

Pike Place Market PDA Council Meeting Minutes

Date: Thursday, August 31, 2023

Time: 4:00 p.m. – 6:00 p.m.

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

Join Zoom:

<https://us02web.zoom.us/j/81690121247?pwd=eNoZTNzMjlWSXNuYWR5TWxMR010dz09>

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

ALL PPMPDA COUNCIL MEETINGS ARE BEING HELD BOTH IN PERSON AND VIRTUALLY VIA ZOOM.

Council Members Present: Devin McComb (Chair), JJ McKay (Vice-Chair), Jan Hendrickson (Secretary/Treasurer), Patrice Barrentine, David Ghoddousi, Ray Ishii, Gordie McIntyre, Paul Neal, Margaret Norton-Arnold, Nick Setten, and Gundeep Singh

Staff/Consultants Present: Mary Bacarella, Karin Moughamer, John Turnbull, Juan Medina, EJ Griffin, Amy Wallsmith, Erica Bates, Deb Guenther (Mithun), Rosemarie Gregoire (Mithun), Ashley So (HR&A), Sulin Carling(HR&A), Candace Damon (HR&A), Maddie Immel (Berk), Mike Rubin

Others Present: Bob Messina, Joan Paulson, Chris Scott, Lillian Sherman, Mason Lowe, Angie, Annie Lannin, Christine Vaughan, Heather Pihl, and one other member of the public

The meeting was called to order at 4:02 pm by Devin McComb, Chair.

1. Administration

A. Approval of the Agenda

The agenda was approved by acclamation.

B. Approval of the July 27, 2023 Meeting Minutes

The July 27, 2023 Meeting Minutes were approved by acclamation.

C. Approval of the August 17, 2023 Special Meeting Minutes

The August 17, 2023 Special Meeting Minutes were approved by acclamation.

2. Public Comment Including the Market Community

Mason Lowe introduced himself as the Deputy Director of the Pike Place Market Senior Center and commented the work of these two organizations ties in closely with the Food Life component of the Master Plan. He noted the Senior Center provides many meals throughout the year and serves as a network to other Market services. The Senior Center partners with organizations across the Market.

Angie Wood introduced herself as the Director of Programs at the Pike Market Food Bank. She expressed excitement at the topic of Food Life. From a survey, it was indicated the Pike Market Food Bank is the most used service in the Market community. Food access was listed as the highest priority among residents and vendors. The food bank is only one located downtown.

Devin McComb thanked Angie Wood and Mason Lowe for their comments and their organizations' work in the Market.

Joan Paulson commented her August 17th comments were misquoted and she would submit her written comments to be a part of Council records. Earlier in the meeting she had called point of order to make a change to her comments as they were recorded. She commented she was in opposition to Proposed Resolution 23-45. She also commented in reviewing the Food Life presentation, she felt it did not understand the history of the Market.

3. Discussion Items

A. Food Life Nexus Workshop

Candace Damon started by noting the presentation was abbreviated given previous conversations and feedback, leaving more room for discussion. She continued in giving a recap of the social services discussion and shared takeaways from the consultants, including:

1. There is an interest in defining the Market's current and future roles around social services (including as landlord and facilitator).
2. As a result, there is a need to build more regular, open, and meaningful dialogue and relationships between the PDA, Foundation, and other partners to conduct joint planning and goal-setting to execute the goals of the Market as a social service provider.
3. From a social support perspective, the Market's primary focus is on its immediate community, defined as business owners, their employees, and Market residents.
4. Social service needs are evolving and are exacerbated by Seattle's housing affordability challenges.

The PDA could take the lead on addressing some and could identify ways to facilitate and/or partner on addressing others. Major needs include:

- More affordable housing
- Subsidy for farmers and other workers to ensure their continued presence
- Improved worker conditions – ranging from break rooms to healthcare*
- Physical upgrades to the Food Bank

5. Physical accessibility improvements are important to serving a diverse Market community and its visitors. They also entail significant financial and space challenges.

*Acknowledging that the PDA cannot provide the latter directly.

Candace Damon reviewed the agenda for the discussion. The points of the meeting's discussions were defining food life, city markets as regional centers for food life, and a Pike Place Market food life strategy and discussion.

Candace Damon then reviewed the goals that would be impacted by focusing on food life as a major role of the Market. She noted the visual will change as the discussion moves forward, sharing a new visual with the roles clustered in overlapping circles.

Mike Rubin defined food life in the context of a role the Market could play. He highlighted its ability to have sustainable sources of food and authenticity. He identified 8 dimensions, which included:

- Multicultural interfaces and influences
- Diversity, connectivity, and inclusion
- Culinary techniques and innovations
- Accessibility and addressing food scarcity
- Food equity from production to consumption
- Land-based food sources and systems "terroir"

- Regional sustainability
- Aquatic food sources and systems “merroir”

He continued in discussing the unrealized potential in developing a clear identify of PNW cuisine and having the Market be a place to foster culinary culture and local authenticity.

Mike Rubin discussed city markets as food life centers and provided a chart of other markets around the world to compare and study. The chart ranged from serving locals to being a destination and from produce focused to product focused. There were six markets identified for case studies. He highlighted the best practices found in reviewing these markets, including:

1. Tenant curation
2. Shifts in dining patterns
3. Local connectivity
4. Unique to the region
5. Programming and animation
6. Producer participation
7. Partnership relationships

Deb Guenther discussed how the use of the Market’s space has evolved from mixed use with a focus on food to mainly retail space.

Sulin Carling reviewed a chart indicating the major revenue drivers at the Market have been food based businesses, which includes restaurants, farm, and food stalls.

David Ghoddousi joined the meeting at 4:30p.m.

Mike Rubin presented a potential strategy for the Market to become more balanced in its offerings of produce/product to both tourists and locals. This strategy included curating food offerings and experiences, renewing the “Meet the Producer” strategy, and adapting to changing context.

Mike Rubin reviewed potential physical strategies for space at the Market, including:

- Taste of the Market
- Restaurant incubator
- dining cluster of restaurants
- Cooking studio
- Waterfront connection
- First Nations food and culture anchor experience
- Programmable space
- PNW winery center

Candace Damon added her experience in visiting the Union Square Greenmarket in New York and how it could be compared to the Market. She noted the tourists were necessary to the success of the Market, but there was a way to advance the idea of the Market suiting the needs of locals.

Deb Guenther presented three areas within the Market where these strategies could be implemented including:

- Soames Dunn Courtyard
- Economy Market Atrium

- Parking Garage / waterfront connection

Candace Damon emphasized why food life was being discussed as it relates to the goals of the Master Plan based on interviews, case studies, data, and physical analysis. She noted centering Food Life in the Master Plan could be an animating idea and wondered if the Council agreed or if they'd like to see other proposals of central ideas.

Nick Setten commented he appreciated the inclusion of Meet the Producer, but wished it would have come earlier in the presentation. He felt it was a central idea and Food Life falls under it. He added in his tours visitors were often interested in places that were off the beaten path and that it ran the risk of playing catch up. Additionally, he noted the Market offered higher quality products and had a history of doing so. He liked the idea of an apple festival and added there used to be similar festivals, such as a cheese festival. He asked how to offer these festivals as more than just a one off event. He continued in noting the Market already has components of being a winery center. He wanted to ensure the changes positively emphasize what is already available and done.

Devin McComb referenced a public comment from Haley Land from a previous meeting. He noted there was a desire for elevated dining experiences but also a need to create affordable options. He cited a social media post from the marketing team on how to [eat cheaply at the Market for less than \\$25](#). He commented there was tension in creating an environment that offered affordable experiences while also generating profit for vendors.

Mary Bacarella confirmed with Nick Setten he was not suggesting Food Life would replace what was already at the Market. She added many countries were represented in the Market and there were many types of available. She felt the Master Plan was drawing attention to what was already here and building upon what already existed at the Market.

Nick Setten confirmed he did not believe it was replacing anything, but some of the language used in the presentation was generative.

Devin McComb commented there was a tension between revenue generating legacy businesses and new businesses. He noted these businesses did not need to be fixed, but in order to find space to incubate businesses, this could be a challenge.

Gordie McIntyre noted the Athenian used to purchase all their ingredients from the Market.

Margaret Norton-Arnold commented she enjoyed the comparison to other markets and understanding they're facing similar issues. She appreciated the examination of spaces and potential future use. She disagreed this was replacing any business, but elevating what has existed in the Market and making it an enticing location to locals. She supported working with Food Life as a central theme.

Patrice Barrentine commented she believes this idea of centering Food Life pulls in the Charter and supports the idea of leaning into PNW food culture as it is a great fit. She responded to Nick Setten's comment in saying there should be more partnerships such as the MLB event in July and focusing on the unique producers. She noted there are multiple ways to focus on curation.

Paul Neal seconded the comments of Margaret Norton-Arnold and Patrice Barrentine. He wanted to see the two alternatives in order to have a more holistic look at the PDA's potential role in the future of the

Market. He asked how Meet the Producer could be made relevant for a new local audience. He felt the presentation worked toward that idea. He felt locals were aware of the Market and the purpose was to drive up frequency and engagement. He wanted to consider the expansion and remodel of the Waterfront in the Master Plan process and whether it was aimed at tourists or locals.

Ray Ishii agreed with Paul Neal in that he wanted to see the other plans. He wondered which roles were also foundational centers of the plan. He noted financial sustainability was important but hoped it would not be the only focus going forward.

JJ McKay commented he felt positive about Food Life as a center as many people come to the Market for food. He wondered if there would be outreach to visitors to the Market. He liked seeing the old map of the Down Under but noted it would not be feasible to offer that today.

Mary Bacarella noted there had been a survey for visitors. Maddie Immel confirmed over 2,300 people had responded to the survey. Mary Bacarella noted the results would be shared at a future meeting. Maddie Immel added 78% of respondents indicated food was the reason they had come to the Market. They would sort through key information as the survey had closed recently.

Paul Neal commented Food Life was a unique and powerful strength the Market possesses. He also commented it was important to identify partners and the role the PDA would play in it.

Jan Hendrickson commented Food Life made sense as an organizing principle. She commented the Master Plan forces the PDA to look ahead and it's important to adapt to future changes. She felt the world has changed since COVID and Food Life was key in adapting. She expressed excitement in seeing the data and wanted to see data about the crafters. She did not feel it was impossible to support Food Life as a central concept and support crafters.

Mary Bacarella clarified focusing on one role would not mean abandoning the other roles. She wanted to know what it would look like to center one role and have the other roles around it. Candace Damon commented choosing one role was creating a strong spine that grounds the plan. She noted the consultant team felt strongly that the Food Life was one role that has a strong history tied to the Market and potential for growth. She noted the other roles they would examine as central roles are the roles of business incubator and downtown anchor.

Jan Hendrickson commented the intent of the Waterfront was to serve the region. Tourists are welcomed, but it is a locals-first project. She agreed with Paul Neal there needed to be further conversations on the Waterfront's future and its connection to the Market as well as downtown.

Gundeep Singh agreed it was important to have an overarching theme guiding the Master Plan and he was excited at this identified theme. He wondered whether the end product of the Master Plan would be detailed or more conceptual. Candace Damon answered it would be a mix given the scope of a 50 year plan. It would be an informed take on the next 10 years given the desired direction of the Market. She requested the Council offers feedback on what they'd like to pursue. Gundeep Singh asked if there would be designs included in addition to quantitative and qualitative suggestions. Candace Damon confirmed the end goal is to provide a comprehensive plan.

JJ McKay commented he appreciated the data in forming a Master Plan. He did not want to romanticize what the Market was or what it could be. He noted the trend in shoppers moving away from drycleaners and toward laundry mat use.

Patrice Barrentine asked if viewing the other potential strategies would delay the timeline. Sulin Carling reviewed the timeline and upcoming discussions. She noted they were on schedule as they had planned on sharing three scenarios. The consultant team would be sharing fully formed ideas to the Council to respond to soon. She noted Mithun would lead the next discussion on physical ideas, a full discussion on DEI would follow, and emerging themes would come at the end of September. In October, she noted there would be an opportunity to workshop ideas.

Devin McComb encouraged everyone to review the full slide deck.

4. Programs and Information Items

A. Council Chair Report

Devin McComb provided the following updates:

- He enjoyed Sunset Supper and it was great seeing members of Council. He looked forward to next year.
- He requested feedback be shared outside the meetings as well.

B. Executive Director Report

Mary Bacarella provided the following updates:

- Elevator updates and funding were in the final stages.
- Mee Sum Pastry had their 40th anniversary celebration earlier in the month.
- Folio will host a District 7 Candidate forum on September 15th.
- Budget season is underway.

C. Committee Chair Reports

Gundeep Singh gave an update on the Finance and Asset Management Committee meeting. He discussed:

- Continuing strong performance.
- Finding small ways to improve especially as we enter budget season.
- Finding creative ways to save money.
- Good progress has been made on accounts receivable especially post-COVID payment plans.
- There has been a lot of work by the Commercial team in bringing leases to FAM.

Gundeep Singh left the meeting at 5:46p.m.

Patrice Barrentine gave an update on the Market Programs Committee meeting. She highlighted:

- There was a presentation on the PDA 50th anniversary event on June 3rd. It was the highest ever local participation even with three cruise ships in port.
- A presentation on a social media campaign.
- The MLB was the most covered event ever at Pike Place Market.

D. Nomination Working Group Update

Jan Hendrickson provided an update on the nominations of committee chairs and changes to the structure of committees. She noted the members of the working group were Jan Hendrickson, Paul Neal and Russell Monroe. Each of them representing the three types of councilmembers in order to create a

balance in perspective. She highlighted typically an Executive Committee should include all officers for best practice. The PDA Council currently does not have the Secretary/Treasurer nor the Vice Chair on the Executive Committee. The attached proposed resolution would address this. The changes proposed in the September resolution included:

- The Council Vice Chair would assume one of the at-large positions.
- The Secretary and Treasurer positions would be separated.
- The Secretary will have a vote on the Executive Committee.
- The individual who chairs the Finance and Asset Management Committee will also be the Treasurer of the Council.

Jan Hendrickson noted this would be in front of Council for adoption in the September meeting. It would allow for 15 days' review. Devin McComb noted the Executive Committee formerly had six members, but one position was lost when a committee was dissolved. Gordie McIntyre asked if there should be a stipulation that at least one member be a Constituency appointed representative. Jan Hendrickson commented that was a good question and raises the question of how these positions are represented. She noted there would be more discussion on how to ensure the Constituency members vote in representatives who would pursue leadership roles.

5. Action Items

A. New Business

There was no new business.

B. Consent Agenda

- i. Resolution 23-39: Authorization for Contract Authority – Remodeling PDA Office Women's Restroom
- ii. Proposed Resolution 23-40: Authorization for Contract Authority – Stewart House SRO Units Exterior Painting
- iii. Proposed Resolution 23-41: Authorization for Contract Authority – Garage EV Charging Station Installation Rebate Program
- iv. Proposed Resolution 23-42: Employee Medical and Dental Coverage 2023-2024
- v. Proposed Resolution 23-43: Authorization for Contract Authority –Repaint Garage Stripes
- vi. Proposed Resolution 23-44: Lease Proposals August 2023

The Consent Agenda was approved by acclamation.

6. Public Comment

Chris Scott commented there were a small number of eateries in the Market that needed to increase their quality. He proposed a secret shopper style audit of restaurants.

Annie Lannin asked what the best way was to send in feedback. Karin Moughamer answered it was best to email pdacouncil@pikeplacemarket.org.

Christine Vaughan commented she had three thoughts. She felt everything could be done within the rules of the Market. She urged the Master Plan move through the funnel of the systems that have protected the Market so far. She added she believed the curation of new businesses was important and hoped it would be done without threatening existing businesses. On the topic of partnership, she noted Pike Place Market assisted in the creation of farmers markets outside of the Market. She wondered if the setup of those Markets could have been done in a way to benefit Pike Place Market and Market

farmers as a brand. Her final thought was one of the stories of the Market was Meet the Producer and everything falls under that.

Joan Paulson commented on page 23 the statement of Food Life read as gentrification. The Market has a range of businesses. She worried the aim of intentionality was not for locals and was in opposition to Meet the Producer. She commented the Market was moving toward a private enterprise, such as the Waterfront, Convention Center, or DSA. She expressed concern the consultants' work would mirror the renovation of the Space Needle.

Bob Messina commented on the ideas proposed surrounding the Economy Market Atrium. He did not feel expanded retail space would help and felt it would infringe on space for visitors to move. He added a noise reduction strategy was unnecessary as it serves as a quiet space in the Market. He worried the Market would be less quirky and exploratory. He concluded with concerns over cost.

7. Concerns of Councilmembers

David Ghoddousi noted it was his final day on Council and it was hard to say goodbye. It had been a great time working at the Market, watching the successful Market renovations, and seeing the completion of the Marketfront. He thanked the Council, Mary Bacarella, the Constituency, and the Market community. He thanked everyone for their time and wished them all the best.

Nick Setten echoed Gordie McIntyre's concern over the makeup of Executive Committee. He seconded Christine Vaughan and Joan Paulson's comments and opposed the creation of a monoculture at the Market.

Gordie McIntyre commented he had always been in favor in seeking federal funds to support the Market and had recently seen Mackenzie Scott and Melinda Gates funding Waterfront projects. He welcomed KNKX as new neighbors to the Market.

Patrice Barrentine thanked David Ghoddousi for his 18 years of service and she would miss their conversations on the way to transit post meetings.

Mary Bacarella thanked David Ghoddousi for his work on Council and running a bookstore in the Market. She expressed how he often taught others about the history of the Market and he would be missed.

Devin McComb encouraged everyone to learn from David Ghoddousi in coming early to meetings. He thanked him for always being welcoming in meetings. He added that he would keep David Ghoddousi's tradition of asking for the warranty on all items brought before Council. He noted the 18 years served were a lot of meetings in addition to the Constituency meetings and the Market was better for his service.

8. Adjournment

The meeting was adjourned at 6:13 p.m. by Devin McComb, Chair.

Meeting minutes submitted by: EJ Griffin, Executive Administrator