

# Pike Place Market: A Locally Grown Success Story



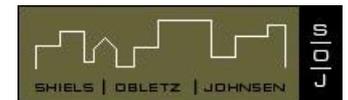
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# Outline

1. Pike Place Market Overview
2. Renovation Planning and Financing
3. Renovation Phases and Accomplishments

# Introduction

The Pike Place Market stands today as one of the great public spaces renewed and strengthened by a substantial public investment. The core infrastructure of the Market will continue to provide the public with direct access to farmers, small businesses, artists, and crucial social services.

## Pike Place Market – Ownership/Governance Structure

### Preservation & Development Authority

- Created by City of Seattle in 1973
- Owns and manages properties
- Independent governmental authority
- 12 Member Council & 5 Committees

### Market Foundation

- Pike Market Medical Clinic
- Pike Market Senior Center
- Pike Market Child Care and Preschool
- Pike Market Food Bank

Market Historical Commission  
Pike Place Market Constituency  
Pike Place Merchants Association  
Buskers Guild

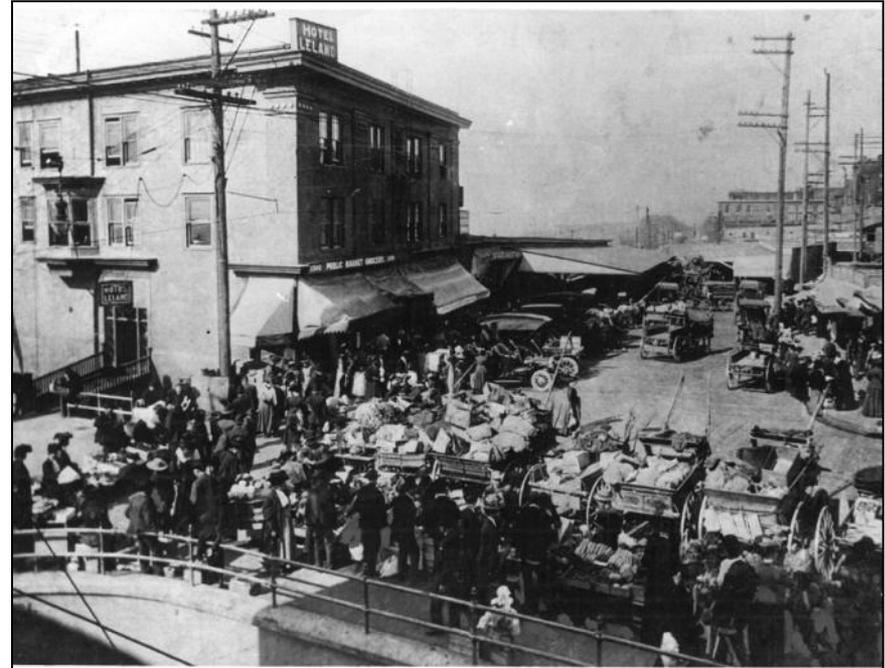
## Pike Place Market – Current Operations

- Annual operating budget of \$13 million
- Maintain and operate 14 buildings on 9 acres
- 220 commercial tenants, 350 residents, 300 Daystall (artist, craft and farmers), 400 buskers
- Vibrant Market Community
- Over 60,000 Downtown Residents, 222,000 Downtown Workforce
- 10 million visitors per year



# Market History Timeline

- Founded by the City of Seattle in 1907
- Private developers expand Market district, 1910 – 1920
- Economic Success 1920's – 1940's
- Economic Decline 1950's – 1960's
- Save the Market Initiative 1971
  - Preserve historic Market buildings
  - Preserve and maintain traditional uses
  - Redirect federal urban renewal funds to rehabilitation of the historic district
- Rehabilitation completed Late 1970's
  - City created PDA and transferred ownership and management of Pike Place Market



1909



1960s – Proposed Urban Renewal Plan



Save the Market Initiative

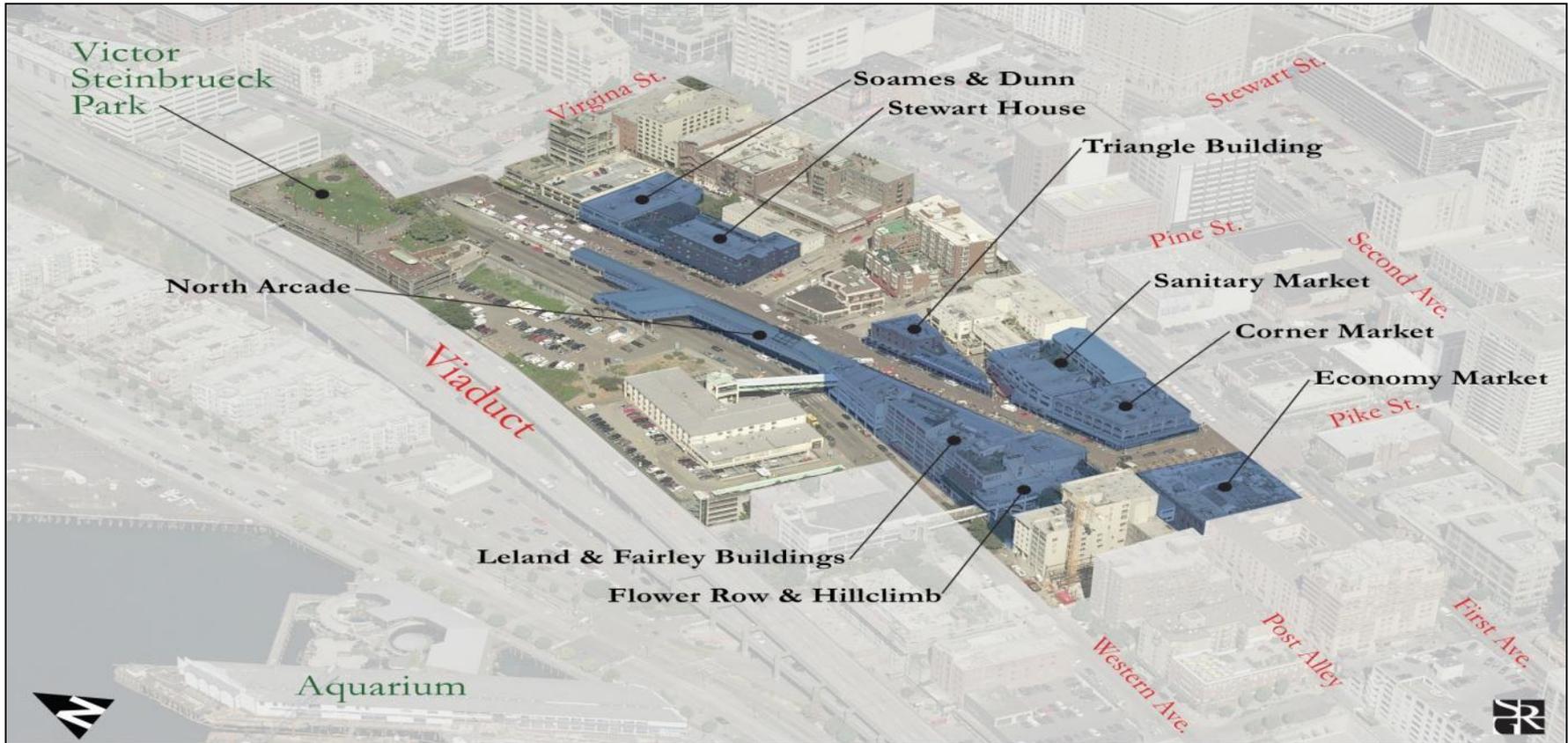


Early 20<sup>th</sup> Century Foodies



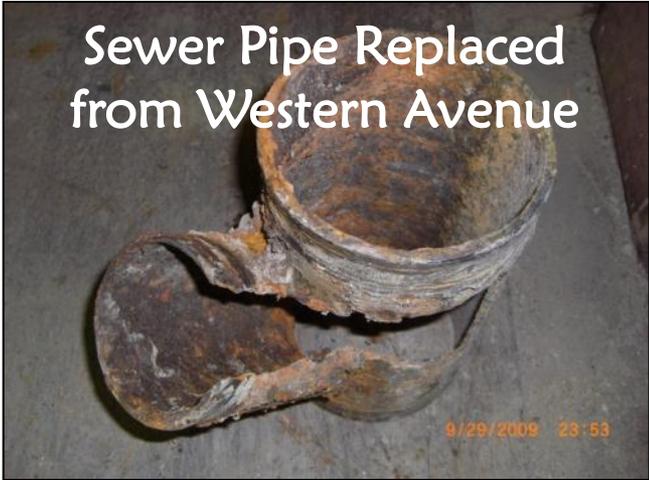
1930s – 1940s

# Pike Place Market Today



Pike Place Market Historic District  
Highlighted buildings are owned by the Market

# The Market - A Time and Place for Renovation



# 2000's - Major Capital Reinvestment

- Private Fundraising Campaign
- Debt Financing
- Public Financing
- Tax Levy
- Capital Improvement Levy for Pike Place Market
  - City of Seattle Ballot
  - \$73 Million (providing \$68.6 for renovation effort)
  - 62% Yes vote on Prop 1
- Multi Year Plan and Process with City
  - 30 year investment
  - Major infrastructure program
  - Major capital repairs



# History & Background of the Levy

- Multi-year infrastructure repair and upgrade program to preserve and improve the historic Pike Place Market
- Funded by a six (6) year, \$73 million Seattle property tax levy approved by voters in the fall of 2008
- Provided \$68.6 million for renovation effort (balance supported bond issuance and financing costs)
- Construction began in 2009 with completion of major work in 2012 consisting of three (3) main phases
- Ongoing communication with tenants, residents and the public was essential

## Current Status of the Levy funds

- As of April 23rd, 2012 the overall levy funded renovation project is 95% complete – *on time and within budget*
- All key objectives outlined at the beginning have been addressed
- The PDA submits monthly draws to the City and the City subsequently transfers the funds to the PDA for payment of construction costs
- Annual Report to the Seattle City Council

# New Market Tax Credits

- Federal Program to encourage investment in low income communities (LIC)
- For commercial and community projects
  - Not housing
- Can provide **15% to 18%** of a project's funding
  - Note: There must be other sources of fund (i.e. Loans, private fundraising, investment capital or public sources)
- What Makes the NMTC Program DIFFERENT from other tax credit programs?
  - Credits are awarded to a Community Development Entity (CDE) NOT TO A PROJECT
  - Equity attracted for credits must ultimately provide benefits to a project in a Low-Income Community (LIC)
  - How a CDE uses the credits to attract equity and make funds available to a project is very flexible

## NMTC and The Market

- The NMTC financing resulted in just over \$8.3 million in net equity
- The funds were invested in tenant relocation and restoration and the Stewart House Reclad
- Over 30 tenants were relocated to different areas of the Market
- Tenant Improvements
- Trailer Town
- Storage Accommodations
- Top 100 Recovery Act Projects – Released by the White House in September of 2010

### 99. An Iconic Market Gets Much Needed Renovations – Seattle, Washington - \$40 million

After years of planning, public meetings, assessing the needs of [Pike Place](#) Market's aging buildings, and receiving a decisive voice of support by Seattle voters in 2008, the Pike Place Market Renovation project



began in April 2009. The project includes three phases, one of which was officially completed with the opening of the recently renovated Market Hillclimb on the Market's August 17th anniversary. Phase I was financed with the help of a non-Recovery Act New Market Tax Credit (NMTC) and Phase II is being funded with the help of both Recovery Act and non-Recovery Act NMTCs. Phase I of construction created 50 new jobs, 30 direct construction jobs and 20 new market jobs – and Recovery Act funding for Phase II will not only help keep those construction workers on

the job, but also help the 250 small businesses at the Market continue to stay open during construction, protecting the jobs of the 2,500 people the Market employs. This is just one example of how Recovery Act tax credits are creating jobs and building public/private partnerships to finance improvements to aging infrastructure and spur new economic development.

# PHASE I RENOVATION - Overview



## Phase I – April '09 to June '10 (\$28m)

- New mechanical central plant
- Improved entry from Western Avenue
- New Hillclimb
- New Hillclimb elevator
- New electrical vault & service upgrades
- Replaced plumbing lines
- Expanded loading dock
- Flooring repair



# PHASE II RENOVATION - Overview



## Phase II – June '10 to June '11 (\$23m)

- Major repairs completed include plumbing, windows, doors, stairs, fire suppression systems and flooring in all buildings
- Major seismic and structural upgrades
- Mechanical and electrical systems were upgraded
- Upgraded or new HVAC systems were installed
- Significant tenant impacts including relocation or temporary closure
- Planning and communication were critical



Brace frame work took place behind these temporary walls. Matt's stayed open during construction.

# ...and even Rachel the Pig joined in on the action



# PHASE III RENOVATION - Overview



## Phase III - Sept. '11 to April '12 (\$17m)

- Major repairs included plumbing, windows, doors, stairs, structural canopies, facades and roof work for all buildings
- All buildings also received seismic upgrades and structural improvements, including re-cladding of the Stewart House.
- A new public restroom in Soames/Dunn
- A new elevator and upgraded HVAC in the Economy Market Building



Please note: the squid was not harmed during construction



# 2011 Renovation Highlights – 72 Hours of Phase III

## DeLaurenti's

### SUNDAY 11/6

- 6pm Set up temporary walls
- Install Protection
- Install Scaffolding

### MONDAY 11/7

- 4am Ductwork demolition
- 4:15 Sprinkler demolition
- 4:30 Electrical demolition
- Drywall demolition
- 5am Framing/joist demolition

- 10pm-6:45am Install 22-foot wood drag struts overhead

### TUESDAY 11/8

- 7am Special Inspection/sign off
- 8am Install drywall patches
- 9am Taping

- 10pm Reinstall electrical conduits
- 11pm Reinstall sprinkler piping

### 11/9 (Wednesday)

- 4am Final sanding
- 8am Paint
- 11:30am Reinstall ductwork
- 2pm Begin cleanup/temp walls
- 3pm DeLaurenti's turn over Café



## Economy Market Power Shut-Down

### SUNDAY 11/6

- 8pm Turn on generator
- 8:10 Seattle City Light & Cochran onsite – killed power to building
- 9pm Turner onsite with jackhammers to remove duct bank at new interception point

### MONDAY 11/7

- 6am Duct bank removal complete
- Turn over to Cochran for new power connections (all-day)

### TUESDAY 11/8

- 7am Seattle City Light onsite to open up vault
- 7:15 Cochran started wire pulls; (all day/night activity)
- 3pm Wire pulls complete
- 3pm-7pm Cochran landing new wires on switchgear
- 7pm Generator shut down
- 7pm-2am Seattle City Light connection of new feeders to transformers
- 2am-3:30am Begin powering up building

- During Renovation, the Market generated 225 new jobs
- Over 212,446 MWBE hours were worked during all phases of the renovation
- The Levy & NMTC provided significant upgrades in safety, seismic, electrical, plumbing, amenities, and Market accessibility
- In 2012, the Market substantially completed the 3<sup>rd</sup> and final phase of renovation and will celebrate its 105<sup>th</sup> Anniversary
- The Market feels a strong responsibility to thank the citizens of the Seattle area for their continued support, and to demonstrate a responsible use of the public funds and the benefits of the renovation
- Revitalized a national Resource
- Sustained a local economic engine
- Continued commitment and investment by contractors and Seattle citizens
- Complete final component with restoration of Windows on Western starting Fall 2012

Pike Place Market PDA would like to extend our thanks to the City and residents of Seattle for their continued support throughout the levy renovation process.



# Thank You Seattle Campaign

- Media Tour
- Public Installation
- Social Media Outreach
- Thank You Video from Market Merchants
- Community Celebration
- Local Partnerships



**NO SQUIDS WERE HARMED  
IN THE RENOVATION OF THIS BUILDING  
NOR WAS MY SASQUATCH**



- From a new roof on top to new beams in the basement, I've been refreshed inside and out.
- Adding seating and gathering space for the public was a high priority for me, and the squid.
- My new elevator is a smooth ride to every level of this 100-year-old building.
- Sasquatch, by Rich Beyer, guards my entrance. What a great friend.

**Thanks to you.**

Thanks to the overwhelming support of Seattle residents, the iconic Pike Place Market was able to complete a \$68.6 million renovation – on time and on budget. Because of your help, we now have a stronger, safer and more accessible Market.



Scan to find out what else nearby is new!



Turner





# Next Major Project for the Market: Waterfront Connection and PC1N

