

Pike Place Market PDA Council Meeting Minutes

ALL PMPDA COUNCIL MEETINGS ARE BEING HELD BOTH IN PERSON AND VIRTUALLY

Date: Thursday, March 30, 2023

Time: 4:00 p.m. to 6:00 p.m.

Location: Economy Building Classroom (1435 First Ave, 3rd Floor) **OR**

Join Zoom:

<https://us02web.zoom.us/j/81690121247?pwd=eINoZTNzMjlWSXNuYWR5TWxMR010dz09>

OR Dial 253-215-8782 (alternative number 253-205-0468), Meeting ID: 816 9012 1247, Passcode 850646

Councilmembers Present: Devin McComb, JJ McKay, Nick Setten, Gordie McIntyre, Russell Monroe, Paul Neal, Gundeep Singh, David Ghoddousi, Patrice Barrentine

Staff/Consultants Present: Mary Bacarella, Karin Moughamer, Amy Wallsmith, Erica Bates, Sabina Proto, Zack Cook, John Turnbull, Juan Medina, Brady Morrison, Ivy Fox, Elsie Janson, Carter Grant, Alana Crawley, Will Cadra, Tanya Sinkovits, Ashley Conradi, Mark Solorio, Brandon Clark, Chloe Knox, Madison Bristol, Ben Han, Maddie Immel, Allegra Calder, Deb Guenther, Ashley So, Sulin Carling, Candace Damon, Mike Rubin, Rosemarie Gregoire, Madison Morine

Others Present: Chris Scott, Peter Bassiri, Rowan Ring, Lillian Sherman, Gina Karaba, Bruce Rutledge, Patrick Kerr, Bob Messina, Erin Cobb, Jonathan Berner, Heather Pihl, Isis Ray, Grace Leong, Joan Paulson, Eric, Julia, David Brewster, Miranda Arney, Maggie Hines, Greg McPhearson

The meeting was called to order at 4:04 p.m. by Devin McComb, Chair

1. Administrative

A. Approval of the Agenda

The agenda was approved by acclamation.

B. Approval of February 23, 2023 Meeting minutes

The February 23, 2023 PDA Council Meeting Minutes were approved by acclamation.

2. Public Comment Including the Market Community

Bob Messina commented he liked the open ended approach that was used at the Master Plan Meet Up. He suggested having additional meetings that feature the Master Plan advisory group to answer questions about the details of the Master Plan.

Jonathan Berner commented on his two proposals included on the Daystall Rules resolution. He hopes the Council approves his proposals, one of which has to do with the ability for the crafters to appeal decisions of the Marketmaster.

Joan Paulson commented the Master Plan is an incremental process that has not followed public process. She feels it is a dictatorial process with aims to destroy the business community and it will destroy the magic of the Market. She would like to see the planning process more bottom up rather than top down.

3. Action Items

A. New Business

None

Gordie McIntyre joined the meeting at 4:13 pm.

B. Consent Agenda

- i. Proposed Resolution **23-11**: Adoption of Daystall Rules and Regulations
- ii. Proposed Resolution **23-12**: Authorization for Contract Authority – Reroof LaSalle Building
- iii. Proposed Resolution **23-13**: Authorization for Contract Authority – Reroof Triangle Building Upper Roof
- iv. Proposed Resolution **23-14**: Authorization for Contract Authority – Replacement of Stewart House Roof
- v. Proposed Resolution **23-15**: Authorization for Contract Authority – Replacement of Don and Joe’s Meats Cooler Condense
- vi. Proposed Resolution **23-16**: Authorization for Contract Authority – Sand and Refinish Floors at Fairley, Leland, Soames-Dunn and Economy Buildings
- vii. Proposed Resolution **23-17**: Lease Proposals March 2023
- viii. Proposed Resolution **23-18**: Authorization to Pay ServPro for Work Associated with the Fire Incident at WASH LLC

The Consent Agenda was approved by acclamation

3. Discussion Items

A. Master Plan Project Kickoff

Devin McComb provided introductory remarks and reviewed the process up to hiring the Master Plan consulting team. He noted this is the information gathering stage and there are no materials from which a plan could be drafted. He invited people to attend Executive Committee and Council meetings, as well as public outreach meetings. This is an important stage and it will be a better plan the more people that participate. The goal is for a community process the entire time. He recommended people review the website www.pikeplacemarket.org/masterplan

Mary Bacarella reiterated the importance of community input and participation and there will be more Master Plan Meet Ups. Mary introduced the consulting team present at the meeting.

Sulin Carling reviewed the timeline of PDA meetings by phase.

Allegra Calder reviewed the Outreach Plan noting it includes an Open House, community survey, stakeholder interviews, discussion groups, presentations, and reporting back.

Candace Damon reviewed the meeting agenda and each of the five Master Plan goals. She reiterated this is the very beginning and the team is just starting to dig into research. She discussed the five dynamics that drive city market definition and focus over time, noting that Mike Rubin will discuss each in more detail during the Case Studies. Those five dynamics are:

- Changing external environment
- Multiple Roles and Stakeholders
- Structural Shifts
- Market Uniqueness and Identity and Mission Management

Deb Guenther began the section on the changing context and shared two maps of Downtown Seattle that highlights recent changes and changes to come to the surrounding area.

Mike Rubin reviewed several slides that discusses changes in retail, noting that total online retail sales have increased over the years and in recent years there's been a 3% decrease in retail occupations and a 7% increase in food and beverage occupations in the U.S. He noted there's been a shift to more experiential shopping and food as an anchoring element to attracting people to shop. City markets are in a strong position given their mix of experiential shopping and eating.

Mike Rubin reviewed a case study for Reading Terminal Market in Pennsylvania that is an example in Market Uniqueness, Changing External Environment and Mission Management. Its 130-year history mirrors that of Pike Place Market and Mike reviewed six contextual shifts over time starting in 1893 up to today.

Mike Rubin shared a map of the Market grid which was laid out to represent the street layout of the City. He discussed the latest contextual challenge which included keeping the Market during building of a convention center, hotel, and other business expansions. The Market became integrated into the Convention Center and remained a market but also an independent event destination.

Mike Rubin discussed some lessons learned which included:

- Context: Addressed threat of Market East redevelopment program and Convention Center development by becoming integral to both initiatives.
- Role: Added role as event venue with redesign of linked Train Terminal Shed as pre-function space and ballroom.
- Patron Mix: Added event and convention patrons to its local and tourism visitor base.

Candace Damon made the observation in the case study that history repeats and it shows there's a commitment to adaptation while remaining true to a mission and brand. Mike Rubin provided an example of how Reading transitioned during COVID to an online delivery program, Mercato.

David Ghoddousi asked a number of questions about Reading Terminal such as what is the business mix, what are their lease rates, and what makes it relevant to name a few. He wants to ensure this information is analyzed in comparing Reading to Pike Place.

JJ McKay asked if Mike Rubin has a breakdown of grocery vs non-grocery sales in the country. Mike Rubin responded he can get that information but noted online ordering and shipping has increased and become an enhancement. He would like to find a trend that looks more towards the Market make-up especially for grocery.

Mary Bacarella noted the Pike Place Market's experience with Mercato.

Paul Neal commented Reading, through their changes, put an emphasis on being a destination experience. Mike Rubin commented it's been a strong market but it also saw an opportunity to attract Convention Center visitors. He noted that 60% of Reading visitors are locals, 20% onsite tourists and 20% general tourists. The large number of locals is associated with a strong downtown workforce and residential community.

Paul Neal asked how they know their demographics. Mike Rubin responded all tenants share their credit card and survey information which they have maintained for many years.

Candace Damon reviewed Goal 1:

Celebrate the multiple identities and authentic character that are essential to PPM, fulfill its social impact as the “Soul of the City,” and continue to embrace principles of greater diversity, equity, and inclusion (DEI). A slide showing how the Market is used today was shared.

Candace Damon next defined Diversity, Equity, and Inclusion

- Diversity is the presence, activity, and power of all individuals, collective identities, and differences (e.g., race, ethnicity, gender, disability, sexual orientation, etc.)
- Equity is fair treatment, equality of opportunity, and fairness in access to information and resources for all.
- Inclusion is a culture of belonging by actively inviting the contribution and participation of all people.

Candace Damon noted the Master Plan is taking into consideration DEI when it thinks about visitors, vendors, and governance.

Deb Guenther reviewed Goal 2:

Preserve the physical plant while improving operations, enhancing visitor experience, and embracing environmental sustainability.

Deb Guenther shared an image showing the 14 levels of the Market which is 2.5 blocks wide. The image also shows the active parts of each level. She also showed images showing the age of the buildings and the years each building has been significantly remodeled.

Deb Guenther noted there are some opportunities throughout the Market, such as Soames-Dunn Courtyard, MarketFront Plaza, Desimone Bridge, Pike Hill Climb and Economy Atrium. These are places that could be programmed at different times of day or year.

Deb Guenther noted the potential approaches to reinvestment that may include:

- Cost efficiently conserve energy given high energy costs and constraints on central plant
- Allocate scarce capital dollars to high use features of the Market, such as: elevators, flooring, wood windows, historical features, overall street condition, and other costs.

Mike Rubin shared a case study of Borough Market that highlights Goals 1 & 2 as well as the addressing how multiple roles and stakeholders and structural shifts can have an impact on mission management.

There are six pillars that address roles and mission challenges:

- Iconic landmark and place maker
- Distinctiveness of curated offering mix
- Sustainability beacon for food production
- Short supply chain innovator
- Community hub for traders, producers, residents, and visitors
- Point of local and global connection through food experiences

Mike Rubin continued by noting Borough Market has undergone a number of renovations and have been able to maintain the iconic character through modernization projects.

Mike Rubin noted the Borough Market not only was impacted by COVID, but Brexit, and had the following impacts:

- Impact of Brexit on food procurement
- Post COVID restrictions
- New UK immigration rules and labor issues
- Visitor free fall
- Absence of congregate performance metrics
- Digital trading and shift to on-line demand
- Shift to local demand
- District development as mixed-use destination

Mike Rubin noted these impacts had an effect on the 6 pillars and they had to redefine the roles of the Market.

Original Role	Redefined Role
Iconic landmark and place maker	Status leveraged as brand identity for mixed use district
Distinctiveness of curated offering mix	Localization of the offering mix
Sustainability beacon for food production	Sustainability beacon for regional food production
Short supply chain innovator	Enterprise incubator
Community hub for traders, producers, residents, and visitors	Community hub for traders, producers, makers, and residents
Point of local and global connection through food experiences	Place of local connection through food experiences

Mike Rubin concluded by reviewing the lessons learned.

- Role Redefinition: Addressing structural changes caused by Brexit and impact of COVID by reorienting toward local market segments.
- Context: Building expanded appeal by acting as center point of a larger mixed-use district.
- Maintaining Uniqueness: Directing continued modernization efforts while maintaining historic integrity of the Market as landmark and icon.

Candace Damon opened up the conversation on the following questions:

- What parts of the Market – including both places and offerings – are core to its identity?
- What would a more diverse, equitable, and inclusive Market look like?

David Ghoddousi asked a number questions about Borough Market such as are they relevant, do they charge percent rent, merchant longevity, revenues, preservation, etc. David also offered up ways of thinking about Pike Place Market and gave examples of how it remains relevant.

Nick Setten commented Meet the Producer is most important to its identity. Every nook and cranny of the Market is important.

Patrice Barrentine thanked the consultants for the case studies. She believes Borough Market has a high standard of curated procurement and quality of produce. There has been equitable investment at that Market. To her, the most important areas of the Market are focused around the farm tables and craft

area in the Arcade. Patrice believes the Market has always been supportive of immigrant farmers and food vendors and it can still do that well today and it's a key part of our offerings.

Paul Neal agreed with Patrice Barrentine's comments. Paul believes the waterfront connection will be, when it's completed, core to its identity, and Western Avenue will benefit from that connection. He draws inspiration from the Borough Market and hopes Pike Place Market is always a place to buy groceries to make dinner and meeting the producer.

David Ghoddousi asked if the homework turned in after the retreat had been reviewed by the consulting team. Candace Damon responded yes they reviewed everything the Council did and portions were used at the retreat. They are in the process of digesting all materials provided by the PDA.

Paul Neal added the goals that are being reviewed right now are a result of the retreat discussion. Candace Damon noted the goals in this early process may change as research continues.

Gundeep Singh asked if there are things the PDA could implement during the process of discovery rather than waiting a year for the report. Candace Damon responded yes, they want to be flexibly available.

Paul Neal commented the Borough Market kept the sense of being and continuity during it's renovations. He referenced some comments from the Meet Up where people said they hope the Market looks just like it does today in 10-20 years. Others said they hope the Market is just like it is today. Paul is not sure the second statement is possible but the first could be.

Candace Damon believes it's critically important to strengthen the Market and the surrounding neighborhood.

Deb Guenther reviewed Goal 3: Reorient PPM to a local audience with a business model that makes PPM a place for people who live and work in Seattle to shop and gather. Ensure a "seat at the table" on relevant local policy issues. She shared a map of the Market and surrounding area and how people will move through the area once the waterfront is complete. Deb shared a couple slides of ways to think about different spaces could be explored and used and shared two slides of images about nooks and crannies and a wander path.

Candace Damon commented it will be important to understand who is coming to the Market in order to be able to provide appropriate recommendations. Understanding the audience will be part of the planning process.

Candace Damon opened up the conversation to answer any of the following four questions.

1. Who is coming to the Market, and who isn't?
2. If not here, where are BIPOC Seattleites going?
3. What is your favorite thing about the Market right now?
4. 10 years from now: Your friend – who is a Seattleite – asks, "I have limited time to visit the Market. What should I see?"

JJ McKay commented he does not believe the Market is economically feasible for many local shoppers. He noted there are two core ethnicities that live downtown, Caucasians and Indians. The Market does not cater to Indian cooks.

Mary Bacarella commented the demographics of Downtown is changing and she would like to know where people who live downtown are shopping and getting their food.

Russell Monroe commented he used to live on Capitol Hill and would go to the Market daily. He now lives further north and it's hard to get into the city. He suggested maybe the Market focus more programming at Capitol Hill. Mary Bacarella noted it only takes 90 seconds to get from Capitol Hill to Downtown on Light Rail.

JJ McKay believes 50% of visitors are possibly one-time visitors and if the Market wants to go local, the product mix needs to change to keep locals coming down.

Paul Neal commented he doesn't have a good answer for the first two questions. He thinks most locals come to the Market when they have visitors in town.

David Ghoddousi commented he has a business in the Market and he asks where people come from. There is a cycle to the tourists that corresponds to school breaks and cruise ships. As long as people hear about the Market it will be an opportunity to Meet the Producer.

Patrice Barrentine noted the challenge the Market has with produce. She believes the Market could do better communicating with farmers how easy and inexpensive it is to sell at the Market. Providing some flexibility to farmers might help. Farmers aren't coming to the Market and farmers aren't represented. She looks forward to hearing about trends with regards to raw ingredients.

Nick Setten believes people who are afraid of downtown or don't want to drive downtown are not coming to the Market. The Market is a quintessential co-mingling place. His favorite places are the quiet places that connect the Market to history. Nick commented 10 years from now he hopes people can get Washington grown peaches at the Market.

Gundeep Singh hopes in 10 years locals aren't looking for a specific reason to come to the Market, they are coming because there is always something to experience every day and evening in the Market. He hopes the Market finds ways to active the evening hours.

Gordie McIntyre commented it's imperative to reach out to the children in order to plan for the future. He suggested reaching out to schools and teachers. The Market is inclusive but to find diverse audiences, we need to go out to the suburbs or in other areas outside Downtown Seattle. He also suggested interacting with the International District PDA. Gordie also noted the night scene in Seattle has changed a lot and there aren't many options any more for late night restaurants.

Mary Bacarella hopes in 10 years that people are coming to the Market at night.

Gundeep Singh left the meeting at 5:51 pm.

Candace Damon thanked the Council for a great start. The team has lots of great notes to review and synthesis.

Sulin Carling reviewed the next steps which includes continued outreach, focus groups and the Open House. Gathering data on the physical plant will take place leading up to the Eco Charrette in May. In

June there will be a meeting to discuss Opportunities and Challenges, specifically about DEI, with regards to the Master Plan.

Devin McComb thanked everyone for the conversation today and there will be lots of different forums for public participation.

5. Further Public Comment

Peter Bassiri commented on his experience regarding lack of locals and he hears that it's inconvenient to come to the Market. He feels the marketing department, which is doing a great job, could advertise how easy it is to get to the Market. He feels there is more information we can provide to locals to entice them to visit.

Gina Karaba provided a list of suggestions for changes to the Market that could be addressed through the Master Plan, including: Safety of outside slabs and would like to see something permanent set up; more signage especially for bathrooms; an awning on Western Avenue under the outside slabs on; permanent tent from Desimone to Pavilion; closing streets on the weekends; attracting more craft vendors to the Market; Wi-Fi in the Arcade; local discount days; heaters in the arcade; inclusivity includes handicapped people and she referenced the doors don't have automatic openers and we could use more ramps; switch all lights to LED; bring back festivals to Pike Place; a sign discouraging trucks to go up Virginia as they get stuck;

Chris Scott would like to see more opportunities in the summer for evening activities and suggested partnering with local community and arts organizations.

Joan Paulson commented she feels all the goals 1-5 should be considered at once. She noted on Page 10, the Culture Connector, and hopes this is not the streetcar that stopped about 7 years ago. She commented that Page 29 doesn't include the years the buildings were updated.

6. Concerns of Councilmembers

Paul Neal commented he appreciated the conversation and thanked the consultants for coming prepared today. He commented it would be nice to receive presentation materials at least 48 hours in advance.

David Ghoddousi noted that today was David Dickinson's last day and he wished him the best. He also noted the recent passing of PDA staff member Wayne as well as Daystall artist John Strongbow.

Patrice Barrentine thanked the consulting team and she's pleased with the quality of the materials.

JJ McKay also thanked the consulting team and noted it's the first steps in an interesting journey. He reiterated this is a PDA Council driven process in collaboration with PDA staff who are being transparent throughout the planning.

7. Adjournment

The meeting was adjourned at 6:10 p.m. by Devin McComb, Chair.

Meeting minutes submitted by:
Karin Moughamer, Executive Administrator