

Pike Place Market PDA Council Meeting Minutes

Date: Thursday, January 25, 2024

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/85463342076?pwd=QjVTWjFVUDFGZDVON2ZMVMZ1eFlxdz09>

Meeting ID: 854 6334 2076, Passcode: 842779

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

Council Members Present: Devin McComb (Chair), Patrice Barrentine (Vice-Chair), Jan Hendrickson (Secretary), Gundeep Singh (Treasurer), Gina Karaba, Ray Ishii, Gordie McIntyre, Russell Monroe, Paul Neal, Margaret Norton-Arnold, and Nick Setten

Staff/Consultants Present: Mary Bacarella, Erica Bates, Susan Brems, Madison Bristol, EJ Griffin, Juan Medina, Karin Moughamer, Sabina Proto, John Turnbull, Amy Wallsmith, Sulin Carling, Candace Damon, Ashley So-Tang, Evan Bourquard, Rosemarie Gregoire

Others Present: Jean Batemen, Jon Cracolici, Ruth Danner, Randy Dixon, Barnaby Dorfman, Craig Eidsmoe, Pamela Hinckley, Tiffany Hitt, Liz Hughes, Jon Kiehnau, Skip Knox, Minh Chau Le, Bob Messina, Joan Paulson, Heather Pihl, Craig Scott, Lillian Sherman, Elisa Shostak, Conrad Steinbreuck, Christine Vaughan, and three other members of the public.

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

1. Administration

A. Approval of the Agenda

The agenda was approved by acclamation.

B. Approval of the December 20, 2023 Special Meeting Minutes

The December 20, 2023 Special Meeting Minutes were approved by acclamation.

C. Approval of the December 21, 2023 Meeting Minutes

The December 21, 2023 Meeting Minutes were approved by acclamation.

2. Public Comment Including the Market Community

Ruth Danner commented noting PDA yearly budgets and actuals should be available online going back at least 10 years. For the disparity in the 3% projected revenue growth compared to the 5% projected expense growth, she proposed capping PDA wages. She proposed boosting revenues in shoulder seasons and self-insurance as other ways to raise revenue versus increasing rent. She suggested adding EV chargers with federal grant and containing expenses at 3% growth. She concluded her comments noting the Master Plan should work within the Charter and not work to change the Charter.

Jean Bateman commented the community map do not show the heights of existing buildings within the Market neighborhood, in particular the maps shown at the January 17 Executive Committee Meeting did not show building heights. She noted it was important to reflect density, with two buildings up for redevelopment.

Bob Messina commented that in the presentation for the PDA Council meeting, there was no overt language referring to changing the PDA Charter, Market Historical Commission guidelines, or the Seattle Municipal Code. He noted there had been concerns on this topic. He wanted any potential changes to be addressed and if there were any drafted changes for the three, they be shared. He wanted to confirm there were no changes to the governing documents.

Joan Paulson commented there were no clear definitions for terms and phrases used in Master Plan materials, making it difficult to determine the meaning and intent. She commented the key themes identified from public comments do not reflect potential outcome or changes with attached prices. She noted more time was needed to evaluate the plan fully before more money was spent on the planning process.

Conrad Steinbreuck commented on slide 15, asking for a definition on the expansion of permitted items. He wanted clarification on this idea. He felt it was a backway out versus reinvigorating the Market with farmers.

3. Discussion Topics

A. Master Plan: Public Input Update & Intro to Master Plan Implementation

Candace Damon prefaced the presentation noting the Master Plan development process was reaching its final stages. At the end of the process, the discussion items laid out in the agenda were what was left to be discussed by the PDA Council. She noted most of the discussion would focus on changes to the PDA staff and Council operations.

She noted the mission and values identified were a summary of a narrative based on what the PDA Council, members of the public, and staff wanted to say to introduce the Master Plan. She emphasized this was a positive affirmations of discussions held over the year and was not the full narrative, but matched the tone of what will eventually be a second draft.

She shared the slide detailing the public and Market community outreach efforts in shaping the Master Plan, noting it was one of the most robust efforts she had seen undertaken. She noted there had been other data used in the formation of the plan. She noted the engagement efforts reached those who cared profoundly for Pike Place Market and were asked questions on its Master Plan and they could expect influence based on their feedback.

She then reviewed the key themes emerging from public comment on the Master Plan. She noted there had been positive feedback, but also concerns shared. Of those concerns, she noted some were to come later in the process and other aspects that were missing or underemphasized. In the cases of the latter, those missing elements would be added or corrected.

Candace Damon then noted public engagement will change going forward to allow for participation in a less formal setting such as a PDA Council meeting. She noted:

- The implementation section of the emergency Master Plan will make a variety of recommendations with community engagement moving forward.

- The current Master Plan draft has captured what has been heard thus far.
- There was a process of listening, learning, and recording community feedback in the Master Plan and this will continue in its implementation, capturing specific recommendations raised by the public and community members.

Sulin Carling shared an outline of the Master Plan, noting she would be discussing Market and business operations, PDA and Council operations, and a continued discussion on phasing.

She then reviewed slides on Market and business operations, starting with MHC. She noted there would be details that would need to be decided outside of the plan as well. Topics to discuss with MHC might include:

- Clarification of recommended physical improvements.
- Potential streamlining of Commission's review functions.
- Ways in which the Market can demonstrate sustainability leadership and maintain historic preservation.
- How the Guidelines can facilitate Food Life, re-attraction of locals, mitigating barriers for small owner-operated businesses, and support of financial sustainability.

She then reviewed the topic of challenges to Daystall Farm. Acknowledging that attendance is a challenge to farmers for a number of issues, some topics to potentially explore were identified as:

- Ensuring the Daystall environment aligns with current farming business realities.
- Expanding permitted items.
- Integrating farmers and farm products across the Market.
- Recruiting farmers to the Market.
- Assigning unused Daystall areas for other Food Life programming.

She gave an overview of challenges to Daystall Craft that impact attendance. Potential topics to explore were identified as:

- Identifying ways to lower barriers to entry for new craftspeople and raise attendance.
- Promoting pathways to grow into permanent retail spaces.
- Expanding participation in business training and support programs.
- Assigning underutilized spaces (TBD) for other craft programming.

Candace Damon commented that the consultant team does not want to rewrite the core documents, such as the Charter and the MHC guidelines, which shape the Market. She noted the suggestion was to approach the documents noting that times change and the Market should be positioned for resilience. This may mean a change in the way the rules are interpreted.

She presented five changes the PDA would need to undertake in the implementation of the Master Plan, which were:

- Improving PDA structure and processes.
- Refining the PDA Council's processes.
- Increasing community engagement.
- Establishing data processes.
- Institutionalizing DEI.

She presented an overview of one potential change, which was improving the PDA leasing process and enforcement. Changes might include:

- Continuing the process of streamlining leasing.
- Revising holdover tenancy terms.

She then reviewed ways to expand PDA capacity and accountability, which included:

- Enhancing tenant curation and programming.
- Enhancing the services provided by the PDA.
- Supporting external partnerships.
- Incorporating progress on the Master Plan as a part of the PDA Executive Director's annual performance review.

Next, ways to refine the PDA Council's processes were shared. These proposed ideas were:

- Enabling efficient, nimble management and decision-making processes and greater accountability.
- Creating a new Master Plan committee.
- Evaluating the full Council on its leadership performance annually.
- Establishing annual Councilmember self-evaluation processes.

Candace Damon presented ways to increase community engagement through new and approachable venues. She noted the current structures may not allow for meaningful opportunities for the public to respond. These ideas included:

- Creating an annual PDA engagement calendar and/or additional venues for engagement.
- Conducting Council listening sessions.
- Creating new forums to facilitate greater collaboration and more frequent communication between the PDA, Council, and its partners.

She then presented suggestions to address the need for better data to measure DEI, financial activity, and visitation, such as:

- Collecting tenant demographic data and summarize it in an annual report.
- Creating a centralized point-of-sales (POS) system.
- Collecting visitor traffic data.
- Conducting visitor surveys.

She concluded in presenting ideas on institutionalizing DEI across the Market's organization. Some ideas shared were:

- Establishing data gathering methodologies.
- Creating an Equity Core Team.
- Bring in a facilitator.

Sulin Carling presented phasing of Market, business and PDA operations. She noted some could be started right away and other items may take longer to start. The precise timeline for the projects was undetermined.

Nick Setten expressed excitement at the direction of the Master Plan, especially in regard to the public engagement.

Russell Monroe wanted to know how the PDA and Council will actually implement the plan, and noted it would not be the role of the consultants to determine implementation and actions that would follow the recommendations.

Margaret Norton-Arnold asked how the Council might oversee the implementation of the Master Plan and if there are changes to meeting structures that would need to be made. She asked if there were other organizations like the PDA Council overseeing a strategic plan's implementation. Candace Damon answered this would be a consideration of the consultant team over the next six weeks. Devin McComb noted some portions of the Master Plan would fall under existing committees but it would be to be determined where the plan's progress would be tracked.

Patrice Barrentine noted there have been other committees historically and would require the support of operations staff in some components.

Gundeep Singh questioned who would track progress and manage the plan. He asked if the consultant team would be providing robust suggestions on implementation. Candace Damon answered the team would and could provide a list of firms that could be hired to help with the implementation.

Gina Karaba commented having a committee focusing on the issues facing Daystall would be useful.

Jan Hendrickson commented noting it was good to have a plan to improve public engagement. She encouraged thinking through what the next few years of strategy and action plans might be in order to evaluate committee structures and potential necessary changes. She felt the accountability component would be the most critical.

Russell Monroe suggested the Executive Committee as the best fit to oversee the implementation of the Master Plan. He recommended adding the Market community to the second bullet point. He noted maintaining authenticity and preserving the character of the public market would be done through Market community support.

Ray Ishii commented two standing committees may be insufficient in monitoring the Master Plan. He noted it would be important to establish what key performance indicators might be. He noted there would likely be several tasks associated with each suggested potential change. He emphasized the importance of establishing structures and understanding how big the tasks ahead were. Mary Bacarella noted there would be another level of work with the pursuit of a levy.

Paul Neal commented committees did not need to be entirely made up of PDA Councilmembers, which would help with the added workload. He proposed having longer working meetings at different points during implementation.

Commenting on the presentation, Paul Neal noted there had been lessons learned for better community engagement. He felt it would be useful to hold listening sessions outside of the Market. On the topic of gathering demographic data, the approach would be a holistic one. He requested point two on slide 21 provide a clearer meaning. Gundeep Singh agreed with Paul Neal's comments and noted the presentation was high level, but there would need to be clearer definitions in the final presentation.

Devin McComb asked what the next steps would be and how discussions would inform the next draft of the Master Plan. Candace Damon answered the next draft of the Master Plan would respond to the comments from the community and the last two meetings. Sulin Carling added the first draft of the Master Plan included items presented previously and the second draft would include items discussed in PDA Council Meetings and the Executive Committee meeting in December and January. The next draft would expand upon the takeaways from these discussions and respond to what was heard in those

discussions. There would be room for additional input and changes before the plan is finalized. Additionally, Sulin Carling noted there would be an additional section on metrics. The appendix would include previous presentations, research materials, as well as background documents and analysis. One other component of the next draft Sulin Carling noted was that Mithun would be adding a Sustainability Action Plan that would be ready in the next few weeks.

Paul Neal commented with the next draft, the Council would need to ensure the Master Plan is cohesive and nothing is lost from previous discussions. Devin McComb agreed and noted it was important to introduce the Master Plan drafts in sections to analyze it as thoroughly as possible.

4. Action Items

A. New Business

i. Proposed Resolution 24-04: Establishment of Executive Director Hiring Committee

Devin McComb introduced Proposed Resolution 24-04, 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, the current Executive Director Mary Bacarella has given her notice of resignation, with her last day estimated to be March 31, 2024; and,

WHEREAS, the PDA Council is now tasked with hiring a new Executive Director. Towards this objective, the PDA Council wishes to establish a process that will best ensure a fully qualified person is found for this important job; and,

NOW, THEREFORE, BE IT RESOLVED, that the PDA Council does hereby approve the following resolution:

An Executive Director Hiring Committee (EDHC) consisting of six current PDA Councilmembers is hereby formed, and shall continue in existence until a new Executive Director is hired on terms approved by the full Council and accepts such employment.

The EDHC shall establish a plan and timeline to perform its work, including consideration of engaging a search firm to assist it in finding quality candidates, and shall identify and interview possible candidates. In establishing its plan and in performing its duties, EDHC shall ensure that all appropriate input and viewpoints are considered in the hiring process, and shall keep not only the Council but the Market Community reasonably apprised of its progress.

The EDHC shall act with due care and deliberate speed, and shall recommend to the Council not less than two and not more than five candidates that it deems qualified for and ready for the position.

The EDHC shall consist of Councilmembers Devin McComb, Patrice Barrentine, Jan Hendrickson, Paul Neal, Nick Setten, and Ray Ishii. These Councilmembers shall serve on the EDHC until either the committee completes its work per paragraph 1. above, or the resignation or the removal of a committee member by vote of majority of the Council.

Paul Neal moved the resolution and Patrice Barrentine seconded.

Nick Setten asked if there was a proposed end date for the committee. Devin McComb answered no, the 2017 timeline had been reviewed and the newly formed committee would establish a timeline of their own. Meetings are to be open to the public and it was likely it would take time to find a qualified candidate.

Russell Monroe asked if the proposed resolution had any significant changes from the one passed in 2017. Devin McComb answered it was generally the same, but specific changes in approach would be determined by the committee. There would likely be reports to the Executive Committee and PDA Council at meetings. Paul Neal answered the proposed resolution was boilerplate, but the process would be up for discussion. Devin McComb noted a list of search firms had been assembled, and Erica Bates had reached out to determine their interest. A Request For Proposal (RFP) would be prepared. If Councilmembers had suggestions on firms or candidates, he asked they be shared.

Patrice Barrentine commented it was very early in the process and it would be important to pass the proposed resolution to start work.

For: Devin McComb, Patrice Barrentine, Jan Hendrickson, Gundeep Singh, Gina Karaba, Ray Ishii, Gordie McIntyre, Russell Monroe, Paul Neal, Margaret Norton-Arnold, and Nick Setten

Against

Abstain:

Proposed Resolution 24-04 passed by a vote of 11-0-0.

B. Consent Agenda

- i. Proposed Resolution 24-01: Authorization for Contract Authority – Copacabana Deck Replacement
- ii. Proposed Resolution 24-02: Authorization for Contract Authority – Sand/Oil Separator Pump
- iii. Proposed Resolution 24-03: Lease Proposals January 2024

The Consent Agenda was approved by acclamation.

5. Public Comments

Heather Pihl encouraged the PDA Council, staff, and consultant team refer to SMC 25.24. This was created through the approval of Initiative One by Seattle voters in 1971. She felt it should be kept simple and the priority should be the return of farmers to the Market and the return of locals to the Market. She noted there was insufficient information on the Market’s history and there was not a requirement for the Market to meet changing energy codes since it is in a historic district. She urged avoiding feeling the need to keep up with surrounding entities such as the developing waterfront.

Skip Knox discussed the Challenger and how design flaws had been noted before the disaster, he asked if there were flaws being ignored similarly in the Master Plan process. He asked if there were designated critics in the planning process. He cited the Abilene paradox and questioned if there were dissenting voices going unheard. He requested for a definition of who was included in the term public. He requested an audit of powerful voices absent until now from discussions.

Chris Scott commented it was important for the community to weigh in on the Master Plan and having a six month period prior to its approval might be a good idea. He suggested having members of the community meet with staff and Councilmembers to refine the plan.

Conrad Steinbreuck noted there were many details in the Master Plan that might get lost. He noted under the operations section, there were two technology projects needing further details and would be large in scale. He noted there would need to be details added to complex plans beyond general statements.

Bob Messina commented there was a Waterfront Redevelopment Committee in 2011. He encouraged the PDA Council to refer to the size of that project and noting it would likely be similar for work around a Master Plan. He suggested the first timeline should be built around a levy and noted the first thing that would attract a Seattle voter would be infrastructure and social services.

Joan Paulson commented the map on page 12 had incorrect boundaries. She asked when interactions between MHC and the PDA would start as detailed on page 13. She commented the outcome of the plan would likely be gentrification and the turning of the Market from public to private. She discouraged planning on the basis of highest and best use.

6. Concerns of Councilmembers

Gundeep Singh commented the Master Plan would not include any projects without return on investment and any levy proposed would have projects and costs identified. He noted for the Executive Director search, there had been several major organizations in Seattle that could be contacted to understand and learn from their search processes.

Devin McComb thanked the PDA staff for joining the PDA Council meeting. He encouraged the PDA Council to give work enough time to be done thoroughly.

7. Adjournment

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

Meeting minutes submitted by: EJ Griffin, Executive Administrator