

Pike Place Market PDA Council Special Meeting Minutes

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

Date: Tuesday, January 31, 2023

Time: 4:00 p.m. to 5:00 p.m.

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

Join Zoom: <https://us02web.zoom.us/j/82581374280>

OR Dial 253-215-8782 (alternative number 253-205-0468), Meeting ID: 825 8137 4280

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

Staff/Consultants Present: Mary Bacarella, Karin Moughamer, Amy Wallsmith, Erica Bates, Sabina Proto, Zack Cook, John Turnbull, Candace Damon, Sulin Carling, Mike Rubin, Evan Bourquard

Others Present: Heather Pihl, Patrick Kerr, Haley Land, Christine Vaughan, Irene Wall, Bob Messina, Joan Paulson, Lillian Sherman, Colleen Bowman, Clint Bennett, Bryan Glynn, Skip Knox

The meeting was called to order at 4:03 p.m. by Devin McComb, Chair

1. Administrative

A. Approval of the Agenda

The agenda was approved by acclamation.

2. Public Comment Including the Market Community

Bob Messina believes the Master Plan encourages speculation without support and he provided the example of reforming the PDA Council composition. Bob also noted the scope contains contradictions and provided several examples contained in the scope.

Heather Pihl commented she doesn't understand a rush to approve the scope of work and she encouraged the council to delay the vote. She also commented Friends of the Market can be a valuable resource during the master planning process and she hopes the Council engages with that organization.

Joan Paulson commented she did not see the existing PDA bylaws and charter represented in the scope of work and believes they need to be included. Joan commented that in conversations with Victor Steinbrueck during the formation of the PDA, the terms "highest and best uses" was not to be used. She believes the scope of work needs to be revised, feels meetings regarding the master plan need to be conducted in a public forum and requested a second public comment during today's meeting.

Skip Knox asked how to access the scope of work. Staff commented they will provide him a copy.

3. Discussion Items

A. Master Plan Scope Presentation

Mary provided an introduction noting this has been in the works for a number of years but delayed due to COVID. This plan is to address the sustainability of the Market across a number of variables including

preservation and finances and this will help the Market plan for the future. She reiterated this is the beginning of the process to strategically address how the Market will remain vital in Seattle.

Devin McComb noted the process is aimed at getting people to think critically about how the Market works and to think about the future. The work of the Master Plan will be a combination of staff work and council work.

Margaret Norton-Arnold asked for information regarding how the advisory group has worked with PDA staff. Mary Bacarella responded the scope was developing using the outcomes of the Council retreat in November.

Candace provided an introduction and review the goals as outlined in the scope, which includes:

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).
2. Preserve the physical plant while improving operations, enhancing visitor experience, and embracing environmental sustainability.
3. Reorient PPM to a local audience with a business model that makes PPM a place for people to live and work in Seattle to shop and gather, and a “seat at the table” on relevant local policy issues.
4. Build PPM’s financial strength.
5. Ensure PDA governance structure supports implementation.

Patrice Barrentine joined the meeting at 4:20 pm.

Sulin Carling review each of the goals and objectives as follows:

Goal 1 Objectives:

- Establish a diverse community of merchants, businesses, and residents in a historic space
- Expand independent businesses offering regional farm products, prepared and unprepared foods, and crafts
- Maintain the notion of Meet the Producer by continuing to support farmers and agriculture
- Curate a mix of market rate and affordable goods and services to both ensure market authenticity and viability
- Incorporate PPM’s social impact and DEI efforts into its marketing strategy and brand
- Maintain PPM’s range of affordable housing and social service offerings
- Include BIPOC entrepreneurs representative of the population
- Attract a more diverse local visitor base, in terms of race, country of origin, and other characteristics
- Honor and acknowledge PPM’s location on Native American land and historic concentration – and subsequent loss – of AAPI businesses

Goal 2 Objectives:

- Make capital investments to preserve historic physical plant and enhance modes of operation
- Make capital expenditures for improved visitor experience
- Adopt sustainable design and aspire to carbon neutral operations by 2035
- Identify new uses and plans for adjacent public rights-of-way, including re-thinking Pike Place (the street)

Goal 3 Objectives:

- Achieve a retail mix and programming that reflect contemporary Seattle consumer preferences and compete with online
- Grow and leverage PPM's influence to play a leading role in Seattle policy development on relevant topics such as downtown and waterfront planning, food policy, and economic development

Goal 4 Objectives:

- Expand earned revenue
- Build larger financial reserves
- Secure ongoing financial support from the City and other local entities
- Identify other new financing vehicles, sources, and strategies

Goal 5 Objectives:

- Reform governance structure and processes including Council composition and self-governance, governance structure, charter, bylaws, and tenancing processes to support achievement of above objectives

Sulin Carling provided a brief overview of each of the tasks outlined within the scope and showed on a timeline when each of the tasks will be worked on.

Devin McComb clarified the advisory group along with PDA staff did review two drafts of the scope to ensure it contained the right balance of information in order to have a discussion on the scope at today's meeting.

Margaret Norton-Arnold commented she appreciates the approach to stakeholder engagement and believes it will result in divergent opinions. She commented she would like to hear about areas of divergence and referenced a statement on page 8 that discusses "alignment and convergence."

David Ghoddousi commented he wished he had heard more about the process early and seen the scope earlier. He commented he's confused on why the PDA is hiring a consultant on what direction the PDA should take the Market. He commented on several topics that he doesn't believe is included in the scope including staffing and the waterfront. He believes the intent is good but is used to talking through documents like this through committee.

Devin McComb asked if David Ghoddousi thinks the Pike Place Market should have a Master Plan. David Ghoddousi responded he thinks the Market should have a 5-10 year plan and there are other ways to get advice on different topics rather than engaging in a master plan.

Devin McComb discussed the merits of creating a master plan and that the council will be the ones to make decisions about the master plan.

Candace Damon commented she looks forward to working with councilmember Ghoddousi and she connected the questions he posed with the task that is outlined in the scope of work. She commented the goal tied to governance reform is in the scope to allow flexibility to address those changes should it come up throughout the process and it may in the end result in no changes to governance.

Gundeep Singh commented the elements of the scope are inclusive of language, ideas, and tasks that were included in the original RFQ that was circulated to the public and which received proposals from

around the world. He disagrees with the idea this information is being sprung on the council and Mary Bacarella has been providing updates throughout the process.

Paul Neal commented he supports the scope of work and he believes the goals are ambitious. He believes the Market needs to move thoughtfully and deliberately in the planning process. The plan is intended to set the ambitions and to layout plans for the council and committees to work through. He is looking forward to the five council meetings that will bring the council together to discuss key milestones in the process.

Margaret Norton-Arnold commented she's in full support of the master plan but noted she feels that some of the language indicates a decision may have already been made about a certain topic. She wonders if there are times throughout the process to pause and think. She questioned if the workshops is the opportunity to do that. She also noted there is some language in the scope that are hot button phrases that make people concerned. She is excited for the physical planning portion of the scope.

Ray Ishii asked what the total budget is for the master plan, including other resources that may be needed. Mary Bacarella responded she doesn't have a final total. Ray Ishii clarified he is interested in knowing the value of the staff time on this process and how much the Market is investing in the overall master plan.

There was a conversation on how an overall budget should be developed and if there should be an allocation of staff time on that budget. Arguments were made on whether it's appropriate to include staff time in the budget.

Paul Neal noted council made this project a priority and have directed staff to do this work.

Ray Ishii further questioned if there is more to the budget and if additional staff will be needed to do the work.

Gordie McIntyre asked if there will be additional asks for money above the \$785,000. Devin McComb responded no. The amount listed on the scope will allow the consultants to do the work outlined in the scope.

Russell Monroe asked if there is a Task 18. Sulin Carling responded, no, there is no Task 18 and it's a typo.

Russell Monroe asked about the optional task of implementation and if there is a deadline for making that decision and if there is an amount tied to that work. Sulin Carling responded there is no deadline and the details will be identified as the work moves forward. If the PDA wished to engage with HR&A in the work identified for the first year, they would provide a new scope of work and budget.

Gundeep Singh noted during creation of the PDA budget there were discussions of staffing to support the master plan work and it was determined that for the creation of the master plan the PDA has the appropriate staff in place. He added some of this work would have needed to be done anyway and putting it all together in a master plan allows for synergy.

Nick Setten commented he wished to see more details in the community outreach plan and noted he didn't see specifics with regards to the Historical Commission or Constituency. He would like to know

how this project will completely engage the public in the process. Nick noted the Constituency will need to vote on any changes to the Charter and questioned what would happen if the Constituency did not support those changes. He concluded he has lots of questions and looks forward to diving into them during the process.

Patrice Barrentine commented she is excited about this opportunity and appreciates having the forum to engage with a council with different viewpoints. She is not concerned about staff time and this work falls under the responsibility of the ED. She believes showing the value of the master plan would be a good tool to have in the future. She believes the plan is thorough and ambitious and believes there is opportunity to be flexible during the process to be as inclusive as possible.

Russell Monroe supports the comments from councilmember Barrentine and he's excited to start this work. He believes it's important to have a document that future councilmembers will be able to use and it's something he feels is important for the organization to have in place.

Gordie McIntyre commented that management by objectives didn't work for businesses he's worked for in the past. He feels HR&A has told us in the scope everything we already knew and the initial \$30,000 for their work was worth the money. He questioned whether paying them 25 times that amount is worth it for HR&A to keep telling the PDA what we already know. He commented the PDA just needs to keep doing what it's doing and there may be opportunity to get some free work for carbon neutral objectives. He believes spending \$785,000 is unnecessary as the PDA is already doing a good job with many of the initiatives outlined in the scope.

Nick Setten commented the master plan is a way to be transparent and collaborative and it's crucial the PDA doesn't do this plan in a bubble. He questioned some of the language used in the scope and does believe the PDA is doing a good job in many of the scope areas.

Gordie McIntyre believes a grant writer should be hired to interact with federal or state agencies to obtain federal funding. He thinks the elevator could have been paid for by the federal infrastructure program. Devin McComb commented this is an example of a topic that could be explored during the master plan process.

Nick Setten asked if the resolution passes, what are the next steps. JJ McKay responded this should be discussed during the resolution.

B. Proposed Resolution 23-04: Authorization for Contract Authority – Consulting Services with HR&A to Develop Master Plan for the Pike Place Market

Devin McComb introduced Proposed Resolution 23-04 which states:

WHEREAS, the Pike Place Market Preservation and Development Authority (PPMPDA) was chartered by the City of Seattle pursuant to RCW 35.21.730 et seq. with the mission of promoting enterprises essential to the functioning of the Pike Place Market, including the preservation and expansion of the low-income residential community, the promotion and survival of small businesses, and the expansion of services to the public market and community; and,

WHEREAS, in order to maintain the viability of the Pike Place Market the PPMPDA has undertaken an effort to identify and address strategic issues that may directly affect the future of the Market; and,

WHEREAS, after several years of discussion, the focus of the December 17, 2020 PPMPDA Council Retreat was identifying the framework and goals of embarking on a master planning process; and,

WHEREAS, the COVID-19 pandemic delayed the master planning process but in 2022 the PPMPDA determined that consultant services are necessary to begin the process; and,

WHEREAS, the PPMPDA solicited Requests for Qualifications for development of a Master Plan in accordance with its Purchasing Guidelines and selected HR&A Advisors to develop a long-range, integrated Master Plan, inclusive of real estate, supporting infrastructure, business capacity and financing; and,

WHEREAS, the PPMPDA Council approved Resolution 22-32 authorizing the PDA to enter into a contract with HR&A Advisors to develop a scope, budget and timeline for work associated with the Master Plan; and,

WHEREAS, the PPMPDA Council along with staff, HR&A and additional master plan consultants, held a retreat on November 17, 2022 to identify goals and objectives for the PPM over the next 50 years in order to help guide the master plan process. Those goals and objectives, along with the budget and timeline are included in the scope of work attached as Exhibit A.

NOW, THEREFORE, BE IT RESOLVED that the PPMPDA Council authorizes the Executive Director to enter into a contract with HR&A to develop a Master Plan inclusive of the details outline in the scope attached as Exhibit A in an amount not to exceed \$785,000.

JJ McKay moved the proposed resolution and Patrice Barrentine seconded the motion.

In response to Nick Setten's earlier question, Devin McComb noted the schedule in the scope and the PDA staff will participate in a kick off meeting. Sulin Carling added Berk will bring a draft outreach plan to the kick off meeting for staff to review and provide input.

There was a conversation about what aspects will come back to council versus approved by staff. Mary Bacarella stated she'll work with Devin McComb to identify those key items for council review.

Nick Setten asked if members of the master plan advisory group will participate in the bi-weekly meetings. Devin McComb responded no and the work will now go through the executive committee. Nick Setten asked if a constituency elected representatives could be a member of the advisory group should they be a part of the bi-weekly meetings.

Margaret Norton-Arnold asked for clarification on where the work will take place. Devin McComb responded the regular engagement and touch points will be worked through the executive committee. He clarified there will be some work that will be done with Mary's approval, such as survey approval.

Margaret Norton-Arnold asked if the scope is approved does that mean the scope is a done deal. Devin McComb responded yes as the scope of work is attached to the resolution.

There was a discussion on what aspects of the scope could be changed tonight while still approving the resolution.

Paul Neal suggested if there are fundamental changes that would affect the budget, deliverables or timeline, that would be a material change and should be worked through tonight. If it's not material then the scope changes could be made during the master plan process.

Gordie McIntyre noted the Constituency has asked the PDA representatives to make an amendment and if accepted the Constituency would vote yes on the resolution. That amendment would be to include language that states the charter will not be changed. Gordie asked if an amendment should be made and looked to other constituency seat members for their input.

Nick Setten responded he agreed with the statement made by Candace Damon about ensuring the scope allows for exploration of governance changes to support the master plan work, should that be necessary down the road.

Russell Monroe responded tonight's vote is not to change the charter, it's to allow the PDA to do suggested work. He would like to hear the consultant's professional opinion about how to manage the Market into the future.

Candace Damon added she is not a strict constructionist and together the collective task is to develop a master plan that will be different than the intended scope approved tonight. Adjustments can be made throughout the process.

David Ghoddousi made a motion to amend the scope to change the language under Task 14, Paragraph 4, replacing "identifying highest and best use of certain spaces based on our market scan" with "identifying certain spaces aiming to balance the goals of promoting successful businesses in the market that promote positive social impact."

No councilmember seconded the motion. The amendment was not considered.

Patrice Barrentine called for a vote of the resolution.

For: Gundeep Singh, Nick Setten, Margaret Norton-Arnold, Paul Neal, Russell Monroe, Ray Ishii, Patrice Barrentine, JJ McKay, Devin McComb

Against: David Ghoddousi, Gordie McIntyre

Abstain:

Proposed Resolution 23-04 passed by a vote of 9-2-0

7. Concerns of Councilmembers

Sulin Carling provided clarification on the term "highest and best use," tenant mix and programming responds to a list of goals including social impact, and it's not an isolated measurement but one in a list of many.

Russell Monroe noted there will be elections this summer and as was recommended by the nomination committee now is the time to start thinking about elections.

Paul Neal thanked Sulin and Candace for their time today.

Nick Setten commented he's excited to dig into the Master Plan scope. One of the best strengths of the Market is its ability to make positive use of tensions between players and the master plan is an opportunity to do just that.

Devin McComb noted he is open to having conversations on this topic with any councilmembers and the public.

Nick Setten commented city council will vote on the MHC amendment on February 7th.

8. Adjournment

The meeting was adjourned at 5:53 p.m. by Devin McComb, Chair.

Meeting minutes submitted by:

Karin Moughamer, Executive Administrator