

# Pike Place Market PDA Council Retreat Meeting Minutes

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

Thursday, November 17, 2022

1:00 p.m. to 4:00 p.m.

**Location:** Perkins Coie (1201 Third Avenue, 49<sup>th</sup> Floor) **OR**

Join Zoom:

<https://us02web.zoom.us/j/81664465771?pwd=aVJJbngwK3o5aWVGQ20yNmVWT1I3UT09>

OR dial (253) 215 8782, Meeting ID: 816 6446 5771, Passcode: 456467

Councilmembers Present: Devin McComb, JJ McKay, Jan Hendrickson, Patrice Barrentine, David Ghoddousi, Ray Ishii, Gordie McIntyre, Russell Monroe, Paul Neal, Margaret Norton-Arnold, Nick Setten, and Gundeep Singh

Staff/Consultants Present: Mary Bacarella, Karin Moughamer, Amy Wallsmith, Erica Bates, Sabina Proto, Brady Morrison, Zack Cook, Ivy Fox, Madison Bristol, Tanya Sinkovits, Allegra Calder, Ben Han, Maddie Immel, Candace Damon, Sulin Carling, Madison Morine, Debra Guenther, Evan Bourquard, Shannon Lee, Mike Rubin

Others Present: Maggie Haines, Clint Bennett, Colleen Bowman, Bob Messina, Erik Phil, Patricia Gray, Bob Braun, Joan Paulson, Christine Vaughan, Heather Phil, Lillian Sherman, Chris Scott, Gerry Johnson, Skip Knox, Bruce Rutledge

The meeting was called to order at 1:02 p.m. by Devin McComb, Chair

## **1. Administrative**

A. Approval of the Agenda

*The agenda was approved by acclamation.*

## **2. Introduction**

Devin McComb welcomed everyone and he thanked councilmembers and PDA leadership staff for turning in their homework. The agenda has lots of opportunities for questions and he hopes it's an active conversation.

Sulin Carling from HR&A began by introducing the HR&A team, which includes herself, Candace Damon and Madison Morine. HR&A will manage the team as well as provide economic development and real estate strategy. She next introduced the team from Mithun, a local company, which will take the lead on design and includes Deb Guenther, Evan Bourquard and Shannon Lee. Berk, also a local company, will take the lead on community outreach and includes Allegra Calder, Ban Han and Maddie Immel. Sulin introduced Mike Rubin from MRA International Group which will advise on retrial strategy.

Sulin Carling noted the consulting team toured the Market yesterday and each team member introduced themselves and provided something they were surprised about from the tour.

Sulin Carling next reviewed the workshop goals which include:

- Establishing a working relationship
- Discuss priorities for the Mater Plan
- Refine the scope of work

Candace Damon reviewed strategic plan vocabulary and definitions for the following:

- Goals: The big idea that you'd like to accomplish; broad primary outcome
- Objectives: What should improve to achieve something measurable?

Strategies: General approach taken to achieve and objective

Tactics: Actionable tool used to pursue a strategy

Target: Metric to measure progress in achieving goal

Candace Damon provided examples of each term using the Market as an example.

- Goals: Strengthening a year-round market for Seattleites first
  - Objectives: Curate retail mix to ensure authenticity and viability, reflect contemporary consumer preferences, and include BIPOC entrepreneurs
  - Strategies: Engage stakeholders to amend regulations to contemporary realities
  - Tactics: Cross subsidies, experiential retail, leasehold size, leasing process, incubation, and a more flexible and nimble leasing process
- Target: A% increase in foot traffic, Y% from Seattle

Candace Damon commented a goal is to structure the process that is grounded in the values of the council, some of which was provided in the homework and which will be discussed today. A draft scope of work includes looking at four areas: Physical Plant, Business Operations, Brand Identity and Mission, and Community Relationships. She stressed these are overlapping areas and that will be discussed today.

Allegra Calder discussed the community engagement piece of the project. The engagement and communications plan outlines the who, why, when, and how of engagement and coordinates information sharing related to the Master Plan.

- Who: Market community (internal), neighbors, public sector, visitors, associations
- Why: Share information and ask targeted questions based on stakeholders and project timelines
- How: Combination of group discussions, interviews, intercept survey

The PDA board and staff are key stakeholders and today is one of many opportunities to engage.

Sulin Carling reviewed the master plan final product which will be a short, graphically exciting representation of aspirations, evidence, and aims, accessible to the public, with a roadmap for implementation that can be adapted regularly. It will articulate the longer-term vision for both 25- and 50- year timelines that will be revisited every 1-5 years. It will be supported by models, drawings, working documents, notes and stakeholders, with tools that the PPM staff can use for at least the next 5 years.

Sulin Carling shared what the 9-12 month master plan process would look like over the next year. It will start in January 2023 and continue through 2023 culminating with a final master plan at the end of the year.

Candace Damon noted that while nobody can know what the future will hold but she feels the team can arrive at a set of goals and objectives that will hold true in 50 years. She provided some examples from

history in which goals and objectives have held true over a long period of time. Strategies and tactics will change over time.

Candace Damon reviewed the homework submitted by councilmembers and PDA leadership staff. The prompt was: The Master Plan will have been successful if the Market has achieved the following 3 objectives by 2050. The consulting team took the homework and identified 10 objectives along with strategies and tactics. A complete list of homework responses is provided in the packet.

#### Tenancy

1. Curate a mix of market rate and affordable goods and services to ensure the market authenticity and viability
2. Achieve a retail mix that reflects contemporary Seattle consumer preferences and competes with online
3. Achieve a retail mix that includes BIPOC entrepreneurs representative of the population

The above three objectives have the below associated strategies and tactics as identified in the homework responses:

- a. Maintain an diversity of food, beverage, crafts and other retail
  - b. Develop flexible and nimble leasing processes
  - c. Expand cross subsidization strategy
  - d. Reconsider leasehold size limitations
  - e. Emphasize experiential retail to compete with e-commerce
  - f. Expand on the market's incubation efforts
4. Expand earned revenue
    - a. Create new on-site uses and events
    - b. Develop off-site programming to support a broader market presence
    - c. Expand the market's physical footprint
    - d. Offer better tenant services through data, tech, access to partnerships, and distribution
  5. Continue to support farmers and agriculture
    - a. Expand the brand of Meet the producer
    - b. Provide cross subsidy for rent
    - c. Reconsider leasehold size limitations
    - d. Develop off-sit programming to support a broader market presence

Deb Guenther introduced the objectives, strategies and tactics tied to investments in the physical plant.

6. Make capital investments to preserve historic physical plant and enhance modes of operation
  - a. Evaluate capital projects based on stewardship and preservation
  - b. Establish upgrade schedule tied to tenant turnover and lease terms, including allowances for new tenants
  - c. Create a rolling improvement plan linked directly to historic preservation efforts
  - d. Identify funding opportunities tied to federal, state and local grants or philanthropy
7. Make capital expenditures for improved visitor experience
  - a. Provide better amenities to visitors that can improve comfort on-site
  - b. Upgrade way finding around the market
  - c. Develop a place making strategy aligned with neighboring organizations

- d. Address accessibility challenges by investing in equitable access
  - e. Evaluate use and potential of public gathering spaces to support goals
8. Embrace sustainable design principles and aspire to carbon neutral operations by 2035
- a. Work with regulators to prioritize sustainable infrastructure in renovation and all new construction
  - b. Establish tenant improvement guidelines
  - c. Invest in energy use tracking infrastructure to report on and improve performance

Madison Morine introduced the objectives, strategies and tactics tied to community services.

9. Maintain affordable housing; fulfill social impact as the “Soul of the City”
- a. Better engage affordable housing residents
  - b. Consider development of new units
  - c. Continue to provide social and community services to residents
  - d. Address location on former Native American land

Madison Morine introduced the objectives, strategies and tactics tied to implementation.

10. Reform governance structure and processes to support achievement of objectives
- a. Create a Master Plan process with effective initial engagement
  - b. Revisit objective and targets annually with deep review every 5 years
  - c. Revise the PDA’s role and charter
  - d. Devise a succession plan

Sulin Carling introduced the Breakout Groups and noted Mary Bacarella will float between all the groups. Each group is tasked with ranking the 10 objectives identified above and discuss what needs to change in order to achieve those objectives. Participants could use their homework #2 responses during the discussion. The groups were as follows:

Physical Plant (Mithun facilitate)

- Debra Guenther (Mithun) – co-facilitator
- Evan Bourquard (Mithun) – co-facilitator
- Madison Morine (HR&A) – support facilitator/note taker
- Jan Hendrickson
- Russell Monroe
- Brady Morrison (PDA)
- John Turnbull (PDA)

Business Operations (HR&A facilitate)

- Candace Damon (HR&A) – lead facilitator
- Ben Han (BERK) - support facilitator/note taker
- David Ghoddousi
- Paul Neal
- Patrice Barrentine
- Sabina Proto (PDA)

Brand Identity + Mission (MRA/HR&A facilitate)

- Mike Rubin (MRA) + Sulin (HR&A) – lead facilitators
- Maddie Immel (BERK) -- support facilitator/note taker
- JJ McKay
- Nick Setten
- Ray Ishii
- Amy Wallsmith (PDA)

Community Relationships (BERK facilitate)

- Allegra Calder (BERK) – lead facilitator
- Shannon Lee (Mithun) -- support facilitator/note taker
- Devin McComb
- Gordie McIntyre
- Margaret Norton-Arnold
- Erica Bates (PDA)

### **3. Breakout Groups**

From 1:40 to 2:20 pm the breakout groups discussed the assignments. Members of the public were allowed to listen in to the discussion. Those joining online were able to view the video feed but not hear the audio from each table.

### **4. Break**

A. There was a roughly 5 minute break.

### **5. Breakout Group Report-Back**

A. Community Engagement was presented by councilmember Margaret Norton-Arnold. She noted the group did not prioritize the 10 objectives. The group discussed:

1. Governance/charter
  - a. Preservation is more than just buildings
  - b. It's a living document!
  - c. Charter needs to be expansive not a barrier
2. Tenancy Objectives
  - a. The group discussed if there were objectives that were in conflict, specifically whether agriculture conflicts with current consumer preferences. After debating they determined there is no conflict and food is still relevant.
  - b. They also discussed the need to foster community
3. Soul of the City! Much more than housing and social services and there could be some rewording of that objective to include more. There may even be opportunity to expand the social services offered in the Market.
4. Physical Plant expanded to meet the need for affordable housing in Seattle.
5. Community Engagement was discussed and they noted there is going to be a wide variety of opinions and ideas and there will need to be a way to ensure everyone is heard but not everyone needs to agree.

Nick Setten agreed the Soul of the City needs to be about more than affordable housing.

Patrice Barrentine noted she's surprised the group started with the Charter as she feels the PDA needs to understand where it's going and what needs to change before it can begin to change the charter.

Mary Bacarella agreed the charter is a living document.

Gundeep Singh noted changing the charter will certainly be part of this process as it's currently a big bottleneck.

David Ghoddousi questioned what the objective for creating the charter was and believes it's there to protect the Market.

Nick Setten noted it's important to protect the culture of community engagement and culture of service. Devin McComb added there are lots of different communities to consider and the Market was created for all of Seattle, not for just one group of people. Devin also discussed the lack of young people experiencing the Market.

Mary Bacarella commented a big question to explore is what community means. Gundeep Singh suggested not being anchored to one definition of community throughout this process.

B. Physical Plant was presented by councilmember Jan Hendrickson. Similarities and differences of the objectives presented. The group came up with a schematic that represents the rings of a tree.

- In the middle is governance which leads how everything gets done and defines the mission of the organization. The focus was not on the Charter but the entire regulatory structure that exists to oversee the Market.
- The next ring includes visitor experience, capital preservation, and new spaces and investment. They discussed the need for the Market to reflect Seattle as it remains authentic.
- The outer ring includes residential, sustainability, BIPOC community, and earned revenue. Those are areas that are no less important but they felt were areas that are going to be accomplished.

Jan Hendrickson reviewed the group tactics which include:

- Identify underused spaces and pursue renewal of activation strategies
- Call out barriers to investment/presentation
- Provide focus on amenities and find low cost improvements to improve visitor experience

Paul Neal wonders if the priorities for the physical plant included specific communities to focus on. Russell Monroe responded they did not talk about specific types of visitors but the group did discuss amenities for visitors.

Brady Morrison noted if we focus only on the tourists then we may lose the locals. But a shift to focusing on locals might draw in tourists.

There was further discussion among councilmembers and consultants on how to think about different visitors in relationship to the physical plant and the experiences these visitors may be looking for at the Market.

Ray Ishii commented his desire to challenge themes presented in the physical plant. He noted he submitted the idea with regards to the fact the Market is on Native American land. He noted some ideas

the Market could work with local indigenous communities and he noted some organizations have turned over property to Native American groups.

Devin McComb found the comments about sustainability and carbon neutrality really interesting. Gundeep Singh noted his group discussed how to make the Market more sustainable in a variety of ways and the need to engage different communities on what their desires are for sustainability with regards to the physical plant.

Mary Bacarella notes it's going to be really important for the Market to be focused on sustainability. Patrice Barrentine commented she thinks the Market will have so many areas to think about with sustainability and it will be important for the Market to find ways to use energy efficient products.

C. Business Operations was presented by councilmember Paul Neal noting the team prioritized the objectives but they were not tied back to business operations.

Regarding Tenancy, the group thought all of the objectives are important and highlighted some areas, including:

1. Curating a tenant mix to ensure Market authenticity and viability and continuing to support farmers and agriculture
2. Governance as a means to getting to carbon net neutrality.
3. Improved shopper experience, prioritizing a local shopper who is more regular and loyal to the Market.
4. Expand earned revenue in order to achieve above goals.

JJ McKay discussed the need to understand the mix of Market tenants and wonders how many businesses are focused on volume sales, for tourists, versus repeat customers. In 2020 we learned locals cannot support the Market.

There was a discussion on the takeaways from the COVID pandemic for local shoppers versus tourists and what is needed to sustain the Market. Many agreed tourists are needed for many of the small businesses to continue.

JJ McKay further discussed the PDA makes its revenue from rent and we need our businesses to be successful. Mary Bacarella noted her concern for the success of businesses tied to essential sales, such as produce, as people have a lot of choices.

Jan Hendrickson noted she believes a deeply authentic Seattle experience will attract tourism and it's a hypothesis that should be tested during the master plan process.

Patrice Barrentine noted the Tenancy objectives include the word "mix" and questions what that "mix" is for a successful market.

D. Brand Identity was presented by Nick Setten.

He noted the group discussed the following areas that need continued work to be successful in the future:

- Retail mix
- Reform governance
- Being a leader in sustainability
- Embracing the history of the Market, both good and bad

- Importance of a brand built on relationships.

Mary Bacarella asked if the group identified the brand. Nick Setten the group touched on the brand. Sulin Carling noted brand and mission are tied together.

JJ McKay added the brand could be used as the voice for affordable housing.

Nick Setten noted the Market means something different to everyone in the room. He believes there will be value in definitions as the master plan moves forward.

Gundeep Singh commented it might be a hard discussion but there is value in articulating a unified brand.

Amy Wallsmith added typically a market is created for locals and when you create an authentic market, tourists will visit. The Market has a strong brand and it will be important to discuss how to maintain the brand and adapt it to the changes taking place in areas of retail and sustainability.

David Ghoddousi asked how the Market can monetize or take advantage of the 300,000 social media followers. Amy Wallsmith responded there was a little conversation on tactics as they stayed high-level in their conversation.

## **6. Break**

The group took approximately a 5 minute break.

## **7. Synthesis**

Candace Damon summarized what she thinks she heard during the group report outs. She heard the following and asked councilmembers and staff to correct her if she didn't get it correct.

Goals:

- The Market needs to be the "Soul of the City." It needs to ensure Market authenticity and viability. That could incorporate the importance of sustainability.
- Preserve the Market, the mission, traditions, and physical plant.
- Celebrating the Market's multiple identities.

Objectives

She heard that all ten proposed are all right and collectively important. There are four that are calling out for some change or rethinking:

- The emphasis on earned income is misplaced.
- Farmers may not have a future at the Market but shopping for an eating food at the Market is essential. Need to rethink the role of agriculture at the Market.
- Objectives need to include fuller description of housing and social services.
- Elevating the visitor experience is important but that could be continued through low cost capital and operating investments.

She heard the discussion will continue on how visitor origin trends affect tenant mix, leasing strategies and capital investment decisions. The team believes we need a Market that is authentic in order to attract locals and tourists.



Candace Damon provided a short list which includes the beginning ideas for achieving the objectives:

- Most or all of the objectives will require changes to the charter or governance structure.
- Many will require the team to identify underutilized spaces and the ability of those spaces to serve new programs to provide a better customer experience.

Candace Damon reviewed some ideas regarding engagement. It should result in changes to operations and ownership and identified several communities that should be included in the process such as youth, Native Americans, AAPI, and downtown residents.

Candace Damon and the consulting team will now review the draft scope and timeline to see what changes need to be made.

Paul Neal commented he did not remember hearing about the goal relating to farmers and agriculture. He noted some groups discussed how essential farmers are to the Market.

Gundeep Singh added it's important to ensure there are goals to ensure the farmers continue to be at the Market.

Paul Neal commented with regards to the visitor experience, he doesn't remember discussing it in terms of low cost. Jan Hendrickson added she would like to see a big vision for that and we're not ready to say we'll only look at low cost options.

Sulin Carling reviewed the next steps and the timeline noting that each of the four areas of focus overlap and will be worked on simultaneously. There will be a lot of community outreach, financial analysis, consumer surveys, physical needs assessment and design. The drafts will continually evolve throughout the process and she touched on how HR&A will address the business development portion of the scope.

Allegra Calder noted the early communication and engagement will be key to identifying any areas that were missed and it will be important to have the reason for why the Market is undertaking a Master Plan. The team will be clear on project constraints and they will provide tools to help people problem solve with her team. They may also identify additional individuals or communities to engage as the process evolves. Their first task is to co-create the engagement plan with council and staff.

Evan Bourquard noted the physical plant will be connected to many of the conversations and it's a big part of the authenticity of the Market. It's also one of the biggest challenges with regard to finances. Mithun will help develop tools and mapping to help see spaces that are underutilized and take a holistic look at the retail mix. There will also be a conversation on the conservation environment and what barriers exist and what options may be available to address those barriers.

Margaret Norton-Arnold asked if there is a scope of work for the Council and it would be helpful for the council to understand how to be helpful and good partners. Sulin Carling responded there will be key touch points and the team will be looking to the council for feedback on the iterative process. There will be a kick-off meeting to discuss the work plan and at every meeting there will be report outs on the process to date.

David Ghoddousi asked if homework assignment 2 was summarized. Sulin Carling responded the team would like to see those responses. Karin Moughamer offered to help collect those answers and provide to the consulting team.

Devin McComb thanked HR&A, Mithun, Berk and MRA International for their time today. The work is just beginning on the Master Plan and he's excited for the process.

## **8. Public Comments**

Lillian Sherman commented about the slide on community services and noted for five years the Market Foundation has been focused on a community health model and their needs assessment is evaluated annually. The reports speak a lot to a lot of the topics addressed today. She's looking forward to that conversation.

Christine Vaughan commented she would like to see outreach expanded to include areas such as Renton. She listened in on the mission identity and brand discussion and brand and mission were never defined. She wondered if those definitions would be the same for all and she wants to make sure farmers are part of the future of the Market. Christine encouraged early engagement with the community in order to dispel rumors. She hopes the Market Historic Commission is part of the conversation and noted city government has encroached several times over the last year on Market governance with regards to management of Pike Place and decisions made by the Market Historical Commission. She would like to see the governance of the Market housed with the PDA, not an outside organization.

Bob Braun thanked the volunteer councilmembers for dedicating their time to this important process. He does not buy into the rumor regarding secret meetings but he encouraged outreach to many stakeholders to ensure a good outcome. He noted the current Market structure started with the Friends of the Market. The PDA is crucial role but it's not the only role and he would like to ensure everyone is invited to the table.

Heather Phil thanked the council for allowing the public to attend. She commented the number one issue she hears is concern about crowding at the Market which keeps locals away. She thanked the PDA for managing crowds and hopes the PDA can gain management of Pike Place with commission approval. She shared feedback from John Higgeman who manages farmers markets in Seattle, who said farmers don't like to sell at Pike Place due to red tape and traffic. She asked what can be done to ensure the farmers come back suggesting connections to the waterfront, maybe through the Overlook Walk. She would like to see the Market Historical Commission briefed on this topic and she encouraged past MHC board members to be brought into the process.

Skip Knox noted he's been going to the Market a long time. He commented it would have been great to have the meeting broadcast on TVW or the Municipal Channel. He hopes as the process continues there is an effective means for getting a variety of people from Seattle, especially those not already a part of the Market. He hopes the market considers climate collapse in the master plan process. He noted the Market is an ecosystem and one change can affect many other things.

Joan Paulson commented the Market is open for business 363 days a year and from October through April there needs to be more local visitors at the Market to stay sustainable. She would like to see a marketing plan address local visitors. Joan commented she feels this plan will address BIPOC populations but would like to better understand the current demographics of business owners at the Market. She would like to see a bottom up approach to the planning process and less top down.

Bob Messina thanked everyone for a good kickoff to the master planning process. Bob mentioned he heard during the presentation about underutilized retail space but would like to know more about that and what specific plans are in place regarding that statement. Bob also commented he would like to hear more specifics on what aspects of the Charter and governance would change and why they would need to be changed. He would like more specifics shared on the plan.

Devin McComb thanked Karin Moughamer for organizing the retreat and Matt from Perkins Coie for his work on the A/V.

### **9. Adjournment**

The meeting was adjourned at 4:19 p.m. by Devin McComb, Chair.

Meeting minutes submitted by:

Karin Moughamer, Executive Administrator