



Inside Pike Place Market

Building a Model Public Market into the 21st Century

PIKE PLACE MARKET PRESERVATION & DEVELOPMENT AUTHORITY

A NOTE FROM THE PUBLISHER

The content in this book was collected in 2017 and 2018, before the COVID-19 global pandemic. The PDA will continue to add to this digital book to tell the Market's ongoing story.

An interactive edition of this book is available for Mac OS and iPad iOS on [Apple Books](#).

Interactive features including enhanced navigation, video, audio, galleries and some images are not available in the PDF edition.



A FOREWORD FROM NANCY LESON

Watching time pass at Pike Place Market is to cement a relationship with our city, our community, ourselves. It's an acknowledgement that here, at least, the more things change, the more they indeed stay the same.

Steeped in produce, politics and preservation, *Inside Pike Place Market* lauds the history of the people who got us from then to now, and provides a bountiful blueprint for stewardship in a city of perpetual change.

Like the Market itself, *Inside Pike Place Market* offers an exploration of Seattle's local treasure, a deliciously spiritual place that — no matter how often I go, or how much I think I know — continues to surprise and delight.

Three decades ago I was a newcomer here, sipping coffee on a Post Alley corner at Stewart Brothers, later Seattle's Best Coffee, eventually bought by Starbucks, now Rachel's Ginger Beer. The name and the beverage have changed, but the sense of place has not.

Photographed by John Lok

As a journalist for the *Seattle Times*, I've walked the Market ahead of its centennial celebration with an octogenarian whose family worked these stands and stalls when she was a girl, in awe as she shouted hello to vendors she's known since way back then.

As a mother, I've brought my own child here, carrying him on my shoulder after a day spent eating treats and feeding pigeons. Today he's a man, carrying my bags and shouting warm hellos to friends and purveyors he's known since he was a boy.

For those of us who know it well, Pike Place Market's ability to nourish our love for Seattle goes far beyond "Oh My God!" peaches, smoked salmon piroshky and oysters culled from estuaries along the Salish Sea. It's more than a carnival of color and cacophony, more than an Instagram moment with a clock or bronze pig.

Here, we find nourishment in familiar faces, be they butchers or buskers, farmers or cheesemongers, clowns or craftsmen. We play favorites, knowing exactly which highstall is hiding the plumpest morel mushrooms and which barstool offers the best view of sky and Sound.

We watch as relationships blossom — isn't that the farmer's baby who grew into a toddler, then a teen, now handing us a glorious bouquet of dahlias? And as businesses bloom — growing from humble upstarts to local, national, and international phenomena.

The Market affords us an important look at our societal and cultural differences, as cruise ship crowds queue up for its namesake chowder, the Market's own food bank feeds the less fortunate, and all of us — young and old, native or newcomer — have strong feelings about the Gum Wall.

Pike Place Market remains a living, working, welcoming environment envisioned not just for tourists — though we've come to welcome and depend on them — but for the people who live, work, shop, congregate and celebrate our Market for what it is and always will be: a neighborhood we all can call our own.

— *Nancy Leson*

Nancy Leson is an award-winning journalist, radio personality, cooking instructor, and public speaker. For nearly two decades, she wrote for the Seattle Times, introducing readers to innovative new chefs as well as celebrating the region's rich food history.



The planked Pike Place and the Market in its earliest days, 1908.
(University of Washington Special Collections)

THE BIRTH OF THE MARKET

“The Market is yours. I dedicate it to you and may it prove of benefit to you and your children. It is for you to protect, defend, and uphold and it is for you to see that those who occupy it treat you fairly. ... This is one of the greatest days in the history of Seattle.”

– Thomas Revelle, Seattle city councilman, dedicating Pike Place Public Market on November 30, 1907



The Pike Street Wharf and Seattle waterfront, as seen from Elliott Bay in 1904. (Asahel Curtis, Washington State Historical Society)

THE FIRST CHAMPION

In the summer of 1907, Seattle was rapidly maturing from a settlement-era town to an economically and ethnically diverse city. The central business district was shifting north from the original core of Pioneer Square to new stores clustering around Pike and Pine streets, and the rail passenger terminal that opened in 1906 was welcoming a steady stream of new residents.

Communities of Italian, Chinese, Japanese, and Jewish immigrants were well-established, many operating family farms in the valleys and rural islands just outside the city.

Seattle would absorb six smaller neighboring cities in 1907 alone, and between the annexations and influx of new residents, the city nearly tripled in size between 1900 and 1910 – growing from 80,000 to 237,000.





Western commission houses in 1903. (Washington State Historical Society)

As the population of loggers, fishermen, shipbuilders, merchants, and their families grew, so did the demand for produce. Farmers brought their vegetables, fruit, milk, eggs, and meat to the city by horse-drawn wagons and by ferry from nearby islands. The goods were purchased by wholesalers who sold them on commission at warehouses just above the waterfront on Western Avenue, known as Produce Row.

Farmers left their produce with the wholesalers and received payments based on the price received when sold. Under the rules of the commission houses, farmers occasionally made a profit – but often, they merely broke even or lost money.

In 1907, the price of produce in Seattle was soaring – especially the price of onions, which jumped from 10 cents a pound to a

dollar. Farmers were cut out of the profits, and both the growers and customers were furious. That summer, City Councilman Thomas Revelle took up the price-gouging cause. In researching a solution, Revelle discovered a never-implemented 1896 ordinance that allowed the city to set aside land for public markets, and in July, he proposed the city cut out the commission-house middlemen by designating a public marketplace where customers could buy goods directly from farmers.

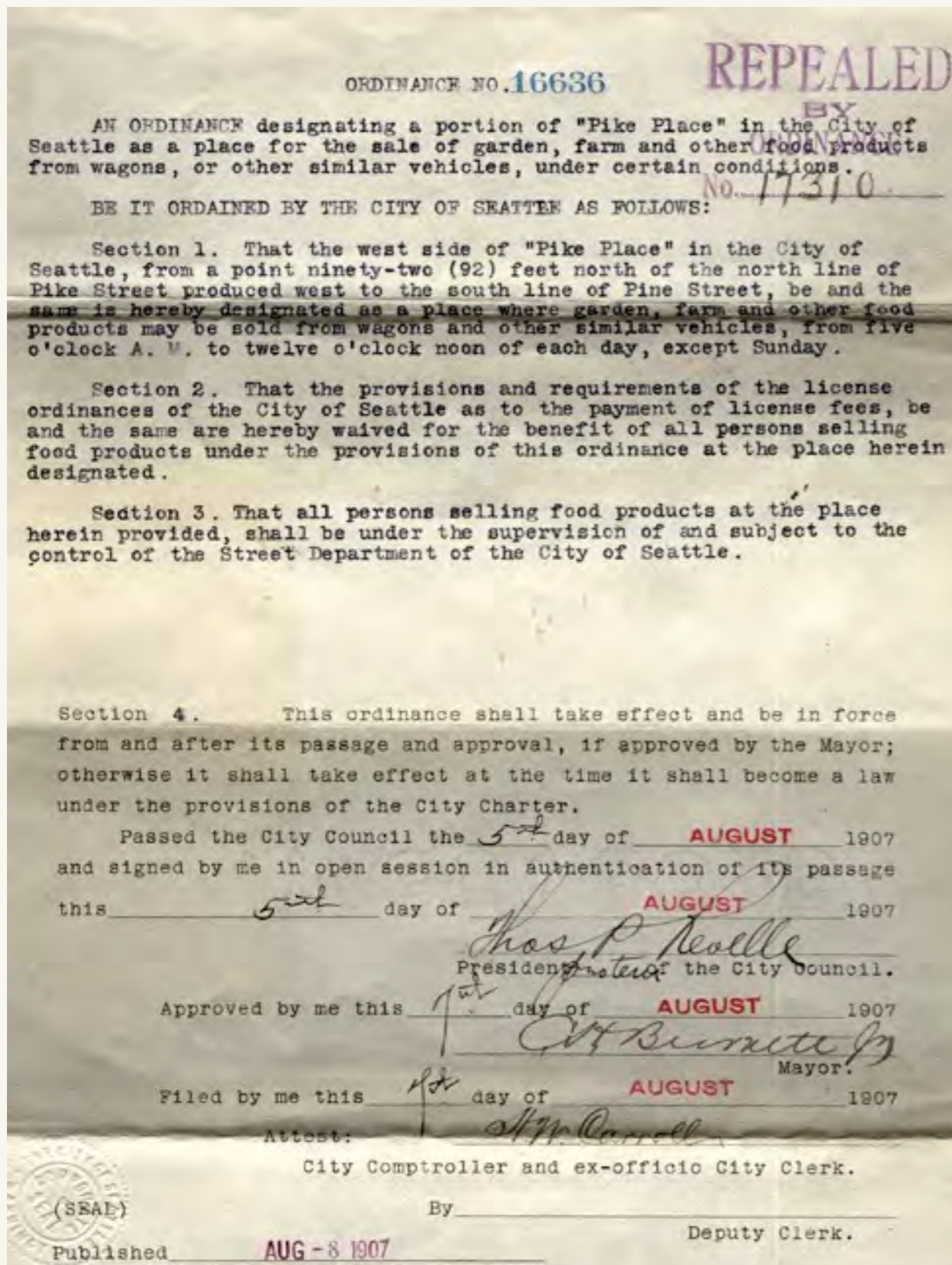
Pressured by pro-market stories and editorials in Col. Alden Blethen's *Seattle Times*, the City Council approved the plan for a public market in an August 5 ordinance.

The city had recently constructed a ramp-like street that connected Western Avenue and the industrial waterfront – where ships and ferries delivered goods – with the northern edge of the growing business district at the foot of Pike Street. The city Department of Streets selected this newly planked open space at the top of the bluff – Pike Place, next to the Leland Hotel – as the space for the new public market.

On August 17, a damp, cloudy Saturday morning, crowds of women shoppers seeking fresh produce and bargains descended upon Pike Place for the opening day of the market. The handful of farmers who showed up sold all their produce within minutes.



Thomas Revelle in 1910.



The city ordinance that created Pike Place Market was soon replaced with a new ordinance. (Seattle Municipal Archives)



The Seattle Daily Times the evening of August 17, 1907.

One farmer described the scene:

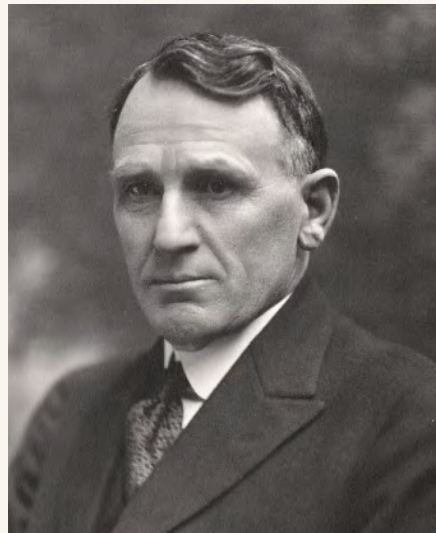
“The next time I come to this place I’m going to get police protection or put my wagon on stilts. I got rid of everything all right, but I didn’t really sell a turnip. You see, those society women stormed my wagon, crawled over the wheels and crowded me off to a respectable distance, say 20 feet. When I got back the wagon was swept as clean as a good housewife’s parlor, and there in a bushel basket was a quart of silver. Even if I didn’t have the opportunity to so much as put a price on an ear of corn, it gave me a good price for my vegetables.”

(Soul of the City, Shorette and Morgan, 14)

By the end of the first week, dozens of wagons were gathering Monday through Saturday to sell along Pike Place.

A FRUITFUL PARTNERSHIP

The city knew that an exposed market was impractical in rainy Seattle, and farmers quickly demanded improvements to the site. While the city didn't have the money to build structures for the Market, local real-estate developer Frank Goodwin was perfectly positioned to take advantage of the situation.



Frank Goodwin, circa 1917.
(Curtis Studio, University of
Washington Special
Collections)

Goodwin, who made his fortune in the Klondike Gold Rush, and his brothers had the foresight in the early 1900s to purchase the Leland Hotel and adjacent properties along Pike Place.

Goodwin and Revelle saw the benefits of working together, laying the foundation for a unique public-private partnership that has evolved throughout the history of the Market. The first Goodwin-Revelle project was a plan to build temporary shelters along the west end of Pike Place, where the main arcade of the Market stands today. The *Seattle Star* reported:

“Goodwin & Co. will put up a building 240x40 feet and two stories in height for market purposes and will contract with the city to charge a rental in line with that of public markets the country over. They will also agree to allow it to be used for as long as five years, in the meantime the same rental prevailing.”

(*Seattle Star*, August 26, 1907)

The first Market structure was finished within a couple of months and formally dedicated Nov. 30 with several thousand people attending the arcade's opening. The *Seattle Star* reported that the



Leland Hotel, 1903. (Museum of History & Industry)

City Council and the Goodwins set the stall rental rates from \$4 to \$25 per month, and that every available space – seventy-six stalls – had been rented. Revelle recognized Goodwin's contribution: “Gratitude should be given to Mr. Goodwin and the Goodwin Realty company for putting up the building for public use.” And he spoke about the benefits to the community:

“The market is of great benefit to the public, not only because it affords everybody the opportunity to get the necessities of life at less cost, but also because it will open up thousands of acres for cultivation which at the present time are useless. This not only improves the value of the property, but also gives employment to more people. Another benefit of the market is that it brings the outside rancher to the city and causes him to spend his money here, so that all trades, businesses and professions will be benefited.”

(*Seattle Star*, November 30, 1907)

Decades later, farmer Rafael Vacca remembered the first year of the Market's operation and how the spaces for producers were allocated:

“When they opened the Market, the farmers had to go there at night to Western Avenue. My father started from home [in the Rainier Valley] at 11 o'clock at night to go to the Pike Street Market. Airport Way was a 4x12 plank for the road. The wagon, you know, the water jump up. My father had to climb Beacon Hill on a trail, timber on both sides.

“They had race horses and a buggy, a small wagon, you know, and when the cop blew the whistle down on Western, they would all start for the Market. Whoever got there first would get the first table. Everyday. Everyday, my father whip the horses. It was a race. The guy with the ox, he'd get the last one.”

— *Rafael Vacca*
(*Good Pride, Market Oral History Project*)

Like the city it was feeding, the Market grew quickly. In 1908, the city added an outdoor plaza at the foot of Pike Street, where Pike Place Fish Market's world-famous fishmongers today entertain crowds with their fish-tossing antics.



Rafael Vacca. (PDA)



The foot of Pike Street around 1908 or 1909. (Asahel Curtis, Washington State Historical Society)

Below the plaza, the city installed “Comfort Station #1” – the first public restroom in Seattle and one of three facilities built in the city in anticipation of the Alaskan-Yukon Exhibition in 1909. The Outlook Hotel, now known as the LaSalle Hotel building, was built in 1908.

By late 1910, the Goodwins were preparing for additional development and created the Public Market & Department Store Company to manage their holdings. That fall, Revelle persuaded the City Council to spend \$10,000 to extend the covered arcade north to Virginia Street.



View of the Market on the hillside from Western in the 1910s. (Museum of History & Industry)

Called the Market House, the structure provided shelter for shoppers, not farmers. The expansion prompted the *Seattle Times* to declare: “This action by the council doubtless permanently establishes the market in Pike Place.”

Over the next few years, more developers invested in the future of the Market, building on the east side of Pike Place, across the street from Goodwin’s property.

In 1914, Frank Goodwin also expanded the Market in several levels that stepped down the bluff to Western, creating room for

more diverse businesses – such as a sign shop and ice-making equipment – and allowing for more direct access to the waterfront.

By the time the Market district was 10 years old, it had the overall footprint that it would hold for the next century. It was interconnected by grades and ramps and walkways with the waterfront, where daily deliveries arrived by steamship fleet.

With residents living in the upper floors of hotels and buildings, it was essentially its own hill town.

THE ROLE OF THE MARKET MASTER

Management of the Market was divided between the Goodwins and the city: The Goodwins' company rented shop space to business tenants and the city ran the day market for farmers.

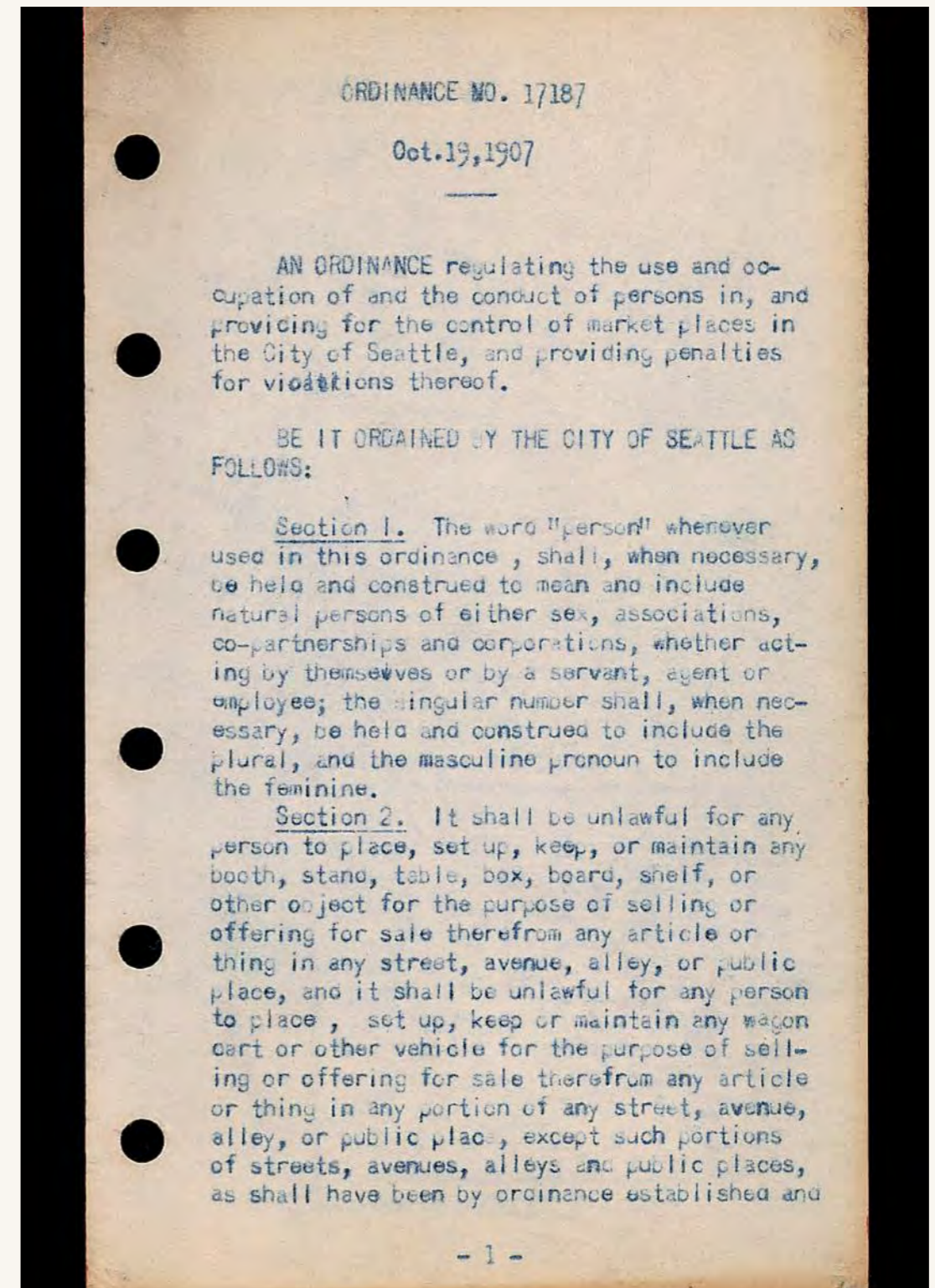
For day-to-day operations, the City Council created the office of Market Inspector, changing the title to Market Master in 1912. John Winship was the first Market Master, holding the job until 1923. It was the Market Master's job to assign the farmers stalls using a daily lottery system, collect fees, keep order, and maintain fair selling practices. Scales were monitored by the city Department of Weights and Measures, and if a farmer was caught cheating, he was denied stall space.

The Market Master's notebook contained the city ordinances governing the public market, and he used the 4.5-inch, leather-bound, loose-leaf volume as a handy pocket guide to enforce the rules.



An official from the Seattle Department of Weights and Measures inspects a scale at a farmer's stall in the main arcade in 1916. (Seattle Municipal Archives)

A page from the first Market Master's notebook



The City of Seattle Washington

PUBLIC MARKET DEPARTMENT

December 9, 1909.

Hon. J. F. Miller,
Mayor of the City of Seattle,

Dear Sir:

I beg to submit the following annual report in regard to the Public Market:

There have been on an average sixty-four vendors per day and an average of 300,000 people per month present in the Market this year.

The present space is adequate for present needs. As to recommendations for future improvements; there are plans at this time in the hands of the Board of Public Works, which have been passed upon favorably by that body.

I would recommend that a small charge be made for each position on the curb, thus making the Public Market self-sustaining.

The expenditures for the year, other than salaries, have been: \$400.00 for 24 new stalls and shed, \$18.85 for stationery and tickets.

Compliments of the highest order have been paid the Public Market in general by visitors to the City from the East.

Complaints from customers have been comparatively few.

Yours very truly,

John Winship
Market Inspector.

The Market Master's report, 1909.

REPORT OF DEPARTMENT OF HEALTH

Dr. J. S. McBride,
Commissioner of Health.

Dear Sir:—

I take pleasure in submitting you herewith the tabulated report of the Public Markets of the city for the year 1916.

I can account for the falling off in the number of farmers and consequently in the receipts over the year 1915 in several ways. More rigid regulations in regard to the farmers entitled to use the markets and a closer check of the produce they offer for sale has probably reduced the number using the market. Again, it is probable that many farmers have failed to return after drawing undesirable tables quite a number of times in succession and have made other arrangements for the sale of their produce. The primary cause, however, I think is the congested condition of the market at the south end of the street causing customers such inconvenience that they discontinue their patronage. This condition cannot be remedied in the present location of the market.

	No. of of Farmers Pike Place	No. of of Farmers Westlake & Pine St.	Total No. of Farmers All Markets	Total Cash Received
1915.....	54,869	7,131	62,000	\$6,915.00
1916.....	47,308	4,020	51,328	5,132.80
Decrease.....	7,561	3,111	10,672	\$1,782.20

Respectfully yours,

(Signed) JOHN WINSHIP,
Market Master.

The Market Master's Report, 1916.

One of the first and more important rules stated that space on Pike Place was to be assigned only to those who had raised, produced, or manufactured the goods they offered — the origin of the “Meet the Producer” credo that continues to guide Pike Place Market in its second century.

The Market Master role still exists today, filled by staff members of the Pike Place Market Preservation and Development Authority (PDA), the not-for-profit public corporation that was created by the city in 1973 to operate the Market. Visitors to the Market can see the Market Master in action at the daily 9 a.m. roll call, when table spaces are assigned to farmers and craftspeople based on seniority.

The “Meet the Producer” sign can be seen on the west side of Pike Place, on the Hotel Leland building, in this photo from December 1911. (Asahel Curtis, Washington State Historical Society)



PUBLIC MARKET VISIONARIES



On this 1924 envelope, Frank Goodwin has sketched a design for flower planters to enhance the Market's appeal. (Suzanne Hittman Collection of the Pike Place Market, Seattle Public Library)

As Frank Goodwin shaped the Market, he envisioned a type of “shopping center” with the farmers front and center as the anchor – more than a decade before the nation’s first formal shopping center opened in Kansas City, Missouri. One challenge with his concept: The Seattle area’s growing season wouldn’t supply year-round produce to support the Market. Goodwin’s solution was to carve out space for greengrocers to sell produce that wasn’t local, including citrus from California. This decision spurred fights with local farmers over space allocation – but the result was year-round tenants and produce, bringing in customers year-round, as well.

Frank Goodwin brought his nephew, Arthur Goodwin, into his business early on and the two worked closely to manage the Market.

They would confer in Frank’s downstairs office near the restrooms:

“The relationship between Frank and Arthur was more that of father and son, or ruler and heir-apparent, than uncle and nephew. They operated the Market complex with familial informality. Most mornings Arthur dropped by his uncle’s place on his way to work. Frank would produce a day’s memos, most of them written on old envelopes. They covered everything from the desirability of locating new marketplaces near established streetcar stops to ways of preventing bruises on peaches. Before Arthur left, they would have agreed on what most needed to be done during the day.”

(Shorett and Morgan, 35)

EARLY GROWING PAINS

In the years after World War I, automobiles became ubiquitous on Seattle streets as they became more affordable to the average citizen. One early pain point at the Market was the through street of Pike Place, which was jammed with farmers' stalls and horse-drawn wagons, and snarled with cars and trucks attempting to reach downtown businesses or the waterfront via Pike Place. Because of the steep bluff, Pike Place and Western Avenue were essential routes for those traveling between the waterfront and the business district. The city proposed solving the traffic issue by relocating farmers several blocks away, at Fifth Avenue and Virginia Street in property operated by the Westlake Market Company. The farmers protested and organized. Those in the movement later formed the Associated Farmers of the Pike Place Market to advocate for their interests.

The Goodwins had their own idea for expanding the Market: They proposed constructing a six-story building on the west side of Western Avenue and connecting it to the main arcade via a skybridge. As part of the continuing private-public partnership, the Goodwins and their investors would cover the cost of the building and lease back to the city the space that could hold up to three hundred stalls for only \$1 a year – as long as the city provided lighting. The City Council narrowly voted 5-4 in favor of Pike Place Market, foreshadowing many fights in the decades to come over the management of the Market. The Municipal Market Building was completed in 1922.

The Municipal Market building stood until a fire in 1974 damaged it beyond repair. The site became a surface parking lot with the hope of future redevelopment and connection to the Market. The skybridge that provided vehicle access survived and eventually held craft tables for decades. In 2017, the skybridge once again became a pathway across Western, connecting the north arcade with the new



A congested Pike Place in the 1910s. (Seattle Municipal Archives)



Municipal Market bridge, 1921. (Seattle Municipal Archives)

MarketFront expansion, which was constructed on the former Municipal Market site – restoring a piece of the Market that had been lost for 43 years.



Pike Place around 1919. (PEMCO Webster & Stevens Collection, Museum of History & Industry)

THE MARKET EXPERTS

The Market prospered throughout the 1920s and was home to a mix of farmers with Japanese, Filipino, and Italian heritage, struggling artists, political radicals, and eccentrics. In the mid-1920s, Arthur Goodwin and other investors, including Italian farmer and businessman Giuseppe “Joe” Desimone, bought out Frank Goodwin and created the Pike Place Public Markets, Inc.

By this time, the Goodwins were nationally recognized as experts in market design and operations. Arthur Goodwin sat on the advisory boards for markets in San Francisco, Portland, and Bremerton, Washington, and in 1929 he published *Markets: Public and Private, Their Establishment and Administration* – a book that discusses management practices at markets throughout the country and is still considered a definitive work on the management of public and private markets. The book gives guidance for writing city ordinances to operate public markets, as well as requirements for sanitary operations and recommendations for lighting and design.

In the book, Goodwin describes the impact the Pike Place Market’s growth had on the city around it:

“In Seattle the establishment of the Pike Place Market, which was Seattle’s first market, increased property values in all directions. At the time of its establishment in 1907, the Seattle market was located on the fringe of business. The public to a certain degree was skeptical of its success. The location of the market was close to the path of expansion of the business district. The Pike Place Market is now three and one-half blocks distant from the busiest corner. The daily attendance at the market center of Seattle is conservatively estimated at twenty-five thousand on weekdays, and fifty thousand on Saturdays. Seattle’s Pike Place Market building has been added to three times in the last seventeen years, during which



A 1927 short, silent film showing the Market, produced by Arthur Goodwin. Joe Desimone, with his distinctive mustache, has a cameo near the end.

time the value of the property upon which it stands has tripled. Seven other market buildings have been built in the district since the establishment of Seattle’s first market.”

(Markets: Public and Private)

And he emphasizes the importance of keeping the farmers the focus of a public market: “A common mistake in the design of a market is that of devoting choice store frontage to a series of stores, and placing the market proper in the rear of the building.”

Even during the Great Depression, the Market continued to thrive in the 1930s. On the eve of World War II, the Market was bigger than ever, with around six hundred farmers selling there – more than half of them Japanese American.

MEET THE PRODUCERS: FOUNDATIONAL VALUES

The Market has always been rooted in the belief that farmers had the right to sell directly to consumers – and that shoppers had the right to buy affordable food directly from producers. The Goodwins built upon these principles by embracing and protecting a diversity of business in the Market. In 1971, the Market was saved by citizen activists from “urban renewal” efforts that would have destroyed it. At that time, the values were formally codified by city ordinance and in the Pike Place Market Historical Commission Guidelines that have governed the Market ever since.

According to these guiding principles, the Market is:

- A place for farmers to sell their own produce.
- A place for local shoppers to do their food shopping.
- A place where people with low and moderate incomes can find affordable food, goods and services, and residences.
- A widely varied shopping area with a diversity of many small, owner-operated specialty businesses.



Shoppers buy carrots and onions on May 25, 1925. (Asahel Curtis, Washington State Historical Society)

These values have thrived in the relationships of the farmers, the shoppers and the Market management that brought them together.

Producers’ memories over more than a century give a glimpse of these values in action.

**BLANCHE DEPASQUALE:
“Bouquets of flowers out of radishes”**

The Market was in its prime in the late 1930s. Blanche DePasquale remembers the scene when, as a young girl, she helped her mother on a busy Saturday.

“The wet farmers, their displays were so beautiful. They would make bouquets of flowers out of radishes, beets, and turnips. They’d make the most beautiful chrysanthemums out of onions. The dry row consisted of people from Bellevue, Vashon Island, Bainbridge Island. And they would bring their chickens. After you bought a chicken, they’d cut the head and feet off for you. They’d bring butter and cheese and milk and cream and eggs. The farmers from over on the islands would come with the grapes.

“There was a lot of noise. You could hawk your wares. Especially late in the afternoon, the farmers would start stacking. Maybe they’d put a head of lettuce and a bunch of radishes and a bunch of onions, and they’d shove it under people’s noses and they’d say, ‘I’ll give it to you for a dime. I’ll give it to you for a nickel. Anything!’

And Mannings, oh, the smell of that coffee. George that ran the Athenian, he made the best Coney Island hotdog in the whole world. And there was the little old fellow that would grind the horseradish. Oh, you’d tear for a block going down the Market.



Blanche and Pat DePasquale around 1980. (PDA)

“As you went down to the Market Master’s office, there was a butcher shop there and it was run by a lady. You know, you see ... these big buxom gals. She had this big, long white apron on. It really struck me... she’s the only lady butcher I’d ever seen in my life or have seen since. But she was the most fantastic person you’ve ever met.”

– Blanche DePasquale (Good Pride, Market Oral History Project)



“Horseradish Jerry” in 1912. (Seattle Municipal Archives)

ANGELA FERRUCCI:

“I sold all those beets just like hotcake”

“Once we had one kind of beets – great big beets. Beautiful. I couldn’t sell in the Market. The people were scared. They say, ‘They’re too big. We can’t cook these beets.’ That’s what they thought ‘cause they was tough. But you know what I did? I cook a couple of these beets the night before, and I sliced, and I fixed like we fix with vinegar and the garlic, any kind of spice – oregano, anything. Then I put in the jar and I brought in the Market. When I had the beets on top of the stand, you know, they look at the beets, and they say, ‘Lady, it’s nice beets, but the beets are too big, we can’t use those beets!’ ‘All right,’ I say. ‘I got a fork over here. You taste these beets, and if you don’t like these beets, you don’t buy. But if you eat these beets and you like, you buy these beets!’ I sold all those beets just like hotcake after a while.”

– *Angela Ferrucci*
(*Good Pride, Market Oral History Project*)

Angela Ferrucci around 1980. (PDA)



JACK LEVY:
“Fish was cheap”

Jack and his brother Gary operated City Fish Market starting in 1948.

“We bought from wholesalers, but it was a different proposition. Fish was on the floor. Today the fish is in big buckets, steel buckets, stainless steel mostly and they’re iced down or refrigerated. In them days, they used to put a layer of ice on the floor and a layer of fish, a layer of ice, etc. Just the way they would pack the fish on the floor. And you wouldn’t know how much ice or how much fish there was when you saw a stack of fish! It could be as much as half of this room! You had no idea whether there was 5,000 pounds there or 1,000 pounds. You had no idea. And they sold it by the pound or you could make a deal for the whole lot. ‘I’ll give you \$300 for the whole thing’ or whatever it was. And this was the way you did business. It was very, very hard. Fish was cheap. And we didn’t have ice machines, so we had to get ice. We’d haul ice up and fish. And we were carrying a ton at a time, you know between the ice and the fish. In a little truck, and make two or three loads a day.”

— Jack Levy, *Oral History Collection, UW Libraries, Special Collection (Digital ID: OHC0734)*



Jack Levy in 1956. (Museum of History & Industry)

MARY THAO:
“Once tomatoes come in, then income-wise, we can kind of relax”

Mary’s parents were refugees from Laos when they came to the Seattle area in 1979. They’ve been selling at the Market since the 1990s, and Mary grew up helping at her parents’ day stall:

“In college, after school or work I would take the bus, come here, help out where I can, then leave, and then go to the farm right after the Market, harvest the rest of the night for the next day. And then repeat. It’s a really long day. ... In the springtime, it’s tulips and daffodils. After tulips are done, then peonies are very popular. And once peonies are done, then we’re kind of scarce for a little bit until dahlias come in, August-ish. Those are our main flowers. Non-flowers, berries and tomatoes do really well. Once tomatoes come in, then income-wise, we can kind of relax a little bit.”

— Mary Thao, interviewed October 2017



Families have sold produce and goods at the Pike Place Market through multiple generations, and their stories are woven tightly with the story of the Market itself. Their descendants continue to uphold the founding values at the Market today.



MARKET CHARACTERS

SHARON SHAW, “MOTHER OF THE MARKET”

“This is a family.”

In the early 1980s, Sharon Shaw was a twentysomething toiling away in a high-stress job for a property-management firm when she first began exploring Pike Place Market, which she called “my break, my release.” What started as an escape became her life. She met her husband while she was managing the Cinnamon Works bakery and he was working the produce stand across the street. They joined the rows of craftspeople in the North Arcade, and ended up selling stained-glass kaleidoscopes for more than twenty-five years.

Along the way, Shaw learned what it means to make a living at the Market. In this interview she describes discovering – and nurturing – a diverse community where people count on each other for support every day. Her efforts on behalf of the Market community – to help each craftsperson, farmer, or shop owner get assistance in times of need – have earned her the informal title of “Mother of the Market.”

Interviewed May 11, 2017, at Pike Place Market.

On meeting her husband, Michael, and raising a family:

“On his first day at the Market, I spotted him and was very excited about this very handsome man walking by. I leaned way over the counter, and I told them that I had nice, hot, sticky buns. And I stopped that man dead in his tracks! And we had lunch that day,

Photographed at a North Arcade daystall. (Justin Huguet, PDA)

and that was history. We've been together ever since. We have two sons – both raised here in the Pike Place Market.

“It was really amazing because this is a family in its own. I would come to work and I would have a baby, doing business as necessary. If I had to do something where I couldn't hold the baby, all of our neighbors would gladly take the baby. They took naps under our table. There's an actual song about that written by one of our Market people, 'The Children of the Market,' and it talks about the babies taking naps in banana boxes. It also gave our kids the sense of community that is really very deep in the Market.”

On creating the American dream:

“In 1990, my husband and I got our own permit. He's been a stained-glass artist since he got out of school. It took years for the list to open, and when it finally opened, there were over 150 applicants for, I think, thirteen spaces. And we got one! We started out making little stained-glass boxes, small hanging pieces, things like that. One time he made a kaleidoscope, and it didn't stay on the table more than ten minutes. So, I rushed home: 'OK, stop all that. Make this now.' We supported our family for twenty-five years making kaleidoscopes.

“This was also perfect in that we were now our own business. I didn't have to ask anybody if I could stay home because my child was sick. We were completely self-contained. That was a blessing in so, so many ways. And to have a retail establishment making what you sell in a location that has over 10 million people come through every year – there's no place else like it in the world. A good five years into it, it became full-time. And with this we've bought houses and put kids through college and have been able to make the true American dream happen right here with a tiny little booth.”

How the day starts for a craftsperson:

“The spaces are assigned every day because not every artist has to be here every day. The farmers have to call their space the day before, and they have to be in their space by 8 a.m. We go to a roll-call board that has a diagram of all the spaces that are available and they cross off the spaces that the farmers are in, and then we start our roll call to pick our space. One of the key parts of being a craftsperson is your seniority. To establish your seniority, it's really about attendance – how much you're there and how long you're there. Roll call starts with the first craftsperson who started at the Market down to the ones who have just started this year. So, your craft number is gold. You do everything to make sure that you keep and get that number lower because it enables you a better space.

“When you show up on a Saturday when all the farmers are out and it's raining, we have many, many craftspeople who go home without a space. That happened to us for the first ten to fifteen years we were in business, waiting for our seniority number to get better.”

About twenty years ago, Shaw and her friend Susan Sauls started raising money to help those in need within the Market community. How they got started:

“Many years ago, the son of a craftsperson was hit by a car. We knew that both parents, who were craftspeople, wouldn't be able to work and do what they needed to take care of their son. We planned a fundraiser for Valentine's Day on a Saturday. We raised so much money for this family. We got a ramp built up to their house. We got a wheelchair van donated. It was amazing. That day there was so much business in this Market, it was stunning. There were lines for everything. It was fantastic to see how much the whole

community, Seattle, came out for this fundraiser. And that started it. We did quite a few fundraisers after that.”

Over time, the fundraising efforts evolved into the Community Safety Net, which is administered by the Market Foundation. How the Safety Net works:

“It is a bank account that is open to anybody who works or lives in the Pike Place Market. It pays an emergency bill, up to \$1,000, once every two years. Maybe you’re sick or haven’t paid rent. We sent one crafts agent [a seller working for a craftsperson] to see her mother when she was very ill in another state. If you’re a craftsperson, you go to your market master. If you’re a ‘store with doors,’ you go to your property manager. If you’re a farmer, you go to your market master. And then that PDA employee puts it through to the Market Foundation, which is holding the account in trust. And it pays a bill; it does not give cash.”

Shaw’s work has also taken a political turn. In February 2017 she organized a day when Market workers walked out in solidarity with immigrant communities threatened by President Donald Trump’s policies.

“The inspiration was really the fright that everybody felt in regards to not knowing what was going to happen to your neighbor. And we are an immigrant community. We are very, very diverse. The biggest

part that we wanted to get across was that no matter who you are, or what you are, you are welcome in the Pike Place Market and you will be sheltered here. No matter what.

“This family came. It’s the only sign I kept. It was a grandmother all the way down to little kids. Maybe ten in the group. And they were all Caucasian. And the kids asked if they could make signs, and the parents were very supportive. This little boy makes a sign and it is two hands shaking – a white hand and a dark hand. He’s ten years old, maybe. And his sign said ‘I miss you.’ I asked ‘What’s wrong?’ And he said that he actually has friends who are afraid to go to school because they are afraid that their parents won’t be there when they get home.”

On the future of the Market community:

“That [spirit of inclusiveness] will hold true in this Market today and another 100 years from now. It makes me cry. It’s what is so amazing about this community that as the generations change, the idealism and the sense of community just get stronger. I look at trying to groom the young people here to take over to make sure that this sort of community service, community activism, community love continues.”

– Interview edited for length

“No matter who you are, or what you are, you are welcome in the Pike Place Market and you will be sheltered here. No matter what.”



COWELL'S
RESTAURANT
COCKTAILS
WATER VIEW

THIS IS NOT A...
IT IS A PRIVATE WALK RESERVE...
OF THE PIKE PLACE PUBLIC MARKET...
INVESTMENT CO. AND THEIR...
FOR THE PATRONS...
MARKETS INC., AND THE FAIRLEY...
RESPECTIVE TENANTS.

MARKET
GRILL

GROCERY

VIEW CAFE

The bustling Main Arcade, 2008.
(Charlie Schuck, PDA)

URBAN DESIGN

“A walk through Seattle’s Pike Place Market is a rich multi-sensory experience. The sounds of thousands of voices swirling beneath the shouting fishmongers and street musicians; the scent of fresh bread, exotic spices, and fresh-cut flowers; and the sight of colorful produce in tightly packed crates conspire to create the timeless atmosphere of a bazaar in the midst of a modern city.”

– Maureen Elenga, *Seattle Architecture*

INTRODUCTION

From its beginning, the Market was uniquely situated atop a bluff, perched between the edge of Elliott Bay’s working shoreline and an emerging city street grid. Today it is tightly woven into Seattle’s urban fabric and a top destination for millions of visitors every year.

The Market’s labyrinthine form grew from a confluence of local and site-specific challenges that were met by a community demanding sufficient space for vendors, resisting profit-driven plans for development, and eventually advocating for the Market’s preservation as a historic district.

This public participation in the Market has been accompanied by ownership that approached development with a utilitarian design sensibility. The result: a distinctively pragmatic, sometimes patchworked set of buildings that march along Pike Place, tuck up narrow side streets to First Avenue, and stack down the hillside to the waterfront.



Pike Place Market in 1916 in an image from one of Arthur Goodwin’s real estate company booklets. (Seattle Municipal Archives)



THE MARKET'S PLACE IN A BOOM CITY

Since its founding by the Denny party settlers in the 1850s, Seattle has been a boom town. The city first built up and out to accommodate the coal, fishing, and lumber industries – and further blossomed during the gold rush of the late 1800s. These earliest economic drivers were followed by ship and aircraft construction in the 1900s, and today, the tech-industry surge continues to reshape the architecture of the city. Thriving through booms and surviving through busts, the Market's form is a story of layered expansion.

Had the entire Market been planned out all at once to accommodate its diverse mix of farmers, businesses, and residents, it might have been placed on a flat site and taken the form of a traditional urban plaza or Market hall. But the hilltop space on Pike Place didn't allow for that kind of development, and the Market's growth was an organic process over time rather than orchestrated in a master plan.

So, the Market grew as a network of connected spaces, responding to unique needs. These include the practical challenges of providing shelter from the elements and adapting a tight space on a bluff, as well as the need to accommodate and sustain long-term Market producers and residents.

CHALLENGES OF TOPOGRAPHY

In 1907, as demand for a public market increased, the chosen Pike Place site had the advantage of being reasonably far from other businesses and residences to avoid the potential nuisances of smells and traffic. Undeveloped land north of the Leland Hotel also allowed for future expansion.



*Looking west on Pike Street, toward the Leland Hotel Building, circa 1910.
(Seattle Municipal Archives)*

Most importantly, the hilltop was a viable connecting point between the waterfront, where goods arrived from neighboring farms and towns, and the residents of the city. From points east, Pike, Pine, and Stewart streets dead-ended at the bluff, and the city's streetcars had a transfer stop at First Avenue and Pike Street, where many of the lines intersected. On the west, Pike Place provided a destination for the Western Avenue switchback coming up from the docks.

GRADUAL DEVELOPMENT

In the Market's early chaotic weeks, as farmers' wagons lined up in the open air on Pike Place, the Market's first design needs included the creation of clear paths to move produce and customers through narrow streets, along with shelter from the elements.

The covered arcade that opened in November 1907 provided shelter for shoppers and retail tenants from Seattle rains – though farmers were left exposed to the elements. Space continued to be an issue as the Market grew, and stalls spilling into the narrow street weren't nearly enough to accommodate the demand. In his January 1909 address, Mayor John F. Miller made a case for expansion of the Market:

“During the autumn months the number of venders [sic] in the market averaged 61 per day. The present available space will conveniently accommodate about 35 wagons; and there has been some difficulty experienced in placing the number of applicants for space. The unplaced wagons are obliged to unload on the sidewalk; and many persons having produce for sale are unable to secure sheltered spots and are consequently exposed to the weather. I would respectfully suggest that your Honorable Body carefully consider various means of enlarging the area of the market place, with the



Farmers on Pike Place, circa 1908. (PDA)

object of increasing the present accommodations at last [sic] fifty per cent.”

The city funded an adjacent north arcade – identified on real estate maps as the “Market House” – that Frank Goodwin's brother John designed and completed in 1911.

Over the next several years, the Market's footprint expanded outward and downward.



Silver Oakum Building in 2017. (Barbie Hull, PDA)

The Silver Oakum Building was built in 1910 by a man named Ben Silver, who had a business in oakum, a material used in shipbuilding for packing timbers of wooden ships. The upper stories of the building were used as apartments and hotel rooms. Residents continue to live in seven units in the building, now called the Triangle Market.

Also in 1910, the four-story Sanitary Market was built on the east side of Pike Place. Urban myths hold that the building's name came from the fact that horses weren't allowed inside; in fact, the name reflected the building's status as the first in the Market to include modern plumbing and refrigeration – and the building was the first constructed specifically for Market-related operations related to selling produce and other food. A fire in December 1941 destroyed the top two stories, and in the aftermath of the attack on Pearl Harbor, the fire was unfairly blamed on Japanese Americans. The Sanitary Market stayed a two-story building until its rehabilitation in 1981, when two floors of residences were built above the street-level stalls.



Looking north on Pike Place, 1913. The Sanitary Market and Corner Market buildings are on the right. (Asahel Curtis, Washington State Historical Society)

The Corner Market building, spanning the south side of Pike Street in the block between Pike Place and First Avenue, opened in 1912. It was designed by architects Clyde Grainger and Harlan Thomas; Thomas also designed the elegant Sorrento Hotel, and the partnership designed Seattle's Harborview hospital.

The Corner Market created a classic “urban corner” – a unifying element of a central gathering place. Its mix of stalls and shops that opened onto First Avenue included Three Girls Bakery, a business that continues to thrive today next door in the Sanitary Market building.



Three Girls Bakery, facing First Avenue, in 1917. (Calvin F. Todd Collection, University of Washington Special Collections)



The construction of the lower levels around 1914. (Seattle Municipal Archives)



Lower level shops in 1916. (Seattle Municipal Archives)

A 1913 initiative funded the paving of Pike Place. The next year, Goodwin set his sights on expanding the Market's main building downhill from Pike, descending over four stories to reach Western Avenue:

“Our purpose is to enlarge and improve the old building occupying all of the ground on the northwest corner of Pike Street and Pike Place to an expanded three or four-story market structure. A feature of the new plans is a proposal that the Pike Place frontage of the building shall be set back ten feet from the sidewalk. In the arcade between the store front and the sidewalk will be selling space from which farmers can sell their produce.”

(Shorett and Morgan, 32)

Building downward took advantage of topography and preserved views. The expansion created space for a more diverse mix of businesses, beyond farmers, as part of Goodwin's master plan to draw a broad spectrum of customers to the Market.

The maze of passageways eventually included new stalls and farmers' tables in the lower mezzanine, as well as more than a hundred new shops on the lower floors – including space for a printing plant, a creamery, a butcher shop, grain market, discount sugar stall, and storage.



Seattle Star, April 17, 1914



Seattle Public Library in the Market, 1924. (Seattle Times)

Both the U.S. Post Office and the Seattle Public Library had branches “down under” for years.

Pedestrian access to the waterfront was via a narrow trestle that ended just north of the Pike Street Wharf. The trestle was eventually replaced by a series of steps that evolved into the Pike Place Market Hillclimb in the late 1970s.

The Goodwins continued their development with the \$25,000 extensive remodel of the Pythian Building/Bartell Building, originally built in 1901. The 1916 remodel was based on a design by Frank Goodwin, and the renamed Economy Market building included sixty additional vending stalls, a dance hall, and retail shops with open fronts to Pike Street.

DESIGNED FOR UTILITY AND ECONOMY

As Frank Goodwin expanded the Market, he created structures that embraced openness and circulation among buildings and featured the farmers up front – always keeping the prime product as the focus. His design philosophy emphasized function, not form: “Utility and economy rather than ornamental and costly construction should be the major objective,” Arthur Goodwin later wrote.

Even the signage tended to be simple flat, painted signs. Neon signs were used sparingly starting in the 1920s. The Market’s famous “Public Market” neon sign was installed in the late 1920s, and the “Public Market Center” sign and clock date from the late 1930s.

“Simple design: It should not present too costly an appearance or be so decorative in ornamentation that it would have a tendency to discourage trade among patrons who are drawn to the market because of the necessity of saving on the purchase of foods ...”

(Markets: Public and Private)

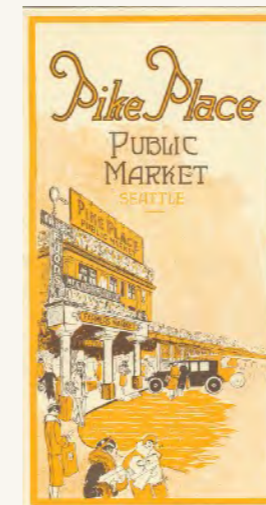
The Goodwins carried their utilitarian design sensibility throughout the growing Market. Shorett and Morgan describe how it manifested in the downhill expansion:

“It was of mill construction – structural steel and wooden beams. Railings were of round steel with stock wood bannisters. There was little ornamentation except for a pair of modified Doric columns at the Pike and Pike Place entrance, ornamental capitals with festoons of fruit throughout the interior arcade, and clusters of seventy-five-watt bulbs on the ceiling. The market was designed to emphasize the product, not the architect.”

(Shorett and Morgan, 33)



Columns in the Market in the 1920s. (Seattle Municipal Archives)



1920s brochure. (PDA)

PRIDE IN THE MARKET SPACE

As early as 1909, Market Inspector John Winship reported to the city that the Market was receiving rave reviews from visitors: “Compliments of the highest order have been paid the Public Market in general by visitors to the City from the East. Complaints from customers have been comparatively few.”

Early brochures and postcards presented an image of the Market as a prime destination for locals and international visitors. The Market would endure many challenges over the coming century, yet it had already secured its place in the heart of the city.



Pike Place in 1939. (Seattle Times)

MIDCENTURY CHALLENGES

While the Market community continued to thrive during the Depression, a loss of investment then and during the war years that followed left the infrastructure worn down. The farm community also was devastated in World War II. Japanese-American farmers, who made up more than half of the Market's vibrant vendors before the war, were forcibly relocated and interned in camps in 1942. Most never returned to the Market, and the numbers of farm stalls never again rivaled pre-war times. (Read more about the internment of Japanese Americans in the Market Family chapter.)

In 1941 streetcar service to First and Pike ended. The popularity of the automobile and suburban living sent Seattle sprawling outward, increasing the distance between many city residents and the Market. Suburban developments and shopping centers such as Northgate – the nation's first suburban shopping center to be called a “mall” – expanded to the north and east, and industry expanded to the south. Farmland dwindled as family farms were sold and land was repurposed for industrial and residential uses. Market farmer Casey Cruz later described taking a Boeing job to pay taxes on his land:

“I don't make much money in the farm, so I go to work for Boeing. Because Boeing pay high wages. You don't like to work in the farm if you got high wages. Compared six dollar an hour, before I just work ten cents an hour. When you work in Boeing you don't invest no tools, no trucks, no equipment.”

(Good Pride, Market Oral History Project)

Fewer farms meant fewer producers to sell at the Market, which struggled to fill farm tables in the 1950s and 1960s. And new suburbs with supermarkets meant there were fewer customers coming to buy from the few farmers who remained.



A vegetable stand in 1949. (Charles Pearson, University of Washington Special Collections)



Kent Valley development, 1950s. (Seattle Municipal Archives)

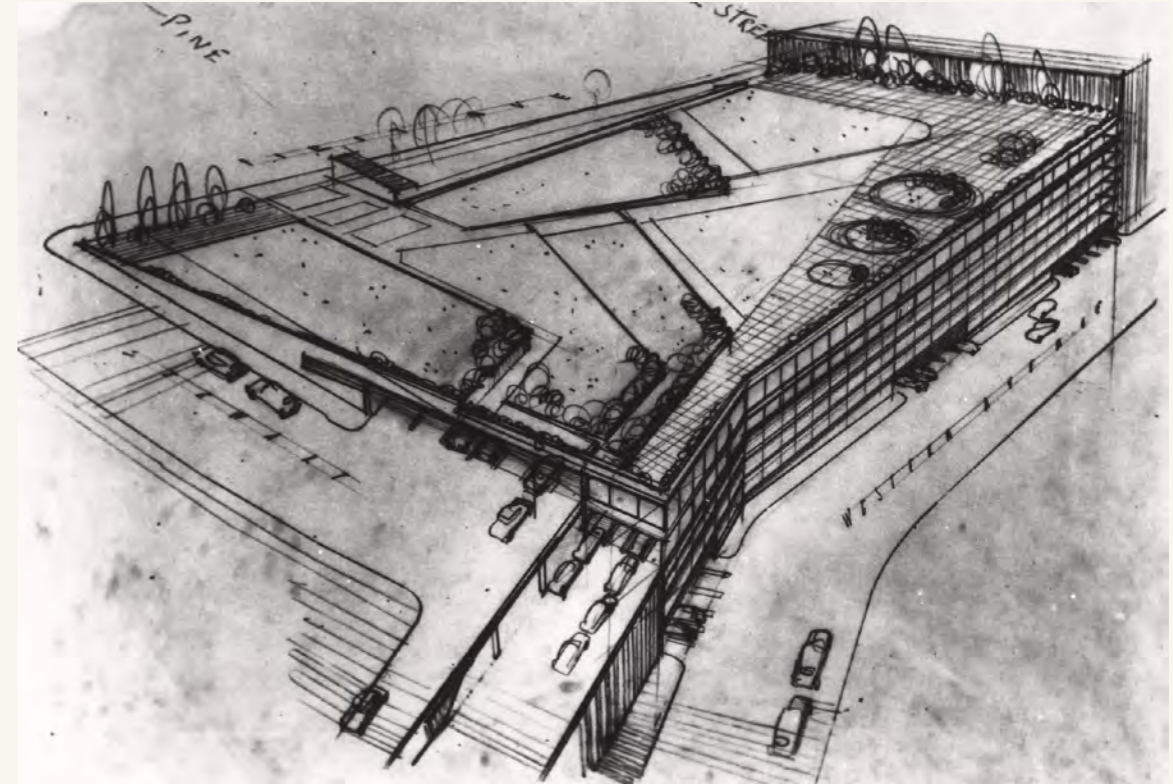


A view of the back of the Market from the Alaskan Way Viaduct in 1951.
(Seattle Municipal Archives)

While most highways pushed residents and industry out of the urban core, one also created a barrier right next to the Market. In 1953, Washington state finished the Alaskan Way Viaduct, a double-decker elevated highway running between the Market and waterfront. The viaduct was designed to carry thousands of vehicles a day. It blocked views from the Market's lower levels, cutting off light to the streets below, and towered as a cavernous overpass between the waterfront and the steps of the modern Pike Street Hillclimb.

The viaduct would be a source of conflict, repeatedly re-imagined and contested, for the next sixty years. In 2001, the Nisqually earthquake undermined the stability of the viaduct, and more than fifteen years later, a replacement tunnel was drilled to house a new underground highway. The viaduct barrier was torn down in 2019.

The automobile had yet another impact on downtown: a parking shortage. With its empty stalls and deteriorating conditions, the



Harlan Edwards plan, 1950. (Seattle Municipal Archives)

Market became a target for proposals for “improvement” that would also add parking spaces to the central business district. As early as 1950, city engineer Harlan Edwards proposed demolishing the Market and replacing it with a seven-story parking garage.

Edwards' proposal went nowhere, but it set the stage for more than twenty years of battles among the city, proponents of development and defenders of the Market.

In 1963, downtown business leaders began to promote a plan to raze everything in the 20 acres from Union Street on the south to Lenora Street on the north, and from Western to First Avenue. The Market and buildings in several more city blocks would have been replaced by a terraced garage for three thousand cars, a park, a new hotel and office buildings.

The proposal for “Urban Renewal” argued that a market could be included in the park.



Pike Place, 1960s. (Seattle Municipal Archives)

THE THREAT OF URBAN RENEWAL

By the mid-1960s, Seattle boosters had brought the city into a national spotlight after a successful World's Fair, and the Space Needle was a beacon for modern growth. The rundown buildings of the Market – as well as in Pioneer Square and along First Avenue – were an embarrassment to civic leaders. They were entranced with the vision of a new city center development similar to visions promoted in urban renewal plans across the country.

Nationwide, the philosophy and federal funding for urban renewal projects evolved through the 1960s. Originally, these efforts meant the uprooting and displacement of entire neighborhoods, including cultural landmarks. Federal funds were used to clear and combine land for private development of offices and hotels. But some



A Pike Project architectural drawing from July 1968 shows the proposed new development towering over downtown. (Seattle Municipal Archives)

renewal efforts stalled after the bulldozers were finished, leaving large swaths of vacant lots. Where development progressed, the bold basic concrete buildings of the aptly named “Brutalist” style of architecture popular at the time resulted in empty plazas supported by larger parking garages.

For the Pike Place Plaza Project proposed for the Market in the 1960s, several versions of the urban renewal plans followed this Brutalist model: They threatened to demolish the Market and

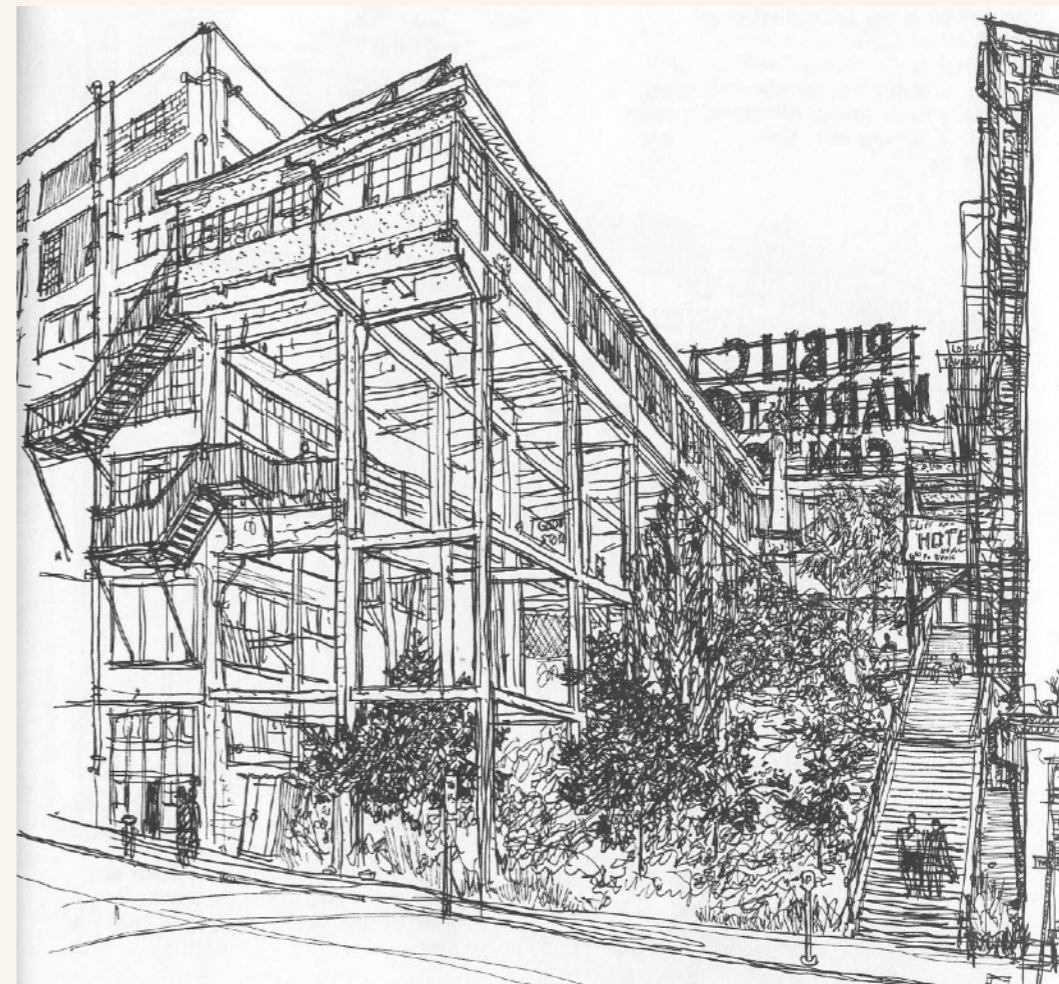
replace it with schemes that encompassed parking garages, malls, and high-rise buildings. Most of these proposals included towers and significantly increased density. Defenders of the Market argued that these forms would destroy both the Market and the unique character of the neighborhood.

By the late 1960s, a new urban design philosophy had begun to make its mark, initiated by a group of designers and architects focused on building “livable” places. The concept of “social ecology” was beginning to be applied to urban spaces, and Jane Jacobs’ *Death and Life of Great American Cities*, an influential book on urban planning, explained how “human scale” had been ignored in modernist city planning. At the same time, a new appreciation for the preservation of historical buildings and districts was emerging. With a better understanding of how different uses and a mix of residents and commerce could work together to create vibrant neighborhoods, the phrase “urban fabric” came into currency.

Seattle’s evolving civic plans for the Market reflected this new approach, showing a historical open-air mall bordered by a few preserved buildings. But this was not what civic activists demanded. They did not march to save the buildings. They marched to “Keep the Market.” And the Market became one of the most dramatic urban preservation success stories nationwide.

PRESERVING A SOCIAL ECOLOGY OF PLACE

Market preservation efforts started in 1963 and were led primarily by University of Washington architecture professor Victor Steinbrueck, the advocacy group Friends of the Market, and other activists who argued that the progressive and gradually evolved design of the Market supported a complex “social ecology.” They believed the interconnected populations of farmers, business



A sketch of the back of the Market, looking up from Western, in Victor Steinbrueck’s Market Sketchbook, first published in 1968. Steinbrueck called out this part of the Market as “a challenge to a creative urban designer.” In the later 1970s, it would be reimagined as the Hillclimb. (University of Washington Press)

owners, customers, and residents intersected within the Market's multi-level buildings, and this uniquely evolved character would be lost in redevelopment.

“The arrangement of the market, which does not follow any predictable logic, encourages people to explore all that the facility has to offer through repeated visits.”

— Victor Steinbrueck

In 1970, preservation advocates proposed a 17-acre National Register historic district around the Market. Ultimately, only 1.7 acres were approved to be “saved,” favoring more aggressive plans for urban renewal.

Redevelopment plans for Pike Plaza, a \$10 million redevelopment project, were approved by the Department of Housing and Urban Development in May 1971. The project included many of the same uses as Pike Place (market, housing, hotel, office, pedestrian space); however, the vertical and street-level profile would have been dramatically altered, displacing Market merchants and residents entirely, and changing the character of Pike Place.

After seven years of advocacy, the continuing fight with redevelopment proponents forced the Friends of the Market to mount a citizens initiative campaign.

In November 1971, Seattle voters preserved the Market by approving a seven-acre historic district around Pike Place, protecting the Market as a historic icon and initiating plans for rehabilitation and complementary new construction. The initiative created a Historical Commission to oversee the preservation and ongoing regulation of any changes within the district.

In 1973, the city created the Pike Place Market Preservation and Development Authority (PDA) as a not-for-profit public corporation to purchase and manage buildings and develop some parcels in the



1970 aerial. (Seattle Municipal Archives)

surrounding area – creating the modern version of the public-private partnership that has shaped the Market throughout its history. As the PDA gradually took responsibility for buildings, it began to manage the Market according to the values defined in its charter – and echoing the “Meet the Producers” motto from the Market’s earliest years.

THE PRINCIPLES OF PRESERVATION AND REHABILITATION

So, the Market was saved from the bulldozer – but it still needed to be shepherded out of a state of disrepair. As city staff rewrote the urban renewal plan to preserve the architectural and social fabric of the Market, members of the Historical Commission considered how to renovate the Market while protecting its core – and still keep businesses operating while it was being repaired. The guiding mantra, as architect George Bartholick would say, was to approach the project as a forester would restore a mountain meadow: “If he does it right, no one will know that he was there.”

The revised Pike Place Urban Renewal Project listed the following goals:

1. Preserve and perpetuate the cultural, economic, and historical qualities related to the Pike Place Market and the surrounding areas, as set forth in the Historical District Ordinance.
2. Execute the work of the Project with the least possible disruption to the activity and quality of the Pike Place Market.
3. Stabilize and renew the economic and physical vitality of the Project Area.
4. Develop a community which will sustain the vitality of the Project Area.
5. Develop amenities which capitalize on and utilize the features unique to the Project Area.



The Economy Market in 1968. (Seattle Municipal Archives)

The main emphasis for rehabilitation would be to restore Pike Place and the businesses along it to the vibrant commercial, food-oriented district of family-owned businesses that was in its prime during the Market of the 1920s. The Historical Commission quickly agreed that the quarter-mile of interior arcades on the west side of Pike Place should be preserved. Both sides of the street were designated for food-related businesses only. The hopes were that not only would food-related businesses line the east side of Pike Place but that eventually, the areas along Post Alley would become retail spaces as well.

As the Market's stewards sought to restore the district's social ecology, Steinbrueck and the Friends of the Market championed the need for low-cost housing. The Market had always served a residential community in downtown Seattle, albeit mainly single older males living in antiquated lodging. Most of those "hotels" had been closed in 1970 after a tragic fire in the Ozark Hotel made it clear that these aging accommodations were dangerous. Steinbrueck argued that one of the first priorities of the revised urban renewal plan should be to establish safe low-cost housing in the Market district, restoring a balanced social ecology.

A minimum of four hundred low-income apartments were required to get the Historical Commission to approve the urban renewal



A 1973 map shows the boundaries of the Historic District and existing housing. (Seattle Municipal Archives)

plan. This resulted in the rehabilitation of the upper floors of several buildings, including the Sanitary Market and LaSalle Building, to accommodate new apartments.

Advocates believed a true mixed-use approach that incorporated low-income housing would create value in the property around the district. The low scale within the Market preserved sightlines from surrounding properties, and a diverse mix of businesses, residences, and visitors was envisioned as the vibrant hub of a modern urban center that would rise, and be enriched, around it.

A DIVERSE – AND LOCAL – TEAM OF ARCHITECTS

To ensure the architects and designers leading the effort understood and appreciated the Market, multiple local architects were tapped for the rehabilitation and new design work. A different firm or team was assigned to each building on-site. They took several years to intensely study what made the Market work, how it fit together, and how to make repairs that would protect character while allowing the Market to grow.

The design and planning teams included: Arne Bystrom, George Bartholick, Skip Norton, Gordon Walker, Ibsen Nelsen, Fred Bassetti, and Jim Olson.

Their study revealed that interconnected spaces between buildings contributed to the flow of the Market. They determined that interconnecting spaces and buildings in weird, unexpected ways led to opportunities for the Market's producers, residents, and visitors to interact. The decision was made to preserve connections – and even add doors and passageways that hadn't existed previously.

INTERIOR DESIGN PRINCIPLES

The architects embraced the Goodwins' utilitarian design principles – as much for practicality as for aesthetics. Some of their strategies:

- Simple finishes: The team used natural materials as much as possible, and most structures continued to be made of painted wood.
- Exposed utilities: This kept repairs simple (and low-cost).
- Maximum energy conservation in light fixtures.
- Minimal flourishes.



Market arcade exterior before rehabilitation in 1976. (Seattle Municipal Archives)



Market arcade exterior after rehabilitation, 1976. (Seattle Municipal Archives)

PRESERVING A PLACE FOR PEDESTRIANS



The Market in 1972 when traffic still ran south. (Seattle Municipal Archives)

Prior to 1974, Pike Place was a one-way street running south. It was used as a common route to cut through and into downtown, causing congestion at the Market and discouraging pedestrian use of the street.

To make Pike Place a viable pedestrian environment, traffic was reversed, becoming a one-way street heading north, and the street was repaved with brick to make walking more appealing. Garages were built along Western Avenue to provide parking off-site, and the Hillclimb corridor was constructed in 1976 to establish pedestrian-friendly access between the Market and the waterfront. The renewal and preservation efforts took more than a decade to complete.



The Hillclimb before rehabilitation in 1976 (above) and afterward. (Seattle Municipal Archives)



Looking east on Pike Street on May 25, 1986. (John Stamets, University of Washington Special Collections)

A MODEL OF URBAN EXCELLENCE

In 1987, Pike Place Market was honored with the first Rudy Bruner Award for Urban Excellence. The national design award recognizes transformative urban places distinguished by their economic and social contributions to America's cities. The selection committee said: "High praise goes to projects that serve a broad cross-section of society and Pike Place Market emerged as the winner partly because it has become a place for nearly everyone." Several reasons were cited for the honor. From the citation:

"Pike Place is worth studying because it shows how an urban market can serve a remarkably broad variety of purposes. These include:

- Providing reasonably priced food for lower-income city residents, conveniently close to where many of them live.
- Providing economic opportunities for small farmers, including immigrants, some of whom need a way to become successful participants in the American economy.
- Encouraging the development and growth of independent local merchants.

- Preserving buildings that impart a sense of the city’s history.
- Preserving a ‘social ecology,’ a network of people whose lives are intertwined and who are attached to a part of the city. This social ecology can be bolstered by placing additional housing in the market area.
- Providing social services that address the needs of residents.
- Providing high-quality products for gourmet restaurants and discriminating shoppers.
- Providing attractions for tourists.”

MARKETFRONT DEVELOPMENT

In its 110th year, the Market’s full historic footprint was restored with the completion of the MarketFront project, which realized a forty-year vision to reintegrate the site of the old Municipal Market across Western Avenue and renew a stronger relationship with the waterfront.

The public plaza includes table space for farmers, craftspeople, and artisan purveyors; retail space; low-income housing; a neighborhood center, and parking. Designed by The Miller Hull Partnership, the expansion keeps the utilitarian spirit of the rest of the Market’s design sensibility, placing a priority on creating usable space with minimal decorative flourishes. The addition preserves sightlines down to the water, but creates 12,000 square feet of retail space, as



The MarketFront project opened in June 2017, realizing a forty-year vision to complete the historic district. (Lara Swimmer, PDA)

well as 30,000 square feet of unscripted space that designers anticipate will have a wide variety of uses.

The expansion is the first piece of the city’s greater central waterfront development, which will continue with the eventual demolition of the Alaskan Way Viaduct. The MarketFront’s location on the western edge of the Market will provide access to the central waterfront development and create a dynamic link from the west to the Market and the Pike/Pine corridor in downtown.

HOW PIKE PLACE MARKET BUILT OUT OVER THE YEARS

*This map shows buildings within the Market Historic District's boundaries today. The oldest buildings date to before the Market's establishment in 1907; by 1918, the Market had nearly the same footprint as it does now. The PDA owns and manages most buildings — but those not managed or owned by the PDA must still comply with rules set by the Historical Commission. (These buildings are indicated with an *.)*





MARKET CHARACTERS

KATE KRAFFT, VICE PRESIDENT, FRIENDS OF THE MARKET

“The Market changes; it just changes at a much slower pace.”

Kate Krafft began learning about historic preservation while studying under Victor Steinbrueck at the University of Washington in the late 1960s – at the same time he was leading the effort to save the Market. Two decades later, she became one of the Market’s key protectors as the coordinator of the Market Historical Commission.

Her subsequent immersion into the rules and regulations of the historic district gave her a deep and lasting appreciation for the Market’s history – and especially for the citizens’ efforts that saved it in 1971. Since leaving the commission, she has continued to advocate for preservation through the Friends of the Market group of volunteers who work to educate visitors about the district and promote its traditional focus on farmers.

In this interview, Krafft talks about why it’s so vital for Market visitors to understand its roots:

Interviewed June 21, 2017, in the Goodwin Library, Pike Place Market.

On her earliest memories of visiting the Market:

“While I was in college, I had friends at UW who knew the Market and we came to buy fruits and vegetables. I had a friend who had a

Photographed in front of City Fish Market. Krafft says this “little notch” off the arcade above the ramp to the lower-level shops was a favorite of Steinbrueck’s. “There are so many unique spaces in the Market where one experiences a sense of both prospect and refuge – it is why people are so comfortable here, even in big crowds. This spot is one of those places.” (Justin Huguet, PDA)

friend who was working at this new coffee place. I remember going into that first Starbucks to buy coffee beans. It was so unique! And I loved going into the Down Under shops. There were a lot of used-clothing and household shops. You could find all sorts of things in the Market. I loved it.”

On how the Market operates much the same way now as it did in its early years:

“The heart of the Market are the farmers. Early on, the Goodwins [the original developers of the Market] realized there was a real-estate potential to develop these buildings and attract retail tenants. By 1922, pretty much what you see here was in place. That’s quick: From 1907 to ‘22 the farmers market moved from the street onto the sidewalks and into arcades, which technically were public sidewalks that the Goodwins managed and operated. And now the PDA essentially does the same.”

On the extraordinary way Steinbrueck and the Friends of the Market saved the Market:

“What the Friends did for seven years is remarkable. We would not be sitting here if it had not been for Victor Steinbrueck and that cadre of people who he corralled. And he was tenacious, and they lost and lost and lost before City Council. And of course they resorted to the public initiative. And then doorbelled and talked to as many people as they could. The thing is that their approach was revolutionary. Even today, nobody does this. They were arguing that this place was significant – not because of grand architectural buildings, but culturally significant – because of the people who came here, worked, used the place, this unbelievable ethnic mix. And when the initiative passed, the language said ‘preserve the character of the Market.’ And that meant not just the buildings,

but the way the Market operated, the kinds of businesses that were here.

“The powers that be did not see that it had significance because the buildings were deteriorated and they’re vernacular architecture. But Victor Steinbrueck argued that you could have an urban renewal project that preserved this place – and that’s what they did. They were able to utilize the urban-renewal funds toward preservation and rehabilitation.”

On how the Historical Commission promotes the growth of small businesses while protecting the Market’s character:

“I joke that it’s probably the most regulated piece of property in the United States because the Historical Commission has the authority to regulate uses and the way businesses are operated. They have a really awesome responsibility. They are all volunteer. This commission reviews any physical change, from the smallest sign to the MarketFront design. And they review any change of business ownership, any change in the product line.

“The Market changes; it just changes at a much slower pace than everything else around it. But there are things that remain constant. You still have new businesses that are started by immigrant people, which is such a long tradition here. When I was staffing the commission, a Russian couple had newly immigrated in the early ‘90s. They barely spoke English. He was a baker. They got a little space, and they started a little piroshky shop – and now people are waiting in line to go there and they have other piroshky shops around Seattle. They were following in the same tradition that Lou DeLaurenti’s grandfather, Pete, had when he started his little Italian grocery store. And you see this happening repeatedly in the Market.”

On the Market's role in sparking the modern farm-to-table movement in Seattle:

“By the time I was staffing the commission, they were starting to do their first CSAs [community supported agriculture programs] to find ways for farmers to market their products other than on the low tables. And starting satellite markets so they could have other venues to sell their product. The first local neighborhood farmers markets grew out of the Pike Place Market PDA trying to support the farmers who were selling here. The whole farm-to-table movement – that’s what the Pike Place Market has been since day one: Meet the Producer.”

The Market was first nominated to the National Register of Historic Places in the early 1970s, and in the late 2000s, Krafft wrote an updated nomination that included an extensive history. On why she believes the Market has national significance:

“I argued that it should be of national significance because it really is the oldest continuously operating farmers market of this scale in the United States. The Pike Place Market has continuously functioned since the day it was opened. I also opined that it should be recognized for the historic preservation era, for the passage of the initiative, for the innovative use of urban-renewal funds in historic preservation goals.”

On why it's vital for citizens today to understand the Market's history as a working public market:

“Local people, I think, have become complacent: It’s saved. It’s here. The tourists are coming. A lot of local people don’t even understand now how this place ended up being saved. A lot of people just don’t realize how lucky we are that it’s here. And you have a lot of new people, and they love this place, but they don’t really understand it. So many new people just think this thing starts every morning and closes every night, and don’t understand how complex it is to operate and everything that had to take place for it to be preserved.

“One thing that keeps coming up every couple of years is somebody says, ‘Why don’t they mall off Pike Place? Why isn’t it a pedestrian mall?’ This isn’t a destination festival market. This is a working public market with tons of produce and products being delivered and moved through. I joke: Yeah, there’s this giant mix of trucks and cars and people, and it seems chaotic – but at least there isn’t horse manure anymore! It is very much like it was in the 1920s. Today there were such big crowds in the main arcades I almost could see Mark Tobey’s paintings in the Market. He painted these massive crowds in the Market, which was in the ‘30s and it really was crowded. There were 600 farmers registered to sell here. It would be good for people to really understand the tradition of farmers in this market, and the effort to preserve it.”

– Interview edited for length

“A lot of local people don’t even understand now how this place ended up being saved. A lot of people just don’t realize how lucky we are that it’s here.”



Standing
Together
Since
1907!

WE BUILD
BRIDGES
NOT WALLS

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DOWN
WITH
ICE!

WHY SO?

Members of the Market community walk out in solidarity with immigrants to protest Trump administration policies February 17, 2017. (Justin Huguet, PDA)

CITIZEN ACTIVISM

“One of the remarkable things about Pike Place is that the urban market revival was not a predictable urban solution, imported from other cities. It was an indigenous solution, developed by local people who looked at what they had and figured out how to use it to maximum advantage.”

– Rudy Bruner Award for Urban Excellence, 1987

INTRODUCTION

Almost as soon as it opened, Pike Place Market had to be defended from efforts to remake it or replace it, and redevelopment threats continued off and on through much of the twentieth century. The Market’s defense required advocacy across social levels – from citizens, farmers, and vendors – as well as democratic governance by managers and initiative from political activists.

The Market’s original purpose was to provide the opportunity for farmers and the public to engage in direct commercial exchange – something that didn’t exist at the time. As the needs of the community expanded, so did the modern Market’s mission. It became a pillar of the urban community, spurring a network of services, including low-income housing, a senior center, a clinic, and child care. The Market’s constituency, as established by the Pike Place Preservation and Development Authority charter, also participates in governing and advocating for the community.

Today, Pike Place Market is an example of an enduring successful public-private partnership, sustained by community engagement and a collective process.



Pike Place in 1910, before the north arcade was built. (Seattle Municipal Archives)



PROGRESSIVE ROOTS

The Market came out of a time when progressive-minded reforms were sweeping across the nation's cities. Theodore Roosevelt had advocated for urban sanitation and transportation movements as an assemblyman and then governor in New York, and as president from 1901-1909 he carried reforms to the federal level – pushing through meat-inspection legislation, fighting to end monopolies, and forcing management to negotiate with labor in strikes.

Seattle's Thomas Revelle, a progressive city councilman, pushed for the Market to address price-gouging by the middlemen at the Western Avenue commission houses who bought produce from local farmers to sell to the public. The Market was quickly considered a success at keeping food costs down. In February 1909, the *Seattle Times* reported: “So keen did the market make competition that the human food stores around the city were forced to meet market prices or lose business. The result is that a generally lower price for foodstuffs prevails all over the city.”



George Cotterill, 1912.
(Seattle Municipal Archives)

And in 1914, progressive Mayor George Cotterill argued that the Market needed continued investment from the city to continue fulfilling its economic purpose: “The Public Market, inadequate as it still will be, is playing a large part in ‘bringing down the price of living’ for those who will avail themselves of its facilities.”

But the Market was about more than food prices; it also established a direct connection between farmer and customer. Common Seattle residents – mainly wives, mothers, and other women of the family



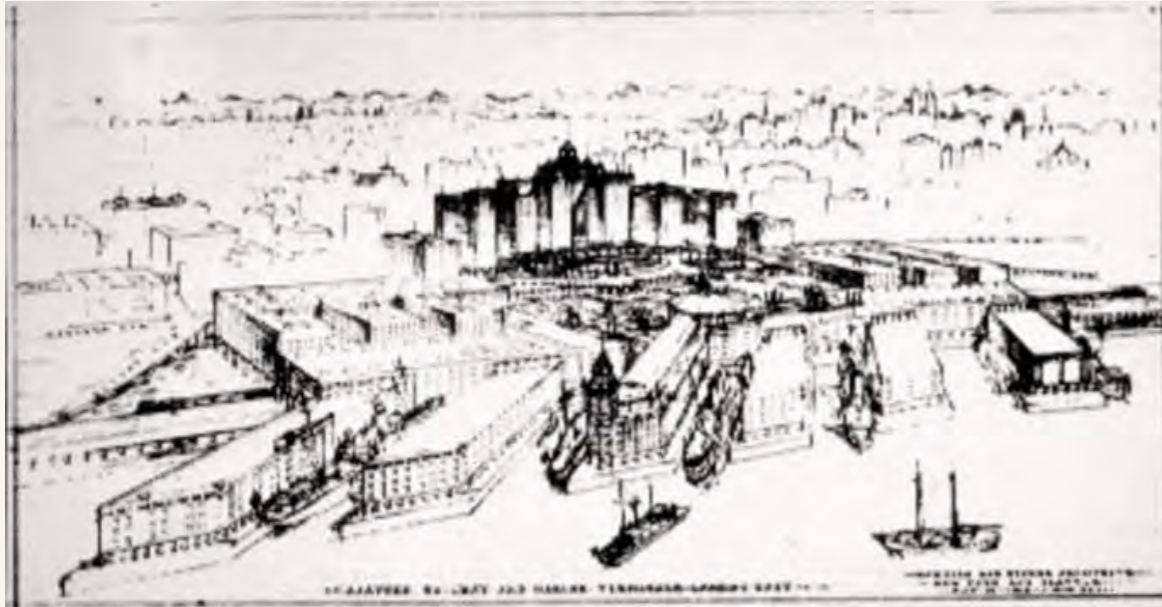
Western Avenue commission houses in 1909. (Washington State Historical Society)

who did the food shopping – had access to affordable produce directly from producers, who sold goods from land that they lived and worked on. This encouraged the customers to treat the farmers more fairly and maintain a connection to the land and individuals that provided their sustenance.



Shoppers in 1928. (PEMCO Webster and Stevens Collection, Museum of History & Industry)

EARLY ATTACKS AND ORGANIZATION

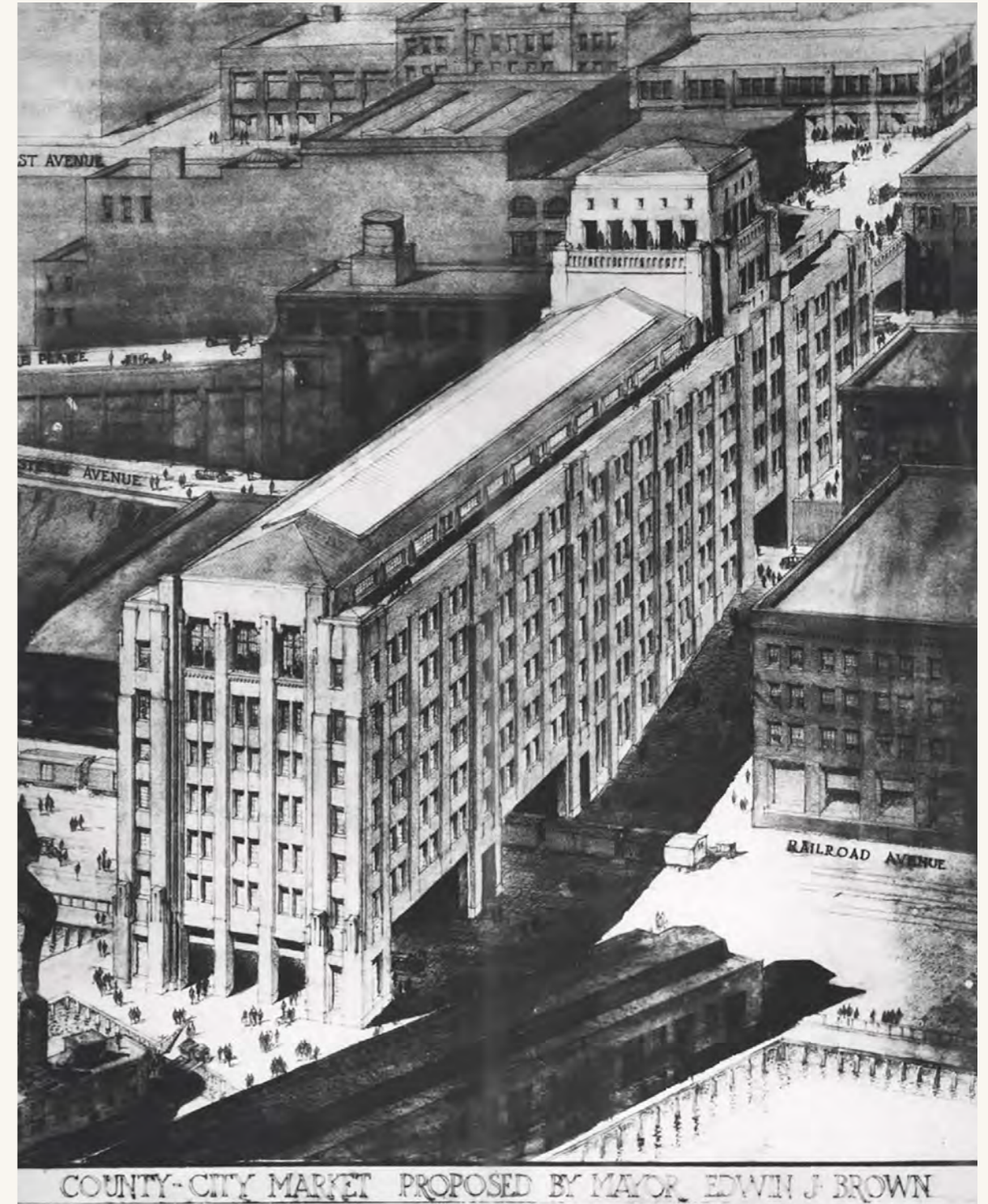


Proposed railway terminal, 1913. (Seattle Municipal Archives)

Developers' dreams

Just six years after the Market opened, advocates had to fend off the first proposal to redevelop it. While the city's residents had developed a love of the existing Market, those in development offices saw potential and projected grandiose visions to replace it. If the 1913 proposal had succeeded, the Market would have been replaced with a railway and marine terminal. Voters rejected the effort, instead approving a \$25,000 city investment to pave the streets and improve sidewalks within the Market.

The Market came under attack again in the 1920s. Mayor Edwin "Doc" Brown repeatedly floated plans for a mammoth concrete high-rise that would replace the Market and stretch three blocks west to the waterfront piers and railroad tracks. He commissioned a sketch from prolific local architect John Graham Sr., who designed the Frederick & Nelson building (now Nordstrom's flagship Seattle store), but his idea never found any traction.



Sketch of proposed redevelopment, 1928. (Seattle Municipal Archives)

By midcentury, proposals to redevelop the Market would be presented every few years.

Battles over distribution of space

Farmers as a group constantly lobbied for better access to their customers, but immigrant farmers often struggled just to gain equal access to the daily lottery that distributed stall space. For several decades, from the early to mid-1900s, Japanese farmers sold produce at more than half of the stalls, but at one point in the early years, stall assignments were distributed by lottery in a system that favored farmers designated as “white men.” In a 1914 letter, Japanese-American farmers requested equal opportunity for booth distribution. After the complaint, Market Master John Winship made the lottery draw completely random for all farmers.

In 1920, when increasing traffic congestion inspired a city proposal to move the Market to Westlake, unions, farmers, and women’s groups petitioned the city to keep the Market at Pike Place. The City Council eventually decided in 1921 to keep it there – by a single vote.

The Goodwins would then build the Municipal Market, the first Market building to expand to the west side of Western Avenue.

A couple of years later, as farmers prepared to move off the street and into new, low farm tables under cover – a move intended to further ease congestion – they were furious to learn that the Goodwins had retained the rights to lease the best spaces at the center main arcade to permanent vendors. These were the greengrocers and the middlemen that the Market had been born to fight. The Goodwin Group (GG) stalls lined the section that drew the most daily foot traffic. The Goodwins’ response:

“Arthur Goodwin, speaking for the private company, declared that the city’s Market Master had charge of 90 percent of the stall space on the sidewalks; only 10 percent of the sidewalk space under the arcades was reserved for the company.



Produce vendors on November 3, 1926. (Asahel Curtis, Washington State Historical Society)

Conceding this was the best commercial space, he argued that it benefited the customers to have it leased to vendors who would be present year-round, not changing haphazardly according to season and the luck of the daily draw.”

(Shorett and Morgan, 55)



The city's plan for vacating sidewalk space along Pike Place. The space was made available for permanent vendors, 1928. (Seattle Municipal Archives)

The farmers formed the Associated Farmers of Pike Place Market and sued over the Goodwins' arrangement. The suit reached the state Supreme Court, but was ultimately unsuccessful. The city soon vacated the prime sidewalk space and established the permanent stalls known as "highstalls."

The mayor again threatened to move the farmers several blocks east, and the farmers and Goodwins found a solution. The Goodwins kept the eight best GG stalls, and the rest of the stalls

were divided up into sections for flowers, meat, a dry row (interior stalls with no access to running water) and a wet row (exterior stalls, more exposed to the elements, with access to water). Stalls were assigned within each group, giving more farmers a better shot at the prime locations.

The GG stalls – now called highstalls – still hold permanent year-round produce businesses today.

BATTLES FOR THE SOUL OF THE CITY

After the decimation of the Market community in World War II, the 1950s saw farmland diminished by competition for property to feed highways, industry, and suburban development. With a lack of investment, Market buildings fell into disrepair. Developers and the city proposed to raze them and replace them with parking garages and high-rise structures, and the Market's strongest advocates – artists, architects, farmers, and activists – found themselves in a years-long fight to save the neighborhood from devastating urban renewal plans that would remake the community.

Civic protest had become more commonplace by the 1960s. Advocacy efforts nationwide led to major efforts to address civil rights, equal opportunity employment and housing, school integration, regional transit, environmental cleanup, and emergency services.

Such activism also halted freeway expansion that would have devastated urban neighborhoods and historic areas in the interests of making it easier for people to pass through cities and to remove perceived “blight.”

Veterans of this activism took to the streets and courts to halt the urban renewal plans that threatened to destroy the Market in the name of progress. They engaged the community with a grass-roots campaign that included “paint-ins,” concerts, art exhibits, auctions, and children’s events. The message on activists’ banners was to “keep” the Market, one of a few enduring constants in a city that was barely 100 years old.

The crucial test came in fall 1971 after the City Council had rejected several petitions to modify the final urban renewal plan.



Citizens campaigning to “keep the Market” in 1971. (Timothy Eagan, Seattle Post-Intelligencer Collection, Museum of History & Industry)

The advocacy group Friends of the Market mounted a public initiative campaign. The initiative would create a 7-acre historic district regulated by a citizen commission to oversee a revised urban renewal plan for the Market – and it would have the authority to change the focus to community preservation.

Many citizens worked together to preserve the Market in the late 1960s and early 1970s. These are a few of the key advocates who led the fight:



Farmer's Market by Mark Tobey, 1941. (Eugene Fuller Memorial Collection, Seattle Art Museum)



Mark Tobey at a restaurant in the Market in November 1959. (Seattle Post-Intelligencer Collection, Museum of History & Industry)

Mark Tobey

“What do we want? A world of impersonal modernism, a world of automobiles? I’ve studied and painted the Paris stalls, the markets of London, Mexico, and China and none is as interesting as ours.”

—Mark Tobey in a letter to the editor, 1950

Renowned Northwest School painter Mark Tobey was a decades-long visitor to the Market. He came to Seattle from New York to teach at the Cornish College for the Arts, and in the ‘30s and ‘40s, he spent many days in the Market sketching architecture, produce,

and people and rendering them in oil, gouache, and tempera. His 1964 book, *Mark Tobey: The World of a Market*, included many of these images, and it was sold by the Friends of the Market as part of the group’s advocacy efforts. In his introduction, he wrote, “... the main part of the Market is still active, still varied, exciting, and terribly important in the welter of over-industrialization.”

In support of the Friends of the Market’s efforts, Tobey donated thirty lithographs to the group. They were eventually used as collateral for a bank loan that provided essential funding for the initiative campaign.

Victor Steinbrueck

“Part of the subtle charm of the market area is the intrigue of exploration and the element of surprise as one moves through the various streets, lanes, passageways, ramps and stairs. ... Nowhere else is there to be found such a broad social mixture going about its business in a natural and uninhibited way.”

— *Introduction to Market Sketchbook, 1968*

Local architect and University of Washington professor Victor Steinbrueck was at the forefront of several battles to save Seattle’s historic buildings in the 1960s and 1970s – especially in the Pioneer Square and Pike Place neighborhoods.

A talented artist, Steinbrueck cultivated his passion for sketching while working for the Civilian Conservation Corps in the 1930s. Northwest School artists including Tobey were lifelong friends. As an architect, Steinbrueck designed or contributed to the design of several important buildings, including the Faculty Center at the University of Washington in 1960, and with John Graham and Company, the Space Needle, finished in 1962 for the World’s Fair. Starting in 1964 with the founding of the Friends of the Market, Steinbrueck began leading efforts to preserve the historic neighborhood around Pike Place. Steinbrueck’s style was to battle developers by building coalitions among artists, architects, the Market community, and citizens, and he used his own art to educate the public and convey his appreciation for the character and architecture of the city. He published several books of his sketches of Seattle and its historic architecture, including *Seattle Cityscape* (1962) and *Seattle Cityscape II* (1973). Steinbrueck’s *Market Sketchbook*, published in 1968, included more than two hundred sketches capturing the unique character of the Market, its form, and its community.



Victor Steinbrueck at the Market in the 1960s. (Seattle Municipal Archives)

In 1968, the city of Seattle tore down a historic Armory building at the north end of the Market neighborhood. When the Market’s preservation was ensured three years later, a portion of the site was set aside for a new park. With landscape architect Richard Haag, Steinbrueck designed Market Park at the north end of Pike Place.

After Steinbrueck’s death in 1985, Market Park was renamed Victor Steinbrueck Park in his honor.

His son, Peter Steinbrueck, who also had a role in protecting the Market from New York investors twenty years later, has said his father's preservation efforts were about more than saving buildings:

“While he focused on built environment and preservation, and design of the city, his motivation was more about people than about things and objects, about how we live and what we valued. When you look at saving the Market, it wasn't so much about saving the buildings but about preserving a way of life, especially the presence of local farmers. He valued the relationship between the consumer and producer, which in modern society has been all but lost, enormously.”

– Peter Steinbrueck,
interview with Heather MacIntosh,
HistoryLink.org, 1999



A sketch of the main arcade from Victor Steinbrueck's *Market Sketchbook*, first published in 1968. (University of Washington Press)

The Friends of the Market

“The friends of the market had better brush away right now any illusions that some magnanimous foundation or earthbound angel will come along to save the market with a tidy sum. We'll have to do it ourselves and by persuading those who operate, use or enjoy the market to carry the burden.”

– Wing Luke in the *Seattle Times*, July 21, 1964

Alarmed by plans for urban renewal, City Councilman Wing Luke publicly called upon the citizens of Seattle to save their Market, urging them to create a plan to restore the Market without destroying its character – and to bring back places for people to live in the Market again. It was Victor Steinbrueck, attorney Robert Ashley, and members of Allied Arts of Seattle who first answered Luke's call.

LAST CHANCE TO SAVE THE PIKE PLACE MARKET

SEATTLE CITY COUNCIL

PUBLIC HEARING

APRIL 18-FRIDAY MORNING 9:00 AM till NOON

SEATTLE MUNICIPAL BUILDING-11th FLOOR

CITIZENS OF SEATTLE & KING COUNTY: In the name of common decency, and the tradition and heritage of our region, the FRIENDS OF THE MARKET summon you to our cause of keeping this low-cost market now existing in the Pike Place Market area for all people for now and for the future.

Having worked for many years for the continuity and improvement of the market and having given voice to the concern of more than 52,000 people through a supporting petition and many other efforts, having patiently waited for sympathetic understanding and response from our City Council—all to little apparent avail—we must now call for aggressive action from concerned people lest the cause be lost.

Only an aroused citizenry can keep them from making the decision to wreck the people's market and Seattle's prime attraction for the sake of a grandiose private land grab subsidized to more than \$18,000,000 by the taxpayers from the federal and city pocketbooks.

In September 1964, they brought together sixty friends for a champagne breakfast in Lowell's Café in the Market, initiating a group that would borrow Luke's words for its formal name and become the advocacy group Friends of the Market. They rallied to fight for what architect and Market advocate Fred Bassetti called "an honest place in a phony time."

The Friends opened an office behind Deluxe Bar-B-Q in the Economy Market, and spent the next seven years writing newspaper opinion pieces; lobbying elected officials; distributing posters, handbills, and petitions; and leading street demonstrations.

From a flier the Friends distributed to draw citizens to a 1969 public hearing:

"The existing people's public market must be kept because:

- It is the only **LOW COST SHOPPING** area on the West Coast. It is needed and it is irreplaceable.
- It is the only place in the region where people of every color, creed, economic status, and age group are welcome to shop, work, and browse in harmony and equality. There are no integration problems in the market.



Friends of the Market "Vote Yes" sign, 1971. (Seattle Municipal Archives)

- It is Seattle's only real and unique tourist attraction.
- It is the thriving symbol of the American ideal of small merchants, farmers, and individuals successfully and independently operating."

Today, long after the fight to preserve the Market was won, the Friends group continues to be active in promoting education and advocacy efforts for the Market district.

Finally, a win for the community

Steinbrueck and the Friends fought the city's redevelopment proposals throughout the 1960s, taking their pleas and petitions to the City Council again and again. They eventually leveraged the 1966 Historic Preservation Act, gaining approval for a 1.7-acre historic site, which was only a fraction of the geographic area the Friends believed should be protected.

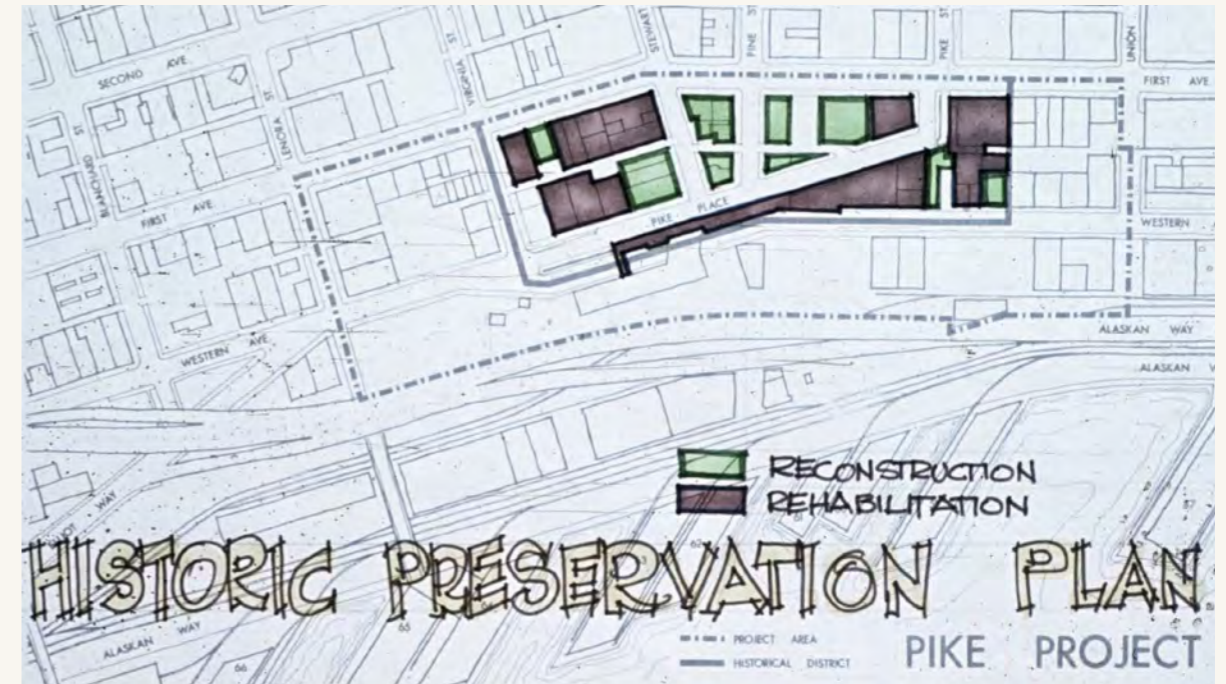
In 1971, the Friends of the Market sponsored Initiative 1 to create a 7-acre local historic district and a citizen commission with the authority to regulate any alteration or use of Market buildings. Twenty-five thousand signatures were collected in three weeks to qualify the measure for the ballot that November. The mayor, City Council, and downtown business interests promoted a weaker counterproposal that included a much smaller preservation area and less rigorous enforcement. While both groups claimed to be "saving" the Market, voters preferred the Friends' vision by a 3-to-2 margin.

The resulting Pike Place Market Historic District would be regulated by the Pike Place Market Historical Commission, entrusted to make decisions about all alterations, future construction, and changes in business use and operations.



Sen. Warren G. Magnuson
(Senate Historical Office)

Once the city initiative was passed, the way was clear for federal funding. Sen. Warren Magnuson was famous at the time for funneling money into the state of Washington. In the 1970s, when Magnuson was the second ranking member on the Senate Appropriations Committee, Vice President Walter



Historic Preservation Plan, 1972. (Seattle Municipal Archives)

Mondale put it this way: "He is scrupulously fair with federal funds; one half for Washington state, one half for the rest of the country." During this period, Magnuson sent upwards of \$50 million in federal money flowing into the Market's rehabilitation efforts.

Councilman Wing Luke died in a plane crash in 1965, so he didn't live to see the people of Seattle fulfill his plea to save the Market. But many of his hopes expressed in 1964 would come true:

"I can foresee a time in which the market will be the lively place it once was, with, maybe, photo and art galleries illustrating its wonderful past. I wonder how many Seattleites realize that people from all parts of the world have written and spoken in glowing terms of Seattle's public market. ... As a small boy, I used to go down every Saturday night and Sunday to the marketplace laundry of a relative. It was the event of the week for me, the happiest time of all. I shall never forget the people, the colors and the noise of the market as a boy."

COMMUNITY GOVERNANCE

The 1971 public initiative established the Market Historic District and created the Pike Place Market Historical Commission to ensure citizens are always involved in decisions to “preserve the character” and regulate changes in design and use. Today, the commission continues to oversee the Market as envisioned in the city’s subsequent ordinance.

Commissioners are appointed by the mayor from a list drawn up by two community organizations as well as from people who live, conduct business, and own property in the historic district. The current commission is made up of two members from the Friends of the Market, two architects, two from Allied Arts of Seattle, one property owner from the district, two district merchants, two residents, and one at-large representative. Because the commission was created to keep city government from dismantling the Market, its decisions on use, design, and business management are final, not just advisory. Overturning a commission decision requires an appeal to the city hearing examiner – and even then, appeals can be based only on questions of fair process or failure to follow strict commission guidelines.

After the initiative was approved, the commission reworked the urban renewal plan to preserve the architectural and social fabric of the Market. To support these goals, the city created the Pike Place Preservation and Development Authority to oversee financial operations, development, and day-to-day management of the Market. The charter that established the PDA in 1973 continues to be the guiding force for management at the Market. It defines the PDA’s specific powers and responsibilities, which include preserving and managing the properties in the Market Historic District,



A sketch of Market shoppers and vendors by Karlis Rekevics, an architect in Fred Bassetti’s firm, April 1973. (Seattle Municipal Archives)

supporting local farmers and small-business owners, and providing social services for low-income residents and others in the market community.

The 1973 charter also created the Market Constituency, a group made up of citizens that acts as a forum for public engagement with the Market. The Constituency advises and lobbies both the PDA and the Seattle City Council.

And in 1982, the nonprofit Market Foundation was established to ensure funding for the social services the Market’s diverse community of residents and workers needed.

ANOTHER SCARE

In a complex set of real estate transactions in the early 1980s, the PDA sold depreciation rights to private investors based in New York, the Urban Group, which gained title to Market buildings in exchange for providing \$3 million for renovations. A change in the tax law in 1986 nearly led the Urban Group to remove the PDA from management of the Market and replace it with a for-profit private company. Again, the Friends of the Market and citizen activists united to save the Market – this time led by Victor Steinbrueck’s son, Peter.

By 1991, the ensuing court battle had voiced the contract provisions allowing the Urban Group to assume control, and the investors accepted a buyout of their interest in a settlement. The PDA’s charter was updated to make it more fiscally restrictive and protect the Market from any future predatory investors.

ONGOING CITIZEN COMMITMENT

2008: Pike Place Market Levy

More than thirty-five years after the renovation efforts of the 1970s, the Market was again in need of infrastructure maintenance and repairs. The PDA and Market Foundation worked together to communicate the importance of shoring up Market infrastructure. Despite a nationwide economic downturn, the citizens of Seattle overwhelmingly approved a \$73 million levy to implement seismic upgrades, add more elevators, improve heating and cooling systems, and update restrooms. Jackson Schmidt, former chair of the PDA Council, remembered election night 2008: “People in the midst of this huge economic downturn voted to tax themselves when they couldn’t afford it.”



Charms on the MarketFront, which opened in 2017. (Market Foundation)

Pike Up! Capital Campaign for the MarketFront

To raise money for the MarketFront expansion that opened in 2017, the Market Foundation led a \$9 million capital campaign fundraising effort to engage citizens in the project. Citizens could “write their name into history” by purchasing engraved charms or hoofprints to be displayed in the new space. More than seven thousand donors – “Piggybackers” – answered the call to raise the money, and surpassed the goal. The charms and the hoofprints took inspiration from the engraved tiles campaign in the 1980s that raised money to replace the floor.

“We wanted to make sure that we’d given people the opportunity to find something to put their name on that also celebrates the open air, waterfront view of the MarketFront,” said Lillian Sherman, executive director of the Market Foundation. “Now we have more than 11,000 personalized charms dancing and shining out there.”



MARKET CHARACTERS

JACKSON SCHMIDT, PDA COUNCIL CHAIR 2005-2009

“This place is deeply embedded in people’s idea of who they are.”

Jackson Schmidt was in his last year of law school when he moved to Seattle in August 1986 and first walked through Pike Place Market. A few years later, his budding legal career and the Market’s fate were completely intertwined.

In 1990, Schmidt was part of the legal team that represented the Citizens Alliance to Keep Pike Place Market Public, a coalition put together by Peter Steinbrueck, a local architect and son of architect Victor Steinbrueck, who had led the effort to save the Market in 1971. The Alliance sued the Urban Group, which was trying to use an investment arrangement to take control of the Market. The Alliance also sued the PDA for making the deal.

The Citizens Alliance won the case in 1991 and the Market was saved, again – but Schmidt’s work on behalf of the community was just beginning. He was on the PDA Council for ten years and chair from 2005 to 2009, leading the council through the 2008 election, which included a levy to renovate the district. Here Schmidt reflects on what inspires Seattle about the Market:

Interviewed June 13, 2017, in the Goodwin Library, Pike Place Market.

On getting to know the Market through Peter Steinbrueck:

“One of the first things Peter said when he decided I was going to be his lawyer was, ‘You come down to the Market with me.’”

Photographed on Pike Place. (Justin Huguet, PDA)

We spent the better part of the day meeting the people he knows and having him explain to me what the Market really is. When you get to know it, it is so different from how you know it as a consumer. We all like to think this is a sunny-shiny-happy place, and everybody gets along – and boy, is that not true. They’re at each other’s throats because so many of the interests in the Market are adverse. Peter was explaining all that to me and it became a foundation for everything I’ve learned about the Market ever since. I spent the day with Peter and got introduced, and of course that was a tremendous asset for me because now I was OK with the people in the Market.”

On how the PDA’s deal with the Urban Group happened:

“Victor Steinbrueck and the Friends of the Market saved the Market in the early ‘70s. It was a really rundown seedy place. Well, they got it saved, but the city didn’t have the money to fix it up, and it needed fixing up badly. The whole mess [with the Urban Group] got started by well-intentioned lawyers who figured out a clever thing. The PDA is a public corporation, and public corporations don’t pay taxes. If a citizen owns these beautiful old buildings, every year you get to write off depreciation on those buildings. The PDA doesn’t pay taxes, so it doesn’t get to take depreciation and it doesn’t get the economic benefit. So, they cut the Market into parcels and ‘sold’ them to the Urban Group investors. The investors paid a down payment [\$3 million] to the Market. At the end of the day, they would have to pay for the Market, but the price was so big that nobody would pay that. They never intended to close. But it allowed them to take the depreciation because of the way the IRS code was worded at the time: If you were under contract to purchase a building, then you were the one who could take the depreciation.

“It never should have happened. The lawyers who put the deal together did so in good faith, thinking they were getting a benefit for

the citizens and for the Market. What people did not foresee was that Ronald Reagan would get rid of the depreciation allowance.”

On the argument in the lawsuit against the Urban Group:

“There’s a doctrine in the law called ultra vires – ‘exceeding your purpose.’ Back in the 1920s and ‘30s, that was a big deal. Corporations were incorporated for a purpose, and if your purpose was to make blue widgets and you figure out there’s real profit in red widgets and start making those, your shareholders can sue you for exceeding your purpose. At some point, the United States Supreme Court said ‘This is crazy. Every corporation is being sued by its shareholders looking for easy money on ultra vires.’ I knew that from law school: It’s a dead doctrine. But by golly, I found in the context of municipal corporations, that doctrine still has vitality. This is a public entity, a public corporation. People have granted it power to do things. Therefore, it can’t exceed those powers. I pulled out the bylaws of the PDA and one of the first things it says is it was incorporated to own and operate the Pike Place Market. And I thought, well, if you’re incorporated to own the Market, how can you sell it? You’re putting yourself out of business.

“The argument that we made was that the PDA couldn’t enter into those contracts legally because it didn’t have the authority. Now, the city and the PDA couldn’t make those arguments because they had both signed off on the deal. But Peter and the Citizens Alliance could come in and say that, and old Judge [Frank] Sullivan didn’t have any trouble with it. It was Halloween 1990. We teed up the motion, came in and argued it, and he ruled, and that was it. It took another year of screwing around because they declared bankruptcy, and we had to chase them, and eventually got it settled. Part of the deal was to get legislation in place so something like this could never happen again. If they could have gotten their hands on the Market

and taken it, they would have liked to. What they really wanted was to get us to cough up a bunch of money.”

On what inspires Seattle citizens to protect the Market:

“Between 1907 and World War II, as near as I can tell, this was the center of gravity in Seattle. This is where commerce was centrally located. Yeah, there were businesses and we had a maritime industry and timber industry – but this was where the people came. If you lived in Mount Baker, there weren’t shops out there. You came here. This was the center of the hub of the wheel of Seattle. Anytime you have the center, that’s where the politics happen and the interchange of ideas and interests compete. Obviously, this is no longer the center of the wheel. We have lots of wheels now. Commerce has changed, the city has changed, the culture has changed. But in some ways, this still retains some of the center of gravity as to Seattle’s identity. And it may not be who we are, but it’s who we like to believe we are.

“[In the early 1970s] there was still enough of a memory in the citizens of Seattle of this being part of their identity that they didn’t want it taken away. The politicians at every level approved turning this into a parking lot, a hockey rink and a hotel. Victor Steinbrueck stepped in. It was sort of a Jimmy Stewart thing. You have all the official, institutional powers on one side, and then you’ve got Victor Steinbrueck and the hippies and the bohemians and lefty types on the street corners with daffodils getting citizens to sign the initiative to save it. And the citizens did, overwhelmingly.”

On how citizens continue to stand up for the Market:

“The big attraction is its authenticity. It’s where things are more real. It’s a reaction against the supermarket culture. It’s this idea of a kinder, simpler, nobler age, and we get to be associated with it by being associated with handcrafted foods and handcrafted goods.

“I was chair of the PDA Council on Election Night in November 2008. The economy was headed straight down. We had been working for eight years for a levy for the Market. We needed \$65 million to do things like earthquake retrofitting, fire suppression – none of it was sexy stuff. Modern buildings are more economically efficient to maintain. The modern building can charge whatever the market will bear for rent. We can’t. We have to maintain this funky mix. That difference between market rents and what we charge, and economic buildings and expensive buildings – there’s a big delta. How does that get made up? Well, it doesn’t. We push it forward and push it forward, and every 30 years we’re going to have to go back to the voters to do the sorts of stuff that gets deferred. All day that election day, editors were calling to say that we all know that the levy’s going to fail. My statement was: ‘This has nothing to do with the need or how people feel about the Market. It has to do with that we’re in a panic right now.’ The first returns came in and it was up 73 percent. People in the midst of this huge economic downturn voted to tax themselves when they couldn’t afford it. This place is deeply embedded in people’s idea of who they are and who they want to be.”

On his belief that citizens will continue to protect the Market:

“The Market finds the people it needs. It finds the citizens who step in and do what’s needed in a project. I’ve seen a lot of projects get done here. You don’t even get thanks. Everything’s a fight. At the end of the day, everything gets done. As long as we keep doing what we need to do to keep this place real, to keep it authentic, and don’t allow it to go sideways, this is going to continue to be the crossroads for Seattle civilization.”

– Interview edited for length.



MEET THE...

PUBLIC
MARKET
CENTER

FARMERS MARKET

YOUR STATE'S
CHANGES LIVES

Shoppers enjoy a late-summer morning at the Market.
(Matt Mornick, PDA)

MARKET MANAGEMENT TODAY

“One of the things that makes Pike Place outstanding is its complex system of governance, which allows many different participants to play a role. This system incorporates checks and balances that allow the Market to change but that try to ensure that any significant changes reflect convictions about the Market’s social purposes. When diversity is managed well, as at Pike Place, diversity can become a compelling urban attraction.”

– *Urban Excellence, 1990*

INTRODUCTION

Up to fifty thousand visitors a day in the peak season. Several hundred small-business owners and craftspeople. More than eighty farmers. Five hundred permanent residents. They’re all shopping, working and living in twenty-four historic buildings within a 9-acre district – making a lot of moving parts to manage every day in Pike Place Market.

The Pike Place Preservation and Development Authority (PDA) is the agency charged with being the public steward to manage the Market’s daily operations. The PDA’s status as a nonprofit public corporation allows it to be more nimble in business operations than a traditional government agency, and all profits earned from rents are reinvested in the Market rather than paid to shareholders.

After the Market was saved by a citizens initiative in 1971, the PDA was created by a charter in 1973, which mandates that it run the



Carly Ann Calbero is one of more than three hundred permitted street performers, called buskers, who perform at fifteen locations throughout the Market.



historic district while staying accountable to and cultivating its diverse community of farmers, craftspeople, shop owners, performers, and residents. The charter is a living guide, referenced daily by PDA staff in their work to protect and nurture the dynamic physical space and social ecology of the Market.

PDA management must look respectfully backward and forward, making decisions that both preserve history and grow businesses relevant in the twenty-first century. In addition to enforcing the rules that apply within the Market district, the PDA must manage relationships between those living and working within the district and the appropriate city, state, and federal government agencies. The PDA advocates for its producers, shop owners, and residents, and the agency communicates security alerts or changes in regulations back to those within the district.

Transparency is required throughout the management process. Public meetings are necessary to approve expenditures over \$10,000, bond issues, and adoption of the budgets. New businesses, changes in business ownership, and modifications to buildings cannot be set in motion by the PDA alone.



Farmers sell their locally grown fruits and vegetables on Pike Place, as they have since 1907. (Matt Mornick, PDA)

These kinds of decisions also require approval from the Market Historical Commission, which has biweekly meetings that include time for public comment. Nothing at the Market happens behind closed doors.

FROM THE CHARTER

“The Authority shall provide a structure within which all public agencies, private groups, organizations, and individuals whose concerns and interest relate to the preservation of Seattle’s Market area may work together to accomplish the above purposes and goals.”

[!\[\]\(e8fb589d58dad1692debababa5e928b6_img.jpg\) Read the charter online](#)

WHO OPERATES THE MARKET? STRUCTURAL OVERVIEW

Market Historical Commission: The commission was created by the 1971 citizens initiative that preserved the Market, and it oversees decisions for the 9-acre Pike Place Market Historic District to ensure the historic character of the Market is preserved. Any changes of substance within the Market – from the PDA’s plans for building improvements, to vendors’ requests to change what they sell at the Market, to requests to open new businesses – must be approved by the commission. Each business must be an independent venture. Businesses that already exist outside the Market are not allowed to open a second location within the Market, according to the commission guidelines. The commission’s twelve members are appointed by the Seattle mayor and include two owners of property within the Market, two Market merchants, two Market residents, and two members of each of the following groups that were instrumental in the preservation of the Market in 1971: Friends of the Market, Allied Arts of Seattle, and the Seattle chapter of the American Institute of Architects.

➔ [*Read the commission guidelines and ordinances online.*](#)

Pike Place Market Preservation and Development Authority:

The nonprofit public corporation manages operations, enforces rules, and owns most of the buildings within the district. The PDA executive director and staff handle day-to-day business operations, but most decisions



(PDA)



The programs committee of the PDA Council meets monthly to discuss and debate farm, craft, marketing, and event programming. (Kalyn Kinomoto, PDA)

concerning contracts, capital and development projects, financial agreements, and the like are finalized by the PDA Council, which includes four members appointed by the mayor, four appointed by the PDA Council, and four elected by the Market Constituency.

➔ [*Read the charter and more on the PDA.*](#)

Market Constituency: The charter that created the PDA also created the constituency to ensure public participation in the process of the restoration and future management of the Market. The Constituency elects one member to the PDA Council each year. Constituency membership is open to anyone who lives in Washington State, is 16 years old or older, and pays \$1 in annual membership dues.

➔ [*Learn more at the constituency website.*](#)

PDA RESPONSIBILITIES

As mandated by its founding charter, the PDA's responsibilities include:

- **Preserving, restoring, and developing buildings and open spaces** to ensure opportunities for Market farmers, merchants, residents, shoppers, and visitors to continue traditional Market activities.
- **Increasing opportunities** for the sale of local farm produce and food retailing.
- **Supporting and promoting the survival** of small shops and “marginal businesses.”
- **Preserving and expanding the residential community**, including houses and services in the Market, especially for low-income people.

*Shoppers in the Main Arcade, 2017.
(Barbie Hull, PDA)*





The PDA contracts annual cleaning of the walls in lower Post Alley, using pressurized steam. Quarterly maintenance prevents the Gum Wall from spreading beyond its origins next to the Market Theatre. (PDA)

CARING FOR HISTORIC BUILDINGS

PRESERVATION AND MAINTENANCE

Keeping century-old buildings in good working order is practically a 24-hour-a-day job. The PDA employs about a hundred people in janitorial, security, maintenance, administrative, and other office roles. Although the official hours are seven a.m. to six p.m., cleaning and security staff work at all hours to keep the twenty-four buildings in the district sanitary and safe. Occasionally, bigger

cleaning efforts are necessary. For example, in November 2015, workers scrubbed twenty years' worth of gum – more than 2,000 pounds – off the Post Alley Gum Wall. (It didn't stay clean for long; a gum-armed flash mob swarmed the wall soon after it was washed.)

On top of daily maintenance, the PDA must plan out larger renovation efforts to shore up aging structures and keep them up to current building codes while preserving their historic integrity.

For the first ten years of its life, the PDA oversaw an intense renewal effort to restore the district after decades of neglect left many buildings in disrepair. Decisions about what to preserve and what to change were debated building by building.

More than two decades after the 1970s renewal project was completed – as the Market approached its 2007 centennial – it was clear another big renovation effort was necessary. In November 2008, more than 60 percent of the city’s voters approved a property-tax levy to update Market infrastructure. The vote is impressive considering it came after the September 29, 2008, stock market crash and amid a national financial crisis. “People in the midst of this huge economic downturn voted to tax themselves when they couldn’t afford it,” said Jackson Schmidt, PDA Council chair on election night 2008. “This place is deeply embedded in people’s idea of who they are and who they want to be.”

The renovation lasted from 2009 to 2012 and focused on:

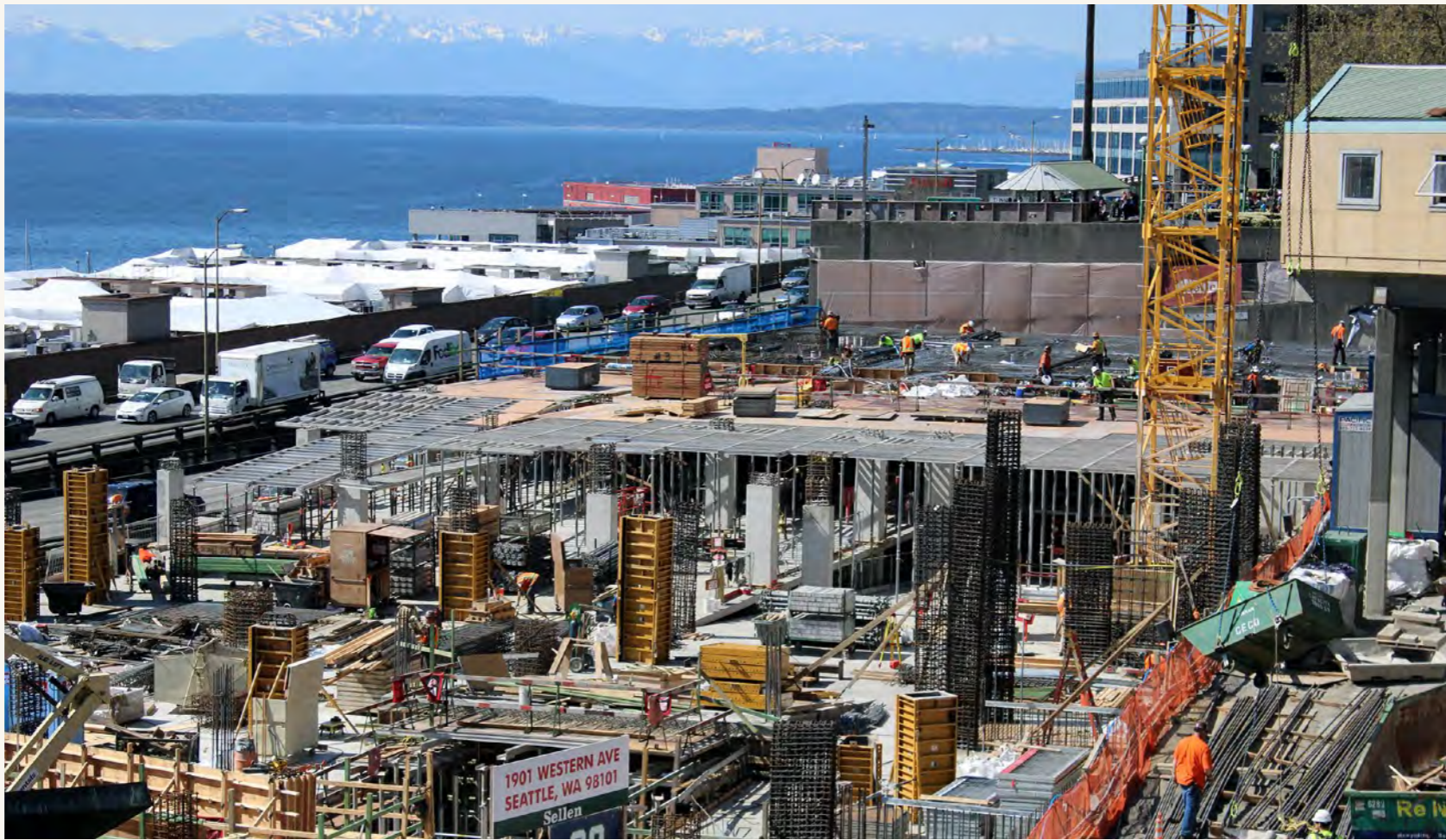
- Electrical system upgrades
- Code-required structural upgrades to improve building safety in fires or earthquakes
- Mechanical system upgrades to improve cooling and heating systems
- New accessible public restrooms
- New elevators and other features to improve accessibility for disabled people

The renovation required massive organization and communications efforts as businesses within the Market rotated through temporary closures or relocations to accommodate the work.

The Corner Market Building stands out as an example of the care taken to preserve a century-old building’s character while renovating it. In work completed in 2011, the Corner Market was



Corner Market Building on a sunny day in February 2017. (Barbie Hull, PDA)



Construction on the MarketFront expansion realized a forty-year vision for completing the Market Historic District. (PDA)

retrofitted to better withstand earthquakes, an elevator was added, and other improvements were made to the business spaces within the building. To visitors, the building continues to have the same look and feel it's had since it first opened in 1912. Schmidt explains that the Market's combination of old buildings and the PDA's mandate to provide below-market rents to businesses means that occasionally voters must be asked to help with the expense of big repairs: "There's a big delta between market-rate rents and what we charge, and between modern economic buildings and expensive historic buildings. How does that get made up? Well, it doesn't. We push it forward and push it forward, and every 30 years we're going to have to go back to the voters to do the sorts of stuff that gets deferred."

NEW DEVELOPMENT

The PDA owns about 85 percent of the property within the district – both commercial and residential buildings. And with the MarketFront expansion in 2017 – the first major expansion in forty years – the PDA flexed its development muscle to meet the changing waterfront and the 2019 removal of the Alaskan Way Viaduct, which separated the Market from the waterfront for more than sixty years.

The MarketFront expansion added 12,000 square feet for new shops and businesses, as well as space for forty-seven additional farm and craft day tables, and forty low-income senior housing units.

HOW THE PDA OPERATES THE MARKET AS A NON-PROFIT

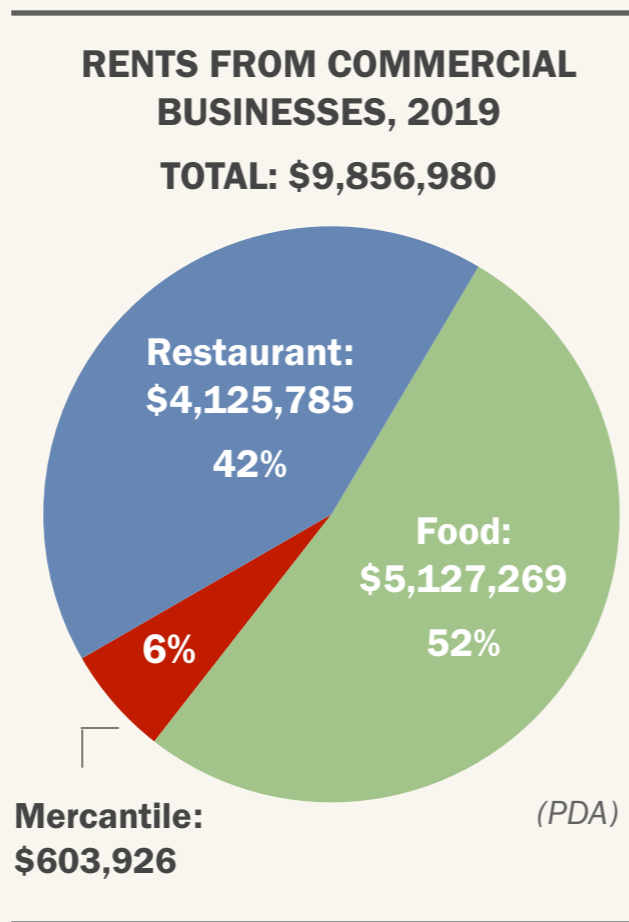
REVENUE

Within the historic district, the PDA oversees approximately 250,000 square feet of leasable space. The PDA rents to about two hundred commercial businesses: fifty-five selling primarily fresh food and groceries, sixty-three providing food service and onsite dining, and eighty-eight selling other merchandise and services. More than 60 percent of the PDA's revenue comes from commercial tenants – with residential rents, farm and craft table fees, parking fees from two garages, and income from various programs and investments making up the rest.

Total revenue for the PDA in 2019 was \$22.6 million.

Commercial rents are slightly below market rate compared with other downtown locations. Minimum or monthly base rents vary by location and are higher in areas with more customer traffic. These rents generated approximately \$4 million in 2017.

An equal amount of income came from sales-based or percentage rents. These vary by type of business from 2 percent to 6 percent of monthly sales. By this method, the most successful Market



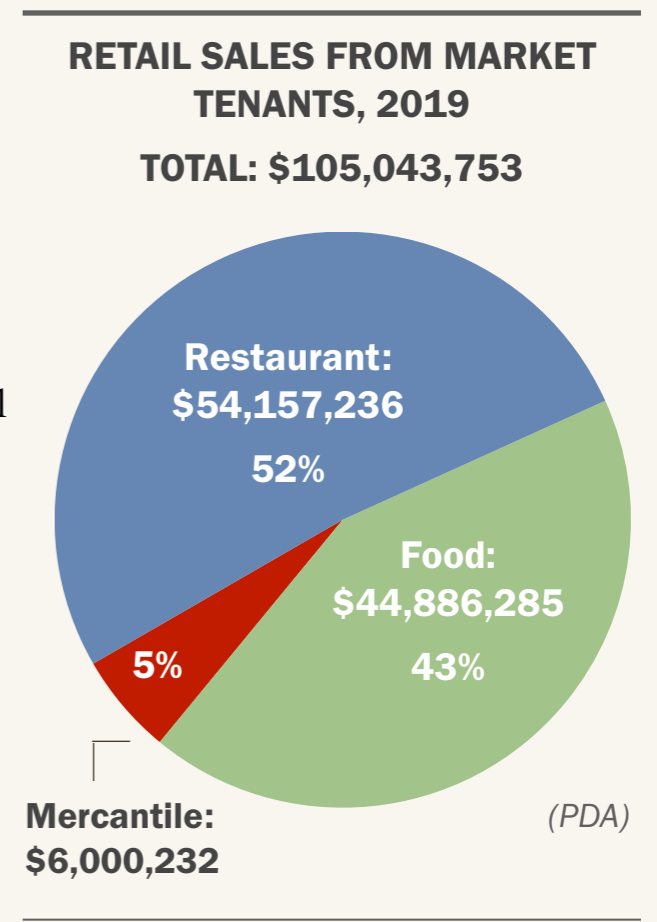
businesses contribute to operating costs proportional to their business income. This distribution of income makes it possible for the PDA to keep rents lower for social services and traditional Market functions.

EXPENSES

About three-quarters of the PDA's budgeted expenses go to providing tenant services, which include everything from maintenance and security to insurance, utilities, and property management. Another 16 percent covers PDA management and administration, and the last 10 percent goes toward marketing and other programmatic expenses.

OTHER FINANCES

The charter also gives the PDA bonding authority, which was used for the first time in 2015 for \$26 million in bonds to help pay down existing debt and finance the 2017 MarketFront expansion.



PDA OPERATIONS: ONE YEAR'S PROJECTS

CAPITAL PROJECTS:

In 2019, the PDA's operations team completed or began over 20 projects in addition to a number of tenant improvements and capital inventory projects. All told these projects were valued at over \$1.9 million. Examples:

- Updated the parking garage pay stations with new hardware and software
- Installed air-conditioning on the skybridge
- Upgraded Market radios from analog to digital
- Replaced exterior windows in the Soames-Dunn Building
- Replaced chiller in Soames-Dunn
- Repaired the tuck and point on the Economy Market
- Refinished hardwoods in the DownUnder
- Installed additional cameras throughout the Market
- Updated the Sanitary Market metal roof with protective coating
- Began work on the tuck and point at the Livingston-Baker Building
- Initiated updates to the 30-year capital projects study



Refinished floors DownUnder. (PDA)

FACILITIES RECYCLING ACCOMPLISHMENTS IN 2019:

- 218 tons of cardboard recycled
- 4,405 cubic yards of mixed recycling
- 3,442 cubic yards of compostables
- 540 tons of fish ice diverted from the garbage to the fish ice melting tank
- Maintained previous record of 10,000 gallons of cooking oil recycled, reducing greenhouse emissions by 145,000 pounds
- Disposed of 1,800 tons of non-recyclable garbage

While the PDA Council operates the Market as a business, it doesn't make decisions simply based on profit. John Turnbull, director of asset management for the PDA, explains the philosophy:

“We think about return on investment in terms of social benefit to the community. The council looks

at a whole host of qualitative measures that aren't easily captured by quantitative metrics. For instance, how do you measure 'local pride'? That's why we end up referring to our charter so often—and also why we encourage our constituents to use the charter guidelines to measure our results. So through the council and the charter, we've created a form of community-oriented economics that keeps us accountable to our constituents and lets us reinvest earnings to provide social services and keep residential and commercial rents low.”



Vikki Cha's family has sold at the Market since 1995. Vikki farms with her parents and two brothers in Carnation, Washington. (Audra Mulkern, PDA)

SUPPORTING FARMERS

Farmers remain at the heart of the Market's "Meet the Producer" mission. More than ninety Washington state farmers sell fresh produce, flowers, and specialty farm products year-round. In the peak summer months, the Market also operates a handful of farmers markets in downtown neighborhoods. These satellite markets were created in 2009 to provide Market farmers with additional revenue opportunities. Other benefits include cultivating a connection with a growing population of city residents and introducing the Market to the legions of recent arrivals working in Seattle's tech industry.

The PDA also supports the farm community through farm visits, education, outreach, and advocacy for farmland preservation.

A day in the life of the Farm Development Program

Leigh Newman-Bell, farm development coordinator, May 8, 2017

"This morning I'm checking in with farmers to make sure they remember we have a Young Farmer Brain Trust meeting this evening. The Young Farmer Brain Trust is a group of young and beginning Market farmers formed to give farmers an opportunity to network, address obstacles they are facing as new farm managers, and to create more fluid communication between Market staff and the farmers. Tonight we have a guest speaker to talk about seed saving and growing seed crops. The farmers involved are excited and are strategizing on how to integrate the wisdom of their parents and modern techniques for running a farm business. The farmers at the Market are on the brink of a big generational shift and I feel lucky to be here at this point in history to help launch the next generation.

“Next on my agenda is a visit to one of our farmers whose farm is about forty minutes from the Market, in eastern King County. I arrive as the dew is just starting to evaporate. This farmer just bought his first farm after working leased land for over twenty years! To the untrained eye this farm just looks like a large dirt rectangle with some trees scattered throughout, but to the farmer this land represents decades of hard work and dreams realized. Taking care of this patch of soil is one of the most important elements of being a successful farmer so it is fitting that I am here to help gather samples for a soil test. The test will analyze the health of their soil and tell them if they need to add any additional material to make their soil as productive as possible.

“I drive back to the Market to purchase snacks and prep for tonight’s meeting. While I’m making my way behind the daystall tables, I run into a farmer I haven’t seen in a while. She looks frazzled and explains her farm recently flooded while she and her husband were digging up dahlia tubers. She tells me they lost about a third of their crop for this year. At \$5 a bulb, this is no small loss. Fortunately, the Pike Place Market Foundation has a fund called the Safety Net that farmers and artists can draw from in case of an emergency. I explain the program to her so that she can apply and buy new bulbs as soon as possible.



Pike Place farmers Pa Cha and her husband, Thong Cha, with Farm Development Coordinator Leigh Newman-Bell on their farm in Fall City, Washington. (PDA)

“Most people don’t know how challenging it can be to grow food. It is a constant balancing act of thinking about slight changes in the weather, creating a fertile environment for your seedlings while battling other weeds that have set up camp, maintaining farm equipment, preventing pests from eating everything, and the list goes on and on. Thinking about all of these challenges simultaneously can be overwhelming, but it is fulfilling to be in a position to solve some of these challenges and help local farmers thrive.”

A VIBRANT CRAFTS MARKET

With roots in the 1960s, the crafts market has long supported a community of artists and craftspeople specializing in making their own products. Today, more than 200 individuals hold a craft permit to sell on the day tables. These permits are numbered and those with the highest seniority – the lowest permit number – get to choose their table location in the arcade first after the Market Master rings the opening bell each day.

Those artists and craftspeople hoping to score a table at the Market must first submit an application and are screened in by a panel of senior craftspeople and the PDA crafts manager. Potential craftspeople are invited for a screening based on table availability, uniqueness of craftwork compared to the existing product mix, whether or not the applicant's products fit the Market guidelines, and the level of handmade aspects and artistic involvement in the products intended for sale.

These guidelines make the crafts market one of the largest and most unique of crafts markets in the U.S., with all products guaranteed to be locally handmade by regional artists.

[!\[\]\(0f848bbd71cef6b345273b16f905912a_img.jpg\) *Learn more about daystall guidelines.*](#)

Woodworker and musician Dean Moller of Soul Cat Guitars shows off a cigar box guitar. He sells his hand-crafted guitars, ukuleles, and amps in the crafts market. (Barbie Hull, PDA)



SMALL, LOCAL BUSINESSES

Pike Place Market is famous for some of the largest companies that got their start here – Starbucks standing as the giant that dwarfs other big success stories like Sur La Table and Beecher’s Handmade Cheese. But small, local businesses are at the soul of the Market, and it’s in the PDA’s interest to develop these ventures, whether they come from the farm, food retailers or crafts communities.

Today, thanks to historic district guidelines developed after the Market was saved, businesses that already have locations outside the Market are not permitted to open a franchise in the Market – a rule that keeps the Market funky, local, and independent.

The Market acts as a business incubator, helping new businesses grow by providing below-market rental rates, leases designed for a new business, as well as business management and promotional support. This support system allows a business owner to experiment and adjust, and ideally to thrive and grow. The Market continues to be a magnet for local businesses eager to get their products out to the fifteen million visitors who come to Pike Place every year.

Cajetan Mendonca, owner of Saffron Spice, describes starting and building his business:

“When I started there was no Indian food at the Market. It was a process – you have to go through the Historical Commission and they approve the design and your signage and everything.

The Market is the best place to start a business. I think that if I had opened in another place, I would not have survived – any other place. Because you need to constantly tell people you are here and that’s a challenge when you run day-to-day



Cajetan Mendonca, owner of Saffron Spice. (Barbie Hull, PDA)

operations and also marketing it. They are doing the marketing for me, they are bringing people – I just have to bring the product. I wouldn’t make it anywhere else. ...

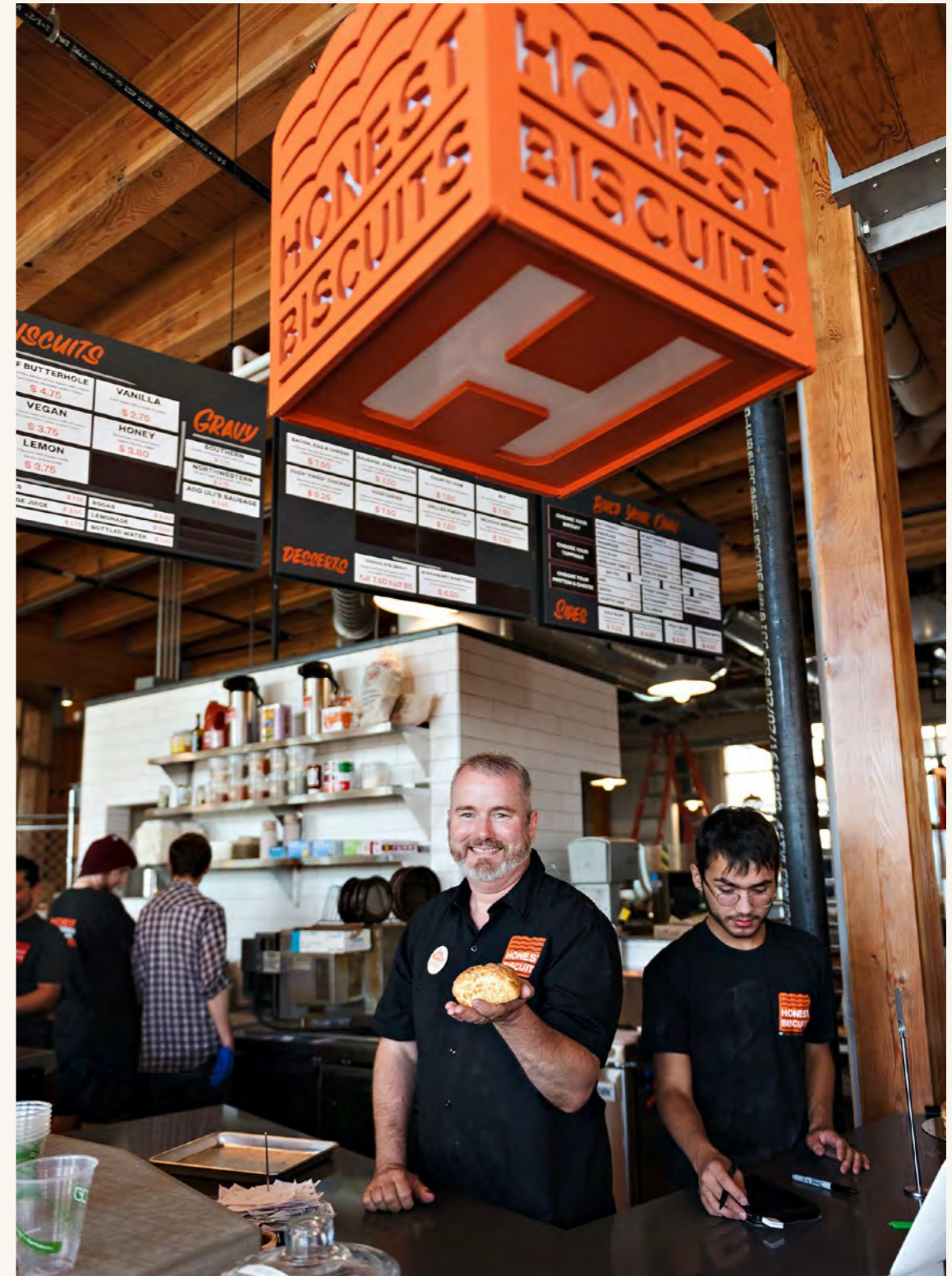
I started as a one-man operation ... Now I have six people. At the time, I just wanted something that I could work for myself and I worked as many hours as I can – and that’s what I still do. ... I thought of having a food truck. And that was like five years ago. And now I have two food trucks... and [the restaurant] Vittles Bistro. I want to open an Indian restaurant here, if there is space, eventually.”



Art Stone's biscuit business found early success at farmers markets. (PDA)

Some businesses grow from the ranks of the daystalls to become a commercial “store with doors.” Art Stone’s Honest Biscuits started out among the farm tables in 2012, and within three years, Stone grew to sell his homemade biscuits and sandwiches in a 450-square-foot storefront in the Economy Market building.

In 2017, Honest Biscuits became one of the four local businesses in the MarketFront expansion.



Art Stone celebrating the grand opening of his new spot in the MarketFront on June 29, 2017. (Barbie Hull, PDA)

OUTREACH

The Market's Education Program has taught more than forty thousand Seattle elementary-school students about the Market's origins, unique history and community, and array of businesses. The program is open to Seattle-area students in second through fifth grade and reaches almost half of Seattle public elementary-school students. The program includes a presentation in the classroom, access to resource materials, and a guided tour of the Market for participating classes.

➡ [*Learn more about the Market's education program.*](#)

The Marketing and Communications

Department of the PDA brings the brand message of Pike Place Market to a wide array of audiences through advertising, public relations, education programs, digital and social media, and internal communication strategies.

The department focuses on promoting the “Meet the Producer” ethos, small independent businesses, artisan foods and high-quality specialty foods. The farm, craft, and commercial businesses are promoted year-round through marketing and public relations efforts.



Fresh produce at the Market. (Barbie Hull, PDA)]

Additional brand stewardship includes the protection of the Pike Place Market registered trademarks and management of commercial film and photography productions. These efforts also generate revenue for the PDA.

Internally, staff works to keep tenants, residents, visitors, and PDA employees informed of Market news through a community newsletter, online event calendar, tenant alerts, and coordination with Market social-service organizations and partners.

DAILY SPACE MANAGEMENT



The white board used in daily roll call. (PDA)

Daystalls and highstalls: What's the difference?

Daystalls are low, flat tables used by farmers to sell their Washington-grown fruits and vegetables brought in from the fields that day. Highstalls are the displays in permanent produce stalls, which feature fruits like pineapple and vegetables like kiwis that come to the Market from around the world. The highstall vendors pride themselves on bringing the best quality produce to Seattle.

Daystalls are assigned each morning by seniority by the Market Master at roll call, and the hours the tables are operated vary depending on season and what the vendor is selling.

There are attendance requirements and rules about how much space each farmer and craftsperson can take in the arcade.



Farmers sell their fresh produce and flowers at daystall tables. (Mike Kane, PDA)
Below: Frank's Quality Produce has been part of Pike Place Market since 1928 and is one of seven permanent produce highstalls. (Barbie Hull, PDA)



HOW SPACE IS MANAGED:

By the hour (buskers)



Busker marker. (PDA)

Buskers reserve hour-long performance times by queueing at one of the locations marked with music notes throughout the Market. The numbers indicate how many performers can be working at each location. Performers must have a PDA-issued permit (\$30 annually) and a visible badge, but they do not pay for their hourly time slots.

By the day (producers)

Permitted farmers and craftspeople pay about \$7.50 to \$40 per day for their space, depending on the day of the week and season.

By the month or year (highstalls and stores)



The Starbucks store on Pike Place was once the lone shop the coffee company owned. (Starbucks)

The permanent highstalls and commercial “stores with doors” locations are rented by the month or year. Rent is based on the size of the space, as well as on the revenue earned from the location.



Excellent Opportunity for Small, Start-Up Business at the Pike Place Market

**Retail Opportunity:
Specialty Retail / Food**



93 Pike Street #201
+/- 444 sf. commercial retail

Desired Retail Use:
Specialty Retail Goods or Specialty Food

Located in Economy Atrium

Available: July 2017
(Please don't disturb tenant)



About the Pike Place Market:

Famous Seattle icon and active market-place (8 -10 million visitors per year)

One of the oldest continually operating farmers market in the U.S.

9-Acre Market Historic District in heart of the Seattle CBD

Home to 300+commercial businesses and merchants

Rate	CAM	Monthly Gross
\$24.00 psf/yr.	\$14.64 psf/yr.	\$1,429.68

CONTACT INFORMATION:

www.pikeplacemarket.org
Pike Place Market PDA
Matthew Holland
matthew@pikeplacemarket.org
Phone 206.774.5235

Sample three-page leasing flyer. (PDA)

WHAT CAN BE SOLD AT THE MARKET

The Market means local – locally grown produce and locally made crafts. All products sold at the daystalls must be produced in the region, and the producers themselves must work at least one day a week selling their products directly to customers.

Categories of craft items are closed to new craftspeople when set limits are reached. (Popular categories that are often closed to new sellers for long periods of time are photography and t-shirts.)

Products sold in highstalls and store locations aren't always local, but they are all approved by the Historical Commission to create the desired year-round mix of shopping opportunities for Market visitors.

Even Starbucks must have the commission's permission to change what it sells at its Pike Place store. The location was the lone Starbucks store from the time it moved into the Market in 1976 until the company began its worldwide expansion, and Starbucks has petitioned to sell the bakery items available in its other locations. However, the Historical Commission has approved only unwrapped cookies and small, prepackaged food items.



Fine-jewelry maker Kristin Schwartz with work from her studio. (Barbie Hull, PDA)



The City of Seattle

Pike Place Market Historical Commission

700 Third Avenue • 6th floor • Seattle, Washington 98104 • (206) 684-0228

CERTIFICATE OF APPROVAL FOR USE APPLICATION

Date: March 30, 1990 (revised 5/20/90)

MHC 47/90

Applicant: Starbuck's

Business: Tom Chatriand

Business Address: 1912 Pike Place Soames-Dunn

At its meeting of March 28, 1990 the Pike Place Market Historical Commission approved the following:

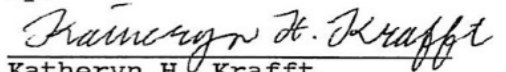
Expansion of use description to allow the sale of unwrapped cookies. Approval of sale shall be limited to three (3) jars. (Biscotti and pastry stick)

(This action is categorically exempt from SEPA by the provisions of WAC 197-11-800.)

The Certificate is issued with the understanding that the applicant will obtain all other permits and approvals that may be required.

cc: Peggy Emerson, PDA
Matthew Lampe, 01-04-03
Dennis McLerran, 01-04-03

Kenneth B. Kaplan
Commission Chair
By:


Kathryn H. Krafft
Acting Coordinator
Pike Place Market Historical
Commission

APPEAL PROCEDURE: Any interested person may appeal the above decision to the City Hearing Examiner. The appeal and a copy of the above decision must be filed with the Hearing Examiner (618 Second Avenue, Seattle, WA 98104) within seventeen (17) days of the mailing date of this Certificate.

STARBUC.KHK

Administered by The Office of Urban Conservation, The Seattle Department of Community Development

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MARKET CHARACTERS

JOHN TURNBULL, DIRECTOR OF ASSET MANAGEMENT AND DEVELOPMENT, PDA

“Our goal is to operate property so other people can be successful.”

John Turnbull probably knows how the Market works – and why it works that way – better than anyone. In 1977, he started out on the city’s Historical Commission at a time when the rules for the Market Historic District were still being written. After a few years with the city, he moved to the Merchants Association to work on behalf of the businesses in the Market. And by the early 1980s, he was managing commercial properties for the Preservation and Development Authority.

Turnbull’s background in community organizing and urban planning positioned him perfectly to help develop the Market as a functional community for businesses and residents. In this interview, he recalls how Market managers learned to manage the district, discusses some of the day-to-day operational challenges, and looks ahead to the Market’s future in a city undergoing tremendous economic and demographic changes:

Interviewed August 25, 2017, at the PDA offices.

What are your earliest memories of the Market?

“I first moved to town in August 1977, and some college friends and I rented a house in the University District. We unloaded everything and said, ‘Let’s go downtown and see what’s around.’ I remember driving downtown and going through Pioneer Square, saying ‘This is really cool.’ Then I found my way to the Market because I always hung out on the old First Avenue, and sort of found it by automatic radar. I was

Photographed on Pike Place. (Justin Huguet, PDA)

captivated by it at the very beginning. It was only six weeks or so after moving to town that I got a job at the Pike Place Market.”

What was your first job at the Market?

“I was the staff person for the Historical Commission, which was in the middle of making the big decisions about what would happen with the questionable buildings and the questionable tenants in the urban renewal zone. There were still quite a few issues up in the air and decisions to be made. Victor [Steinbrueck] was very active still. The PDA had just gotten started. They had finished a couple of the buildings’ renovation and they were starting the main Market building. The Merchants Association was very active. The politics were pretty intense. And I was in the middle of it as the liaison for the city, the urban renewal office, and the historic preservation office. I had a community organizing background, so I was dealing with the streets. I quickly connected to the Merchants Association, which published a newspaper called the Market News, and I began writing a story every month about interesting people in the Market or what was happening with the Historical Commission.

“I lived down here, too. After about a year, I moved into the Market. I lived up behind the clock. It was really cool. It was a really good seedy neighborhood back then. I worked with Ballard, too, and my job involved dealing with areas that were filled with dive bars. The neighborhood office was really filled with progressive folks. I had the job at a really fun time.”

How did Market management work when you started?

“When the urban renewal office got going, the PDA was just a little hint of something. The businesses were the major players. The Merchants Association was very strong and they had maintenance contracts with the city to manage buildings and

parking lots and maintenance of the Market. At the same time, the PDA was slowly building up. As the buildings would be completed, the titles would go over to the PDA and the management would go over to the PDA. It got its first building, the Corner Market, in 1975. The PDA was just starting to build up their infrastructure. It was about eight people [in 1977]. It was starting to do a little bit of security, a little bit of maintenance.

“The Historical Commission was in charge of making sure any business that moved back in was an appropriate business for the space, selling the right kind of stuff, was the right kind of business ownership, remodeled and looked consistent with how we wanted the Market to be. That was micro-decision-making, case by case. People would be jockeying over little conflicts. The PDA didn’t have any decision-making structure. The fights would happen at the commission, the commission would make a decision, and either the tenant or the PDA would appeal to the hearing examiner. We built up this record: What are going to be the operating rules, what do we hold as sacrosanct and how do we make compromises? We rewrote the commission guidelines to go from a lot of general principles to a lot of really specific things, which you still see.

“At the same time, I ran into the Goodwin book [Arthur Goodwin’s *Markets: Public and Private*], and I thought, ‘This guy has already done this!’ I remember seeing he’s got leases based on really specific things: Here’s a pickle store and here’s a horseradish store, a meat market, a poultry store. That’s the kind of definitions we need to do. I was involved in a lot of that. It was a lot of negotiations between the commission and the PDA and the Merchants Association and individual merchants. I didn’t have a vote. I was the glue or connector – or an irritant.”

What were the goals of the management structure you were developing?

“I have always been pushing this thing that the job of all of this administrative structure is everyone is kind of involved. It works as a community. The goal is to allow people to live decently here as low-income people and for small business owners to make money and be successful. Those are our goals. Our goals are not to make money. Our goal is to operate property so other people can be successful.”

After you started working for the PDA in 1983, the floor tiles engraved with donors' names was one of your first big projects. It was a big success, with community members buying more than 45,000 tiles. How did that happen?

“The floor was disintegrating, but we didn't have any money to fix it. We were tossing ideas back and forth, and trying to figure out how to get other people to pay for the floor and make it a positive PR piece to re-engage the public in the Market. It worked out really well. Lots of fun stories came out of that. We did it over a year and a half in 33 sections, and kept the whole place open.

“This carries through to the charms [installed in the 2017 MarketFront expansion as part of donors' contributions]. The Market Foundation was able to raise \$9 million for the new project. That wouldn't have happened if we hadn't maintained that continuity. As long as people love the space, which means, ‘You can fix everything, but we don't want to see that anything's been changed.’ ”

In managing the Market today, you inevitably try some programs that don't work out as hoped. What metrics do you use to decide if a program is working?

“The Evening Market didn't work. We had two goals for the Evening Market. One was to find a way to reinvigorate the Market

as a location where farmers could sell fresh produce. The other was to find some opportunities for extending the shopping time for locals living downtown and to get away from the tourist crowds. And also to see what options there were for retail trade after the regular business day. What we found was that our little remote farmers' markets work really well for the farmer. But downtown, the tourist congestion in the summer is so intense, we didn't have people here to shop for food. The majority of the people were here just to experience the Market. Because of that, the people who sold food [at the Market during the day] couldn't sell food [in the evening], so they wouldn't show up. We created all these discount programs and subsidy programs, and we just can't create enough demand to justify more than one or two vegetable vendors here, and it just doesn't look right. The money is in selling roasted corn for \$5 an ear, not a buck for two ears to take home. As a smaller street market, it's just not going to work, so we have to find another way for farmers to make money.

“At the same time, we've created a little satellite market over at Amazon's new headquarters, and that's doing quite well. It's still heavy food services, still lunchtime crowd, millennial shoppers, but there's pretty good money for the people selling there.”

What are some of the considerations when you explore ways to use new space at the Market, as in the MarketFront expansion?

“We've learned that it's very important to have a space that's large enough to put boundaries around, where you can say, ‘We have separate rules here.’ We can police it differently, we can manage it differently. You need spaces that have durable infrastructure - good solid surfaces, solid roofs, plumbing that's easy to find and repair, electricity that's easily reached and distributed. You don't design it for any specific tenant. You make stuff accessible.

“When we’re talking about running a successful marketplace, your time has to include increments by the hour. Things serve different purposes by the hour, or the half-day, or by day of the week, or the season. You don’t just design a shopping mall and say it’s good for 20 years and then let’s tear it down. You’re dealing with each little corner. How is this being used now? How can we use it differently later on in the day? I like to call it a set design. You try to create something so that you can plug different things in and deal with it over different increments of time.”

What are the advantages of small storefronts vs. big open spaces?

“We learned from the big renovations that big open halls don’t work well for us. Once you have a big open hall, you’re obligated to have everyone open at the same time or you have really big dead spots. The more you can have individual storefronts matching the street, as well as big open spaces, the more you can have some variation. People can stay open later or can open earlier. It allows more variety and independence. So, the restaurants here were able to stay open on Sundays well before other businesses were. They’re able to stay open at night because they have their own storefronts. Allowing people to experiment is good.”

What are the challenges of the Market’s location?

“We are forced to deal with access and delivery issues because of our topography. It’s very hard to get deliveries in, garbage out – and buses in. We don’t have a place that’s easy to set up and take down. We have to deal with some vertical issues. In contrast, any fairground, people open up the gate, you drive your stuff in and set up. I’d like to have big flexible infrastructure that’s easy to get to. We have nice flexible infrastructure on the new pavilion, but it’s not easy to get to. You can’t just drive a truck in and unload.”

What does it take to manage a big event, like the Sunset Supper fundraiser the Market Foundation holds at the Market every summer?

“For Sunset Supper, we do it at night, so we don’t have to close the street. But it’s not just bringing everything in; it’s also getting everything that’s there out of the way. So, we have to have the day tables and the farmers go to a short day. The streets get cut in half so one half can get out while the other half gets set up – while still keeping access to businesses on both sides. You can’t just close off the gates and turn everything off. Everything stays on while you shuffle it around. It’s like having everyone over for Thanksgiving dinner, and having someone come in and shampoo the carpets and change out your sofa at the same time. You can do it. You just have to think it out. We’ve got a staff who really knows how to do it well. That’s what I try to do is make sure everyone thinks of that.”

“There’s security, there’s custodial. Usually, we wash everything at 8 o’clock at night. If your event starts at 8, you can’t do that. You have to be washing at 5 so it dries. That means everyone who’s here who’s usually gone at 6 have to be gone at 4:30. You have to make sure the parking spots are open so they can load. And allow for stragglers. Make sure the garbage is settled early. You have to have enough capacity to take care of it. You have to deal with what has to get out of the way to allow the next thing to happen.”

How do you manage the needs of a business district with the needs of a residential district?

“We are strict about having a 10 o’clock quiet zone and no noisy percussive construction stuff before 8. We site things so that the sound volume is usually not going to directly impact the residents. For the first Sunset Supper, we gave the residents movie tickets. Sometimes we bring in buffets for them.”

How does the Market work to stay relevant in a city that's undergoing so many physical, economic and demographic changes?

“The Historic District controls are pretty good at what they do, which is keeping things from changing fast. They’re a nuisance at times because they prevent things from adapting, but I think it’s still a healthy tension. We now have people who not only didn’t live in Seattle, they weren’t born [when the Market was saved]. And people just take the place for granted. There are fewer of us who remember what it used to be. How much do you try to keep that going? And how much do you realize it’s going to change? It’s this tension. I’m still struggling with how to deal with it.

“I’m concerned about the future of the place. But then just yesterday, I walked by and talked to Willie the Shoeshine Guy, who’s starting to come back in. I talked to people who are retired and living in the low-income housing and really appreciative of it, and they’re making good friends. And other business owners. The generations are there. They’re still working. And there’s still room to be a quirky odd person here, and we’re still onsite managers and



John Turnbull at Lowell’s. (Justin Huguet, PDA)

we’re still dealing with everyone face to face and everyone’s on a first-name basis. And that counts.”

– Interview edited for length.

“There are fewer of us who remember what it used to be. How much do you try to keep that going? And how much do you realize it’s going to change?”

NURTURING THE COMMUNITY

Pike Place Market's dedication to providing low-income housing and services sets it apart from other public markets. In its charter, the Market was obligated to provide affordable housing – especially for seniors – and services to provide food, medical care, and child care to the community. These services are more important than ever as Seattle's tech boom continues to raise the cost of living. The median household income for the Seattle metro area was \$78,612 in 2016 – more than \$20,000 higher than the national average.

Within the Market boundary are six social-service agencies that serve the downtown Seattle and Pike Place Market neighborhood: a senior center that serves two free nutritious meals a day, a food bank, a child care and preschool, medical clinic, a neighborhood center, and an assisted living facility. Vendors, residents, business owners, and community members are able to find resources to help them in their daily lives, regardless of age or economic status.

[!\[\]\(eafc244b53721dd1ec133f0772f70fc7_img.jpg\) Learn more about the agencies](#)

The Market as home: Beyond the rows of colorful produce and bouquets, nearly five hundred people call the Market home. Many live in apartments in the upper floors of 100-year-old buildings; the majority of residents are low-income seniors, and some are formerly homeless.

In the Market's early days, sailors, loggers, and gold rushers could find a cheap room for a night on shore leave or on the way to the Yukon. Other downtown denizens lived in hotels along Pike Place. When the Market was saved from redevelopment by the citizens' initiative in 1971, the Historical Commission mandated that affordable housing within the district would be restored and



Marilyn, a resident of the new senior housing built in the MarketFront expansion. (Market Foundation)

protected, continuing the vital community of residents, many of them seniors or elderly.

The 2017 MarketFront expansion included forty studio apartments for low-income and extremely low-income seniors. Marilyn, one of the new residents, says: “You don't know how proud I feel when I walk around the Market. It sounds silly, but this is part of who I am now. I live here.”



Brenda Little, member, Pike Market Senior Center, 2017. (PMSC)
 Below: Pike Market Food Bank. (Market Foundation)



Pike Market Senior Center & Food Bank is a resource for older residents living in and around the Market, and those living with the challenge of homelessness or food scarcity. The Food Bank provides free groceries and fresh produce donated by Market vendors and local grocers. The food bank gives out more than 896,000 pounds of food annually, with more than 40,000 visits and home deliveries.

The Senior Center serves a diverse membership of seniors aged 55 and up, nearly half of whom are homeless. The center offers free nutritious breakfasts and lunches each day and has social workers to help with housing and other necessities. It also offers activities such as dance classes, games, and student-senior partnerships.



NeighborCare Health clinic. (Market Foundation)

NeighborCare Health at Pike Place Market provides a range of primary care health services to adults regardless of income or insurance status. The medical clinic provides care to more than 4,800 patients a year; more than half are homeless. The clinic also serves many seniors and low-income residents living in the Market.



An attendee of the childcare and preschool in the Market after an art session. (Market Foundation)

The Pike Market Child Care & Preschool provides quality preschool available for families of all income levels, serving around a hundred children annually. More than 70 percent of families receive financial assistance, and more than half of them are at or below the poverty line. The care focuses on helping children build social and learning skills necessary to succeed in kindergarten and beyond.



A resident at Heritage House enjoys a meal with fellow residents. (Market Foundation)

Heritage House at the Market is an assisted living facility in the heart of the vibrant Market neighborhood. Heritage House offers private apartments, on-site nursing services, and a rich quality of life to seniors, ranging from minimal service to more extensive care. As part of Providence Health and Services, qualified residents can also participate in ElderPlace, which provides even more comprehensive medical and social services.

THE MARKET FOUNDATION

Pike Place Market Foundation was created in 1982 to raise private funds to support the social services mandated in the PDA's charter. The need for a charitable fundraising organization became apparent in the early 1980s when Reagan-era budget cuts slashed funding to the Market's existing social service agencies by half. (As a not-for-profit public agency, the PDA cannot donate public funds.) The Foundation proved to be the lifeline to sustain the services that the Market community deeply needed.

Over the ensuing decades, the Foundation has granted more than \$36 million to agencies providing housing, health care, food, childcare, and community services, in addition to supporting large capital projects to preserve and restore the Market. The Foundation has built a strong following among Seattleites who are passionate about preserving and supporting the Market and work to keep Seattle citizens engaged socially and philanthropically. Its annual fundraising efforts like Sunset Supper take full advantage of the Market location and array of local food and beverage producers.

As part of its mission to nurture a thriving Market community, the Foundation opened The Market Commons in 2017 as a unique community space within the MarketFront expansion. The Market Commons serves as a resource center and gathering place for residents, community members, and those who work in the Market. The Foundation also operates the Community Safety Net, which offers financial support to those living or working within the Market district who are dealing with hardship, and the Food Access Program that enables low-income shoppers to afford fresh, local produce at the Market and supports Market farmers too.

[!\[\]\(c3d993ca47bfe2a953c700506ce31fa0_img.jpg\) Learn more about the Pike Place Market Foundation](#)



Members of the social services and programs that receive support from the Market Foundation. (Timothy Aguero Photography)



Top local chefs prepare their best dishes to impress the crowd of supporters at Sunset Supper at Pike Place Market. (Josh Lewis)



The Market Commons opened in 2017 as a new community service to connect neighbors and residents to local programs, resources and activities like Cuddling for a Cause, which pairs people with rescue pups. (Rosemary DaiRoss)

Rachel the Piggy Bank, the Market Foundation’s much-loved mascot, arrived under the neon “Public Market Center” sign in 1986. She is a bronze-cast piggy bank – based on a real county fair prize-winning pig – created by Georgia Gerber, a sculptor from Whidbey Island, Washington. Through 2020, she’s collected \$350,000 to support social services in Pike Place Market.

Rachel has a younger cousin on the MarketFront: Billie. Taking a picture with Rachel or Billie and placing a coin in the slot is a top Market “must-do.”



Parents help their son donate to Rachel the Piggy Bank. (Sarah Johnson, PDA)

MARLYS ERICKSON, MARKET FOUNDATION EXECUTIVE DIRECTOR 1991-2012, AND LILLIAN SHERMAN, EXECUTIVE DIRECTOR 2012-PRESENT



Lillian Sherman and Marlys Erickson with Billie. (Justin Huguet, PDA)

“Our strategy has always been to leverage the love people have for the Market and turn it into resources to support this community.”

When Marlys Erickson moved from Austin to Seattle in the early 1980s, she was immediately drawn to the Market’s social service mission. She began her work in the community just as the need for a foundation was becoming apparent. Lillian Sherman grew up in Oregon, but had strong ties to Seattle and was reintroduced to the Market as a young adult. She returned to lead the Foundation in 2012 just as the ambitious campaign to raise money for the MarketFront expansion was getting underway.

Together, Erickson and Sherman have shepherded the Foundation through most of its history. In this conversation, they reflect on some of the Foundation’s most impactful initiatives, and they consider how the Foundation keeps Seattle’s citizens engaged in the community.

Interviewed February 21, 2018, at the Salish Room at Pike Place Market.

What are your first memories of coming to the Market?

Marlys Erickson: “I moved to Seattle in 1981. Of course, the first place I went was the Market. I’d moved here without a job, didn’t know a single person, and started looking for work in fundraising. There was a job to be a VISTA volunteer in the Market. This is the most alive place in Seattle. That, combined with the fact that the job

was to promote the human service side of the Market, which is the invisible side – that made it perfect for me.”

Lillian Sherman: “I was born here, but moved to Oregon for my formative years. I remember coming back to look at college, and my aunt taking me down here. It’s a place where everyone brings their guests, and so everybody has that story of either it was the first place I went – or someone brought me here and it’s one of my first Seattle experiences – and we hear that over and over. I love it because so many people have that memory.”

What did fundraising look like in the early years?

Erickson: “The first fundraising event was the opening of Cutters Crabhouse. Basically, what we did in the first years was every time a new business or building was opening in the Market, we’d say, ‘Hey, are you going to have an opening?’ And that would be our event. We had twenty board members and we asked each of them to try to bring five people to the opening of Cutters. We ended up with several hundred people, and that’s how we built a mailing list. It was all just pieces and pieces of ‘Let’s try this and see if this works.’ It was the best job.”

How did the Foundation’s work change over time?

Erickson: “It was never the same job. We did Pigs on Parade [featuring sculptures citywide] twice. We did a levy campaign for the Market. We built a senior center. By the ‘90s, the services had all doubled or tripled in size and needed more space. And that became the next fifteen years.”

What did the Foundation learn from the recent \$9 million fundraising campaign for the MarketFront?

Sherman: “When we were out talking about the addition of the MarketFront, it was this opportunity to tell the story about the

entire mission of the Market. What we learned was, people go ‘I love the Market.’ But why? There’s this richness to the story. It’s a neighborhood. People live here and rely upon the community services that are here. And once we told them that, the reaction was ‘I had no idea!’ – And ‘Oh my god, I love it so much more now!’ We are their neighborhood, we are the most unique place in Seattle, and we have this rich history. We are focused on the preservation of the whole community, not just the buildings and that really resonates with people.”

What was the inspiration for the engraved charms that hang in the new MarketFront?

Sherman: “We have been reflective of the different changes at the Market over time. Our strategy has always been to leverage the love people have for the Market and turn it into resources to support this community and preserve this historic place. In the 1980s we created the tile campaign to repair the Market floor. What we learned is that people pilgrimage back to see their tile thirty years later. How do we create that pilgrimage and sense of commitment in this new project, which is probably our last opportunity to build something so significant? We wanted to make sure that we’d given people the opportunity to find something to put their name on that also celebrates the open air, waterfront view of the MarketFront. Now we have more than 8,000 personalized charms dancing and shining out there. Every one of those charms, just like every one of those tiles, has such meaning to people. Because it’s here in Seattle’s most-treasured place.”

How does the Foundation work with social-service agencies?

Sherman: “Our greatest impact over the past thirty-six years is the reliable and flexible grants that we are able to provide our service partners. We are the single largest funder of these services and

we're also collaborators and partners in their work. Our goal is to be very aware of what's happening so we can advocate for them and help them meet the emerging needs of the community. We can help them vision their future, form a plan and get it going. A lot of times we navigate these conversations and offer support and advice."

How did The Market Commons community space evolve out of the MarketFront expansion?

Sherman: "To uphold the core purposes of Pike Place Market we knew the MarketFront expansion needed to meet the needs of our community with the expansion of both housing and social services. To accomplish the social service mission we did a lot of needs assessment research early on that asked: What are the biggest challenges our residents and neighbors are facing? What type of services can we accommodate in this space that will be the most impactful? What we learned is that we needed a resource desk with a warm, welcoming person to connect face-to-face with our neighbors to help them navigate the complexities of accessing housing and services not only in the Market, but all over town. We also wanted to provide a place to expand upon existing services in the Market as well as bring new partners in to test and incubate new programs in the community. So we created the most-flexible space possible that feels welcoming to everyone."

What do you tell others looking for advice?

Sherman: "We get a lot of questions about how and why we have a foundation around a public market. It's pretty unique. Nobody else has housing and social services. When the Pybus Public Market in Wenatchee started, they asked 'what do I do with this foundation that was created to support the physical space?' We encouraged them to look at food access and ways for lower-income people to access food and the produce. They loved that and they've really thrived."

Erickson: "For people setting up a new market, they have to be thinking about how they're going to create the part that deals with low-income people. It was created by Victor Steinbrueck for this market. It was written into the initiative."

How does the Foundation keep the community continually engaged in giving back to the Market?

Sherman: "That was the amazing effect of the MarketFront campaign. So many people have moved back downtown and reengaged with the Market. We gained 5,500 new donors. It was the excitement of putting their name on something big that will be there for a long time. Our job now is to keep these new supporters engaged. That has been a really interesting challenge. We want to give people the opportunity to always have a way to participate. Our mission is to keep people aware of the unique place the Market has in the city and how they can participate."

— Interview edited for clarity and length.

"We are focused on the preservation of the whole community, not just the buildings and that really resonates with people."



Frances Primero, circa 1980.
(Carol Kozo for the Market Oral History Project, PDA)

A DIVERSE MARKET FAMILY

“Mixed with the sounds of ship and sea and gulls were conversations in Norwegian and Swedish, Finnish, German, Italian, Serbo-Croatian and Slovene, Tagalog, too, Chinese and Japanese, even in English. Old settlers showed off their mastery of the Chinook jargon.”

— *Soul of the City, Alice Shorett and Murray Morgan*

INTRODUCTION

Since its earliest days, Pike Place Market has been a place where people from all corners of the world came to find economic opportunity. Newcomers to Seattle arrived in waves, and through the years, Sephardic Jews, Italians, Japanese, Filipinos, and Hmong were among the largest groups of immigrants whose stories shaped the Market. Families often first found work on regional farms on the outskirts of the growing city, or for seafood wholesalers on the waterfront, and then became producers and fishmongers in the Market.

While the Market is celebrated for the harmony created by the diverse groups who came together to sell food and flowers on Pike Place, these families also faced adversity and discrimination. The first producers of the region, Native Americans, were marginalized for much of the Market’s existence, and Japanese-American farmers, who once numbered in the hundreds among the producer tables, were forced to abandon their crops and stalls when they were interned during World War II. And there are countless individual experiences. But through perseverance and hard work, the challenges faced by so many have helped forge a strong sense of community that continues into the Market’s second century. These are just a few of the producers’ stories.



Japanese producers selling at the Pike Place Market, with signs in calligraphy, on November 3, 1926. (Asahel Curtis, Washington State Historical Society)



NATIVE AMERICANS

For generations, the shoreline that would become the Seattle waterfront was a fishing and trading place for the Duwamish tribe and other Coast Salish tribes. But just four years after white settlers arrived, the Point Elliott Treaty of 1855 stripped Washington Territory tribes of their lands, and the tribes never received promised payments.

One prominent member of the Duwamish tribe who kept her home on the waterfront near the current location of the Market was Kikisoblu, daughter of Chief Si'ahl (Seattle). White immigrants christened her Princess Angeline. She became a devout Catholic and the Archdiocese of Seattle describes her and her home:

“She lived in a tumbledown little building on Front Street between Pike and Pine, roughly where the Pike Place Market is now, and took in laundry and made baskets for a living. With her tiny form wrapped in a worn shawl, a red bandana on her head, a cigarette in her mouth, and a rosary in her hand, she was an unmistakable figure on the streets of Seattle. Her language was often a lively mix of English and Lushootseed. ... A number of photographers paid her a dollar or two to take her picture, including Edward S. Curtis, who was inspired by the haunting beauty of the portrait to document native peoples all over the West.”

Princess Angeline died eleven years before the Market's first day, but her presence has persisted in stories about the area. Colleen



Princess Angeline and her small wooden house on Elliott Bay in the 1890s. (Frank LaRoche, PEMCO Webster & Stevens Collection, Museum of History & Industry)

Echohawk, a 2021 Seattle mayoral candidate and former executive director of the nonprofit Chief Seattle Club, feels a Native presence strongly in the Market, partly because of Princess Angeline's history in the area. Even though the Market's written history hasn't recorded many Native vendors, Echohawk has heard tribal members' personal stories of their families selling at the Market in the past, and today several tribal members live and work in the Market Historic District.

The Chief Seattle Club serves the needs of a diverse Native population in downtown Seattle, including homeless and drug-abusing tribal members. In recent years, Chief Seattle Club and



Colleen Echohawk, former executive director of the Chief Seattle Club, in front of the “Northwest Microcosm” mosaic by Clare Dohna in the MarketFront. (Justin Huguet, PDA)

Market leaders have worked together to build a partnership and to create new opportunities for Native people in the Market. In fall 2017, this effort produced the Native Works Project: Chief Seattle Club members make leather bracelets with Native designs and the club sells them in the new MarketFront pavilion space. A special lease agreement with the PDA allows the Chief Seattle Club to make more money from their sales, and the new pavilion location allows the club to operate under different rules than the vendors selling at daystalls in the original arcades. The Market Foundation also provided funding to get the program up and running.

**A conversation with Colleen Echohawk,
former executive director of the Chief Seattle Club**

In October 2017, Echohawk took time to reflect on Native Americans’ history and working relationship with the Market:

How did the history of Native Americans’ experiences set the stage for the current partnership between the PDA and the Chief Seattle Club?

“There are a lot of Native people hanging out in Native Park, also called Victor Steinbrueck Park. And there also are a lot of Native people through the years who have been a part of the history of the Market. One of my favorite stories: I went to pitch Tim Ballew, chair of the Lummi Tribal Council, for funding the club. I started talking about partnership with the Market and he got really excited. He remembered as a child going with his grandparents from Lummi Reservation down to the Market to sell smoked salmon. There are not many places in the city where we know that after the city started being built, the Native people had a presence. But we know that they did there – and that throughout the years, the tribes would come into the Market to sell fish or whatever they had. So, it’s

always been a place where Native people have been welcomed when most of the city was not that way.”

“This idea formed about creating a social enterprise project here at Chief Seattle Club where we would sell the products we’re making by Native people, with authentic Native designs and art, down at the Market in the new space [adjacent to Victor Steinbrueck Park]. I started working at my end, the PDA did their part to build it.”

How does the Native Works Project work?

“It’s an indigenous-informed, trauma-aware workforce-development program for folks who’ve been chronically homeless. That means we’re saying, ‘You slept outside last night. You have a drug problem. But we don’t care. We want you to come here. If you’re able to be respectful, if you’re able to do a good job at this, we’re going to give you the opportunity to create this, and we’re going to pay you minimum wage to do this.’ Our ‘Home’ bracelet is made of leather and it has the Lushootseed word for ‘home’ stamped on it. And it has a Coast Salish basket design on it as well. It’s so gorgeous. Our desire, number one, is to provide jobs for people who used to hang out in the park. One of our members who hangs out down there all the time is now here working and loving it. She is so happy to be working.”

What are the challenges the Chief Seattle Club and the PDA face in working together?

“For us, as a Native organization, learning the bureaucracies of the PDA and the intricacies and the history and what you should do and what you should say and shouldn’t say – they’re very intense. The beauty of the relationship between the Chief Seattle Club and the Market is that we’re really learning from each other.

There’s been an opportunity that we’ve all taken and a risk to say we’re going to try to work with a homeless Native population in one of the most significant historical places in the city.”

What are other ways the Chief Seattle Club and the Market have worked together?

“I have a good Community Safety Net story. [The safety net is a program run by the Pike Place Market Foundation.] We had a member who died at Native Park. He was in a South Dakota tribe. The tribe could afford to bring the body back, but they couldn’t afford to send anybody with him. His nephew felt he really wanted to go. The Safety Net paid for his ticket. He was able to go back with the body and be respectful. This was a Native man who lived in the park for fifteen years off and on, and even though he didn’t know it, the Market was part of his burial.”

What do you remember about your own first experience at Pike Place Market?

“When I was 15 years old, we visited my aunt, who worked at the Pike Place Market Senior Center. My aunt is this amazing character and she’s still remembered at the senior center. At the time I remember so clearly being on that hill and taking it all in and then going down into the Market, being in all of that hubbub. I remember the smell. When you go downstairs, it smells incense-y and musty – but not in a terrible way. It just sucked me in. I just loved – and still love – the Market. A lot of times when I’m at the Market, I’ll go up the hill so I can look down at the sign. I am such a sucker for it.”

– *Interviewed October 16, 2017,
at the Chief Seattle Club in Pioneer Square.
Interview edited for length.*



Louie Gong in the Eighth Generation storefront in the Atrium, Economy Market Building. (PDA)

EIGHTH GENERATION

Louie Gong, the founder of Eighth Generation, opened his flagship storefront in the Market in August 2016. Gong, a member of the Nooksack tribe who is of Chinese, French, and Scottish descent, wanted to flip the narrative on how cultural art is perceived, while creating opportunities for Native artists.

Since 2008, Gong has built a following for a product line — custom sneakers, hats, jewelry, smartphone cases, wool blankets and more — made and designed by Native artists. In addition to retail, Eighth Generation’s home includes a multipurpose room, providing a hub for community meetings, workshops, and a

rotating artist-in-residence program. Of all the places to open up a store, the Market was his first choice.

“The Market matches the different aspects of our business and aligns with Eighth Generation’s mission. We are a for-profit enterprise and want to be able to reach as many people as possible, but we also have an educational component where we help craft the narrative about Native people for folks that encounter us. Pike Place Market is the perfect location for us to challenge stereotypes of who Native people are. Here, we get an opportunity to reach the 10 million plus people — locals and visitors from all over the world — that frequent the Market.”

SEPHARDIC JEWS

Sephardic immigrants began arriving in Seattle in the early twentieth century.

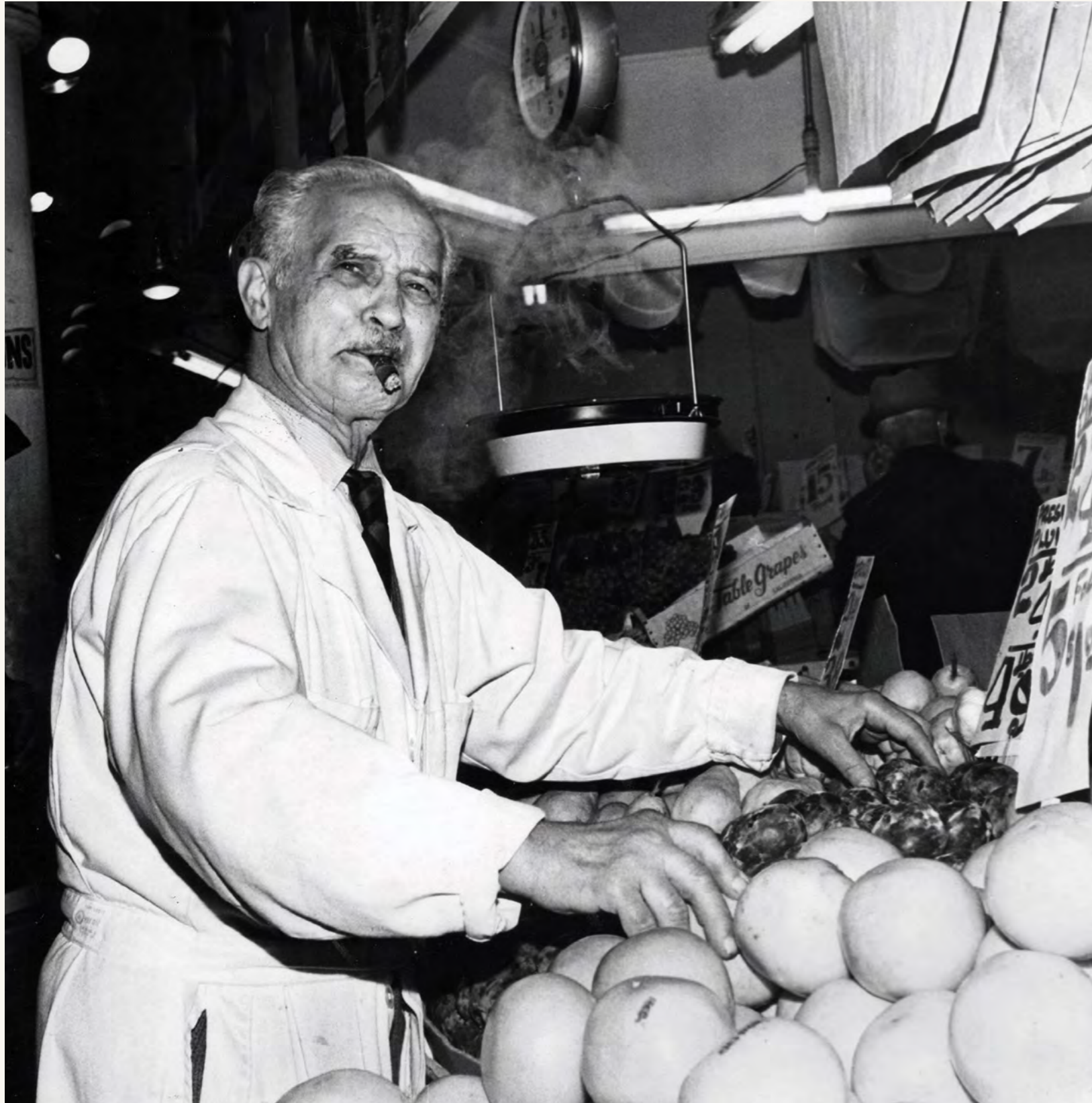
Descended from Jews who had been expelled from Spain during the 1492 Inquisition, the Sephardic community's diaspora initially took them to the Ottoman Empire, where many settled in what is now Turkey and the island of Rhodes. In the early 1900s, some were drawn to Seattle by the sea-based climate, the promise of economic opportunity and a growing Sephardic community.

One early arrival, David Levy, came from a small town on Turkey's Sea of Marmara around 1903. When he arrived, joining friends Solomon Calvo and Jacob Policar, he said Seattle "was just like Marmara." Several of the new arrivals found work in the city's bustling seafood and produce markets.

By 1913, there were six hundred Sephardim in Seattle, and many were working at the Market or for businesses connected to the Market. Calvo owned Waterfront Fish & Oyster, which sold to Market shops. Levy worked for the Palace Fish Company, which also sold to Market fishmongers and was owned by fellow immigrant Nessim Alhadeff. In 1922 Levy bought City Fish Market, which had been started by the city inside the Market during World War I to keep fish prices low.



Solomon Calvo, left, and Fred August at Waterfront Fish & Oyster around 1918. (Washington State Jewish Historical Society and University of Washington Special Collections)



David Mossafer, likely at his Pike Plaza Foods stand, which sold fruit in the Market for about thirty years until 1971. (Washington State Jewish Historical Society and University of Washington Special Collections)

David Mossafer opened Quality Fruit Shop in 1912 with his brother-in-law, Marco Franco, at the corner of Pike Street and Pike Place. Sixteen years later, Mossafer started United Fruit Company, which became the first locally owned chain of supermarkets. Around 1940, Mossafer opened a fruit stand, Pike Plaza Foods, in the main Market arcade, and it operated until 1971.

Morris Tacher had a “kavane” – a gathering place for Sephardic men – named The Turkish Restaurant. It opened on First Avenue in 1920 and later moved into the Sanitary Market building. After World War II, he opened the Cozy Corner restaurant, and in 1949, a *Seattle Times* writer said Tacher was carrying on “the tradition of fine cooking, cooking translated into dishes of far-away Eastern Mediterranean countries and served to appreciative people from many other countries, in a tiny out-of-the-way corner of the Pike Place Market.”

In the 1920s, the Sephardic community in Seattle numbered about three thousand. Today Seattle still has the third-largest Sephardic community in the United States, with about five thousand people, and descendants of the earliest immigrants continue to work at the Market.



Jack Amon, left, and Louie Israel at Palace Fish Company on March 26, 1925. Palace Fish Company was located at Colman Dock on the waterfront, where the Washington State Ferries terminal is now. (Asahel Curtis, Washington State Historical Society)

PURE FOOD FISH

Around the Market, Sol Amon – or “Solly” to many – is a legend. He’s been part of the Market community since the 1950s and is still seen working on occasion at his family business.

Amon’s father, Jack, immigrated to Seattle in 1911 from Turkey and became a fishmonger, at first working with Nessim Alhadeff at Palace Fish Company on the waterfront.

Jack Amon had his own fish stand in the Market by the 1920s, and after another stint at Palace Fish in the 1930s and ‘40s, he returned



Sol Amon at Pure Food Fish. (Amon family)

to the Market for good after the war in 1946. Sol partnered with his dad to take over the Pure Food Fish space in the mid-1950s.

Sol Amon had started working with his dad as a teenager, and seventy years later, he remembered the Market’s thriving Sephardic community of the 1940s: “In 1945 and 1947 there were a lot of Sephardics working in the public market. At that time they even had Sephardic restaurants that people would go to. And it was packed full of Sephardics.”

Though Amon still keeps an eye on the business, he’s largely passed the torch. His grandson, Isaac Behar, says: “I started here when I

was 12. I'd squeegee the floor, clean the coolers, change light bulbs. I was never really interested in going to summer camp. I was more interested in working with my grandfather. After high school, I went to college and the Art Institute. I worked and went to school, and finally, my grandfather told me, 'That's enough. Time to get your real education.' So I devoted myself to working full-time here."

Behar and his cousin, Carlee Hollenbeck now run the day-to-day operations of Pure Food Fish. Hollenbeck remembers coming to the Market to visit her grandpa when she was a kid: "I knew all the guys, and all the guys knew me." She started working in the Pure Food office as a teen, typing up shipping labels during winter breaks from school. After graduating from the University of Washington in 2013, she asked her grandfather to give her a shot. Gradually, she took on more responsibility, and today she handles the buying, shipping, and some website operations. She treasures the days she and her grandfather work side by side. "My grandpa is one of my best friends," she says. "Working together adds a different element to our relationship. He's not really a teacher. I just had to listen to him and pick up things."



Carlee Hollenbeck. (Amon family)

She enjoys being "the boss lady" – the only woman in a business with thirteen men – and as she's taken on more management, she's made changes to give the workers a bit more schedule flexibility. "I feel like I have a solid crew and productivity is up," she says. In the busiest two weeks around the Christmas holidays, she'll buy lunch – and sometimes dinner – for the guys working twelve-plus hours a day to pack boxes of fish. Some of those guys have been working at Pure Food for decades. Harry Calvo started in 1970 and Richard Hoage started in 1981.

Behar says the family sometimes argues, but they never lose sight of the bigger picture of working at a multigenerational business at the Market. "You feel like you're part of something bigger than yourself," he says. "You're part of Market history, too. One day I'd like to have kids and

grandkids who will take an interest in this business like I did with my grandfather."

Hollenbeck says she'll always be devoted to the family business: "I really want to carry on what my family has created. My great-grandpa and grandpa worked so hard to make this business what it is today. Even when my grandpa isn't here, I want to keep it his. I'm here to preserve our family and our legacy."

ITALIANS

In the early 1900s, Italian immigrants began arriving in the Duwamish and Rainier valleys at the south end of the city to work the farmland, and many of them quickly found their way to sell at the Market. One who came to find his fortune was Giuseppe Desimone, landing at Ellis Island from southern Italy in 1897. After a few months in New York, where he changed his name to Joe, he heard from an uncle about the Pacific Northwest, “where vegetables grow like weeds.” He came west and worked the Vacca family farm until he saved enough to lease his own land. He eventually bought many acres of farmland in South Seattle. In 1922, when Frank Goodwin opened up the greengrocer stalls, Desimone was the only Market producer who could afford the \$75 per month to rent one.

Rafael Vacca recalled comparing his father’s farm with the Desimone farm in the 1920s:

“I came back from Italy, saw the Desimone farm and my father’s farm. I started getting smart a little bit. I saw my uncle farming half my father’s farm – 10, 20 boxes spinach. And over at the Desimone farm, 500 boxes spinach. I was 21 years old. I count the box: 500 box spinach, 40 crates radish, 150 dozen carrots, 300 dozen beets. I say ‘Do you make \$100 a day?’ And Desimone tell me, the hundred dollars a



Joe Desimone circa 1915. He later changed the spelling of his last name. (PDA)

day, he shuts the lights. He’d take in \$40,000 in 40 days when he had his celery. Joe Desimone, he was the king.”

(Good Pride, Market Oral History Project)

A larger-than-life figure, over 6 feet tall and more than 300 pounds, Desimone expanded his enterprises from farmer to wholesaler to real estate investor, and eventually to shareholder in Goodwin’s Pike Place Public Market Company. In 1927, he became vice president.

In 1941, Arthur Goodwin sold his remaining stock to Desimone, who guided the Market through World War II. His family was a part

of the Market for three generations, until the 1980s, and the pedestrian bridge that extends across Western Avenue from the Main Arcade carries his name as a reminder of his legacy.

PETE'S ITALIAN GROCERY

In the late 1920s, Peter DeLaurenti was a young man who had recently returned to the Seattle area from Torino, Italy. He started delivering bread and courting the daughter of Angelina Mustelo, who owned a small grocery downstairs at the Market. Peter and Mamie-Marie Mustelo married in 1930, and after World War II, in 1946, they bought out Mama Mustelo and changed the name of the shop to Pete's Italian Grocery. DeLaurenti began reshaping the store into a specialty foods market. "Pete DeLaurenti was selling gourmet food years before its time," Sol Amon told the *Seattle Times* after DeLaurenti died in 1996. "He was selling it thirty or forty years ago – things like feta and kasseri cheese, olive oils, special bread. Now they're all selling it."

In 1972 DeLaurenti's son, Louie, bought the shop. The next year he moved it upstairs to the prominent Bartell Drugs location at the corner of First Avenue and Pike Street, in the Economy Market building. The store became one of the first places in the city to offer pizza by the slice and takeout espresso, and turned into a vital entry point to the Market. Three generations of the DeLaurenti family managed the store until 2001, when Louie received a tempting offer.



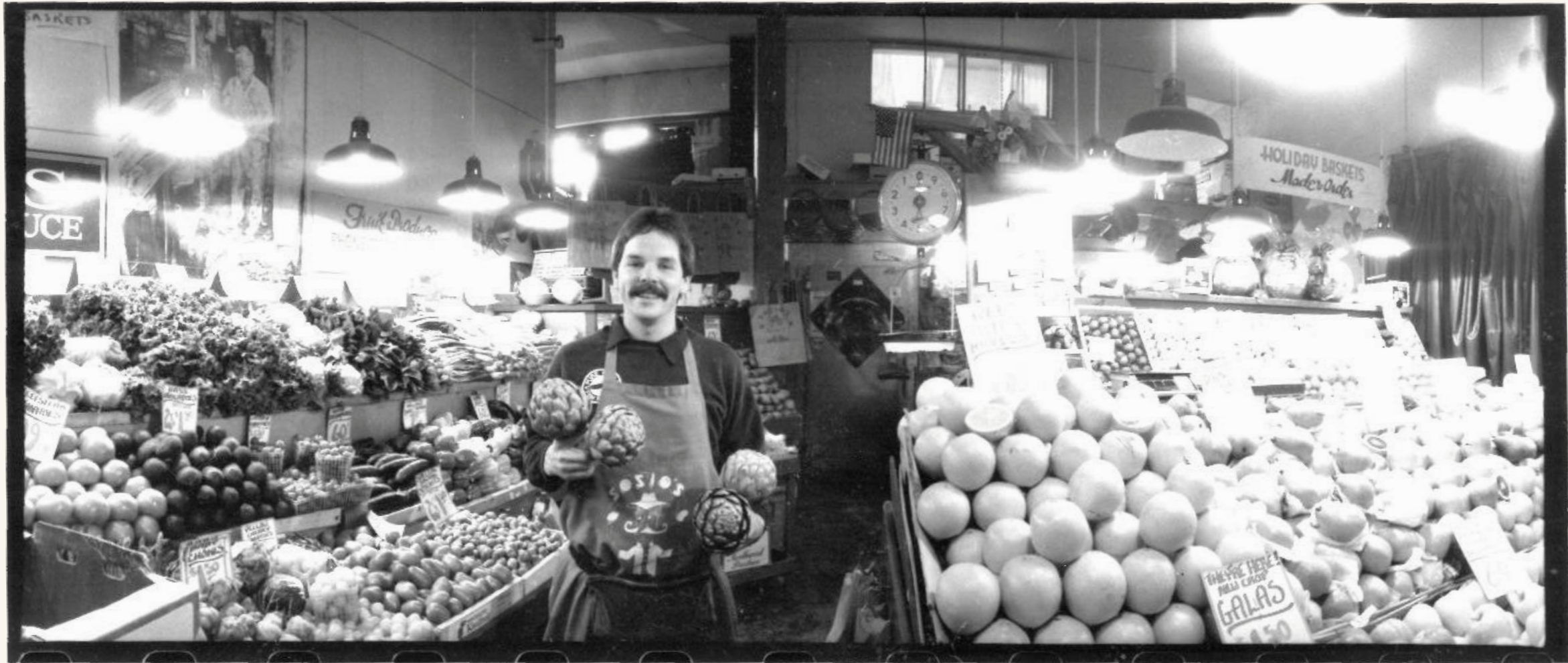
Joe and Assunta Desimone.
(Suzanne Hittman Collection,
Seattle Public Library)



Pete DeLaurenti in his shop circa 1952. (PDA)

"I was just 65," recalls Louie. "I decided I'd never [again] have the opportunity they were offering. They were qualified buyers; my children didn't want to take over the business. I'm a little sorry about that, but I understand, too. My son-in-laws had their own occupations."

Since taking ownership, Pat McCarthy and Matt Snyder have remained committed to continuing the legacy of providing high-quality specialty foods from Italy as well as local markets. Their deli case features more than 250 cheeses sourced from the Olympic Peninsula to the Pyrenees. The shelves are laden with olive oil, 1,600 bottles of wine, and a large selection of chocolates and pasta.



Mike Osborn dates this photo to 1990 or '91. He has worked at the Market since he was 14 and is a co-owner of Sosio's. (PDA)

SOSIO'S PRODUCE

In 1909, Sosio Manzo arrived in Seattle from the village of Sereno, Italy, to create a 10-acre truck farm in South Park. Sosio Manzo and his wife, Lillian, raised five children on income from the lettuce, radishes, celery, onions, and spinach they grew in South Park and sold in the Market. Sosio managed the farm, and Lillian managed the Market daystall. Their son Dan grew up in the Market: "I tell people I was born on a lettuce crate at the Public Market," Dan Manzo told the *Seattle Times* as the Market neared its centennial.

Video: Mike Osborn at Sosio's

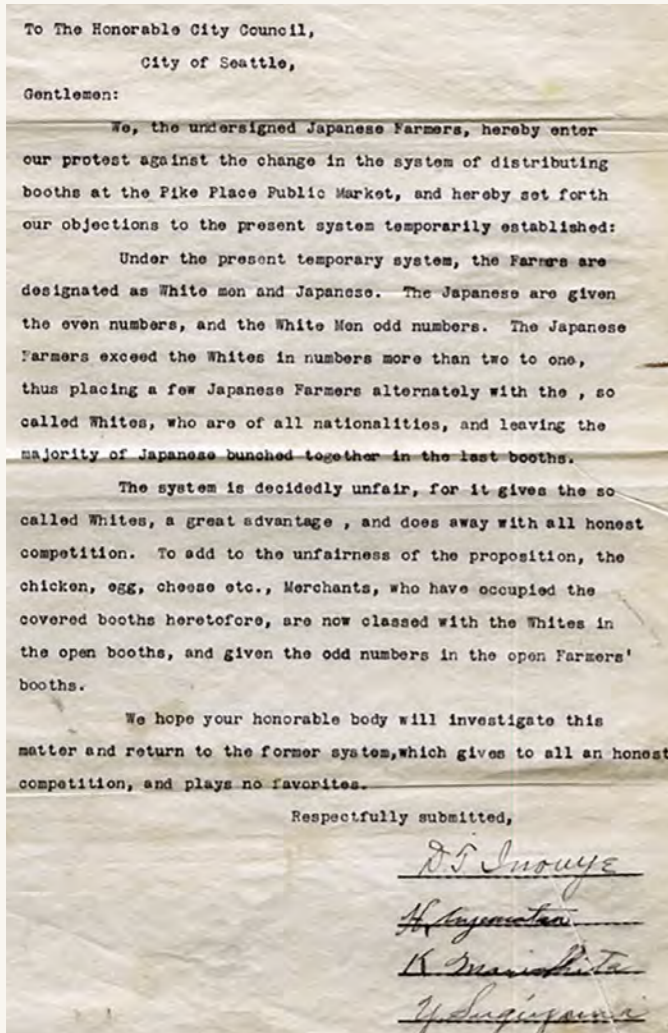


"Mom had to be there, and someone had to take care of me, so I was there by her side."

In 1957, Sosio and Dan's brother Fred rented one of the highstalls for a permanent produce stand. The next year the two brothers were running the stand, called Manzo's, and Dan continued to operate it until retiring in the mid-2000s. The current stand called Sosio's Produce first opened as Hassom Brothers, but it's been Sosio's since 1985 – named in honor of the original Manzo family patriarch. The owners of Sosio's remain committed to high-quality produce.

JAPANESE

Japanese immigrants began arriving in the Pacific Northwest in large numbers in the 1880s, when exclusion acts aimed at blocking Chinese immigration opened up opportunities for laborers and



Japanese farmers petition, 1914. (Seattle Municipal Archives)

farmers from Japan. Between 1900 and 1910, the Japanese population in King County more than doubled, to 7,400, and many new arrivals cultivated land east and south of Seattle. From the Market's early days, Japanese farmers were at the stalls selling produce, some marking prices in the broad-brush black ink sumi style of painting. Japanese producers had to fight discrimination from the start. When the lottery for stall locations was first initiated by Market Master John Winship, he had the Japanese farmers draw only from the odd numbers, and everyone else drew from the even numbers. The Japanese farmers protested because on any given day, more than half of the producers at the Market were Japanese – sometimes even outnumbering other producers 4-to-1 – making it more likely that they would draw a poor location. Winship agreed to change the policy.

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Japanese-American women hold bouquets at the Liberty Flower Shop in 1931. (Asahel Curtis, Washington State Historical Society)



The Pike Place Market baseball team, April 26, 1936. Identities of two men are known: In the second row, fourth from left, is Mr. Kamada, who managed the team. On the far right is Kallio Suguro. (Wing Luke Museum)



Japanese farmers at the Market, circa 1922, donate vegetables to needy local families and thank Seattleites for their business. (PEMCO Webster & Stevens Collection, Museum of History & Industry)

Land laws prevented many Japanese immigrants from owning their farms, but some bought farms in the name of a willing white citizen. The Immigration Act of 1924 ended most immigration from Japan and other Asian countries for decades, but by then, Japanese farmers were deeply established in the Market community. In 1922, they organized an event to donate produce to needy local families and to thank customers for their business. In the 1930s, there was even a Pike Place Market Japanese baseball team. Before World War II, about 75 percent of all produce grown in the Puget Sound region was estimated to be grown by Japanese farmers. And in the late 1930s, when the Market was at its peak, more than half of the 600 farmers selling there were Japanese immigrants or their children.

When Japan bombed Pearl Harbor in December 1941, hostility against Seattle's Japanese Americans erupted. Even at the Market – known for its tolerance – rumor and hysteria spread. When the Sanitary Market burned a week after the Pearl Harbor attack, the blame landed on local Japanese. The actual cause of the fire was never determined. Japanese farmers also were unfairly accused of planting crops in arrow-like formations to provide Japan's bombers with a visual guide to Boeing and other military installations.

In February 1942, President Franklin Roosevelt signed Executive Order 9066, and in May local Japanese residents – many wearing buttons that declared, “I am an American” – were taken away to internment camps in Idaho and California. Their forced imprisonment decimated the Market. The number of permits for all farmers selling at the Market fell from 515 in 1939 to 196 in 1943. By 1949, the number had plummeted to 53. Many interned Japanese-Americans never came back to the Seattle area after World War II, and only a handful of farmers recovered their land and returned to sell at the Market.



Sanitary Market fire, 1941. (PDA)



An empty stall on Pike Place in 1942. (Seattle Times)

Those who came back often faced a harsh homecoming. More than three decades later, farmer Seji “Curly” Hanada remembered:

“When I go back to Seattle, I walked down Western Avenue and saw the signs: NO JAPS WANTED. NO JAPS. They were just jealous when the farmers came back because the Japanese raised good stuff and cheap! Those guys had it made when the war was going on. They raised a pile of junk and made big money off of it. That’s how come when we came back and started raising good stuff those guys (the Western Avenue wholesalers) asked us, How about bringing some stuff down here? But I told my brother, ‘Don’t give it to him, make some kind of excuse. Give it to some of our friends who helped us out. Not to disgrace us.’ ”

– *Curly Hanada (Good Pride, Market Oral History Project)*



“*Song of the Farmers*,” a panel in “*Song of the Earth*,” by Aki Sogabe.

In 1998, local Japanese-born artist Aki Sogabe was commissioned by the Japanese American Citizen League Seattle Chapter to create artwork honoring the memory of Japanese-American farmers.

“*Song of the Earth*” was created with papercut images transferred onto five porcelain enamel panels, each 3 feet by 5 feet. The project took her one year to complete and is on display at the Market entrance at the corner of Pike Street and Pike Place.



Seji “Curly” Hanada of Riverton washes scallions for sale in 1963. (Josef Scaylea, *Seattle Times*)



MARKET CHARACTERS

JOHN YOKOYAMA, OWNER OF PIKE PLACE FISH MARKET FROM 1965 TO 2018

“If people get that you love them, then they’ll buy your fish.”

John Yokoyama grew up at Pike Place Market. His father had worked for a produce vendor before World War II and was among the few Japanese Americans who returned to work at the Market after being forced to spend the war years in the Tulelake and Minidoka internment camps. Yokoyama was only 8 when he started helping out at his dad’s produce stand in the late 1940s – and by the time he was a young man, he’d had enough of the produce business. But he loved the Market and he loved fish, so he began working at the fish stand next to his dad’s place.

But it was the love of a car – a 1965 Buick Riviera – that made Yokoyama decide to buy Pike Place Fish. Since then, he’s seen his shop through the uncertain years before the Market was saved in 1971, navigated the disruptions of the urban renewal period, witnessed the transformation of the waterfront and seafood industry – and ultimately embraced a business philosophy that helped his fish stand become a top destination for millions of visitors every year. More than 50 years after buying the little fish market, Yokoyama describes his business’ journey to becoming “world famous”:

Interviewed August 22, 2017, at the Goodwin Library at Pike Place Market

When did your father start working at Pike Place Market?

“My dad worked in the Market before the war, and after the war he came back and bought Roy’s Produce next to where my fish market is

Photographed at Pike Place Fish Market. (Justin Huguet, PDA)

now. Where the salmon display is, that's where my dad's produce stand was. When my dad passed away, my brother took it over for a couple of years. They sold it and then moved it across the aisleway, right across from the fish shop."

What are your earliest memories of the Market?

"I started down here when I was 8 years old. I started working for my dad on Saturdays. He dragged me down here to bunch radishes and onions. My buddy and I used to sneak off and go fishing on the waterfront and come back two or three hours later, and you could hear our dads yelling, 'Where the hell have you been?!' There were mostly all wholesale fish houses down at the waterfront. In those days they'd dump the carcasses after they'd filleted the fish into the water, so they had a lot of fish around there picking the dead bones. We'd go catch these little things called shiners – crawl underneath the dock and have hand lines and catch these little fish. My dad ate those. He really liked them. I didn't care for them too much."

Why did you start working at the fish market?

"Well, I had been working in produce my whole life since I was 8 years old, and so by the time I was 16, I hated the produce business. In those days, you used to have to stack every cherry up one at a time and have this beautiful display. And someone would come and you'd have to fight with them: 'Don't touch the produce. You've got to take these from back here.' It was a constant battle, and I hated that. I was watching the fish market, and nobody wanted to touch their fish. I liked the fish anyway because my dad was a great fisherman."

When did you buy the fish market?

"The two old men who owned it broke up. At that time, Pike Place Fish was the busiest fish market in the city. When they split up, the Greek guy ran it with his son. Shortly after that, the Greek guy died, and his son took it over. He ran it for ten years, but he didn't like the

business. It was the '60s. He wanted \$10,000 for it, and nobody would buy the place. Finally, he got so disgusted, he said, 'I want out of here. I want you to buy this place.'

"I didn't want the place at the time because I was only 25 years old. But I had just bought a 1965 Buick Riviera, and my payments were 185 bucks a month. That was a lot of money in those days. I thought, 'Geez, if I work for somebody else at the fish market, I'm going to have to give up my car.' We were drawing 150 bucks a week, and I knew if I went to work somewhere else, I wouldn't clear 100 bucks. So, I asked my dad: 'Bill wants to sell the place. Should I buy it?' He said, 'How much does he want for it?' Well, he offered it to me for \$3,500. Bill says, 'How much money you got in the bank?' And I've got \$300, and he goes, 'Give me the \$300 and pay me \$300 a month, and you can have this place.' So, I asked my dad, 'Should I buy the place?' And he said, 'You buy it.'

"But then I didn't have any money for inventory. How am I going to buy any fish? I used to buy from seven or eight piers that were all fish houses. I knew all of them because I used to pick up the fish for Bill. So, I went to each one and said, 'Listen, I've got a chance to buy Pike Place Fish. Would you give me 30 days' credit?' And that's how I got started. They all said, 'Yep, we'll give you 30 days' credit.' They trusted me. I was at the right place at the right time."

How did Pike Place decide to become "world famous"?

"About 30 years ago, I was on the verge of bankruptcy. Jim Bergquist, my consultant, said, 'I want you to hire me.' I said 'Do you know anything about fish?' And he said, 'No.' How's he going to consult? He doesn't know anything about fish! I said, 'No, thank you.' He said, 'If you hire me for three months and I don't make my wages, you can fire me.' I was pretty desperate, so he came in. We had only six employees. We're all sitting in our storage area having this meeting, and he says 'I need you to create a vision for your

company.’ I said, ‘What’s a vision?’ He said, ‘Something you want to create in the future, and it’s gotta be big.’ I thought, ‘Oh, man ...’ And the six of us were just farting around, and one of the kids says, ‘Let’s become world famous.’ I thought, ‘Are you nuts? It’s a fish market!’ Jim said, ‘Listen, John, you ought to take that into consideration as your vision.’ I said, ‘The deal is that I don’t spend a dime on advertising. If we’re going to commit to this, we’re going to do it for free.’ And so we did commit to it. And he brought this way of being – ‘who are you being in life as a human being?’ – this philosophy to the shop.

“In his philosophy, individual commitment is huge. If you get a group of people who are all individually committed to the same thing, miracles happen. So, we went with that. We didn’t know what ‘world famous’ meant. The first thing that happened was the Goodwill Games came to town. They all came to Pike Place Fish from all over the world, and that was our first exposure. After the Goodwills, the movie ‘Free Willy’ hired two of the guys from the fish market to be in the movie, so we got a little more exposure. After that, People magazine wanted to do an article about us. It started to snowball.

“We thought, ‘Let’s make a movie!’ We had this vision of MGM Grand. And then two weeks later this guy from Minnesota shows up



John Yokoyama in front of Pike Place Fish in the early '70s. (Stephen Cysewski)

and says, ‘I make educational training videos. I see this energy with you and I want to capture it and make a training film.’ It was a 17-minute video. It was entertaining, and he made up his own stuff about how we operate: ‘Be there. Make their day. Have fun.’ We do all those things, but that’s just the frosting on the cake. He was going to pay us 3 percent of the net until he paid us off at \$100,000. We thought that was a pretty good deal and that we’d get paid off in five or six years. He paid us off in one year. That became the hottest selling training video on the planet. He translated it into 39 different languages and sold it all over the world. That was the biggest thing

to our becoming world famous. After that video came out, people from all over the world would come see us.”

How did the fish-throwing routine get started?

“When I was working for Bill, it used to be set up different. We had a doorway right by Don and Joe’s [Meats]. In those days, if you wanted to sell something, you had to walk all the way around, grab it up front and then bring it all the way back. I saw Bill one day, with a 1-pound bag of clams, counting, ‘... 102, 103, 104 steps for one lousy bag of clams.’ When I took over, I caught myself doing the same thing. And when I got the sack of clams, there was a kid behind me, and I said, ‘Hey, kid! Catch!’ And I threw it to him, and I thought, ‘Man, I just saved 100 steps.’ So, I planted somebody out front after that to get the stuff. And that’s how it all happened. After that, it became the sideshow. The kids were throwing anything without a spine. It was for efficiency’s sake. It wasn’t for show.”

Pike Place Fish is the only one of the four fish stands in the Market that sells only sustainably caught seafood. Was that a difficult decision to make?

“It was a scary commitment a couple of years ago. One of the biggest things was farmed salmon. In the wintertime, that’s the only fresh salmon you can get. So for us to commit to not selling those things was really scary. A lot of sustainable-caught fish are more expensive than net-caught fish because sustainable is hook and line.

“I don’t think anyone else here is willing to give up selling farmed salmon. Twenty years ago I never could have pulled it off, but people think differently now. What we changed to was to sell frozen wild salmon, hook-and-line caught. That is caught and killed in the ocean, cut and cleaned and dressed right away, and frozen on the spot. So, that fish is really good, better than the

farmed salmon. We thought we were going to get hurt, but it hasn’t hurt us.”

What challenges come with running such a popular stand?

“It’s challenging because [the PDA is] going to fine me \$100 if I plug up the walkway. At first, when they said if we didn’t keep the walkway clear it was going to cost us, we were so upset. Then we said, ‘What’s our philosophy about? We can’t make them wrong. They’re the managers. If they want it cleared, then it’s our job to keep it clear.’ When we started doing it, it was a pain in the ass. You’ve got so many things to do – and then we’ve got to do crowd control, too. But the thing is, it helped the business because we moved people in closer and could have more of a one-on-one relationship with them. So, it actually worked out.

“[Louie] DeLaurenti was the ringleader of that whole thing. So we said, we need to make him our friend. So, anyone who comes to Pike Place Fish who wants to know where they can get cheese or Italian food, let’s send them up to Louie, and let’s have them ask for Louie personally. So, we started sending customers there. After about three months, our manager said Louie came by and said ‘Good morning!’ And he hated us! A couple of weeks later, Louie came down and bought a piece of fish from us. That’s our philosophy. We transform hate into love.

“We’ve got to love the people. We don’t care if you buy the fish. You’ve got to come in and love them first. If people get that you love them, then they’ll buy your fish. That’s the difference between us and a lot of places. They’re out there selling the merchandise. We’re out there to create a relationship first, and then we feel like the money will come automatically. Out of doing that, we’ve gotten all of this publicity for free.”

What is business like now?

“In the summer, it’s 75 percent local and 25 percent more tourists. But the tourists buy more per purchase. Thank God for tourists. We couldn’t make it without them here. January-February-March, we lose money. December is our biggest month. It doesn’t start getting good until May. In December, that’s our biggest shipping week for the whole year. We just pack all day long.”

What changes have you seen in local fisheries?

“When I was 8 years old, we used to go to Edmonds. My dad had a fishing boat. If we didn’t get a bite within 15 minutes, we were upset. In those days, there were no coolers, so we had gunny sacks. We’d throw the fish in them, and throw water on it to keep it cold. We caught salmon, halibut, true cod, black cod, ling cod, flounder. The only thing you can catch nowadays is dogfish. Everything else is gone. The salmon season they’re trying to keep in existence here lasted two weeks this year.”

What happened to your 1965 Buick Riviera?

“There was a gas station at the end of the Market where I used to park it. There was a billboard there on the edge of the hillside, and I had my car parked back against it, and some transients caught it on fire. This was a month after I bought the business. It just warped my car. They fixed it, but it never looked the same. So, I got rid of it. Here I bought this business so I could buy my car, and now it’s destroyed a month later. I forgot all about that.”

— *Interview edited for length.*



The Filipino Coffee Co. around 1909. (PEMCO Webster & Stevens Collection, Museum of History & Industry)

FILIPINOS

A few Filipino immigrants began coming to the Seattle area after the Philippines became a U.S. territory in 1898. Although the 1910 Census counted just a handful of Filipinos living in Washington state, some were already selling at the Market at the Filipino Coffee Company stand.

The Asian Exclusion Act of 1924, which blocked new immigrants from most Asian countries, opened up opportunities for a new wave of Filipino immigrants, who were considered “nationals” and not covered by the ban. By 1930, 1,600 Filipino immigrants were living in the Seattle area.

But the Depression brought hard times for the new arrivals, who often made their living by following crops from Alaska to

California to Washington. Alex Molina, who sold his produce at the Market for years, remembered the migrant life in a conversation with an oral historian fifty years later:

“When the job is finish in Vashon Island, I move here in Kent. Same job again. We pick some peas. When those job is finished again, I move. I went to California to find my job again. Because in that time, it is hard to find a job. I went to Stockton. From Stockton, I go to Fresno to pick this grape. Because that town, you can find lots of grapes down there. Fresno, Delano and Bakersfield. I never keep still. I stay only in one place two or three weeks again, and then move to find some job.”



— Alex Molina
(*Good Pride, Market Oral History Project.*
Photographed by Christina Koons, circa 1980)

During World War II, the internment of Japanese Americans again opened up opportunities for Filipino Americans. Many took over the work of harvesting the crops left behind – and some even had the chance to buy the land, helped out by low-interest loans from the Farm Security Administration.



Rufino Ordonio recalled:
“So, when the Japanese are moving, then they say if we like to farm, we could go and get their places. But how can we get their places? We got no money. We got money, all right, but it’s not enough to buy their old equipment and their plants because some of them planted lettuce already. So, the government says they will lend us some money. I borrowed a couple thousand to buy the old

truck and some horse and some old equipment the Japanese got. So after summer, then I pay some on the money that I borrow. I didn’t pay all, because I didn’t make much money, because I don’t know what I’m planting, I don’t know what I’m doing. So, the following year I tried it better than I did the first time. So I paid my loan to the Farm Security, every year, little bit by little bit.”

— Rufino Ordonio
(*Good Pride, Market Oral History Project.*
Photographed by Christina Koons, circa 1980)

After the war, many of the farms were gradually taken over by industrialization and suburbs that spread east and south of the city. The number of all farmers, including Filipinos, dwindled.

Today, the Market family still includes Filipino families who have worked there for multiple generations.

The day after she arrived in Seattle from the Philippines in March 1963, Lina Constantino-Fronza started working at the Market. Nearly every day since, she's been selling produce at her highstall, now known as Lina's Fruit & Produce. "I have known many customers for twenty or thirty years," she says. "Some have moved away from Seattle but, when they return to visit, they always make a point to stop by my stand."



Three generations of Apostol women run and manage Oriental Mart. From left: Leila Apostol Rosas; her mother, Mila Apostol; Leila's sister Joy Apostol Mori; and Mori's daughter, Brianna Mori. (PDA)

Apostol family still work at the beloved shop and restaurant, serving up generous portions of hearty food like chicken adobo and lumpia for more than four decades. In 2020, Oriental Mart was honored with an "America's Classics Award" from the James Beard Foundation.

"I am so proud that my daughters and granddaughter believe in our little store," Mila says. "The Market is not just a group of merchants; it is a family. And I tell all my customers, 'We welcome you.'"

they return to visit, they always make a point to stop by my stand."

Milagros Apostol arrived in Seattle with her husband and six children on July 20, 1969 – a date the family remembers easily because the day they landed in Seattle is the same day man landed on the moon. Soon after they arrived, the family opened Oriental Mart in the Market, and three generations of the



Lina Constantino-Fronza at her stand, August 2017. (Barbie Hull, PDA)

HMONG

Hmong and Mien families began coming to the United States after the Vietnam War, in the late 1970s and early 1980s. Many were farmers in the mountains of Laos, Cambodia, and Thailand, and were promised refuge in the U.S. for their assistance to the CIA and American forces during the war. Several families settled in the Seattle area, and looked for ways to continue farming.

Local government agencies and churches helped find land for them to lease, and Pike Place staff invited them to sell their produce at the Market. This partnership started in 1982 and was called the Indo-Chinese Farm Project (IFP). The project taught the Hmong families American-style farming skills to allow them to continue their farming traditions while preserving their culture.

Today, around a hundred Hmong families farm land east of Seattle – most growing flowers – and the Hmong comprise almost 33 percent of the total number of farmers at the Market. They introduced many Seattle-area households to Asian vegetables like gai lan (Chinese broccoli), tatsoi, bok choy, and more.



Bao Cha of Thao Farm selects flowers to make bouquets at her farm table. (PDA)

They also learned how to better operate their own businesses and look for new selling opportunities. They realized they could make more money growing and selling flowers, so many are now focusing on selling bouquets.

The Market is the largest source of locally grown fresh flowers in the Northwest.



MARKET CHARACTERS

MARY THAO, DAUGHTER OF XAI CHA AND KHER THAO, OWNERS OF XAI CHA FARM

“Everything I am, in my career, has been given to me from them.”

Mary Thao’s parents first came to Pike Place Market in the early 1990s with bundles of produce grown in their back yard – selling the leftovers after their family had been fed. More than two decades later, Xai Cha and Kher Thao lease 20 acres in Snohomish County, north of Seattle, and sell at a few neighborhood farmers markets as well as at Pike Place. The Hmong family’s Xai C. Farm is famous especially for its flowers and tomatoes, and Cha and Thao commute two hours a day from their home in Seattle to keep the farm thriving.

Mary and her nine siblings – eight girls and two boys altogether – grew up working on the farm and at the Market, and Mary has been helping at her parents’ daystall since she was about 12 years old. Now in her mid-thirties, she has embraced a career focused on the flowers she’s known her whole life.

On an October day as the Market crowds are winding down for fall, Mary takes time to reflect on her parents’ challenging first years in the Seattle area, the hard work of running a farm business and what she wishes customers knew about the flowers they buy:

Interviewed October 24, 2017, at the Goodwin Library at Pike Place Market.

When did your parents come to the Seattle area?

“They were refugees from Laos after the Vietnam War, and they came here in 1979. They were really poor. The only thing they knew was to

Photographed in the Main Arcade. (Justin Huguet, PDA)

farm and grow their own food. So, everywhere we've always lived, if it had a patch of dirt somewhere, they would try to grow something. If no dirt, then they would have a little container garden to try to grow their own food. That's just what they've always known."

Did your father fight in the war?

"I think my dad was about 15 and he had heard that if you were a soldier in the war, you would get some priority when you come to America. My dad was 15 but said he was 18. He was mostly patrolling the village. When the planes would drop packages from the sky, he was one of the people who would grab the supplies. When they first came here, they didn't know where to get their food from. I think they came here through IRC, the International Rescue Committee. My mom was six months pregnant at the time. It was hard. They didn't know electricity. They came from thatched-roof and packed-dirt-flooring type of housing. It was very primitive."

When did your family start selling at Pike Place Market?

"My mom had a sister who was helping a female farmer-vendor here at the Market, and she took over her business. We were kind of poor, so we grew a lot of produce and vegetables in our back yard. We had extra, so my mom would bunch some of them – some leafy greens or some corn or some herbs – and she'd bring them over to my aunt's stall. She'd have a corner of the table, to sell them there. After a couple of years or so, my parents decided to lease a couple of acres in Kent and then we started selling at the Market."

What is your parents' farm like now?

"We lease 20 acres from Snohomish County in Snohomish. I believe they farm on 15 of that 20 acres. When we first started, we did a bit of vegetables and expanded to flowers. And then



Kher Thao at the family's Snohomish farm. (Thao family)

expanded to berries and tomatoes. Through the years, we kind of diversified what we sell to meet the needs of the customers and the growing neighborhood farmers markets."

Did you and your siblings work on the farm?

"Growing up, we did. When they'd finish school, go to college, or get married, everyone kind of left to do their own thing. Occasionally, they come back here and help wherever my parents need help. But otherwise, my parents have a couple of people on hand to help at the farm."

“I’ve always had a day job. Anytime I was in between jobs, or on certain days off or on holidays, I always came back to help them with the business. I was a pharmacy technician, and then I decided I wasn’t happy doing that kind of job. I was more creative, so I came back to the business to help out full time. I’ve just always been drawn to flowers – maybe because I grew up around flowers. So, I came back to help out. I have another job now, but I still come back to help out when I can.”

What do you remember about coming to the Market when you were a kid?

“There’s so many nooks and crannies in the Market that you can go and explore. All the great food. There’s just something about the vibe here at the Market that made it fun.”

What was a summer day like when you were a kid and helping your parents?

“In college, after school or work I would take the bus, come here, help out where I can, then leave, and then go to the farm right after the Market, harvest the rest of the night for the next day. And then repeat. It’s a really long day.”

Do your parents grow anything they grew up eating in Laos?

“We grow some greens that my parents are used to, but they found that some of the leafy greens that they grew up eating don’t grow so well here. We’ve learned what grows well here and what doesn’t, and what sells well here and what doesn’t. Some bell peppers, some eggplant – certain varieties grow a lot better here.”

When does the work start slowing down?

“Once it starts getting colder and things start dying, then it’s not so hectic. I personally like this time of the year [autumn] because then

it’s not so busy. There’s still cleaning up, digging out bulbs, or planting our spring flower crop before the snow gets here. There’s still a lot of work, but on the front side, the Market scene has quieted down a bit.”

What is the winter like for your family?

“We used to dry flowers for the winter time, but as a business we stopped because it was a lot of work. We’d have to harvest, bunch them, transport them to a location to hang them up to dry. And then once they dried, box them up to store them. For us, at least, the sales were just not that great, so it’s not worth it coming down to the Market. In winter, we just take a really long break.”

Do your parents enjoy farming or the Market scene more?

“I think they enjoy the farming more because it’s something they’ve always grown up doing. It’s therapeutic for them. My dad loves his tomatoes. He likes to bring them to the Market and show them off and talk to customers about them.”

Was it challenging for your parents to get used to working within the rules and structure of the Market?

“It was hard at first. My dad can read and write somewhat, but my mom can’t read and write. My parents didn’t really grow up in a school-type of learning structure where there were rules. So, it was hard for them to get that at first, especially because there was a language barrier. Me and my siblings had to do some interpreting for them. That part was a bit of a challenge.”

What changes have you seen in the years you’ve been coming to the Market?

“There’s definitely a lot more tourists now. A majority of our sales goes to tourists. Or to people who work really close to here.”

Do you or your siblings think about taking over the farm someday?

“I have a few siblings who are, like, ‘Gosh, I want to come back – and maybe not do the farm, but I want to come back and help out with the flowers.’ In my day job, I’m a florist at a boutique floral shop. So, everything I’ve done professionally in my career, I’ve always come back to that part of my life. I have to give props to my parents. Everything I am, in my career, has been given to me from them.

“My parents are considering retiring in the next five years. I think they want to do less in a couple of years, but they want to be completely done with it in five years. A couple of siblings have expressed interest, but I personally don’t think it’s going to happen. I’ve expressed interest in it, too, but I don’t know. It’s a lot of work, and I’m not my parents. I just don’t know if I could take over and do what they do. If I do, I would probably take it in a different direction, away from farming. But I haven’t really decided.”

What do you wish the customers understood about your family’s farm?

“I think people think that flowers should be cheap. They don’t realize that a lot of work goes into growing and harvesting and then bringing flowers to the Market. And you know, we’re pretty cheap here already at the Market. A lot of people think vegetables, produce, flowers should be cheap. I think for the most part it’s affordable, considering you’re buying directly from the grower. It’s all natural, we don’t use pesticides or anything in our produce and stuff.

“A couple of weeks ago, at the South Lake Union farmers market, which is one of the Pike Place Market express markets, in the Amazon courtyard – we’re setting up and this guy wanted to purchase a bouquet. It was a \$7 bouquet, and he’s trying to barter



Xai Cha and Kher Thao, original farm owners, in 2016. In 2020 their daughter Mary Thao took over farm operations. (Justin Huguet, PDA)

with my mom, trying to get it for \$5. And I’m thinking, ‘I’m pretty sure you work at Amazon. You make a lot of money. And this bouquet is pretty big.’ This city is so spoiled.”

– Interview edited for length

IMMIGRANTS TODAY

Immigrant families continue to shape the Market, with newer members of the community coming from Mexico, the Middle East, and Southeast Asia. More than a dozen languages are spoken within the historic district, including Spanish, Chinese, Hmong, Vietnamese, Hindi, Tagalog, Turkish, Russian, German, Japanese, French, and Arabic.

Tenzin Chodak, owner of Double Dorjee, which opened in the Market in 2003, describes how his culture is intertwined with his business:

“[The Market is] just a place that I feel very relaxed in. Also, you meet so many people here. You see all walks of life, you talk — that’s how I built my English-speaking skill, actually. ... It’s not just about the business, I represent my culture. We meet millions of people every year here – somehow I’ve become the Tibetan cultural ambassador in the Market. So we have people coming from all walks of life, and we guide them. Some spiritual counseling, send them to the right place ... It’s a bigger picture, not just for this moment.”

In February 2017, when the Market community felt under siege by the Trump administration’s travel ban and actions targeting undocumented residents, the shopkeepers, craftspeople and producers showed their solidarity with all immigrants by staging a



Tenzin Chodak, owner of Double Dorjee, in February 2017. (Barbie Hull, PDA)

walkout: “The idea was to just take one hour and meet on the street and let people know that they’re welcome here,” said Sharon Shaw, who carries the moniker “Mother of the Market.” “We were inviting every single human being, no matter who or what they were, to the Pike Place Market.”



*In 2017 – the Market’s 110th year – the MarketFront expansion opened, connecting the Market with the pedestrian-friendly waterfront the city will be developing over the next several years.
(Lara Swimmer, PDA)*

21ST-CENTURY GROWTH

“Pike Place Market continues to be an authentic part of Seattle, blending a heritage of family-run, home-grown, small-scale capitalism with a healthy attitude of caring for people with varied needs and with a sense of public spaces that are open to all. It continually reminds us of our humanity and the importance of community, which seems to have been recently diminished on the national front. MarketFront does a superb job of carrying the best of our past values into the future.”

— Mark Hinshaw, *Crosscut*, May 4, 2017

On August 17, 2021, Pike Place Market celebrated its 114th anniversary as Seattle’s public market. Much more than a bustling commercial center, the Market plays a central role in the city’s identity and is often said to be Seattle’s “soul.” It is a treasured, protected, and complex historic district and community that inspires passionate debate – within the district and beyond – over decisions ranging from mundane to magnificent.

Those charged with steering the Market into the future must contend with the tension inherent in preserving the authenticity of a beloved historic entity while staying relevant to modern audiences, including new residents to Seattle and millions of visitors from around the globe.

With the recent addition of the MarketFront, the first major expansion in more than forty years and a crucial connection to the city’s future waterfront redevelopment, the Market’s leadership took



In a bid to fill a stand in the historic arcade with local farm produce, the PDA petitioned the Market Historical Commission to allow a farm, Growing Washington, to rent a highstall stand – traditionally a designated space not for farmers, but for vendors who sell produce both from the region and around the world. (Barbie Hull, PDA)





A young woman, cellphone in hand, peruses produce at a farm stand on Pike Place. (Mike Kane, PDA)

an ambitious step forward – while staying grounded in the foundational “Meet the Producer” values – and positioned the Market to meet the future.

As Seattle’s growing economy changes the face and shape of the city block by block, development surrounds the Market and young, educated, and affluent professionals move downtown. Buildings seem to fall and rise every week, and bright yellow construction cranes have become ubiquitous.

In 2018, Seattle led the country in the number of cranes for the third year in a row with sixty-five cranes roosting in the skyline, twenty-five more than the next U.S. city, according to *The Seattle Times*.

Sustained economic growth, along with the massive civic project to remove the nearly 70-year-old Alaskan Way Viaduct and reshape the waterfront, brings new challenges and opportunities for Market managers.

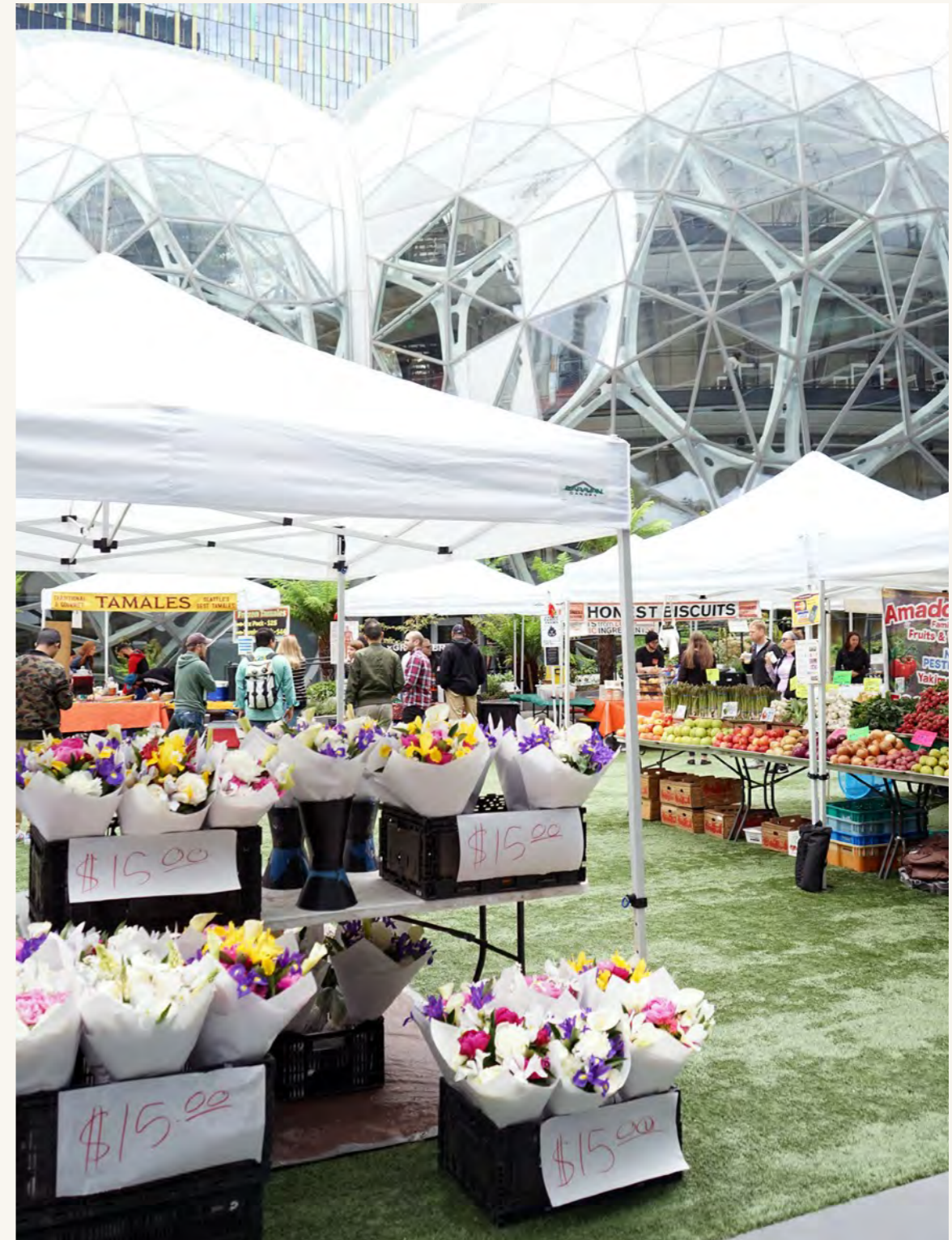
More than 80,000 residents now live downtown, according to the Downtown Seattle Association. These residents represent an untapped pool of potential shoppers. Yet many are accustomed to ordering groceries online, eating at quick-serve restaurants that cater to a plugged-in clientele, and purchasing prepared foods rather than ingredients. How to engage new residents and grow the next crop of Market shoppers and supporters are top-of-mind questions for the Pike Place Market Preservation and Development Authority (PDA), which has managed the district since it was chartered by the city in 1973.

CULTIVATING NEW CUSTOMERS

An enduring challenge facing Market management is how to sustain legacy produce vendors and farmers under the pressure of millions of visitors a year who enjoy photographing – rather than buying – the rainbow rows of fresh produce.

Over the past decade, the PDA's farm program developed a strategy to bring farmers and fresh produce to residents and workers in dense employment centers downtown: weekly satellite farmers markets outside the iconic public market. Located in four spaces around the city's core, the markets allow office workers the opportunity to make targeted shopping trips during lunch hours. The value of the remote markets was initially debated by the PDA Council, with some members concerned they had the potential to dilute the Market brand and overextend Market resources beyond the historic district. However, since the first remote market opened at City Hall Plaza in 2008, the markets have proven they provide farmers with vital additional revenue.

The markets serve several purposes: investing in farmers as a major cornerstone of the public market; connecting a new generation of



The opening of a Pike Place Market farmers market in 2018 at the Amazon Spheres, at Seventh Avenue and Lenora Street, brings the best summer produce from Seattle's oldest farmers market to one of the city's fastest-developing areas. (Kalyn Kinomoto, PDA)

shoppers with the Market; and serving as a recruitment tool by encouraging farmers who might be hesitant to try out the main Market, said Zack Cook, a longtime farmers market manager at the PDA.

Ten years after the first – and most successful – remote market opened in front of City Hall, the PDA opened a second market in the heart of Amazon territory next to the tech giant's glass-domed conservatories/offices, called the "Spheres." Sales at the two markets in South Lake Union, where Amazon's headquarters are located, have shown that while prepared foods such as yogurt, biscuits, or jams sell better than produce, over time customers begin to purchase more fresh fruits and vegetables. And all of the remote markets show continued growth: During the 2018 season, sales increased by about 15 percent over the previous season.

The farm staff continues to work with farmers to market their produce to the next generation of shoppers by helping them navigate rules around the production of processed foods, as well as access grants and other capital to develop new products and increase profitability.

In summer 2018, the PDA also launched Pike Box, a weekly Community Supported Agriculture (CSA) produce subscription box. (The PDA had a prior CSA program from 1997 to 2005.)

Hand-picked every week, Pike Box offers a season's worth of fresh, local produce sourced directly from Market farmers. The twenty-week membership further supports local farmers by opening new sales channels, connecting them with new customers, and giving them opportunities to experiment with new crop varieties that might be more challenging to sell at a Market daystall.



The PDA hopes its Pike Box, featuring former Market farmer and manager Joe Desimone, will appeal to downtown residents. (Photo by Justin Huguet, PDA. Box design by DEI Creative.)

[Learn more about the Pike Box CSA](#)

Through the four satellite markets, the growing CSA program, and a partnership with King County that provides subsidized CSA boxes to local preschools, Market managers hope to help farmers weather changes in the marketplace and sustain a cornerstone of the public market.



When advocates won historic designation for the neighborhood in 1971, the .75-acre site on Western Avenue was included in the historic district. Decades passed before the PDA was able to rebuild on the site. (Lara Swimmer, PDA)

THE MARKETFRONT: MEETING THE FUTURE, HONORING THE PAST

The Market's most ambitious effort to meet the future – while staying true to its charter and historic character – was the recent \$74 million MarketFront expansion, which redeveloped the last remaining urban infill site in the 9-acre Market Historic District.

This expansion on the western edge of the Market realized a forty-year vision to reconnect the site to the vibrant heart of the district on Pike Place, and the return of traditional Market uses to a space that had only seen parked cars since the 1970s.

The expansion opened in June 2017, featuring public space with a dramatic viewing deck and a design created in accordance with historic-district guidelines.

Some key features:

- Open public plaza and deck with views of Mount Rainier, Puget Sound, and Olympic Mountains
- 30,000 square feet of open public space
- Pavilion with daystall spaces for up to 47 farm and craft vendors and views of Elliott Bay
- Producers Hall with a brewery, seafood restaurant, biscuit maker, and chocolate maker
- 40 new units of low-income, senior housing managed by the PDA
- The Market Commons, a neighborhood social-services resource center managed by the Pike Place Market Foundation
- 300 covered parking spaces and 33 bicycle spaces
- 3 public art installations

The creation of the MarketFront was made possible by the unique convergence of events, including the city's vision for a redesign of the central waterfront with a pedestrian-friendly connection to the Market, and the Alaskan Way Viaduct removal project.

The city's waterfront design stretches more than a mile. It includes more than 20 acres of open public space and a 1.5-acre pedestrian walkway called the Overlook Walk, which will create a new connection between the Market and the waterfront next to the Seattle Aquarium.

The city's decisions to remove the viaduct and redevelop the waterfront provided the PDA with an opportunity to realize long-held plans to develop the parking lot on the western edge of the Market. The loss of parking spaces beneath the mammoth viaduct meant the PDA could apply for parking mitigation funds from the state and the city – the first time major public funds would be available for the PDA to build on the site.

In June 2012, the PDA Council held a public meeting attended by more than sixty-five concerned Market supporters and residents, two TV stations, several radio stations, and other local reporters. On the agenda: the MarketFront design. At this time, the fate of the viaduct was unclear and four early design concepts of the project faced criticism from the public.

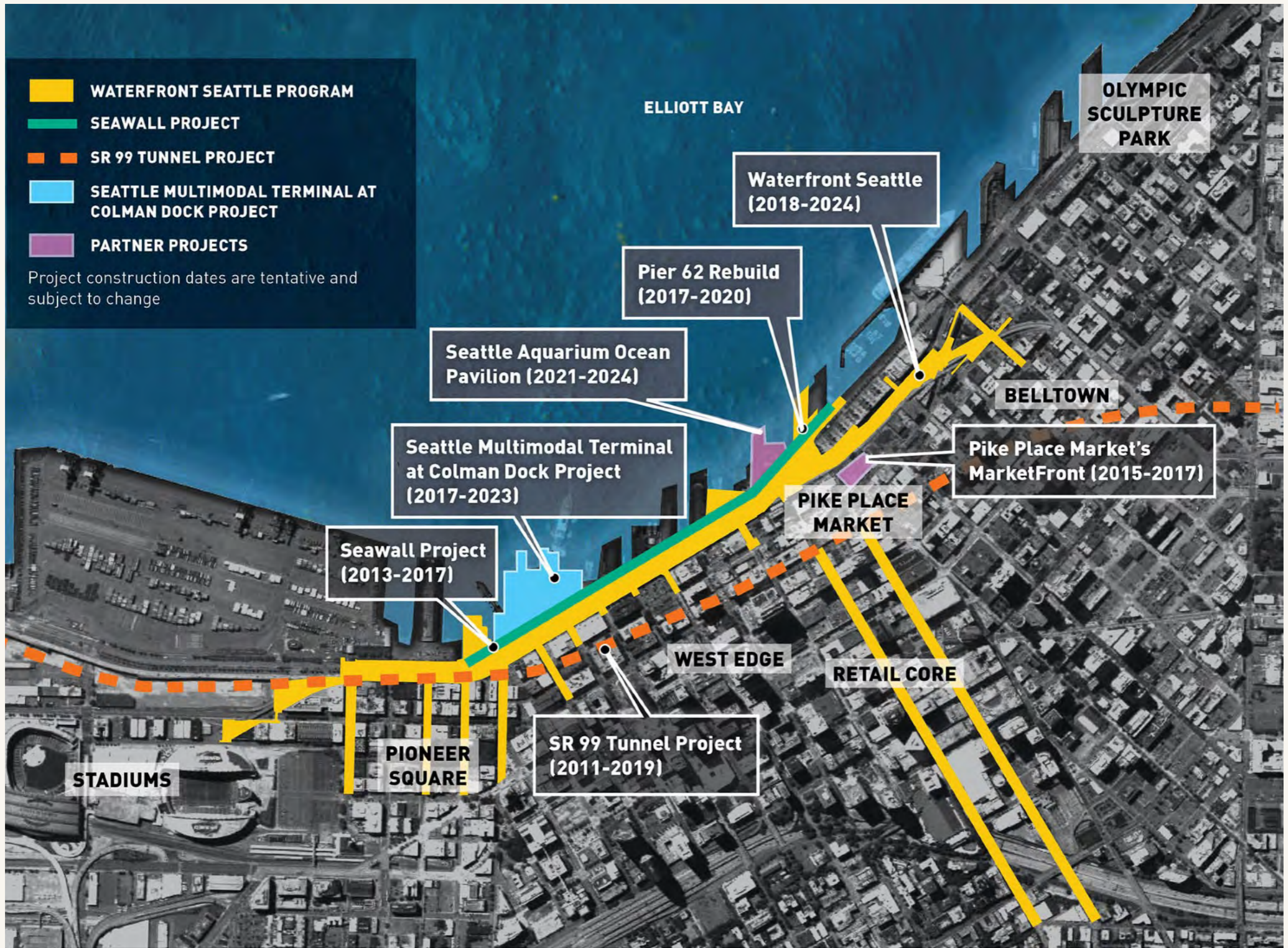
After several hours of debate led by then-PDA Council Chair Jim Savitt, the council rejected the first four options, opting instead for a compromise with the addition of housing. The council also authorized an additional \$500,000 in design fees to keep the project moving. This key decision set an intense pace for the project's development, as well as high expectations for the level of public engagement in the future of the MarketFront.



Rendering of the city's waterfront project design, looking north. The design includes a 1.5-acre pedestrian walkway that would create a new connection between the Market and the waterfront. (City of Seattle and James Corner Field Operations)



The surface parking lot adjacent to the viaduct marks the final site of the Market Historic District to be developed. (PDA)



Waterfront project map. (City of Seattle and James Corner Field Operations)

THE RICH HISTORY OF THE MARKETFRONT SITE

The high bluffs rising above Elliott Bay were home to cabins and shanties in the decades before the establishment of the Market in 1907. One of Seattle's most famous figures, Kikisoblu – or “Princess Angeline,” the name given her by white settlers – lived in a cabin downhill west of Pike Place and south of the site where the MarketFront would be built in 2017. She was the eldest daughter of Chief Si'ahl, or Si'at, leader of the Duwamish (Dkhw'Duw'Absh) and Suquamish tribes, for whom the city of Seattle was named.

Kikisoblu (Kick-is-om-lo), as she was called in her native tongue of Lushootseed, was born in 1820. She lived on the bluff in a small cabin after refusing to join her father and others of her tribe in relinquishing the land – the tribe's home for centuries – under terms of the Treaty of Point Elliott in 1855. To get by, Kikisoblu dug for mussels and clams in the tideflats, sold woven baskets at the waterfront, and did settlers' laundry. Photographed by Edward Curtis, the eldest daughter of Chief “Seattle” became one of the city's most recognized figures. Kikisoblu's cabin was roughly located at the base of the Pike Street Hillclimb and near the center of what is now Western Avenue. She lived there until she died on May 31, 1896. She was buried, as she requested, in Lake View Cemetery, where her grave can be seen today.

After the turn of the twentieth century, the steep slope north of Kikisoblu's cabin site became the temporary home for workers digging a train tunnel to be used by the Great Northern Railway and Northern Pacific Railroad. Dug by hand, the tunnel was completed in 1905 and is 30 feet wide and 26 feet tall. The 113-year-old tunnel, still in use today by the BNSF Railway Company, posed significant challenges to the PDA, the architects, and builders of the MarketFront.



Princess Angeline (Kikisoblu), Seattle, circa 1895. (Asahel Curtis, University of Washington Special Collections)



Workers' housing can be seen in the top of this 1903 photo, above the construction site of the tunnel, dug by hand between 1903 and 1905. (Asahel Curtis, University of Washington Special Collections)

After the engineering feat of the train tunnel, the next major development on the bluff was by Frank and Arthur Goodwin in 1921, with the addition of the Municipal Market. The building was the first the Goodwins built to the west of Pike Place, across Western Avenue. Eventually, a bridge connected the new building to the arcade on Pike Place, making it accessible to cars and endearing it to locals, even then.

The Municipal Market was active through the 1960s, serving as the first home for the German sausage maker Bavarian Meats



Bavarian Meats in the Municipal Market in 1974. (Seattle Municipal Archives)



Pedestrians watch the blaze from the bridge over Western Avenue connecting the Municipal Market to the main Market. (Seattle Municipal Archives)

(1961), now a third-generation family-owned and operated business still in the Market district. In 1974, a fire caused irreparable damage to the Municipal Market building, which was already in poor condition. The building had been included in the protections of the historic district, giving the PDA the power to preserve or develop the building or site for Market use. The building was demolished and the site was graded for surface parking. Market managers and preservationists intended to see a new Market building rise on the site, but it would take more than four decades to realize that dream.

FROM PARKING LOT TO PUBLIC SPACE

From the mid-1970s on, there were at least eight different development studies done on the site that identified its priority uses, including parking, storage, commercial space, and social services. In 2012, the PDA made the strategic decision to dive into the archives and learn “what we already knew,” said Ben Franz-Knight, PDA executive director from 2010 to 2017. This allowed the PDA to move quickly into concept development for the site, maintaining pace with plans for the central waterfront and viaduct removal. “Using past studies as a take-off point saved us more than a year in the process,” Franz-Knight said.

Longtime Market advocate and architect Peter Steinbrueck was hired by the PDA in 2013 to create a progress report to provide historical context and help guide planning and design of the former Municipal Market site. He wrote:

“[The site] presents extraordinary development challenges including costs and financial feasibility, severe physical site constraints, a maze of development controls and regulations, and a massive structural hurdle requiring any new construction to straddle the Burlington Northern Railroad tunnel which transects the site.”

These challenges had kept the PDA from mustering the financial resources in previous decades to build on the Municipal Market site.

The expansion, designed by a Seattle architecture firm, The Miller Hull Partnership (MHP), was the first piece of the greater



The former site of the Municipal Market remained a surface parking lot for forty years. In the summers, a local farmer’s herd of thirty goats was brought in to eat the blackberry brambles on the lot – with only a few escapes reported. (Emily Crawford, PDA)

waterfront development to move forward. MHP worked with the waterfront project architect, James Corner – perhaps best known for his work with New York City’s High Line park – on how the MarketFront would connect to the city’s Overlook Walk.

The inspiration for the MarketFront design is the sense of discovery one feels when exploring the Market’s hidden alleys and winding passages. The design team looked to the twentieth-century industrial structures and simple materials, such as exposed timber beams, found throughout the Market.

The building incorporates Northwest industrial toughness with large, open spaces that offer transparency inside and out.

HOW THE COMMUNITY FUNDED THE MARKETFRONT

Because the PDA embraced key goals of city and state plans that touched the historic district boundaries, the PDA was able to leverage significant outside funding sources. Funding for the project included:

- \$34 million from the City of Seattle
- \$9 million in low-income housing tax credits
- \$2.4 million in new market tax credits
- \$2.1 million from the Washington State Department of Transportation and state grants
- \$6 million in philanthropy from the Pike Place Market Foundation
- \$19 million in bond proceeds

In 2014, the Pike Place Market Foundation launched the “Pike Up!” capital campaign to provide critical funding for the MarketFront project. Over the next four years, the Foundation engaged more than 6,000 local donors in this project, produced public art, and expanded social services for the Market community. The campaign reached its \$9 million goal in early 2018.

Market fans supported the MarketFront through engraving their name or message into Market history on Market Charms; 11,400 now hang on the MarketFront as an art installation. Fans can still support the Market through Bronze Hoofprints leading to Billie, the piggy bank in the MarketFront Pavilion.

[!\[\]\(96cc62f861fdd6e50510c0224a756dff_img.jpg\) *Learn more about Hoofprints and donations*](#)

In 2015, the city and the Market finalized a development agreement that gave the PDA \$34 million for the MarketFront project, with stipulations for public parking and a connection to the new waterfront. The agreement stated:



Members of the Chief Seattle Club provide a blessing at the start of the groundbreaking ceremony. (Mike Kane, PDA)

“The City’s highest priorities for this Project include the Waterfront-Related Elements and parking garage. The replacement parking created by the new parking garage will be developed to maximize the number of short-term public parking stalls and accessibility and functionality for visitors to the Market and waterfront.”

Then-Mayor Edward Murray signed the agreement on May 15, 2015.

A week later, the Market community celebrated the groundbreaking with a parade led by the Market Foundation, a drum circle by members of the Chief Seattle Club, and a short ceremony.

MANAGING CHALLENGES ALONG THE WAY

In 2015, a tower crane was installed in the Market. To get to that milestone, Market managers first had to get design and plans for the use of the site approved by the Market Historical Commission – and just as importantly, engage the community to get buy-in from the Market’s many stakeholders on the project. Dozens of meetings were held to share the design and receive the sometimes-contentious feedback.

Over the project’s five-year lifespan, more than 200 public meetings were held where the MarketFront was a dedicated agenda item. Community outreach meetings; a town hall; weekly meetings with then-PDA Executive Director Franz-Knight; and informal gatherings led by PDA staff, project partners, and oversight organizations ensured that the Market community had a say in the project – from the color of the paint to the placement of public art and the addition of an open-air pavilion, a priority of Market craftspeople.

The plans morphed until at last a final design was approved by the Historical Commission during a nearly three-hour meeting in January 2015. The Market Foundation also faced the challenge of getting donor recognition plans and public artworks approved by the commission. The final MarketFront plan was designed to engage new and longtime Seattleites. The goal was to create a place that would fit into the public market landscape while offering a new public space with stellar views, retail and crafts space, and low-income housing.

“Robust public engagement was critical to the success of the MarketFront project,” said Franz-Knight. “In fact, the only way it was going to become a reality was if everyone had a role and could see their input materialize in the process, the design and programmatic elements.”



On October 15, 2015, a crane was installed to begin the heavy construction on the MarketFront expansion. (Emily Crawford, PDA)



PDA staff members meet with craftspeople before the morning roll call to show renderings of the MarketFront project and its connections to the Desimone Bridge. (Emily Crawford, PDA)



Aerial view of the construction site in 2015. (Sellen Construction)

A major challenge faced by the PDA and Sellen Construction included building over the BNSF tunnel. Sensitive monitoring equipment was placed underground to detect any shifting or movement around the tunnel beneath the site. If there had been any indication that the tunnel, with trains passing through it several times a day, was under any stress, the project would have been stopped immediately. A massive reinforced structure designed by the structural and civil engineering firm Magnusson Klemencic Associates was built over the top of the tunnel, creating a separate structure for the MarketFront and a protective layer for the tunnel.

Other challenges included the discovery of artifacts on the site. When an early twentieth-century privy used by the workers who had built the train tunnel was unearthed, a designated dig site was created in the middle of the heavy excavation work.

More than 2,000 artifacts of “cultural interest” were found in the construction area by the official site archaeologist, including a porcelain doll’s head from the early twentieth century. The German model of the doll, called “Bertha,” was unearthed on Halloween 2015, spooking the archaeologist on-site. (It was sheer coincidence that Bertha was the same name given to the giant tunnel-boring machine that was at that moment digging the replacement to the viaduct beneath downtown.)

The artifacts were largely from two populations: a community of squatters in the early nineteenth century and the workers who built the train tunnel. No artifacts were from Kikisoblu’s cabin; the MarketFront site is north of where her cabin was located.

The artifacts are archived at the Burke Museum of Natural History and Culture.



A German ceramic doll head and glass bottles from the turn of the twentieth century were found on the MarketFront site during excavation. (Burke Museum of Natural History and Culture)





From left: Ed Murray, then-mayor of Seattle; Matt Hanna, then-Pike Place Market PDA Council chair; Lillian Sherman, executive director of the Pike Place Market Foundation; Stephanie Shull, Pike Place Market craftsperson; Ben Franz-Knight, then-executive director of the Pike Place Market Preservation and Development Authority (PDA); Peter Steinbrueck, founder and principal at Steinbrueck Urban Strategies; and Benjamin Bill, Market resident and Chief Seattle Club member, cut the ceremonial biscuit cake made by MarketFront producer Art Stone of Honest Biscuits, with a handcrafted swordfish prop. (Art Kuniyuki, PDA)



Opening day on the MarketFront in June 2017. (Barbie Hull, PDA)

In June 2017, two years after breaking ground, the Market celebrated the opening of the MarketFront with a daylong public celebration.

At the grand opening ceremony, drummers from the Chief Seattle Club performed and Joe Desimone Jr. — son of Giuseppe “Joe” Desimone, an early Market manager and owner — read from the proclamation made by Seattle City Councilman Thomas Revelle at the dedication of the first Market building in November 1907:

“This market is yours. I dedicate it to you, and may it prove to be a benefit to you and your children. It is for you to defend, to protect and to uphold, and it is for you to see that those who occupy it treat you fairly.”

Rather than cutting a ribbon with giant scissors as is often done at grand opening events, a cake was made by Honest Biscuits, a new artisan vendor in the MarketFront Producers Hall, and topped with local strawberries purchased from a farmer; the cake was cut with a prop swordfish, to represent the Market’s affinity to fresh fish and seafood.

RICO QUIRINDONGO, PDA COUNCIL 2013-2021

“Completing a capital project right now, we didn’t just finish something ... We just started something.”

As an architect with an office near the Market, Rico Quirindongo initially saw the MarketFront project as an opportunity to have a positive effect on a changing community through design. Although the design contract ultimately went to the Miller Hull Partnership, the interview process led Quirindongo to a role where he continues to have a lasting impact on the Market as a whole.

Rico Quirindongo joined the PDA Council in 2013 and served as council chair from 2018 to January 2021. In this conversation just before the expansion’s opening in June 2017, he reflects on the unique community and governance model – and the exciting unknowns of opening a completely new space in a Market that’s more than 113 years old.

Interviewed June 2, 2017, at DLR Group in Seattle.

On his first experiences at the Market:

“I was a young architect in 1996. My then-firm DKA Architecture was immediately north of the Market, and I would often come into the Market for lunch and just get out of my head and the day-to-day of drafting. The vibrant voices and sounds and smells, not knowing what I was going to uncover – I always enjoyed that escape and that other reality that was outside the rest of my day-to-day existence.”

Photographed at the MarketFront. (Justin Huguet, PDA)



How he joined the PDA Council:

“I had been one of the respondents for the RFQ [in design terms, a ‘Request for Quotation’] that Pike Place Market had put out for the design of the MarketFront. We ended up shortlisted, but Miller Hull was awarded the design. Afterwards, Ben [Franz-Knight] approached me to ask if I was interested in being a part of the Council. I think he understood my interest in not only what the project represents, but what Pike Place is within the larger community.

“If as an architect I’ve always been invested in social change through design and the built environment, then I understand there’s equity in what Pike Place Market is as a community. So, I am very invested in being a part of that change. The irony is, being a designer for the MarketFront is a snapshot in a moment in time. Being on the Council allows me to have a much greater role. When you look at an international community that’s talking about place making – like Project for Public Spaces and organizations like that – Pike Place Market is held on high as a place that really walks the walk. For me, it was about wanting to be a part of that in a real way, but also to learn from it. There are decades upon decades of experience that we continue to build on in terms of creating community and affecting community in a positive way.”

On the learning curve of joining the Council and the unique expertise he brings to it:

“My first year, I mostly sat there with a blank stare because there’s so much content and process and history to absorb. You have to take that time to understand what the hell’s going on. I was able to become more effective once I was better able to

understand what the relationship was between the Market Historical Commission, the Preservation and Development Authority and the Market Foundation – three bodies that are their own form of checks and balances in this unique community model.

“As an architect, I think that if I have value, it’s in being able to synthesize the opportunities that are social and cultural in their benefit and that are augmented by a physical construct.”

Once up to speed, Quirindongo began providing input on decisions around space. An example:

“We had a pavilion level, which is the top level of the MarketFront, but it was not enclosed. There was no covered protection from the elements. How we got there, prior to my joining, was around the issue of view corridors – protecting views from the Market down to the water. On the back end, we’ve been able to create this structure that still provides a high level of transparency but also creates a place that’s well-defined, celebratory and usable year-round. On its face, well, you just put a shed on top of a slab. Not really a big deal – except it is. I can make a list of the fifteen different things that can happen up there now that couldn’t have happened if we didn’t do that. I think that’s the vision that I’m able to bring to the table.

“What we all know, sitting at our virtual drafting tables, is whatever we imagine is never what it’s like after opening day. I keep hoping I’ll get a little plaque that says ‘Rico’s Three-Compartment Sink,’ which is the sink that got added to the pavilion. I was adamant: ‘So, we’re creating this space, but it’s not going to be usable if we don’t have this utility that’s a part of it.’ ”

On the value of the Market’s governance model:

“The fact that the Market represents people of great means and people of very little means in the same community without conflict and without prejudice is unique. And so I’ve been trying to figure out, how do you take that governance model and introduce it into other parts of our political conversation, our civic conversation, our built environment of Seattle’s neighborhoods and actually do some of those same things? That’s an ongoing question that I’m grappling with.”

On democratic space in the MarketFront:

“There are lots of nooks and crannies and places for discovery. As it begins to be occupied, we will all be interested and sometimes surprised at what comes out of how people use the space. One that I remember we struggled with during design: The intermediate landing that takes you from the Overlook Walk lower level of the MarketFront up to the pavilion level is a generous space, but it’s not a programmed space. Will a band set up there? Will somebody set up a cart there and sell coffee? Will that become a lookout point? There are little peekaboo views from that space diagonally into the retail space below. There are a bunch of places like that. It’s going to be interesting. Completing a capital project right now, we didn’t just finish something. It’s just a milestone. We started something.

“I’m very excited that we have this large open-air venue. Part of that is program that we will create, but then part of that is giving up that space to others. It’s a grand space, it’s huge vistas, it’s pretty unique. It is democratic. Part of the thing that people talk about the beauty of the viaduct is that when you drive from the airport into downtown you have all of these great views. But the only time you get them is when you’re in a car, driving at 50 miles an hour. Now, we have this space where you have that same view that anybody can

go up to when the Market is open. That in and of itself is pretty exciting. But then to think about all the different special activities and events and convening that can happen there, whether it’s community events or civic events or private events. People breathe life into spaces and so I think there’s all this stuff that’s going to happen that’s going to be super cool.”

On the MarketFront’s place in a changing waterfront:

“One of the most important things about design and community is that it cannot be scripted. There are the things you understand and the things you can control – and the things that just happen. And if you’re a good community activist, or a good leader, or a good designer, then you take the cues from those organic things as they evolve and build off of them to create greater successes. I think that’s how you win. And when I say ‘win,’ I mean ‘do well.’

“If the MarketFront is an early win, we are poised to continue to work with Office of Waterfront and Friends of Waterfront Seattle, the mayor’s office and the City Council on what Overlook Park becomes, on what that connection to the waterfront becomes, on what the partnership with the aquarium grows into. It’s very exciting to think about what we can do with the MarketFront in place that might also inform what happens next.”

On making decisions for the entire Market community:

“I say this a bit tongue-in-cheek, but I actually don’t care about architecture. Buildings are boxes, right? It’s about the activities that happen and the people who are being served and the community that’s engaged. I think that mindset and all that involves is ultimately what governance at the Market is about. And that’s what keeps me fully engaged in the conversation.”

– Interview is edited for length.

CONNECTING THE MARKET WITH THE WATERFRONT

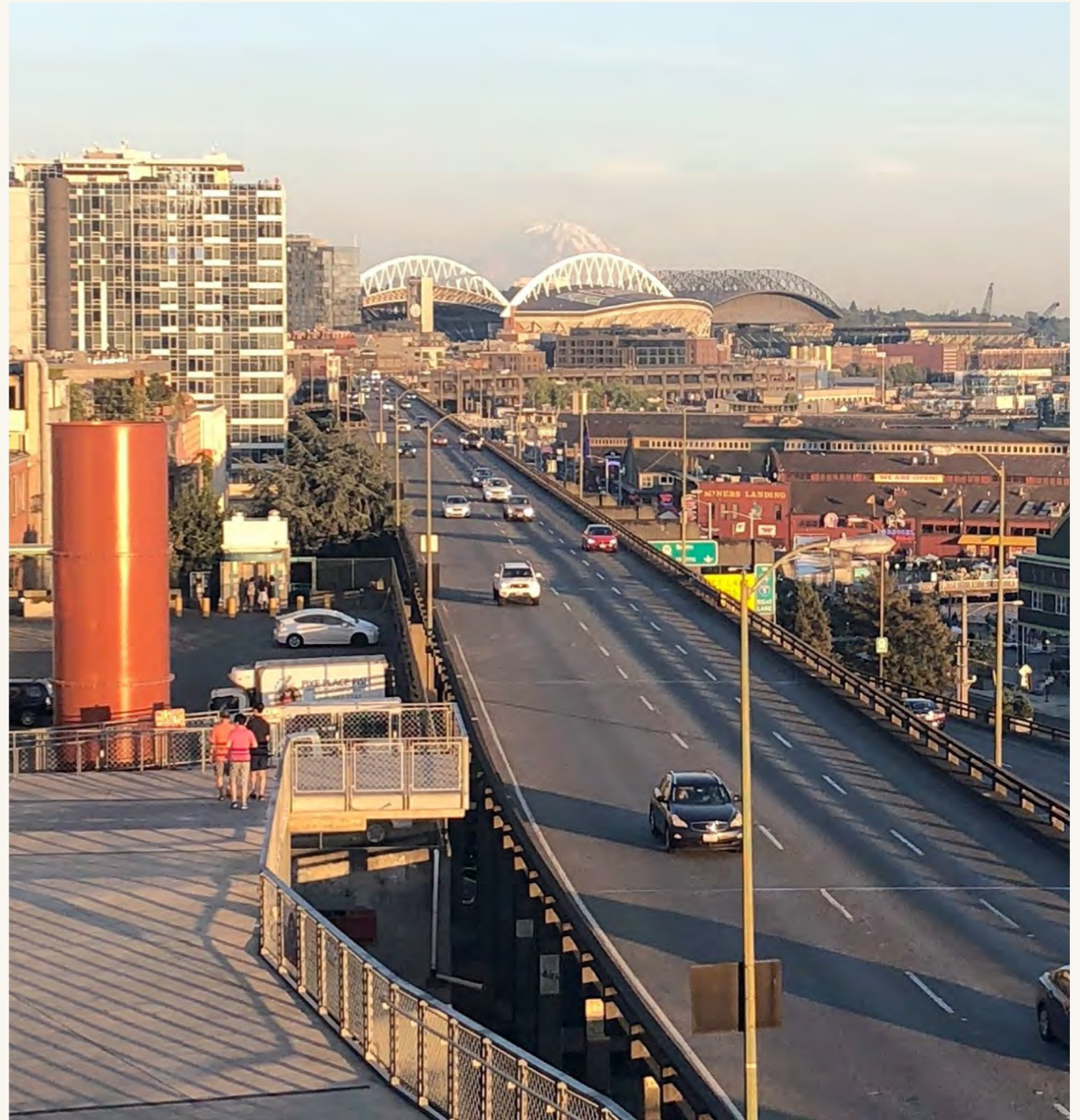
With the MarketFront expansion completed, Pike Place Market is ready to meet the new waterfront. The PDA is in discussions with the city's Office of the Waterfront on what role the Market may play in managing, operating, and maintaining the future Overlook Walk connection. Construction of the walkway is scheduled for 2022-2024.

As of summer 2021, design plans are nearly complete, and the city and the PDA are working through challenges around public access, accessibility for disabled pedestrians, security, and maintenance for the 1.5-acre walkway.

The waterfront, the Market, and the downtown residential and commercial communities all stand to benefit from a pedestrian-friendly route up to the bluff.

On the waterfront, the Seattle Aquarium's new Ocean Pavilion will anchor the south side of the Overlook Walk. The exhibition will educate visitors about how the health of the world's oceans is essential to the health of our planet.

Up at the MarketFront, Market managers are exploring ways to integrate the space and engage locals as well as visitors. Concerts, events including the Market Foundation's annual "Sunset Supper" fundraiser, and daily Market activities such as farm and craft daystalls draw in visitors.



In the center left of this image, a fenced, rectangular walkway juts toward the viaduct. This connection point, known by some as the "diving board," will connect to the city's future Overlook Walk. (Emily Crawford)



The MarketFront Plaza provides a connection on the north end to Victor Steinbrueck Park, and will also connect in the future from the south end to the city's new Overlook Walk to the waterfront. (Aliya Lewis, PDA)

And of course, when it's not raining, the scenery and panoramic views steal the show.

Other major civic projects have the PDA's attention, too, as work to the north, east, and south will have uncertain impacts on the historic district. These include a \$1.6 million renovation to Victor Steinbrueck Park on the Market's northern border at the MarketFront; a potential streetcar line along First Avenue that would place a major stop in front of Market businesses; and the planned demolition of buildings that don't have historic protections, such as the Hahn Building (circa 1880), located at the southeast corner of First Avenue and Pike Street.



Kindie rocker Caspar Babypants performs for his fans in the Market Pavilion at a fundraiser for the Pike Market Childcare and Preschool. (Kalyn Kinomoto, PDA)



 **A CONVERSATION WITH MARKET LEADERSHIP**

**MARY BACARELLA,
EXECUTIVE DIRECTOR OF THE PDA
& JOHN TURNBULL, PDA DIRECTOR
OF ASSET MANAGEMENT**

“A healthy Market means all the people who live and work here are thriving”

Mary Bacarella took the helm of the Preservation and Development Authority at the beginning of 2018 after years of leading Seattle institutions like the Space Needle and Seattle International Film Festival – and more than four decades after John Turnbull began his work in the Market community at the Historical Commission. Bacarella’s fresh perspective complements Turnbull’s decades-long view as the two leaders work together to address challenges and take advantages of opportunities for the Market in a city that is growing rapidly around it.

In this conversation from summer 2018, Bacarella and Turnbull consider how evolving demographics and food-shopping patterns have affected the Market, and they look ahead to the coming waterfront development and what that will mean to the historic district. As they navigate the city’s changes, they are guided by the Market’s charter and foundational “Meet the Producer” values – values that they see as absolutely aligned with the priorities of Seattle’s residents, new and old.

Interviewed at the PDA offices in July 2018.

Mary Bacarella in the Main Arcade. (Barbie Hull, PDA)

With Pike Place Market now well into its second century, what are some keys to its success?

Mary Bacarella: “A healthy Market means all the people who live and work here are thriving – all of our farmers, artisans, small businesses, and residents. When our tenants are thriving in our community and the people of Seattle come here and understand that, that's a healthy market.”

John Turnbull: “This is a very organic place, with what I call an ‘organic social ecology,’ which allows us to adapt to changing circumstances. That's why we're still here: We are not a static place, limited to a business model that is out of date. We do a lot of things that are anachronistic, but we know that things have to adapt and change, and that's built into this place. We like to say that we need to balance authenticity with relevance.”

Bacarella: “Many of our artists, tenants, and farmers understand that you have to grow and change. It's become an interesting conversation between those who were here in the 1970s saving the Market – which I firmly believe was the most important thing they have done for our city – and the new people who completely agree with that but also say, ‘It's a different time and there are some things we need to change to move forward.’ ”

Seattle itself has changed so much since then. Now, we are the fastest-growing city in the country this decade. What challenges does the Market face at the heart of Seattle with its increasing urban density and younger adult population?

Bacarella: “Technology has made us a different city – from those who live here to how we get our goods and services. The challenge is, where does the Market fit into that? There are so many buildings that have gone up around us. Are those new residents looking to us for what we really can offer them?”

“These changes in demographics – the influx of tech workers and a younger population – are happening within the Market community, too. We have artists who have been at tables for forty years and that is what they want to do, but there's a whole new group of people saying ‘I love that I'm able to sell my products at the Market. I want to stay at the Market. But I may want a store. And I want a website that says I'm at the Market so people can come here – but they can also order things from it.’ ”

Turnbull: “We always have a slow churn of trying to get new tenants and businesses that fit into the historic district. They get started here in a very informal, low-risk, low-cost-of-entry way. If they have a good product and good personality, they find a way of building that up and making it successful. We've been able to find that magic formula. We'll have a new business now and then that doesn't do well and it'll close. For every one of those, we'll have two or three come in with new energy and take off. The more success there is next door to each other, the better it gets for all of them.”

How have some of the changes in the food economy changed the Market itself?

Turnbull: “In the ‘70s and ‘80s, there was still a strong contingent of first-generation Filipino and first-generation Italian farmers selling here. They were the last of the family farms down in the valleys. They were still selling onions, cauliflower – locally grown stuff. And over time it changed. Farmers began to compare the effort in growing produce to growing flowers. You could put all your effort into growing a bunch of beans for a buck a pound and then you have to replant the vines. For the same price, you could buy a dahlia bulb and sell 40 bucks of flowers a season and not have to replant it. We had this whole conversion. The real activity here went from vegetables to flowers.”

Bacarella: “We’re a destination. We’re an experience. We’re a food market. We’re all of these things.”

Turnbull: “But we’re not only a farmers market, and haven’t been that way for over a hundred years.”

Bacarella: “We are not just a farmers market. It’s very hard for the people who have been here – and even the people in the community – to make that shift. We’re something completely different now. And I think we’re a destination, whether for locals or visitors.”

Turnbull: “We’re a specialty food market. We’re a food hall with all kinds of international food. We are a crafts market, locally made.”

Bacarella: “And this doesn’t change the ‘Meet the Producer’ ethos, because you’re meeting the producer with the craftsperson, farmers, etc. You’re meeting the producers with most of the things we have here. But it’s not just the farmer. It’s something bigger now. And how do we make our community understand that they still need to come? They need to make the visit on a weekly basis for whatever else they’re buying. Not just produce. We are so much more than that.”

The Market draws upward of 15 million visitors each year, and locals often say they don’t come down because it’s too crowded. What do you tell locals who raise that concern?

Bacarella: “Granted, the tourists really are here from Memorial Day to Labor Day. But if we’re not just a farmers market, you can come down any time of the year because everything is here. Your Market is here more than 360 days a year. You can talk to the producer. You can get a haircut. You can buy your meat. You can buy your flowers. You can buy a pair of earrings. You can buy a book. You can get an acupuncture treatment. You can get your teeth cleaned. You can go to a library. It’s all here.”

Turnbull: “We have managed to make the restaurant scene work. It used to be very dead. When I started here, there were probably twenty places you could get a beer at 6 in the morning and no place you could get a dinner after 6 at night. The only restaurants here were for the people who worked here, so they were lunch restaurants. And that has changed. It was a big effort. We made this a night zone. We had to just slowly try to find these places to make this work.

“We also know that the sense of ownership by the larger community is so important, and we try to figure out how to keep that going all the time. It’s why there’s names on those tiles [on the floor in the arcade, funded in the 1980s by donations]. We have to develop and keep that community interest in this place as a special Seattle place so people will come here.”

The MarketFront expansion that opened in 2017 was the last part of the historic district to be built out. What were some of the accomplishments of the project?

Turnbull: “When people asked, ‘What is this new place going to do?’ I said, ‘We’re going to get parking, we’re going to get low-income housing and then we’re going to get something we don’t have any more – which is called space.’ Because it’s just too damn crowded here in the summer, we need a place for people to go outside and get out of the arcades [the interiors of the Market], rest a while and then come back and do some more shopping. The MarketFront does that. We also got the pavilion space, which gives us a larger covered space. Every square inch of this Market besides the MarketFront has been in operation for a hundred years and is tightly managed and encumbered by traditional regulations. We didn’t have any flexible space left, so we created flexible space. That gives us one space where we can do something different.

“The big question was how to pay for the cost of maintaining that open space. We knew we needed commercial tenants. We knew that we needed some tenants with the money and financial commitment that they could fund 2 or 3 million dollars’ worth of improvements. The initial dream of some members of the [PDA] Council and the architects was that we would create a new market hall that would function and feel like a European market space – a big empty hall we would fill up with daystalls and crafts. While they look pretty, daystalls and farm tables don't make money. A big assembly hall wouldn't make money either. We wouldn't be able to program it. We knew we needed some big restaurant operations. We needed businesses that could really make money in the summer but had some kind of income potential during the winter months to keep them alive. And we did this project to accelerate and keep the momentum going for the city’s big waterfront plan. We could make this first part work. We're one leg of it.”

As you look ahead to those changes coming to the waterfront over the next decade – with the removal of the Alaskan Way Viaduct complete and a new walkway connecting to the Seattle Aquarium – what impact do you anticipate at the Market?

Turnbull: “There are two parts of this waterfront redevelopment. One is to make the waterfront a nicer public place to be. It’s also about making a better connection for people to get from the Market to the waterfront. I think it is going to make a better connection – but everybody who comes to town is already coming to the Market. We're not going to get any more customer traffic. We'll become a busier stopping point. I think people will stay here longer. That will help our restaurants and will help our retail a bit. It will also increase our maintenance costs because we're going to have to take care of more public space.”

Bacarella: “It will make a much easier and more beautiful walkthrough for everyone, whether they are local or tourists. It will be easier to figure out how to get down to the waterfront. For us, it will be the tie to the waterfront that we've always envisioned.”

What are the challenges in navigating the waterfront development plans with the city?

Bacarella: “Our advice to them is to understand how public spaces like this really have to operate.”

Turnbull: “What happens on these big public projects is everyone sees Disneyland, but they don't see the whole city underneath it, keeping the whole thing operating. We have this complexity of operating on many different levels because what we do changes by time of day, by season, by type of use. Everything has to serve in a constrained space. We have to really choreograph that so that different things can happen in the same place at the same time. We know how to do that.”

When someone comes to you looking for advice in creating a public market and working with a city, what do you tell them?

Turnbull: “I tell them to create a district. Most analysis in commercial real estate is done on the analysis of a building. Here, it's more complex. We have some buildings that are for-profit centers and other buildings are not. We manage it all as one whole. So, we can do certain things and lose money on them. Also, by having a district you create an identity that allows you to negotiate with the city. Bureaucracies are good at saying, ‘You can't do that because it will set a precedent.’ So, what you do is set a precedent. You're going to be a special district. And in a special district, special rules can apply.”

“It was the foresight of creating our historic district that keeps the mix of businesses that are here and the people who live here, and the services. That's the golden gem of this place: It's preserving a district – not for the buildings, but to allow what's happening inside them to be possible. Our goal is to preserve the essence. For us, that's the people and personal interactions. And while this place has changed dramatically over the years, it still feels pretty much the same.”

As you look ahead to the Market's future, are the values that guided the preservation efforts in the early 1970s still applicable today?

Turnbull: “We have those four principles in our charter. They're not dead; we use them every day. We're here to preserve a place for small businesses, especially to have direct interactions with their customers; for people of all incomes to live; to provide support services for them; and to keep this place managed for the benefit of the city and for visitors. Our values are not to make the most money we can from people selling stuff to tourists. It's to keep something going that people want to come see. There's no formula here that is created in a corporate office. The formulas for success here are created in someone's soul and in their personal attitudes and in their ability to be a human being. Not in their ability to generate net income.”

Bacarella: “We go back to our charter every day with every decision that we make. We have to make sure that as we move forward, that we stay true to that. I truly believe that everything the Market stands for is what this new community of ours believes in: sustainability, authenticity, the experience of meeting the producer.”

– *Interview edited for clarity and length.*



Sunset on the MarketFront. (AV Goodsell, Goodsell Photos)

OUR CONTINUING COMMITMENTS

The Pike Place Market PDA will always have a commitment to protect all of our small businesses, farmers and crafters. In 2017, the staff and the community came together to confirm a revised Hildt-Licata Agreement for another 10-year term, furthering the commitment for the public to “Meet the Producer.”

About the Hildt-Licata Agreement: The Hildt-Licata Agreement was the result of the Pike Place Market daystall community's organized effort to convince the City to assure that the historical qualities of the Market be preserved, by conferring essential rights and protections to the Market community and the public. By clarifying the basic operation of the daystalls and the management of busker performances, it has allowed those communities to remain as a viable retail and cultural experience that are essential in sustaining the Pike Place Market as Seattle's greatest treasure to freely share with residents and visitors alike.

Guided by this agreement and the PDA charter, the Market will continue to evolve, whether it's through restoring buildings or creating new ways of interacting with downtown Seattle.

In 2019, the Market played host to former buskers The Head and The Heart, and welcomed over 10,000 people to the Market to enjoy their beautiful music from a rooftop performance in a night to remember.

Celebrating the arts has always been part of the PDA's charter. Today, the Market has 300-plus buskers and continues to be a platform for new musicians and performers to grow their talent.

LOOKING AHEAD

As the Market continues to navigate the fast currents of Seattle's economy, it depends on the PDA leadership to advocate for the district needs at the city, county, state, and federal levels; to coordinate with stakeholder groups like merchants, farmers, craftspeople, residents, social service agencies, and governing bodies; and to keep the citizens of Seattle engaged in the future of their historic public market.

At 114 years strong, Pike Place Market stands on a solid foundation built on the generations of those who worked there and continue to carry on family businesses – and those across the region who have memories of shopping at the Market with their grandparents, parents, and their children today. It's this next generation of shoppers who will inherit Seattle's public market and steer it into the future.



Former buskers The Head and the Heart perform to a crowd of more than 10,000 in 2019. (PDA)



(PDA photo)

EPILOGUE

In 2021, the Market has just emerged from one of its hardest challenges to date – the COVID-19 pandemic. The Market has been able to stay open throughout the entire pandemic thanks to the support of our locals, efforts by Market organizations, and the incredible merchants who make up this vibrant community.

Stay tuned for more in the future on this story of the enduring resilience of Pike Place Market.



GLOSSARY

Arcade – the covered thoroughfare and hallways of Pike Place Market lined with shops and daystalls; there are two arcades, the Main and the North, where farmers and craftspeople sell.

Busker – permitted street performers who entertain Market-goers at fifteen outdoor locations throughout the Market Historic District.

Daystall – a numbered table rented for the day by a farmer or craftsman; daystalls are also called low tables or farm tables.

Friends of the Market – an advocacy group created in 1964 by local architect and preservationist Victor Steinbrueck to protect and defend Pike Place Market from commercial development. The organization continues to support the Market through lectures and discussions about the history and future of Pike Place.

Highstall – permanent commercial produce stand with elaborate display of fruits and vegetables, grown locally or from around the world; the name originates from the table displays that were built higher up than traditional farmer tables.

Hillclimb – the access point from Pike Place Market to the waterfront via steps on the western side of the Market, between Union and Pike streets.

Lower Levels – the five levels below Pike Place to Western Avenue that house more than fifty small independent businesses. Around the Market, sometimes referred to as the “down under.”

Market Historic District – the 9-acre district created in 1971 by the City of Seattle to protect and preserve the Market and its buildings from future non-Market-related commercial development.

Market Master – known as the Market Inspector in the early days, the Market Master is the PDA staff person who manages the daystall tables, including assignment of farm and craft tables, rules enforcement, collection of rents, issuance of permits, craft product approvals, refereeing of tenant conflicts, and monitoring of buskers.

Meet the Producer – the long-standing ethos of Pike Place Market, signifying face-to-face interactions with producers, artists, makers, and farmers who sell there.

Pike Place Market Charter – guidelines created by the City of Seattle mandating that the Pike Place Market Preservation and Development Authority preserve, rehabilitate, and restore buildings within the Market Historic District; increase opportunities for the sale of local farm produce and food retailing; support small shops and marginal businesses; and provide residential housing and services, especially for low-income people.

Pike Place Market Constituency – a grassroots organization designed to represent public interest in the operations of the Market. Membership is open to any state resident over age 16 who pays \$1 per year. Members vote each summer for one representative on the PDA Council. Of the twelve PDA Council members, four are representatives from the Constituency.

Pike Place Market Foundation – a nonprofit 501(c)(3) agency established in 1982, whose mission is to nurture a thriving Market community.

Pike Place Market Historical Commission (MHC) – the twelve-member volunteer organization that oversees all uses and design for the 9-acre historic district. It is administered by the City of Seattle’s Department of Neighborhoods, and commissioners are recruited from the following groups: two Pike Place Market merchants, two Pike Place Market residents, two architects, two members from Friends of the Market, two members from Allied Arts, one Market property owner, and one at-large member.

Pike Place Market Preservation and Development Authority (PDA) – a not-for-profit public agency, chartered by the City of Seattle in 1973 to manage most of the properties within the Market Historic District.

Roll Call – the daily ritual in the North Arcade when Market craftspeople claim their daystall location for that day. Craftspeople who have sold at the Market the longest select tables first; the newest choose last, all with the guidance of a PDA staff person who serves as Market Master for that day.

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