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Pike Place Market Preservation & Development Authority (PDA)

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**REQUEST FOR QUALIFICATIONS  
BY THE PIKE PLACE MARKET PRESERVATION AND DEVELOPMENT AUTHORITY  
FOR DEVELOPMENT OF A MASTER PLAN**

**Publication/Distribution:** Daily Journal of Commerce (Seattle)

**Owner:** Pike Place Market PDA  
85 Pike Street, Room 500  
Seattle, WA 98101  
Mary Bacarella, Executive Director

**Project Address:** Pike Place Market Historical District

**STATEMENTS OF QUALIFICATION DUE MAY 3, 2022 at 3:00 PM PST**

The Pike Place Market Preservation and Development Authority (PDA) is requesting qualifications from qualified consulting firms to partner on the development of a Master Plan for the Pike Place Market.

Copies of the complete Request for Qualifications (RFQ) describing the selection process and the required submittal information may be obtained online at [www.pikeplacemarket.org/capitalprojects](http://www.pikeplacemarket.org/capitalprojects)

Applicants are asked to complete the required submittals listed in Section 7.1 and return them to the PDA via secure electronic transmittal to [capitalprojects@pikeplacemarket.org](mailto:capitalprojects@pikeplacemarket.org).

**1.0 INTRODUCTION**

The PDA is accepting STATEMENTS OF QUALIFICATION from qualified, experienced firms for the role of developing a Master Plan for the Pike Place Market.

Pike Place Market is a mature, multifaceted system. A Master Planning process will enable the PDA to think inclusively about the complex set of questions and dependencies, set longer range strategic planning and result in better annual work plans.

**Questions and dependencies include:**

- Economic Vitality
  - How does the Market preserve its identity as a unique destination and community?
  - How does the PDA sustain the economic strength of the Market to support its mission?
  - What are the long-term trends in demographics, food, entertainment and shopping for Seattle? How should the Market take advantage of these changes?
  - What strategies can be employed to provide for succession and adaptive change of legacy businesses, farmers and daystall vendors?

- How can the Market effectively increase the opportunities and diversity for incubation of new businesses?
- Do viable opportunities exist for the PDA to support its mission through offsite partnerships?
- Feasibility
  - What are the highest and best uses of space for the various Market components?
  - Where is the intersection of the highest financial returns with the greatest social impact?
  - The development footprint of the market has reached maximum capacity. What new opportunities to reenergize and support the continued growth of the Market are available on public streets, in common areas and conversion of building spaces to other uses?
  - Considering historic designations and other zoning limitations – what is the adaptive reuse potential, if any?
- Sustainability
  - What steps should /can the Market take to improve environmental sustainability?
  - What are the long-term capital needs and priorities to sustainably maintain historic buildings and supporting infrastructure? How will these be funded?
- Governance & Engagement
  - How does the Market’s governance model remain effective for the next 50 years? What changes, if any, should we consider?
  - What role should the Market play in the context of changing demographics of Seattle, especially those of the downtown area?
  - How does the PDA create constructive partnerships to support and enhance the Market’s role as an economic engine and provider of vital social services?
- Capacity
  - Technology – what technology hardware and software set is required to support efforts in, e.g., marketing, communication, MLE, security, and merchant development? What is the PDA’s role in setting basic technology requirements and providing resources for merchants? What is necessary to acquire and maintain this set?
  - Staff Expertise – what additional core competencies should the PDA develop? What resources are needed to maintain excellence in existing competencies?
- Equity
  - How does the PDA ensure the Market is an inclusive, welcoming place to work, live and visit?

Developing a plan that answers these above questions will allow the PDA to:

Preserve Our Heritage While Embracing Change. While the PDA continues to preserve the historic essence and structure of the Market, it also needs to look ahead to the future to evolve with the ever-changing landscape of our shoppers, Downtown Seattle and economic trends. Particularly as the Market reemerges from a global pandemic, it needs to support the new reality of our city and customer habits.

Support Our Small Businesses. As the Market navigates the constant change to our environment, the PDA must always be thinking of new ways to support our established small businesses while incubating new businesses to sustain economic strength. As the PDA preserves the historic nature of the Market, it must also focus on shaping the Market’s future.

Engage with Our Community. The Market has evolved to become a world-renowned destination. As the Market's global reputation grows, it needs also to strengthen the connection with our diverse local community who are essential to future vitality.

## **2.0 PROJECT DESCRIPTION**

This will be a multi-year project to develop a long-range, integrated Master Plan, inclusive of real estate, supporting infrastructure, business capacity and financing.

### Overarching goals include:

- Preserve the historic character of the Market and leverage its strength as a community treasure and tourist destination.
- Strengthen the Market's traditional role hosting small locally-based business relevant to a changing economy.
- Understand the macro-dynamics likely to have the greatest impact on Seattle and the Market over the next 50 years, with a focus on the next decade.
- Identify opportunities for how the Market can continue to thrive as an indispensable center for commerce, urban community and provider of services for the people of this region.
- Develop an integrated set of 'north star' strategic priorities, realistic financing options and robust tactical plans to take advantage of these opportunities and ground annual planning.
- Through the process of building and communicating this Master Plan, strengthen support for the Market and the PDA among diverse stakeholder groups.

### Key components include:

- Research and analysis
  - Gain a functional understanding of the Market's history, mission, culture, operating structure and the ecosystem of private and public organizations it operates within.
  - Draw from the deep well of historical knowledge and existing learning available from Market staff, merchants, residents and supporters.
  - Gather insights from a comparative set of other successful public markets in the US and elsewhere.
  - Augment these sources with original audience research as required.
- Master Plan development and refinement
  - The process must respect the Market's structure, history, culture and current-state dynamics.
  - The plan should address the areas necessary for the Market's long-range viability in a broad, integrated way. We believe these include:
    - Real Estate: e.g., renovation, expansion, change of use, zoning, etc.
    - Infrastructure: e.g., technology, sustainability, accessibility
    - Organizational capacity: e.g., skillset, staffing structure
    - Governance: e.g., PDA Charter, the larger Market stakeholder ecosystem of entities
    - DEI: encompassing council, staff, businesses, tenants, visitors, contractors
- Budget scenario planning
  - Assess the limits of the Market's historic funding sources to fund this plan.

- Identify alternative public and private funding options consistent with the PDA's charter, history and community tolerance.
- Stakeholder engagement – including diverse government, business, advocacy groups, PDA council and staff, market merchants and residents.
- Turnkey project management – to enable the Executive Director and her staff to continue to prioritize the Market's daily operations and ongoing book of business.

### **3.0 ABOUT PIKE PLACE MARKET**

Created by public ordinance in 1907, Pike Place Market is one of the oldest continuously operated public markets in the United States. It is a diverse center of commerce for many small farmers, craftspeople and merchants, and home to nearly 500 residents who live in eight buildings. The Pike Place Public Market Historic District, an area of roughly nine acres, is listed on the U.S. National Register of Historic Places. The Market is Seattle's most popular tourist destination and one of the most visited attractions in the world, with more than 15 million visitors annually.

The Market is overseen by the Pike Place Market PDA, a non-profit, public corporation chartered by the City of Seattle with responsibility to operate, manage, preserve, and develop the Market's buildings, infrastructure, and open spaces. The PDA is responsible for the day-to-day administration and overall financial operation of the Market within the Pike Place Market Historical District and derives revenues from the Market's tenants through rent, utilities, and other property management activities. The PDA's Charter directs it to:

- Expand the food retailing in the Market, emphasizing local farm produce,
- Preserve the residential community, particularly low income housing, and
- Promote the survival and predominance of small shops, marginal businesses, arts and crafts, and other enterprises essential to sustaining a functional community.

The PDA is overseen by a 12-person volunteer council whose members serve four-year terms. Four members are appointed by the mayor, four by the current council, and four by the Pike Place Market Constituency. The PDA sets the policies by which the Market is managed and hires an executive director to carry out those policies.

The PDA is part of an ecosystem of agencies, commissions, business associations, elected officials, tenants and community advocates, all of whom hold a stake in advancing the Market's mission. It's inevitable these stakeholders at times have competing interests. The PDA's role is to find solutions that create the greatest benefit to the greatest number of people while ensuring the Market stays fiscally sound. For the longevity and success of the Market, the PDA must balance the demands of the original Charter with modern-day environments, rapidly changing business practices, retail trends and shopping habits. The goal is for the Market to remain viable, sustainable and resilient within an environment of change.

#### 4.0 PHYSICAL SETTING AND CONSTRAINTS

- **Historical District constraints on design and use:** The PDA owns 14 separate properties, all within the Pike Place Market Historical District, encompassing approximately 500,000 sq. ft. of gross floor area (mixed use commercial with residential) and approximately 825 structured parking spaces. The Historical District is subject to Secretary of Interior Standards and strict guidelines administered by a City of Seattle Commission. The standards, with a preference for repair and in-kind maintenance, have proven difficult to meet with upgrades of building envelopes for energy conservation and maintenance issues.
- **The full footprint of PDA owned properties has been fully developed.** Adjacent properties within the Historical District are privately owned and also developed. In addition to platted properties, regular Market operations extend to the adjacent public rights of way, Pike Place street and alleys.
- **Complexity of floor plans/lack of level access to floor plates.** The existing campus consists of buildings dating from 1900 to 1925 that are an amalgamation of different structural types, successive alterations, interconnections, and additions dating to that era. The buildings occupy a site of steep topography. Interspersed are infill structures and newer modifications constructed since 1980.
- **Lack of standardized building operation systems.** Despite their age, most buildings were substantially renovated or constructed in 1976-82 for specific functions and a substantial renovation in 2009-12 upgraded most structures to current codes. The latest addition, the MarketFront, was completed in 2017. The current operating systems involve legacy equipment nearing obsolescence and monitoring systems designed for life safety, security and HVAC that have been upgraded over the years. The capacity to implement further improvements or centralize controls is affected by timing, budget and available space, weighed against other priorities
- **Lack of a central digital record set.** While the PDA has records from the various construction and renovation phases, there is no complete central set of as-built digital drawings. Preparation of these documents will be by separate contract, concurrent with the start of the Master Planning effort.
- **Long term maintenance needs likely exceed available reserves from operations.** The PDA has been able to fund maintenance repairs and reserves from operations but maintenance needs are increasing, especially costs associated with tenant spaces that have not been updated for 30 years or longer.
- **Limits on sources of financing.** The PDA is a public entity, exempt from federal taxes and local property taxes. It cannot accept donations on a tax-exempt basis. It does not receive operational funding from the City and must cover all operating expenses with its revenue generating activity. The PDA may qualify for competitive grants issued by local, state and federal governments. Those activities are limited to the Pike Place Market. Significant administrative obstacles affect its ability to raise revenue from debt.
- **Public meeting and decision making.** The PDA is managed by a volunteer board and all significant planning and financial actions take place in a public setting with public comment. The

Market has multiple stakeholders, sometimes with competing interests – customers, business tenants, residents, neighbors, City agencies, social service organizations, PDA staff and the general public. Any policy action of the PDA or discretionary financial expenditure of over \$10,000 requires review and approval by the Council. The process grants wide access but at times falters in the search for consensus. There is a shared appreciation for the complex, social history of the Market. There is agreement that the Market is to continue as a functioning economy, not a museum setting isolated from change. Yet, there is not a shared strategy for how the Market can best respond and adapt to future needs and demands.

## **5.0 PLANNING HORIZON**

**Future Vision** – For planning purposes, we should align on a set of broad assumptions for the future state the Market will be operating in 50 years from now.

**Strategy** – understanding that 10 years is a minimum amount of time for large-scale construction, the PDA hopes to set 10-year qualitative goals and strategic priorities, with an expectation to revisit the strategy every three years.

## **6.0 TARGET SCHEDULE**

The following is the current planned schedule for project events:

|                 |  |
|-----------------|--|
| April 4, 2022   | Request for Qualifications advertised in Daily Journal of Commerce       |
| May 3, 2022     | Statements are due at 3:00pm   |
| May 16, 2022    | Consultants notified for interviews by this date                         |
| May 23-27, 2022 | Interviews (in-person or remote)   |
| June 3, 2022    | Consultant selection made  |
| June 6-13, 2022 | Negotiations with selected firm for costs and fees                       |
| June 30, 2022   | Contract Resolution referred to Pike Place Market PDA council for action |
| July 1, 2022    | Notice to Proceed issued   |
| Q3 2022         | Establish project schedule   |
| Q3 2022         | Defining scope and discovery   |
| Q4 2022         | Draft plan development   |
| Q4 2022/Q1 2023 | Refine presentation materials  |
| Q1/2 2023       | Socialization, input, refinement and finalization                        |

## 7.0 CONSULTANT SELECTION AND AWARD PROCESS

Pike Place Market PDA will select a consultant for the project based upon experience, references, financial stability, and demonstrated willingness to work cooperatively to meet complex schedule and budget requirements.

The right partner will provide the framework and guidance to allow the PDA to think and plan methodically and holistically. They will recommend systems for experimentation and change that do not threaten current success.

Commitment to the PDA's mission. Pike Place Market was founded as a public market to serve the people of Seattle. The PDA exists to *preserve, rehabilitate and restore buildings within the Market, increase the opportunities for the sale of local farm produce and food retailing, support small shops and marginal businesses, and provide residential housing and services, especially for low-income people.* The challenge in looking ahead is recognizing how these goals, established 50 years ago, can be achieved in moving forward. It is essential that our partner share our commitment to preserve the Market's essential nature while ensuring its future relevance and viability.

Vision for the Market's future. The PDA needs a partner who can help us examine conventional mindsets and assumptions based on "how we've always done it," who can build on and expand our thinking about what's achievable. Many of these assumptions we are likely to keep; others may change.

Relevant Experience and Expertise. The Market is unique – there truly is not any place else quite like it. Acknowledging that, our partner should have a proven track record of success on projects with similar nature, scale, complexity and constraints.

Collaboration. This will be a new relationship, with a steep learning curve for both sides. Success will require close coordination and collaboration with small PDA project team. The PDA is committed to being excellent partners. We will listen, brainstorm and nurture ideas and will be efficient with feedback and approval within the constraints of our structure as a public organization.

Bandwidth and Focus. There's a lot to do. It's crucial that this work is a priority for your firm.

### 7.1 Required Submittals

Statements of Qualification shall not be longer than 20 pages (10 double-sided sheets) and will be scored by a selection committee based on the criteria described in this section. Applicants may be invited for interview as part of the selection process. The Pike Place Market has sole discretion of qualified applicants to interview, and may terminate, cancel, or extend the selection process at any time. Applicants must reply to each of the exhibits listed below in a clear and concise manner. Responses must be in the same order as listed, clearly separated and labeled by response. Brevity is preferred. Pay attention to specific requests for information. In considerations of reviewer's time, every effort should be made to avoid duplicating information presented in the Statement.

**Exhibit A – General Information (10 points)**

1. A brief overview of your firm including: location information for company headquarters; offices and number of employees; year your firm was established; how long the principles have worked in relevant fields and their backgrounds; the firm's service areas and expertise.
2. Your firm's official policies on diversity, equity and inclusion. You are also invited to discuss your firm's current goals, plans and progress in these areas.

**Exhibit B – Project-Specific Information (50 points)**

1. Provide the proposed team leaders who would be dedicated to this project. Please include relevant experience, with examples, along with a brief personal statement of why they are the right people for this work.
2. If you intend to use subcontractors or other resources outside your firm to fulfill the requirements of this RFQ, please provide a brief overview of each firm, and provide relevant experience, with examples, along with a brief personal statement for each individual.
3. Your answers, thoughts and ideas for why your firm would be the right partner for this work, based on our needs as described above.
4. A brief summary of how you plan to approach the work and partner with the PDA project team.

**Exhibit C – Past Project Experience (30 points)**

1. Provide examples of past projects you believe are relevant to our needs and a brief explanation of why.

**Exhibit D – References (10 points)**

1. Please provide a list of current clients and three (3) current client references, including contact names and information and links to example projects.

7.2 The Pike Place Market PDA reserves the right to conduct interviews as part of the selection process. Interviews will be scored, and the interview and proposal scores will be added together to help inform the decision-making team.

7.3 Please note:

- Neither the Pike Place Market PDA (PPMPDA), nor any affiliate thereof, is under any obligation to award a contract to any bidder who responds to this RFQ.
- The PPMPDA reserves the right to accept or reject any or all bids and to take exception to any RFQ specifications or requirements.
- The PPMPDA reserves the right to make an award solely on the proposals submitted or to negotiate further with one or more agencies.
- This RFQ does not commit the PPMPDA, nor any affiliate thereof, to pay any expenses incurred by the firms who prepare a response.
- A response to this RFQ constitutes an offer to do business with the PPMPDA and may be fully or partially incorporated into a contract if awarded.
- All work is defined as "work for hire." The rights to all documents, materials, artwork, source code, system related materials, etc. produced by the partner of choice shall be owned by the PPMPDA.

## **8.0 SUBMITTAL DEADLINE**

One electronic copy containing the documents listed in Section 7.1 is to be submitted via secure transmittal to [capitalprojects@pikeplacemarket.org](mailto:capitalprojects@pikeplacemarket.org) no later than **3:00pm PST on Tuesday, May 3, 2022**. Statements of Qualification shall not be longer than 20 pages (10 double-sided sheets). Faxed or physical copies of the Statement of Qualifications will not be accepted.

If there are questions about submittal requirements, please email [capitalprojects@pikeplacemarket.org](mailto:capitalprojects@pikeplacemarket.org). Questions submitted within 48 hours of the submittal deadline may not be answered.

Any addenda issued for this RFQ will be published at the following website address: <http://www.pikeplacemarket.org/capitalprojects>. Applicants are responsible for checking the website prior to submission of Statements for any addenda. If you are unable to download the addenda, you may contact the PDA contact referred to above.

## **9.0 AFFIRMATIVE EFFORTS REQUIREMENTS**

In order to encourage the hiring of women and minority group members in the subcontracting of public works, goods or services from qualified women and minority businesses, the Pike Place Market PDA strongly encourages the contractor to comply with Affirmative Efforts provisions in the Seattle Municipal Code (SMC) Chapter 20.42.050.

### **Attachments**

- A. Seattle Daily Journal of Commerce Advertisement
- B. Inside Pike Place Market
- C. Charter of the Pike Place Market Preservation and Development Authority