increase visibility of Down Under retail through interior treatments like improved lighting and window access.
Strengthen physical and visual experience at: 1ST AVE

Increase indoor and outdoor seating through social dining opportunities

Enhance entry points to have more visibility

Increase visibility and viability of connections into PPM from 1st Ave

Improve wayfinding into interior atria and courtyards
Strengthen physical and visual experience at: PIKE PLACE

- Maintain and preserve existing historic core
- Evaluate parking, loading, and logistical needs
- Expand on opportunities to continue to create delightful public space

- Highlight primary entries into the Main Arcade
- Align street uses and building facades
- Invest in removable infrastructure on the edges of Pike Place for seasonal and event opportunities
PPM can partner with immediate neighbors on programming to support revitalization.

Examples:
- PPM food carts on waterfront
- Satellite Market pop-ups
- Seattle Art Museum pop-up exhibit at PPM
- Marketing or app for “itineraries”
PPM can also reorient offerings to serve a growing residential community.

- Evening hours in targeted areas of PPM
- Social dining and gathering spaces
- Distinct, curated specialty food retail
- Best-in-class food producers/ farmers for seasonal pop-up markets
- Neighborhood services (e.g., tailor, salon)
- Increased maker and arts uses
- Cultural, arts, and other special events
PPM can form allyships with other Downtown institutions and districts farther afield to coordinate on advocacy and policy with the City.
PPM can leverage partnerships to create off-site assets, given constraints on available space and allowable uses in the historic district.

This would entail governance rule changes, and costs, especially for downtown asset investments.

**Lease or acquire additional space**

**Downtown**
- Market-rate retail spaces for PPM tenants to expand into
- “Ghost kitchens” for production and distribution

**Lease or acquire additional space outside of downtown, where land costs are lower**
- Aggregation, distribution, cold storage spaces
- Farmland for PPM farmers
- Transit-connected affordable housing
PPM can expand social services for more Seattleites.

- At our Social Services presentation, we heard the PDA Council is interested in defining the Market’s current and future roles around social services (including as landlord and facilitator). This includes relationships to the Foundation, Five Families, and others.
- Given central location and transit access, PPM could support social service providers in expanding provision of services to Seattleites.
- Engaging with social service partners for a visioning exercise would be the first step in determining needs, opportunities, and challenges to expansion.
DISCUSSION
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SCENARIO WORKSHOP OVERVIEW
Scenario Workshop Objectives and Next Steps

Scenario Workshop Objectives:

- Gather Council feedback on an array of potential strategies suggested by the Consultant Team
- Confirm direction on which strategies to explore further for incorporation into a Preferred Scenario
- Council will not be making any final decisions

Format: Mix of Consultant presentations, small breakout groups, and report-backs

Next Steps:

- Preferred Scenario presentation will share a synthesis of preferred strategies for Council feedback
- Development of final Master Plan
APPENDIX
Downtown Market Case Studies
St Lawrence Market and Reading Terminal Market take district approaches to planning. Strategies relevant to PPM include:

- Acting as a **steward** for **neighborhood revitalization and development**
- Serving as a local gathering place – a **community CenterPoint** – serving downtown **residents** and residents citywide
- Improving **physical connections and open space**
St. Lawrence Market, Toronto

• St. Lawrence Market, operated by the City of Toronto’s Corporate Real Estate Management Division, is located at the center of a rapidly growing multicultural mixed-use district within what was once the center of historic York Town.

• As part of its 5-year Plan, the Market is focused on its role as both a neighborhood-anchoring institution and as an advocate for the quality of urban life for the surrounding area.
St. Lawrence Market: Neighborhood Planning Steward

- The Market is partnering with the neighborhood association to guide development with the goal of creating places that are aligned with the interests and needs of locals and preserve authentic character.

- The Market and neighborhood association are co-developing urban development guidelines to preserve the character of the neighborhood, including scale, street animation, and other qualities of mixed use development.
St. Lawrence Market: Physical Connections and Community CenterPoint

- Physical connections and open space
  - Supporting implementation of St. Lawrence Market Business Improvement Area’s **public realm** master plan
  - Making North and South Market buildings more **permeable** to neighborhood
  - Creating new and improved **public spaces** that integrate into the rich fabric of the neighborhood

- Community CenterPoint
  - Redeveloping the North Market as a mixed-use ‘green’ **market for community events**, an expanded **Saturday Farmers Market**, and a **community hall**
  - New tenant targets, products, and programming to support market as a **social convening** point, source of **identity**, and anchor for the **evolving neighborhood**
St. Lawrence Market: Physical Connections and Community CenterPoint

St. Lawrence BIA Public Realm Master Plan: Market Subarea
Reading Terminal Market, Philadelphia

- Reading Terminal Market is located in the core of Center City, within a broader itinerary of destinations and institutions.
- Center City has had residential population growth of 39% since 2000.
- Reading Terminal Market is reorienting to the local resident market and urban context.
Reading Terminal Market: Orientation to Locals

- To attract **regular use of the Market by residents**, RTM is transitioning from its historic commitment to 60% produce to a focus on **upcycled products**, diversifying its offerings to differentiate from the opening of 68 local groceries following the pandemic.

- The Market’s **Mercato** system also provides connectivity through a robust delivery program that serves residences, hotels and offices in the District and a surrounding 10-mile radius.

- RTM has also instituted **parking garage discounts** for locals who shop at the Market.
Recent Market initiatives reflect a District orientation, including the development of a **15,000 SF programmable event space** on Filbert Street.

There is also a proposed **grand Market entry** through the Reading headhouse building on Market Street. Market connections could **include N/S connectivity** improvements to the Convention Center via the Headhouse access one level above the Market Hall and E-W connectivity to the Marriott Convention Hotel and the future Sixers Arena.