



2021

# ANNUAL REPORT

PIKE PLACE MARKET PRESERVATION AND DEVELOPMENT AUTHORITY



# EXECUTIVE DIRECTOR

## What a difference a year makes.

While 2021 still held many challenges for the Market – winter snow storms, COVID variants, and safety concerns in Downtown Seattle – we took the lessons learned from 2020 and worked to ensure the Market remained a safe and desirable place for locals, and tourists, to eat, shop and discover.

The result is a Market starting to rebound from the financial hardships of 2020 and moving towards a return to pre-pandemic revenues, visitation and programming. With an eye to the future, we look forward to a Market we know and love while incorporating new ideas we’ve learned along the way.

This annual report aims to provide a snapshot of the year, calling attention to programs and milestones we’re really proud of and identifying areas where there is more to be done. All of this work was performed while still managing our response to the COVID pandemic. So while it might not be called out explicitly, know that each department had the added complexity of navigating COVID protocols while still advancing their work.

Over 50 years ago, the people of Seattle voted to keep Pike Place Market and since then Seattle has entrusted the Pike Place Market Preservation and Development Authority to care and protect the Market. We take that responsibility very seriously. Our community is our priority and it’s at the heart of what we do. 2021 marked the 50th anniversary of the Keep the Market initiative, which saved the Pike Place Market from urban renewal and ensured its preservation. It was the people that saved the Market 50 years ago, and it’s the people – our crafters, farmers, business owners, musicians, residents, social services, and visitors – who worked through their own challenges to ensure the Market flourishes today. I am proud of what we’ve accomplished, and I look forward to 2022.



*Mary Bacarella*

**Mary Bacarella**  
PIKE PLACE MARKET PDA  
EXECUTIVE DIRECTOR

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# EXECUTIVE & FINANCE



# 2021 PDA COUNCILMEMBERS

Since the start of COVID the PDA Council has experienced much change, including the addition of six new councilmembers under the leadership of three different council chairs.

Thank you to Rico Quirindongo, Colleen Bowman, Matt Hanna, Mark Brady and Ali Mowry for their service on the PDA Council and welcome to our four new councilmembers.

\*new in 2021

**Devin McComb, Chair**

MAYORAL APPOINTED

**JJ McKay, Chair**

MAYORAL APPOINTED

**Nick Setten, Secretary/  
Treasurer\***

CONSTITUENCY APPOINTED

**Patrice Barrentine**

COUNCIL APPOINTED

**Abraham Dairi\***

COUNCIL APPOINTED

**David Ghoddousi**

CONSTITUENCY APPOINTED

**Jan Hendrickson\***

MAYORAL APPOINTED

**Ray Ishii**

COUNCIL APPOINTED

**Gordie McIntyre**

CONSTITUENCY APPOINTED

**Russell Monroe\***

CONSTITUENCY APPOINTED

**Paul Neal**

COUNCIL APPOINTED

**Gundeep Singh**

MAYORAL APPOINTED

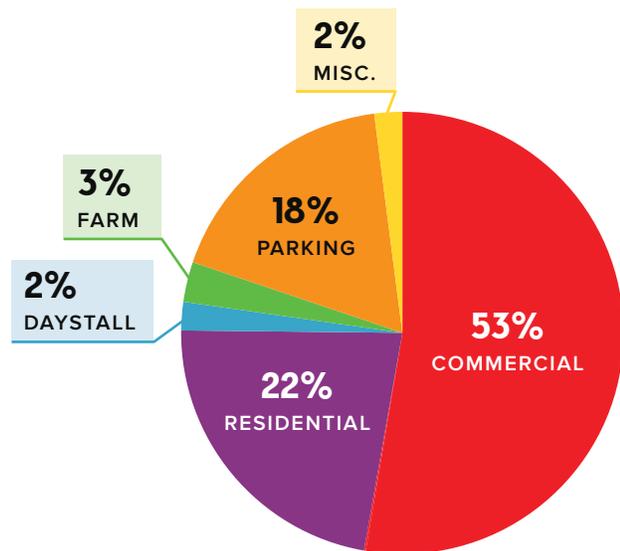
# FINANCE

What a difference a year makes. While revenues are not as strong compared to pre-pandemic amounts, 2021 financials trended in the right direction, exceeding revenue budget projections in most categories, most notably in parking (\$1.6 million or 93% over budget) and commercial (\$2.2 million or 30% over budget.) After conservatively planning for a net operating loss of \$957,524, we ended up with a result after debt service and reserves of \$2,556,051.

## TOTAL REVENUE

# \$18,618,008

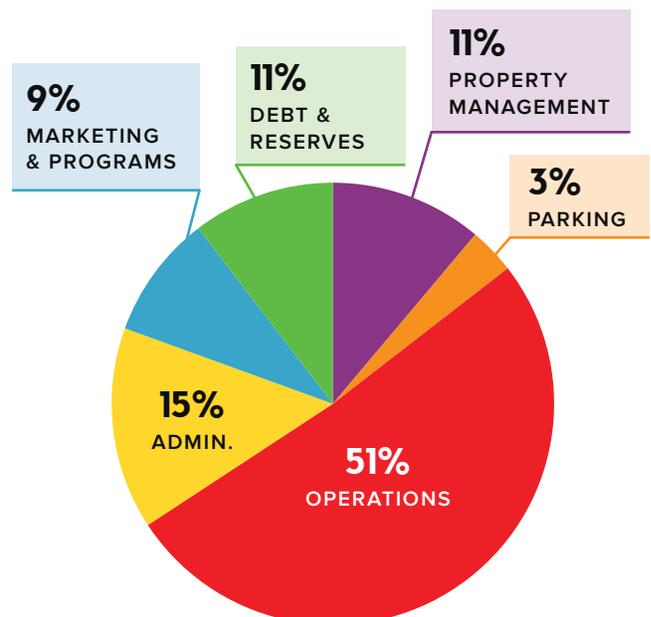
25% OVER BUDGET



## TOTAL EXPENSES

# \$16,061,957

ON BUDGET



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# MAJOR ACCOMPLISHMENTS



# BY THE NUMBERS



VISITORS



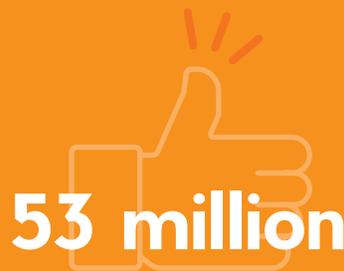
BAGS OF FREE PRODUCE PROVIDED to Seattle families through the Fresh Bucks to Go Pike Box program



OCCUPANCY IN RESIDENTIAL UNITS providing housing for 355 people



IMPRESSIONS FROM PAID MEDIA



SOCIAL MEDIA IMPRESSIONS  
249% increase since 2018



PUBLIC RELATIONS FEATURES  
249% increase over 2020



OF TOILET PAPER USED BY VISITORS



NEW WEBSITE



IN COVID-19 RENT RELIEF PROVIDED TO MARKET BUSINESSES



SPECIAL EVENTS HOSTED AT THE MARKET



PEOPLE AT THE HOLIDAY NIGHT MARKET

# COVID-19 RESPONSE

## The Market's Continued Response to COVID-19

The COVID-19 pandemic entered its second year and the lessons from 2020 helped propel the Market into strategically looking at how to support our business community further and offer a safe place for shoppers to visit.



- ⇒ A total of **\$3.85 million** was provided in COVID rent relief and incentives to Market businesses in 2020 and 2021
- ⇒ **\$400,000** was provided in residential rental assistance through grant awards
- ⇒ In 2021, the PDA worked closely with the Market Foundation to provide **\$223,725** in additional financial support to **48** Market businesses, crafters and farmers through the **Small Business Recovery Grant\***.
- ⇒ Staffing levels increased, but it remained challenging to find, hire, and retain certain positions due to national labor shortages.
- ⇒ From July – September, public outdoor seating was offered on Pike Place in two locations and on the MarketFront. In addition, staff worked closely with a number of Market restaurants to obtain City permitting, allowing them to operate outdoor seating throughout the Market.
- ⇒ For another year, Daystall attendance requirements were waived, rates were kept to off-season amounts, and more table space was provided to encourage crafters and farmers to return to selling at the Market.

\*Commercial grants are a holdover from 2020 and farm grants will continue into 2022.

# "KEEP THE MARKET" INITIATIVE TURNS 50



## In the fall of 2021, the Market celebrated the 50th anniversary of the Citizens' Initiative to Keep the Market!

To commemorate, the PDA, Market Foundation and Friends of the Market worked together to:

- ⇒ Develop a documentary, Labor of Love: Saving Pike Place Market with the help of KOMO
- ⇒ Hosted a special Friends of the Market event in the Atrium Kitchen
- ⇒ Secured several feature stories in publications including Seattle Times, Seattle Met and Crosscut
- ⇒ Produced a Market-wide celebration on October 23rd. This event had a record high participation from our community and the campaign resulted in:
  - » Over 100 pieces of original coverage
  - » 1,684,514 Impressions from paid media
  - » 289,139 Impressions across Facebook, Instagram, Twitter & LinkedIn
- ⇒ To celebrate proclamation day on November 2, 2021, the committee organized a press conference at the Market. Speakers and honored guests include Friends of the Market Board Members, Deputy Mayor Tiffany Washington, Executive Dow Constantine and Councilmember Andrew Lewis.

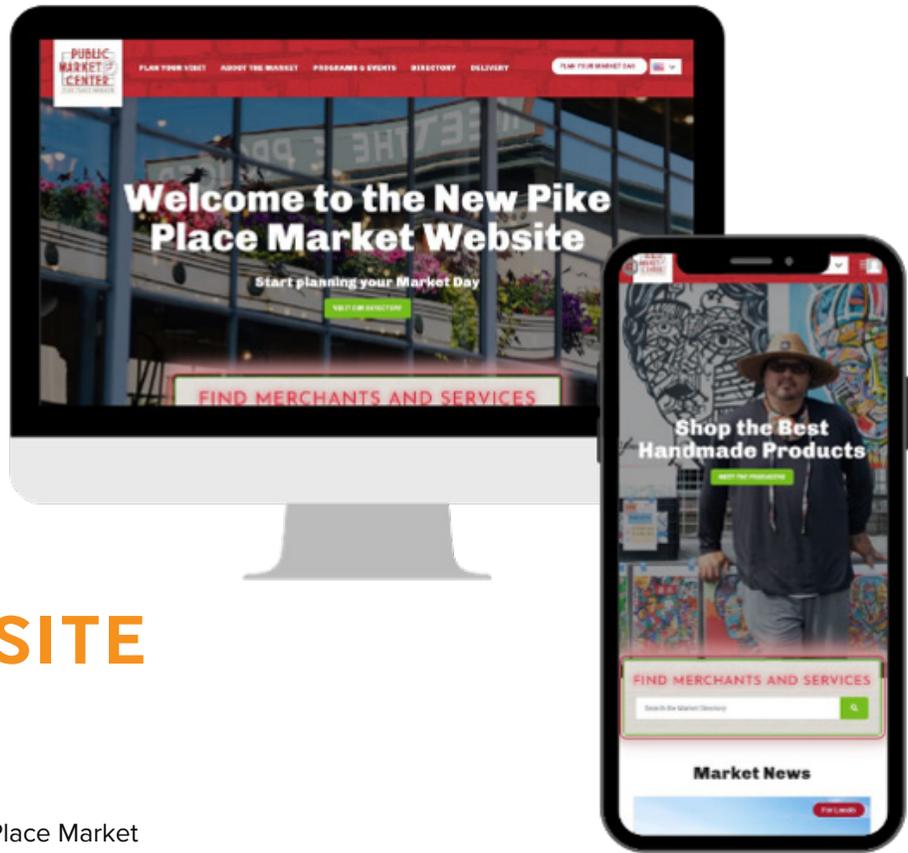
## History of the 50th Celebration



50 years ago, Pike Place Market was saved by Seattle citizens who voted to keep the Market. This year we are celebrating! We all know the Market today as the Soul of Seattle, a place to shop local and Meet the Producer. It is a 9-acre historic district of one-of-a-kind shops, iconic landmarks, housing, social services and an essential establishment for our locals. It's hard to imagine the Market not being here, but 50 years ago we almost lost it to a wrecking ball.

In the early 1960s, the Market was a target for urban renewal and extensive demolition. In 1964 the Friends of the Market organization was established to advocate for preserving the Market and protecting it from being destroyed. The Friends undertook a city-wide campaign to "Keep the Market."

Through the grassroots efforts of Seattle citizen advocates, the "Let's Keep the Market" initiative was mounted and on November 2, 1971, the Seattle community voted to save the Market. This initiative preserved the largest continuously operating public market in the nation and protected not only the Market complex but a community of farmers, small independent businesses, and low-income and elderly residents.



## NEW WEBSITE LAUNCH

On November 9, 2021, the Pike Place Market PDA Marketing team launched a new website, PikePlaceMarket.org. In the first 40 days since the site launched there was a 31% increase in traffic compared to the same time period in 2020.

# 2,387,000

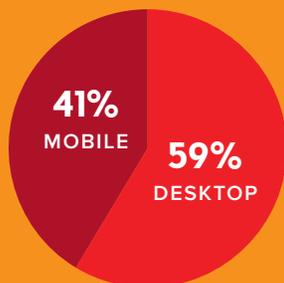
TOTAL PAGE VIEWS IN 2021

# 1,398,726

DESKTOP VIEWS

# 988,274

MOBILE VIEWS



## The new advanced website includes:

### A Mobile-Friendly Design

### Complete Market Directory

with 325+ businesses, social services and Market attractions. This directory also notes who is open in real-time

### Trip Planner Function

### New Pages for Getting Involved

Including assistance for people who want to become a craftsman, busker or resident and highlighting Market programs and signature Market events

### Updated Market Tenant Dashboard

for better communication with tenants

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# ASSET MANAGEMENT



# COMMERCIAL

2021 was another challenging year for our commercial tenants as COVID continued to impact all aspects of the Market. These impacts were most acutely felt by restaurants that faced numerous challenges including changes to indoor dining rules, increased absences of staff, higher wage pressure, increased costs of goods, and supply shortages. In addition to this, a steep decline in tourist volume and the absence (for the second year) of downtown office workers resulted in many restaurants trimming days and hours from their schedule.

Throughout 2021, the commercial department staff not only fulfilled their daily responsibilities (such as responding to leaks, key requests, line management,

and lease renewals), but also acted as community resource managers, helping their tenants stay up-to-date on COVID restrictions and providing information on various grants. More so than ever, our commercial staff worked tirelessly to ensure the longevity of Market businesses.

To combat the challenges of COVID, commercial tenants were awarded \$950,000 in credits in 2021. This helped commercial revenue to exceed expectations, outperforming budget projections by 30%.

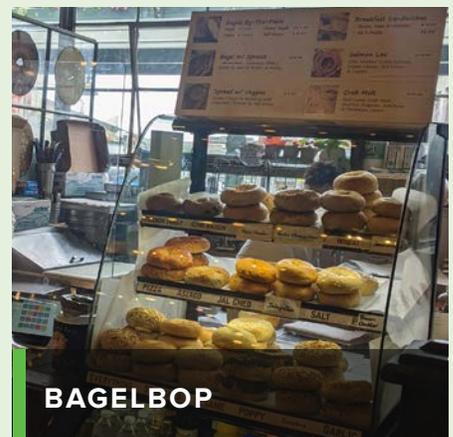
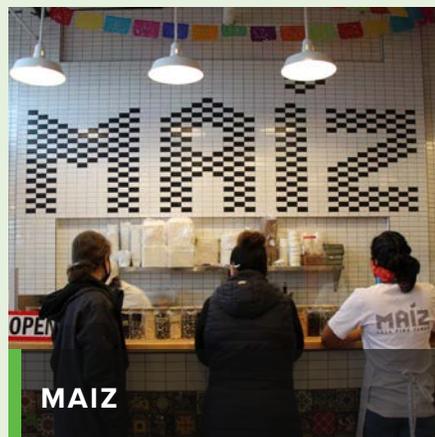


**The Market Community is a family to me unlike anywhere else I have lived or operated my hat business. It is truly a supportive community. Shoppers and Merchants all know and experience how the Market Community supports one another. We all direct people to each other's business all day long!**

**I look forward to many years ahead in the wonderful Pike Place Market.**

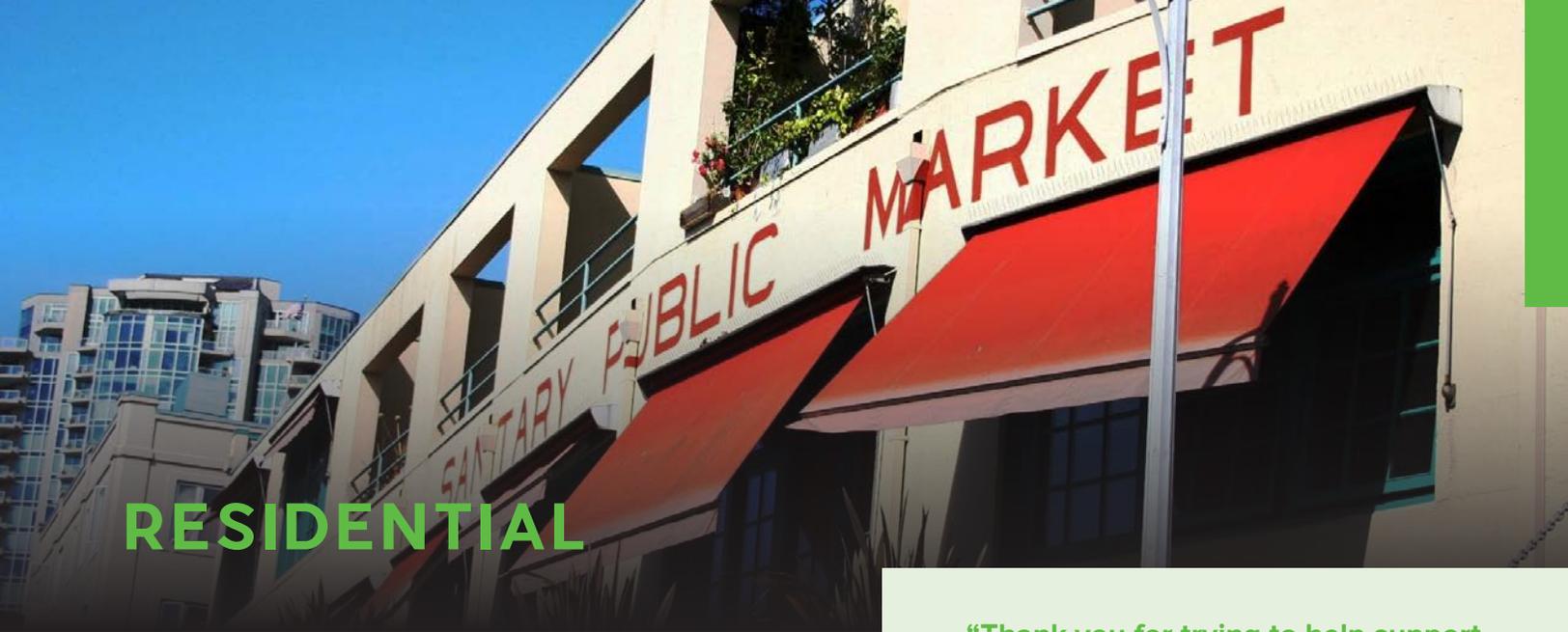
**SHARON, OWNER OF ECLIPSE HAT SHOP**

While seven businesses closed in 2021, we welcomed seven new commercial tenants:



"The PDA has been fully supportive during the hard time through COVID. Helping to reduce rent, the manager keeps in touch on a regular basis and were very attentive throughout the process. In 2021 my sales increased almost back to normal. Thank you to PDA for all the support."

NANY PRICE, OWNER CREPE DE FRANCE



# RESIDENTIAL

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

In 2021, the residential department participated in 18 audits, management and occupancy reviews (MOR), and inspections. In all cases, receiving clean audit reports and above average ratings for MORs.

The ability for our residential tenants to pay rent during the COVID pandemic remained challenging for many. Residential staff, with assistance from social services located within the Market community, worked tirelessly to ensure our residents remained in Market housing. The result, nearly \$400,000 was provided in rental assistance through community, city, and county grants to the Market residential community. And while our vacancy is still lower than pre-COVID, we are beginning to see a decrease in vacant units due to a combination of a decrease in move-out notices and the hard work of our maintenance team to turn over vacant units for new renters.

**“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.”**

**“Our property manager has always been very attentive to my needs. Thank you for your help and hard work on all our behalf.”**

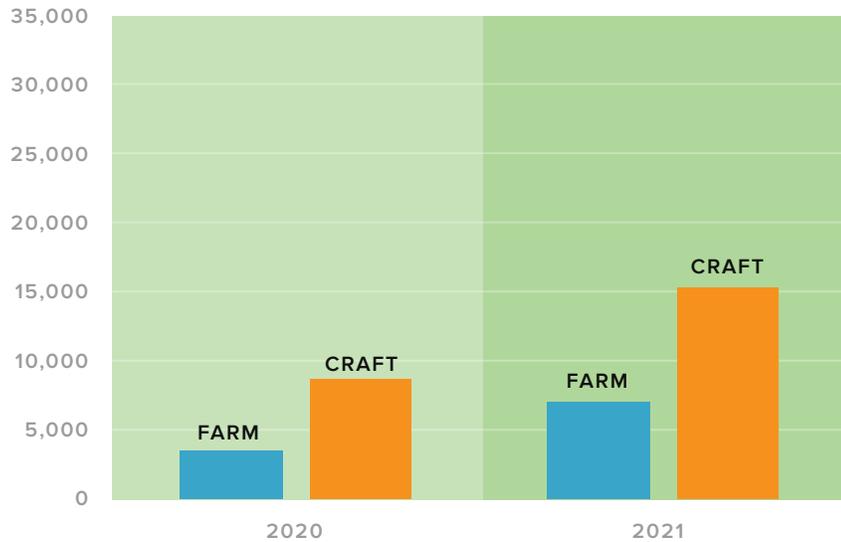
**“We could not ask for more from PDA and the La Salle management”**

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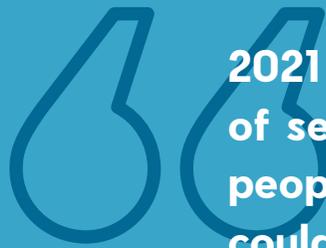
# DAYSTALL



# DAYSTALL ATTENDANCE



As the attendance charts show, farmers and crafters are returning to selling at the daystall tables at the Market. There was a 24% increase in active farm permits and a 71% increase in active craft permits from January – December 2021.



2021 was my best year in 15 years of selling at the Market. Once people came out of isolation, you could feel the joy that came from interacting with humans again. The ‘Meet the Producer’ element of the Market made it even more comforting and special, since people were able to interact with actual makers, which made it more personal.

— GAIL COUPAL



## CRAFT

### 2021 proved to be quite an improvement for the craft community in many ways.

In January 2020, there were 186 active craft permits. Due to the unprecedented COVID pandemic the craft tables were closed from mid-March to July. When they reopened in July 2020 50 permits were active. Fast forward to 2021, in January there were 96 active permits and by the end of the year, a total of 164 permits were activated. We welcomed back buskers, and re-introduced music and performances to the Market. We closed out 2021 with a spectacular Holiday Night Market, which welcomed over 2,000 shoppers looking for that perfect holiday gift.

**“2021 was our best holiday season ever, and we had our best sales day ever over the summer. We’ve been selling at the Market for 17 years now. We even had to scale back our days selling from 5 days to 4 days so we had more production time to keep up with the demand.”**

KRISTEENA & RON SABANDO | SABANDO DESIGN



**As if the lingering effects of COVID-19 weren't enough, snow, hail, and a heat wave proved challenging factors for our local farm community.**

Farm staff helped secure \$89,400 in grants and sponsorships for Market farmers and another \$25,000 was awarded by the Market Foundation to Market farmers through the Small Business Recovery Grant.

The Pike Box CSA program continues to be a stable and important tool for supporting both farmers and shoppers of Pike Place. In 2021, \$145,000 was paid to local farmers through this program. In addition, 1,664 Pike Box shares were distributed to low-income shoppers through a new pilot program presented in collaboration with the Market Commons. Also new in 2021 was the introduction of protein add-ons including organic eggs and chicken, and a Holiday Pike Box.

Express Farmers Markets returned after a year of absence, but due to a lack of workers returning downtown and a variety of other reasons, they were limited in location and duration. Currently, Market staff is working on 2022 locations and crossing fingers for a more normal population downtown during the summer months.

**“Flower Fest was the best day at the Market that I have had in 30 years!”**

KOU LOR, FLOWER FARMER

**“Thank all so much, this first [Pike] Box is epic! I have parsnip/potato/cheese chowder simmering away already! Appreciate you all!”**

CSA CLIENT



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# PROGRAMS & MARKETING

"The PDA's Marketing team did an outstanding job promoting us and other Market's businesses during the past couple years, constantly reminding Seattleites about the Market's local businesses which helped us get back on our feet swiftly."

WILFRIED, OWNER MAXIMILIEN RESTAURANT

# MARKETING & OUTREACH

## Signature Events & Partnerships



## Public Relations

In 2021, the Market was included in news coverage regularly throughout the year, resulting in:

**4,415,948,241**

IMPRESSIONS

**929**

PIECES OF COVERAGE

**244**

FEATURES

## Social Media

In 2021, we saw:

**53,075,676**

TOTAL IMPRESSIONS ACROSS ALL SOCIAL CHANNELS

In 2021, the Market's social media:

- ⇒ Featured 26 women business owner's for Women's History Month
- ⇒ Launched seven Handmade and Homegrown episodes which received collectively 79,000 views on Facebook, Instagram and YouTube
- ⇒ Created our most popular Instagram and TikTok video each with 98,500 views

## Advertising

In 2021, the Market received:

**99,100,000**

IMPRESSIONS FROM PAID MEDIA

**749,403**

PEOPLE REACHED BY SOCIAL ADS

**6,544,000**

PEOPLE REACHED BY TV

**1,322,000**

PEOPLE REACHED BY RADIO

**108,335**

CLICKS RECEIVED

**45,295**

CLICKS FROM PARKING ADS

**13,902+**

HOURS OF VIDEO CONTENT WATCHED

**314**

PIECES OF CREATIVE RAN

## Digital Book Launch

**>798**

INTERACTIVE BOOK DOWNLOADS

**2.3k+**

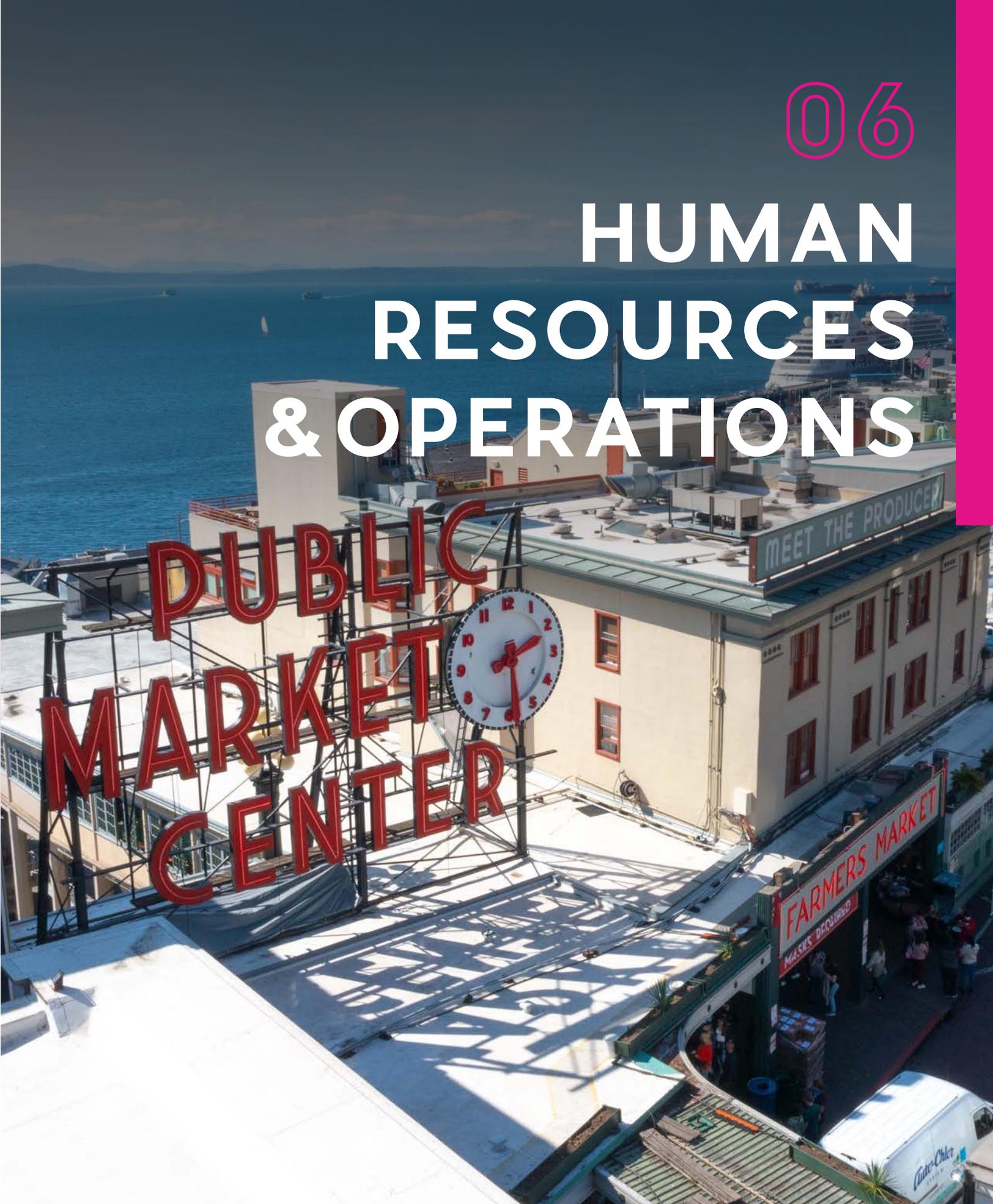
PDF DOWNLOADS



On August 17, 2021, in celebration of the Market's 114th Birthday, the PDA launched a digital interactive book, "Inside Pike Place Market: Building a Model Public Market into the 21st Century." Since the book's launch, there have been 798 interactive book downloads and over 2,300 PDF downloads.

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# HUMAN RESOURCES & OPERATIONS



# HUMAN RESOURCES



While 2020 was a challenging year for the PDA, 2021 brought with it optimism and growth as the Market began to return to pre-pandemic visitation numbers and our businesses began experiencing increases in revenue.

At the beginning of the pandemic, we reduced the administrative staffing functions of the PDA while retaining all of our operations-based positions. We understood the necessity of the operations teams and made staffing modifications that ensured the operational functions could stay intact. Based on the positive outlook the PDA was able to reinstate staff members in our IT, Capital Projects, Daystall and Accounting Departments.

Pre-pandemic we averaged a total of 108 employees, currently we employ roughly 105. We still have some staffing growth to accomplish in 2022 and we are hopeful that the trends will continue in a positive direction.



# OPERATIONS

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

These are the teams that ensure the preservation of our historic buildings, safeguard the people who work at and visit the Market, and make sure the Market looks its best 24 hours a day, seven days a week. In 2021, with the continuation of the COVID-19 pandemic, operations staff maintained a high-level of work, even with the additional responsibilities as a result of the pandemic.



## Restorations & Repairs

Capital Projects remained limited due to the effects of COVID on PDA finances, however, projects slowly resumed, and by year end nearly \$600,000 was spent on projects. The North Arcade window restoration project, which was originally slated for 2019, is nearly finished with just a few items remaining to be completed in early 2022. Additional projects included repair work to the Sanitary Market west marquee, hot water tanks for the Stewart House residential building and the purchase and installation of a new security key locker.

## Maintenance

The maintenance team was responsible for 1,870 completed work orders totaling nearly 5,000 hours in 2021. The bulk of this work was focused on projects associated with residential turnovers and could be anything from replacing a light switch to a full rehab of flooring, cabinets and countertops. Maintenance also had a role in updating and removing COVID signage and is the team responsible each year for the holiday decorations, a task that requires months of planning each year to pull off.

## Facilities

Facilities staff worked diligently, round the clock, to make sure the Market was always ready to welcome shoppers. Staff were responsible for ensuring 1,400 tons of garbage and 1,000 yards of mixed recycling made its way to the trash room. They were also responsible for implementing and continuing cleaning protocols enacted to help in the fight against COVID-19. New in 2021, to assist with long restroom lines and provide an added layer of security, a member of the facilities team was stationed as a restroom attendant.

## Security

We heard from many in the community the Market was a place in Downtown Seattle in which they felt safe and were willing to bring friends and family in 2021. This is a direct result of the relationship our security officers have with Market tenants, residents, and the greater community resulting in a secure Market. Not only does our security team respond to immediate needs in the Market such as lock-outs, disturbances, and damage to property, but they provide 24-hour support which often involves monitoring protests, informing the community of disruptions, and are first on the scene when a resident is in need of assistance in the middle of the night.