

**PROJECT PROFILE**

(Please limit answers to the space available on these pages)

Project Name Restoration of the Pike Place Market Community

Location Downtown Seattle, Wa. (linking Central Business District to Waterfront)

Owner Pike Place Market Preservation & Development Authority (PDA) owns bulk of property

Project Use(s) Farmers market, owner operated small businesses, low, middle & upper income residences, social service network

Project Size 7 acre historical district Total Development Cost \$40 million public leveraging \$150 million private  
(within 22 acre urban renewal district)

Application submitted by:

Name Aaron Zaretsky and Marlys Erickson

Title Executive Director and Development Director

Organization Market Foundation

Address 85 Pike Street, Room 500 Seattle, Wa. 98101

Telephone ( 206 ) 682-7453

Signature 

Organization \_\_\_\_\_ Key person\* \_\_\_\_\_ Telephone \_\_\_\_\_

■ Public agencies City of Seattle Charles Royer, Mayor (206)625-4000

■ Developer Pike Place Market PDA Harris Hoffman, Exec. Dir. 682-7453

■ Professional consultants  
(More than a dozen architects and urban  
Architect planners were responsible for portions Dave Wright  
of the Market's renovation) c/o Bungardner Architects 223-1361  
Landscape architect \_\_\_\_\_  
Urban designer \_\_\_\_\_  
Planner \_\_\_\_\_

Lawyer Wickwire, Goldmark & Schorr Gerry Johnson 622-9603

Other Pike Place Market Historical Commission, Dave Wright 223-1361  
Pike Place Market PDA, Market Foundation

■ Community group(s) Friends of the Market Marjorie Nelson Steinbrueck 329-3097  
Pike Market Community Clinic Elizabeth Tanner 283-8189  
Scott Glascock 728-1687

Pike Market Senior Center Daniel Knutson-Bradac 728-2773

■ Sponsor Market Foundation see above

\* Please attach an additional sheet, if necessary, to identify others who should be credited as having been instrumental in the development of this project.

1. Describe the characteristics of this project: the important aspects of the project's design, development, and public approval process. Indicate why these are exemplary.

A unique combination of architectural renovation and preservation of use have made the Pike Place Market a redevelopment success story. The Market was established in 1907 by the City of Seattle as a farmers' market. It was a result of general outrage at the huge mark-up charged by middle men, offering Seattleites the opportunity to "meet the producer." Over the years, the Market also became a neighborhood, housing downtown's working stiffs - those in retail logging and the merchant marines.

The Market is designated as an historical site and recorded in the National Register of Historic Places (1970). Architectural awards include: American Institute of Architects Achievement of Excellence in Architectural Design Award (1985), H.U.D. Special Mention Award for Urban Design (1980).

The Market saw its heyday during the Depression, offering the city's lowest food prices. World War II's internment of Japanese-Americans (the majority of Market farmers) and the emergence of suburban shopping centers in the 1950s resulted in both the Market and downtown Seattle's decline. The 1960s brought urban renewal and plans to demolish the Pike Place Market. Seattleites were outraged. A grassroots effort resulted in the establishment of a seven-acre Market Historical District and a mandate to preserve both the buildings and the traditional low-income housing and services.

The Pike Place Market is the only project in the country that has paid equal attention to the preservation of buildings and their traditional uses. It was born and saved by public outcry. Its restoration has involved 20 years of public hearings and consensus building. Today the Market's seven acres house 300 businesses (employing 3,000 people) and 750 residential units (including 450 low-income). In addition, 90 farmers, 250 craftspeople and 100 musicians make their livings in the Market. Between 20,000 and 40,000 people shop in the Market each and every day! The Market restoration has been a centerpiece for Seattle's downtown revitalization.

2. What were the significant dates of the project's development and when was it completed?

City of Seattle opens farmers market on Pike Place  
 20s - Construction of permanent buildings housing food stalls.  
 1930s - Over 600 farmers selling at the Market. Food center for Seattle.  
 1940s - Internment of 350 Japanese-American farmers begins Market's decline.  
 1950s-60s - Supermarkets, shopping malls, cars, suburbs and physical deterioration hasten Market's decline.  
 1964 - Formation of Friends of the Market, citizens group "dedicated to saving and renewing the Pike Place Market through a program of sensitive community planning."  
 1968 - City of Seattle submits plan to H.U.D. requesting urban renewal funds with plans to demolish the Market and replace it with a convention center.  
 1969 - Friends of the Market submit petition with 53,107 signatures requesting that the Market be saved. City Council accepted and promptly ignored it.  
 1969 - Friends of the Market obtain the 25,000 signatures required to put a Market Initiative on a city-wide ballot.  
 1971 - Initiative, opposed by the mayor, the majority of the City Council, both daily papers, all major retailers and many Market merchants, passes by a vote of 76,369 to 53,264.  
 1964-1971 - Hundreds of public hearings (as many as two per week) held regarding Market urban renewal.  
 1973 - Formation of the Pike Place Market Preservation & Development Authority (PDA), a public non-profit charged with preserving, redeveloping and managing the Market.  
 1973-1981 - Renovation and construction of 400 units of low-income housing.  
 1977-1981 - Formation of the Pike Market Clinic, Senior Center, Child Care Center and Food Bank.  
 1982 - Formation of the Market Foundation, a 501 (C) (3) charity whose mission it is to raise private funds to support Market human service agencies.

3. What urban issues did this project address? Were there important associated issues that this project did not address?

The Pike Place Market has long occupied a special place in the hearts of people in the Pacific Northwest. The importance the Market has assumed in Seattle's identity is a direct result of the synergy generated by bringing the following strategies together:

A) Architectural restoration - 13 buildings have been historically renovated.  
 B) Economic development - Restoration of the Market created and preserved thousands of jobs. Prior to renovation, 1,500 people worked in the market. In 1986 there were almost 3,000. The Market is now home to 300+ businesses, 250 craftpeople, 100 musicians, 90+ farmers and 600+ residents. More than 470,000 square feet of retail space has been renovated/created. An example is provided by a fishmonger whose family business began in the Market in 1911. Today his business grosses \$2,500 per square foot and allowing him to claim the title of owner of the most lucrative retail space on the West Coast.  
 C) Preservation and sustenance of a low-income residential community - The Market and its Foundation believe that the vitality and economic health of Seattle's downtown is inextricably linked to the well-being of its residential poor. Many of our nation's renovation projects are designed only for highest and best use, resulting in an upper income ghetto. The Market opted for diversity, creating mixed housing (of the 750 units available in the Market, 450 are low-income and 300 are middle and upper income) and support services. The Market continues to give priority to farmers, owner operated businesses, and low-income uses (providing reduced rents to thrift shops and such businesses as a day-old bread shop). The PDA was instrumental in creating the Market's Clinic, Senior Center, Child Care Center and Food Bank - all services targeted toward downtown Seattle's 10,500 low-income and elderly residents. The Market Foundation is dedicated to providing financial support to these services.  
 The renovation of the Market attempted to address all significant issues raised during literally hundreds of public hearings.

## 4. Describe the financing for the project. Was there something particularly unique or innovative about it?

The Pike Place Market has used every tool available and illustrates a model partnership of public and private sources. Initial renovation utilized the alphabet soup of public funding sources (including Community Development Block Grants, Urban Development Action Grants, Title 1 Urban Renewal funds, and Section 8 funds). Almost \$50 million in public funds were poured into renovation, resulting in the investment of \$150 million in private funds. Equity syndication has provided several million dollars in additional funding which has helped us build a bridge to the future given the sharp withdrawal of public funding after 1980.

In recent years, funding sources have been almost exclusively private. A prime example of creative funding is the Market's tile campaign. The PDA was faced with \$1.2 million in floor repairs. The project was funded by the sale of 45,000 tiles inscribed with personal names at \$35/tile. Co-sponsored by the Market Foundation, the project raised \$1.5 million, including \$350,000 for Market maintenance projects and \$100,000 for the Market Foundation's endowment. The balance funded the campaign. The enclosed chart on page 42 of the "Final Report" details the expenditure of public funds from 1973-83. In its four year history, the Market Foundation has raised \$1 million in private funds directly for its purposes or indirectly for the use of one of its recipient agencies.

## 5. What were the goals of this project? How well were they met?

There were five goals for the Pike Place Market historical preservation plan: (original statement enclosed).

- 1) Preserve the Market's "...cultural, economic and historical qualities." The Market's food orientation has been maintained, the number of farmers has increased, and the building renovations and new constructions are sympathetic with the historical character and function of the Market.
- 2) Execute work "...with the least possible disruption." The Market was kept operating during the entire physical renovation process from 1973-83.
- 3) Stabilize the area's "economic and physical vitality." The Market is once again a regional and international attraction. It is a vibrant and diverse business community.
- 4) Develop a community to sustain the area. The efforts to meet this goal have surpassed all expectations. As previously mentioned, there are 750 residential units in the Market and social services which help maintain the independence of the elderly and low-income community in and surrounding the Market.
- 5) Develop amenities unique to the project. Under the guidance and careful planning by the City, the PDA and the Historical Commission, the Market's renovation has emphasized the historical character and the natural features of the area to create a diversified urban experience.

## 6. Why does this project merit The Rudy Bruner Award for Excellence in the Urban Environment?

For the last 10 years, people from around the world have come to the Market to learn. It is a model. There is nothing else like it in this country. Other markets in the country have been renovated physically, but the new tenants are condominiums and businesses targeted toward upper income customers and tourists. Pike Place Market has proven what most developers find hard to believe: that encouraging and promoting diverse economic and residential uses creates a vibrant and tremendously successful community.

The Pike Place Market Historical Commission and PDA's commitment to encouraging farmers, owner-run businesses and low-income housing and services has resulted in a unique environment. A central factor in the success of the Market is the Market Foundation's commitment to sustaining downtown Seattle's traditional low-income and elderly community. The commitment is based on the valuable contributions these residents make to the whole of downtown. They are a stable element; many have lived in the same place for decades. They add to the safety of downtown by keeping their eyes on the street. They help provide the critical mass of residents needed to encourage a larger downtown residential population. And, as workers who helped build Seattle, they provide a direct connection to the city's heritage.

Great cities of the world accommodate and treasure diversity, recognizing it as an essential ingredient in their own identity and vitality. These are the places we visit to experience the pulse of our time. The Market and its Foundation have proven that nurturing and support of the most vulnerable and fragile elements of downtown Seattle is both an economically and socially sound investment.

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# DEVELOPER PERSPECTIVE

## PERSPECTIVE/Developer

This sheet is to be filled out by the person who took primary responsibility for project financing.

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

Name Jerry E. Thonn Telephone ( 206 ) 292-4900

Title Board Member - Past Chairman

Organization Pike Place Market Preservation & Development Authority (PDA), which owns, manages, and has renovated the property of the Pike Place Mkt.

Address 85 Pike Street, Room 500, Seattle, WA 98101

Signature *Jerry E Thonn*

1. What role did you or your organization play in the development of this project? Describe the scope of involvement.

The Preservation and Development Authority (PDA) was the original public developer of choice in the Pike Place Market urban renewal project. In this role the PDA has acquired, renovated, and operated, the aged Market buildings, restored and re-opened a variety of middle and low income housing within the historic district, and initiated development of medical and social services.

I helped draft the enabling legislation for the "Keep the Market" initiative and later for the PDA, served as chairperson of the first Market Historic Commission, and currently I serve on the Board of the Market Foundation.

2. What, if any, modifications were made to the original proposal as the project was developed? How did they come about?

The original City urban renewal project contemplated complete demolition and clearance of the market area with replacement by large scale hotel, parking and retail facilities. The project was modified by a citizen-sponsored initiative which created an Historical District that required retention of historic and traditional Market uses, housing and preservation, where possible, of existing structures.

3. What was the most difficult task in the development of this project?

The Market community was a fragile combination of farmers, low and middle income downtown residents, services directed towards those residents, and small merchants. The most difficult task was attempting to temporarily relocate these persons and uses during renovation and construction without fatally disrupting the fabric of the community. We wondered if they would return to the Market or accept the changes that had taken place.

4. What impact has this project actually had on its surroundings and the people in the project area? Describe any data you have that supports your judgment.

The project has restored or replaced the aging buildings, developed safer and more comfortable housing and improved the appearance and sanitation of the market. Statistically, the number of farmers, other merchants and residents has increased dramatically over the years preceding renovation. Head counts and PDA sales statistics reflect the fact that an increasing number of persons are visiting the Market and shopping at the Market. The Market Clinic, Senior Center, Food Bank, and Day Care Center have consistently served a greater number from the local community each year.

5. What can be learned about successful urban development from this project?

The key to success, in my opinion, was a persistent desire and intent by the City, the development team and the Historic Commission to preserve the existing and traditional Market community. This forced a slow, careful process, a great deal of public input, many frustrating delays, and a great deal of fine-tuning. Renovation proceeded in careful stages so that major portions of the Market could remain in operation at all times.

6. If five years from now you were to judge this project to be still successful, what characteristics would be most relevant to you?

Five years or 20 years from now we must look at the Market to see if the farmers are still there and selling their own produce from day-tables, whether the crowd is still diverse and reflect all ages and income classes, whether people of various ages and income still live in the Market area and feel comfortable there, and whether people are still shopping for their weekly produce, meat, fish and vegetables. If these things are true, the project has been successful.

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PUBLIC  
AGENCY  
**PERSPECTIVE**

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## PERSPECTIVE/Public Agency

This sheet is to be filled out by the staff of public agencies who were directly involved in the financing, design review, or public approvals that affected this project.

possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

Name Charles Royer Telephone ( 206 ) 625-4000

Agency City of Seattle

Title Mayor

Address 1200 Municipal Building

Seattle, WA 98104

Signature 

1. What role did your organization play in the development of this project?

The City of Seattle sponsored the federally-funded Pike Place Market urban renewal project. Prior to 1970, the project was relatively typical of urban renewal contemplating large scale demolition and redevelopment of the then deteriorated market complex. By initiative, the Seattle electorate mandated the preservation and restoration of the market; the resultant redirection of the urban renewal project; and the establishment of a nine-acre Historical District. The City then chartered a public development authority to gradually assume responsibility for the project and implementation of the initiative. Other City agency, the Pike Place Market Historical Commission, plays an independent, regulatory role.

2. Describe what requirements your agency made of this project? (Such as zoning, public participation, impact statements, etc.)

The completion of the urban renewal project and the continued operation of the Market by the Pike Place Market Preservation and Development Authority (PPMPDA) was and remains subject to the detailed requirements of the historic district ordinance (copy attached). The City-issued charter of the PDA (also attached) provides for complex self-governance of the Market. In addition, the PDA is subject to general City and State oversight as a public instrumentality.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, the intentions changed over the course of the project? What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?

The project was intended to benefit the urban environment by preserving the function, uses and character of a major element of the Seattle cityscape in addition to merely preserving the Market's buildings. Maintaining the Market's function as a food outlet has consistently been a challenge, particularly retaining farmers who sell home-grown produce on a day-to-day basis. Farmer support must continue to be a high priority. Public support for the establishment of important social services within the Market was also required. The initial challenge has changed little during the course of the project although early in this decade it became clear that a substantial element of the Market community was being threatened by increasing "gentrification." This group is the low-income, largely elderly population of the central business district which depends upon the Market and the social services it shelters. The PDA and private citizens established the Market Foundation, which I have vigorously supported, to help support the social services. Conceivably, we should have addressed this need sooner but we appear to have done so in time. It has become clear that we probably must continue to sacrifice some measure of purely economic opportunity in order to maintain traditional Market functions and uses (food sales) and character (the low-income population dependent upon it).



4. Describe any data you have that documents the impact that this project has actually had on its surroundings and the people in the project area. Attach supplementary material as appropriate. If no data is available, what is your impression of the project's impact and what have you observed that supports that?

The Market project has stimulated substantial redevelopment in its immediate area and generally contributed to the continued viability of our central business district, including its retail core. The project also has been successful in retaining traditional uses and, to a large extent, supporting traditional users. Both will continue to be threatened over time.

One impact of the roughly \$40 million in public funds invested in the Market (Final report on the Preservation and Redevelopment of the Pike Place Market, page 42) was the stimulation of between \$125 and \$150 million of new private investment in the immediate vicinity of the Market (Downtown Retail Development - Conditions for Success and Project Profiles). This investment is directly tied to the successful renovation of the Market neighborhood.

5. What about this project would be instructive to agencies like yours in other cities?

The prominent factors include:

- 1) strong public mandate and consensus concerning project direction and objectives;
- 2) substantial self-governance;
- 3) the underlying viability of restoration as an alternative to redevelopment;
- 4) meaningful public/private partnership;
- 5) concern for maintenance of traditional uses and users; and
- 6) perpetual and dedicated citizen vigilance for fidelity to original purposes expressed through a formal mechanism.

6. If five years from now you judge this project to be still successful, what characteristics would you be looking at?

The characteristics would include:

- 1) maintaining the Market as a viable retail outlet for the sale of high quality, fresh local produce and other food.
- 2) successful support of persons traditionally dependent upon the Market (low-income, largely elderly);
- 3) minimize impact of tourism and retention of strong local identification with Market as "soul" of Seattle; and
- 4) economic self-sufficiency including adequate program for on-going maintenance.

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**COMMUNITY  
REPRESENTATIVE  
PERSPECTIVE**

## PERSPECTIVE/Community Representative

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

Name Marjorie Nelson Steinbrueck & Elizabeth Tanner Telephone ( 206 ) 329-3097

Organization and Title (if applicable) Friends of the Market

Address \_\_\_\_\_

Signature Elizabeth Tanner Marjorie Nelson Steinbrueck

**1. How did you, or the organization you represent, become involved in this project?**

By 1962, Fred Bassetti, Ibsen Nelson and Victor Steinbrueck (all Seattle architects) knew that development in downtown Seattle was causing the city to lose much of its character. The construction of Interstate 5 was a long hard battle we had fought and lost. The result was the loss of many historically relevant buildings and hundreds of low-income housing units. Fred, Ibsen and Victor realized that an effort to preserve the character of our city meant a long term commitment and they formed the Friends of the Market. Victor Steinbrueck became the president. I (Elizabeth Tanner) got involved after reading of the Friends' formation in the newspaper. I (Marjorie Nelson Steinbrueck) became involved as Victor became involved.

**2. What were the major issues from the community's point of view?**

Saving the Market community was always the first interest of the Friends - saving its places of community, including its taverns and thrift shops. Other issues include:

- Saving the shopping -especially the low-income shopping. The Market had always been a place to find fresher, more inexpensive food and thrift store items.
- Saving the housing. More than 600 low-income people lived in the Market in the early 60s.
- Preserving a meeting place. The Market has always been a place to meet your friends. A great example is Tony, an elderly, toupeed, Italian immigrant. He lived in the Market and spent everyday walking from stall to stall chatting. One day, when he was ill, he still came to tell everyone that he wasn't coming to the Market today - just so that no one would worry. The Market was his family.
- And, of course, preserving the historical use of the buildings.

**3. What other community organizations or institutions, if any, were involved? What relationship did they have to the project?**

- Allied Arts, a coalition of Seattle arts groups, was the parent organization. The Friends was formed as a committee of Allied Arts, but the chord was cut quickly and the Friends became independent.
- The Alliance for a Living Market, formed in the last few months of the struggle to help pass an initiative to create a Market Historical District.
- Many others, including Washington Environmental Council and Central Seattle Community Councils. Please see enclosed brochure for others.

4. If there was a public review process, did you or your organization participate in it? Describe your involvement.

Efforts to save the Market involved literally hundreds of public hearings. For years, the Friends informed citizens of the hearings and lined up speakers. Victor testified daily. In 1968, the City submitted a plan to HUD requesting urban renewal funds to demolish the Market and replace it with 1400 high rise residential units, a 600 room hotel/convention center and 500,000 sq. ft. of commercial/office space. The Market was to be atop a 9 story parking garage. We then obtained 53,000+ signatures in opposition to the plan which the City Council accepted and promptly ignored. In 1971, we decided to call for a vote and obtained the 25,000 signatures necessary to place an initiative on the ballot. The next few months were spent educating Seattleites about the Market, giving hundreds of Market tours, picketing the downtown retailers who opposed the Initiative and generally gathering support. Despite the fact that the Initiative was opposed by the mayor, most of the city council, both newspapers, the main downtown department stores, and the Chamber of Commerce, it passed with an overwhelmingly positive vote.

5. From your perspective, how has this project made the community a better place to live? Please be as specific as possible.

- 1) The community learned that you can fight city hall and win. The Initiative was overwhelmingly supported (the vote in 11/71 was 76,369 to 53,265) in spite of a very confusing public relations attack sponsored by downtown businessmen. The public had its own way with its own Market. During the seven long years of fighting, the public proved how beloved the Market is.
- 2) The Market used to be known nationally. Now it's known internationally. People love to come to it because it is not a tourist trap. It's genuine.
- 3) The Market is Seattle's heart and soul. It provides a sense of history and diversity. Everything can be found in the Market - people of all ages, ethnicities and income groups; food from all lands (from baklava and arugula to corn dogs and fried chicken); and public access to some of the best views in the city.
- 4) The Market is still, after 80 years, a farmers market, providing support for the small, family farm.

6. If a community group interested in doing a similar project came to you, what advice would you give them?

- 1) Strong leadership is important. Victor Steinbrueck devoted his life to the project and was an amazing example of leadership.
- 2) Acknowledge that community preservation is an ongoing process - especially efforts to save low-income services. The Market effort continues with each new development - developers continue to be reluctant to include low-income housing and services in their projects.
- 2) Plan ahead for the long haul. Education is extremely important. Without the long years of education, we wouldn't have won.
- 3) Make sure all legal guidelines are very specific.
- 4) Build for the need of the community, not for tourists.
- 5) Become an expert at using the public process.
- 6) Build coalitions.
- 7) Make sure to include room for the very small businessperson (in the Market craftpeople and farmers rent their space for \$5 and \$8/day).
- 8) Be physically and mentally prepared.

7. Why do you think the project should win this award?

It's the best. It's unique. There's nothing like the Pike Place Market in the entire country. The Market is an important part of the heritage of the Pacific Northwest. It cannot be overlooked nationally. Many, many people devoted their lives to the Market project. The Market has more community support than anything else in the region - including any of its sports teams. Seattle continues to express its support of the Market through its support of the Market Foundation. We would urge the Bruner Foundation to acknowledge our community's efforts. The preservation of the Market has demonstrated that downtown revitalization can be accomplished in a way that does not displace the people and institutions that lend our downtowns a sense of character, history and vitality. It has also demonstrated the need for ongoing vigilance and loving concern to keep a vision alive.

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**PROFESSIONAL  
CONSULTANT  
PERSPECTIVE**

## PERSPECTIVE/Professional Consultant

This sheet is to be filled out by those professionals who worked as consultants on the project, providing design, planning, legal, or other professional services.

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

Name Linda A. Herzog Telephone ( 206 ) 324-0105

Title Management Consultant / President

Organization Herzog Associates, Inc. -Planning and Evaluation Services

Address 921 19th Ave E, Seattle, WA 98112

Signature 

1. What role did you or your organization play in the development of this project?

As a Seattle resident, as a management consultant, and as a longtime patron of the Market and user of its services, my roles in relation to Seattle's Pike Place Market have been many and varied. My heaviest involvement with the project to preserve the Market has occurred over the past 5 years. During that time, I have conducted a study and proposed action on the major issues facing the Market in the 1980's; helped to design the service program and facility for a congregate care home for the frail elderly (scheduled for completion in 1989); assisted, as a charter member of its Board of Directors, in development of the Pike Market Child Care Center (one of four vital human service agencies now operating in the Market); and helped the Market Preservation and Development Authority prepare two major grant applications to support new facilities and services for Market residents and users. In addition to these professional relationships, I have a strong personal connection to the Market -- as mother of a preschooler enrolled in the Market Child Care Center.

2. From your perspective, how was this project intended to benefit the urban environment?

Downtown Seattle, as many American cities, is home to a great mix of people. As development pressures squeeze Seattle's downtown residential neighborhoods, land values have skyrocketed, and all manner of "great ideas" have been advanced for maximizing the profitability of downtown land. Until the "Keep the Market" initiative in 1971, all of those grand schemes spelled oblivion for the human elements of the Market neighborhood. The Pike Place Market today is one of the nation's best examples of consistent, strenuous and broad-based commitment to preserving the original values and atmosphere of a unique downtown neighborhood. Better than any other project I know, the Market has maintained and built on its original vitality. Rather than a "re-creation" of a quaint market district, Seattle's Market is a preservation of a commercial and residential environment that has "worked" continuously for 80 years.

3. What is your impression of the project's impact on its surroundings and people in the project area? Do you have data that documents its effect? Attach supplementary material as appropriate.

The impact of the Market preservation project has been, quite literally, to allow the surrounding areas and the people in the project area to remain as intact as possible through the period of rapid and extensive redevelopment of Seattle's downtown. Were it not for the controls that have been maintained by the Preservation and Development Authority, the historical Commission and other Market organizations, the land would have been covered by a parking lot and expensive hotels, the farmers would be completely gone, the residents would have been forced onto the street or into unfamiliar low-income neighborhoods, and the Market would be distinguishable from the rest of Seattle only in memory. The data I would submit as evidence that the market has remained a supportive environment for real people are the numbers of seniors using the senior center (45,000 visits per year), the numbers of visits to the health clinic (21,000 patient visits), the numbers of meals distributed by the food bank (\$1.6 million worth of food distributed on a cash budget of \$80,000), and the numbers of children enrolled in the child care center (100 families served annually).

4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what would you now do differently?

There have been countless trade-offs and compromises over the history of the Market project and its many elements. In regard to the human services components, in which I have greatest interest, most of the trade-offs have involved settling for less money, longer implementation schedules, smaller programs, less perfect physical facilities, and fewer people served -- all due to limited resources. Market leaders, however, have consistently faced these dilemmas with a "can do" enthusiasm and a remarkable capacity for modifying programs and facilities without diminishing aspirations or commitment.

As just one example of compromise, space for the child care center could only be provided in rather cramped quarters with no adjacent play area. Remarkably creative solutions were found -- building a multi-level platform over a "hillclimb" area with a pitch of about 60 degrees; scheduling group activities so that the full complement of children is virtually never present in the center at one time; and using the Market Park a block away for outdoor activities, thereby bringing another touch of "real life" to the Market environment. In hindsight, I would do very little differently. Solutions such as these make the Market and its programs, services and spaces the unique and exciting place it has always been. I would wish, however, for more consistent commitment of adequate funds to support the programs which keep people a part of the Market landscape -- and which keep them healthy, active and secure.

5. How might this project be instructive to others in your profession?

There is no better laboratory for human service planners and evaluators (those "in my profession") than Seattle's Market.

There are three major elements to successful human service planning and delivery: understanding the problem; developing an effective solution; and finding financial support to implement the solution. Repeatedly, Market leaders -- in particular the Preservation and Development Authority and the Market Foundation -- have faced these tasks with energy, creativity and persistence. The results are everywhere evident in the Market: housing of all descriptions for all ages and income levels; a model health care center precisely addressing the needs of Market residents; a senior center whose programs and atmosphere directly reflect the character of the neighborhood; a child care center which takes full advantage of its location and its polyglot population.

The history of these programs is a perfect demonstration of what can be done when planners and activists refuse to be put off by changing administrations, demise of funding sources, political tangles, and the passage of time which frequently dampens commitment to good ideas. Although every one of the Market's human service programs has had its share of setbacks, imaginative solutions have always been found.

There are few cities which can boast the successes achieved by Seattle's Market in attending to the human needs of its residents and visitors.

6. If five years from now you judge this project to be still successful, what characteristics would you be looking at?

Although there are certainly dozens of valid criteria for assessing the success of the Market, I would not want those relating to human need to be forgotten. I would examine:

- \* the income, age and cultural mix of people living in the Market and surrounding neighborhoods;
- \* the extent to which their basic human needs (food, clothing, shelter, employment or their income support, and social stimulation) are addressed without great expense or inconvenience;
- \* the vitality and personal safety of the neighborhood at all times of the day and night; and
- \* the comfort with which all types of people use the Market for shopping, working, recreation, and entertainment.

The development pressures on the Market neighborhood have not diminished. Success in my view will be the Market's ability to keep and support the people who give it character and appeal.

# OTHER PERSPECTIVE



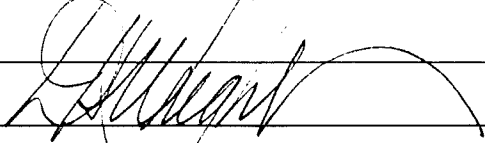
**PERSPECTIVE/Other**

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Signature 

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

1. What role did you play in the development of this project?

- Former Chair of Pike Place Market Historical Commission
- President of Market Foundation 1983-85
- Vice President of Market Foundation 1986-87
- Architect, 52 bed Congregate Care facility for frail elderly
- Principal in architectural firm responsible for designing several million dollars in new construction in the Market's immediate neighborhood

2. From your perspective, how was this project intended to benefit the urban environment?

The Market Foundation is committed to protecting the public investment (both financial and emotional) in the Pike Place Market by helping to insure that the most vulnerable segments of the Market community do not become victims of the Market's economic success, i.e., preserving the traditional diverse social, cultural, economic and generational mix of market residents and users.

3. Describe your impression of the impact that this project has actually had on its surroundings and the people in the project area. Describe any data that supports your conclusions.

In a community marked by chronic dissention and factionalism, the Market Foundation has become a catalyst for unity. Our efforts have brought all of the special interests in and around the Market together to focus on needed human services with an unprecedented singleness of purpose. The proof of this can be seen in the make-up of our membership and benefactors who constitute every segment of the corporate and philanthropic communities of Seattle. The Foundation has allowed the infrastructure of human services that are key to the Market's nature, to survive the massive withdrawal of federal assistance the last four years.

4. What trade-offs and compromises were required during the development of the project? Did you participate in making them? With hindsight, what would you now do differently?

We were not prepared for the extent of need and the difficulty of raising private financial support. While we are proud of our successes, we have had to scale down our original goals and learn to be very patient and persistent. The Market Foundation in our first four years has generated about \$1 million directly or indirectly to support the network of human services which prop up the more fragile elements of this diverse community. This has allowed the Market agencies to continue operations, despite federal cutbacks from 85% to 28% support during the same time period. Perhaps we should have begun with soliciting major donations to our endowment. It's hard to know, because although we are not now well endowed, we are increasingly well known with a very broad constituency of support.

5. What can others learn from this project?

That it is possible to use a beloved neighborhood as the focus for citywide support and charitable giving. People are worried about the poor and the elderly. They have responded to our presentation of the Market as a microcosm of the city. It is an understandable model.

We have also demonstrated that downtown neighborhoods can be renewed in a way that results in fabulous commercial and financial success -- a success that does not come at the expense of the traditional elderly, low income residents that populate our downtown neighborhoods. In fact we have successfully pointed out the contributions of this community to the vitality, security, character and appeal of this diverse community.

6. If five years from now you judge this project to be successful, what characteristics would you be looking at?

The variety of uses and types of people in and around the Market. Particularly that there are housing goods and services for the elderly and the economically disadvantaged. Also that the Market continues to be wonderfully colorful, crowded, noisy and smelly.

The commercial success of the Market neighborhood would remain intact but not flow over the day-old bread store, thrift store, and other available goods and services that allow for the vitality and diversity currently represented in the Market.