

# Pike Place Market PDA Council Meeting Minutes

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

**Date:** Thursday, May 25, 2023

**Time:** 4:00 p.m. to 6:00 p.m.

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

Join Zoom:

<https://us02web.zoom.us/j/81690121247?pwd=eINoZTNzMjlWSXNuYWR5TWxMR010dz09>

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

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

Staff/Consultants Present: Mary Bacarella, Karin Moughamer, Sabina Proto, Madison Bristol, Ashley Conradi, Amy Wallsmith, Erica Bates, Tanya Sinkovits, John Turnbull, Juan Medina, Mark Solorio, Brady Morrison, Deb Guenther, Rosemarie Gregoire, Hilary Noll, Sulin Carling, Ashley So, Maddie Immel

Others Present: Chris Scott, Lillian Sherman, Clint Bennett, Haley Land, Bob Messina, Joan Paulson, Heather Pihl

The meeting was called to order at 4:00 p.m. by Devin McComb, Chair

### 1. Administrative

A. Approval of the Agenda

It was noted the date on the agenda should read May 25, 2023, not April 27, 2023.

*The agenda was approved as amended by acclamation.*

### 2. Public Comment Including the Market Community

Haley Land commented that outreach needs to include education, including details and context of complicated issues. Without education in the outreach, it may diminish the value of information. He would like to see an improved approach to surveys that includes education and he would like to see that discussed by the Council.

### 3. Discussion Items

A. Sustainability Workshop: Eco-Charrette

Devin McComb provided a brief introduction and he encouraged people to ask questions throughout the workshop. This is the beginning of the conversation on sustainability.

Mary Bacarella introduced the Mithun team of Deb Guenther, Rosemarie Gregoire, and Hilary Noll. She also thanked staff for their time talking with Mithun as well as the community that participated in survey responses.

Deb Guenther began by thanking councilmembers for completing the survey and then spent time reviewing the meeting agenda which includes background information, Q&A, workshop activity, and wrap up.

Deb Guenther noted the Sustainability Action Plan will address each of the five goals of the Master Plan and reviewed the timeline of the project.

Hilary Noll noted the Sustainability Action Plan is a road map that will articulate what to prioritize and will summarize partnerships and relationships required to achieve the goals. The plan will not create mandates or directives, it will not be an execution plan and will not include a cost/benefit analysis or other technical reports.

Hilary Noll reviewed the goals for the workshop:

- Build a shared understanding
- Understand priorities
- Identify potential focus areas
- Develop sustainability definitions, vision and story

Hilary Noll reviewed the workshop principles:

- Iterative process
- Ground and align
- Converge and connect
- Prioritization and pathways forward

Hilary Noll discussed that idea that sustainability at Pike Place is defined by the triple bottom line of social impact, physical plant and market strength.

Hilary Noll shared some examples of green building rating systems as well as frameworks dedicated to human health. She noted Mithun borrowed from a variety of rating systems to create a framework specific to Pike Place. The Four Focus Areas could be:

- Energy & Resilience
- Food & Resources
- Health and Wellbeing
- Equity & Community

Hilary Noll discussed defining questions for each focus area that through the process could turn into defining statements. The questions include:

- Energy & Resilience: "How can Pike Place Market reduce energy use and eliminate dependence on fossil fuels while improving performance, function, comfort and operational stability over time? How will Pike Place Market plan and design for emergencies and for vulnerabilities associated with the long-term effects of climate change?"
- Food & Resources: "In what ways can the sustainability action plan support the goal of reinforcing Pike Place Market's legacy of food and relationships? In what ways can the market build and operate with foresight, avoid known harmful materials, encourage transparency of carbon and supply chain, and use life cycle assessment to understand the potential environmental impacts of products or services?"
- Health & Wellbeing: "In what ways will the Pike Place Market Sustainable Action Plan provide guidance for the design of the built environment for the physical, mental, and social well-being of all?"

- Equity & Community: “In what ways will the Pike Place Market Sustainability Action Plan engage with communities to create optimal opportunity for all groups, especially for those who have experienced socioeconomic disadvantage or historical injustices?”

Hilary Noll began reviewing precedent historic markets they reviewed and are sharing as examples to consider. She shared the example of the Ferry Market building in San Francisco. The presentation materials include details on the market as well as a list of their sustainability practices. She focused on how the market sustains the intersection of urban-rural economies. The market developed the CUESA Seller Pledge which includes 15 different areas of sustainability practices. The following slide provides the list of all 15 areas.

Rosemarie Gregoire shared the example of the Borough Market which is working towards a beacon for sustainable food production, short supply chains and social connection. Borough Market is guided by eight pillars: Iconic, Distinctiveness, Sustainability, Provenance, Community, Social Connection, Innovation, Expertise. Borough Market is an example of how sustainability and provenance connects to the Healthy & Wellbeing Focus Area and how community and social connection connect to Equity & Community Focus Area.

Gundeep Singh asked if Mithun had studied how each of these markets are able to implement these initiatives. Hilary Noll responded the team hasn't looked into governance and administration of these programs but would be a good next step.

Paul Neal asked if the Ferry Building Market is tracking the CUESA pledge data. Hilary Noll responded she believes they are and she can share that information. She noted benchmarking and tracking is a key component of sustainability performance.

There was further discussion on areas that could be studied at each of the markets to better understand how these markets have implemented the programs, such as how are the markets doing financially and what the staffing structure is.

Paul Neal would like to know what percentage of visitors for these three markets are people who live and work in the area. JJ McKay commented most of the Pike Place Market vendors make their money from out of town visitors.

David Ghoddousi noted additional information he would like to know about these markets including what is the structure, are they publicly funded, who pays for staff, what is the rent basis, are they financially sustainable, and are they successful? Knowing this information will help the process and help councilmembers learn.

Jan Hendrickson noted councilmember Ghoddousi's questions are good, but tonight's meeting, the focus is on sustainability.

There was further conversation on the need to study markets similarly structured as Pike Place. It was noted there is no exact match but it would be good to know what makes a comparable market comparable.

Paul Neal would like to see four or five things outlined to help determine if another market is a good comparable to Pike Place when doing case studies.

Sulin Carling added for today's conversation the focus should be on what we borrow from other markets regarding sustainability. These strategies would then feed into scenarios and business plans to match and work for Pike Place. At this point, finance and governance are further along in the process.

Rosemarie Gregoire shared information on how St. Lawrence Market in Toronto, Ontario has created a strategic plan for operational and environmental excellence. This is an example of projects that could feed into the Energy & Resilience Focus Area.

Hilary Noll shared two charts, one showing that buildings are the second largest sources of greenhouse gas emissions in Washington and the second showing greenhouse gas emissions from buildings jumped significantly from 1990-2015 as population in the state increases.

Hilary Noll reviewed a chart showing the importance of eliminating natural gas. Including gas or propane in a building is a guaranteed Carbon footprint in perpetuity. Only all-electric buildings have a pathway to zero emissions over time.

Hilary Noll discussed the two building emissions performance standards that mandate conformance: Washington State Clean Buildings Act and Seattle Building Emissions Performance Standard.

Nick Setten asked what the collaboration might look like with the Market Historical Commission as the Market is required to meet these standards. Hilary Noll asked to hold that question until later in the presentation.

Paul Neal asked if carbon offsets a way to achieving performance in this model. Hilary Noll responded no.

Hilary Noll the performance standards are similar but not equivalent in what they are measuring. Both are evaluating site energy use but Seattle BEPS goes deeper in that it looks at sources of energy use, including carbon emissions, penalizing fossil fuel sources in favor of cleaner grid energy.

Hilary Noll reviewed the energy performance policy timeline noting the initial assessment of compliance dates for Pike Place Market portfolio of buildings. She noted it's a preliminary assessment based upon an initial review of forthcoming carbon emission reduction standards. She added there may be a hardship the Market can apply for due to the nature of its historic buildings. A hardship doesn't remove the reporting requirement.

Hilary Noll shared the dashboard for the energy performance benchmarking on energy star portfolio manager. The Market is already doing this with current utilities. The program automatically converts it to Site EUI and Source EUI and should be easily transferable to state and city reporting standards.

Hilary Noll provided an example of energy benchmarking in Energy Use Intensity (EUI). In Washington, 39 kBtu/SF/yr is the baseline and 23.2 is an example of a high performing mixed use affordable housing building.

Hilary Noll shared a diagram of the current Energy Use Intensity for Pike Place Market buildings. She noted understanding what is going on with the energy models is beyond the scope of this part of the project, but will most likely be recommended as part of the sustainability action plan. The next diagram

showed the site energy use intensity reduction (%) to meet reporting standards. She noted there may be some outlier numbers having to do with the MarketFront as the EUI numbers are quite high for a new construction building. N/A means in the initial assessment the building is believed to be compliant.

Nick Setten asked if there are any ideas for why MarketFront needs to reduce EUI and greenhouse gas emissions reduction by such a large amount. Hilary Noll responded that work is outside the scope of this phase, but an energy audit will be a recommendation in the sustainability action plan.

Hilary Noll shared how Mithun staff gathered this information, which included two listening session, facility tour, tenant surveys and council surveys. She noted the questions asked during the listening session and the information collected is included in the presentation appendices.

Hilary Noll reviewed key takeaways for the facilities tour, and the challenges, opportunities and successes that came out of the listening sessions.

Hilary Noll reviewed the tenant feedback questions.

1. What sustainability elements or features are you aware of that currently exist at the Market?

Number of responses	Comments
23	Recycling, although some noted that it is not currently effective because of a lack of education or recycling and trash getting mixed.
12	None or unsure
9	Composting
8	Market foundation or community, including efforts businesses are taking or noting the governance of the Market is important to the sustainability of the Market
2	Vehicle charging
2	Gardens

2. What sustainability elements or initiatives would you like to see here in the future?

Number of responses	Comments
16	Green buildings, especially a focus on solar panels. More efficient lighting and windows were also mentioned.
9	Improved recycling and compost
8	Other comments, including comments about the master plan or non-sustainability suggestions for pike place market.
6	Encouraging the use of reusable items and alternatives to plastic, including water bottle filling stations and providing an incentive for tenants to use reusable coffee cups.
5	Small business support, including supporting and preserving small businesses, telling the story of the Market, and classes offered from Market artists or farmers.
5	Notes about reducing the traffic and cars in Pike Place, including making the Market pedestrian only.

Hilary Noll noted the key messaging for this project is that sustainability for Pike Place Market is about small business success and building community.

Deb Guenther transitioned the conversation into the workshop.

Hilary Noll reviewed quickly the sustainability survey vision questions and the defining questions for each of the four focus areas. She noted that each focus area will be discussed for 15 minutes and the ideas in each area will be separated into aspirations, nice to have and must have. She also shared an implementation graph which includes the amount of time to implement and the importance to the Market.

Deb Guenther encouraged councilmembers to put restrictions aside and to dream a little.

Hilary Noll began with Energy & Resilience and shared two of the survey questions and council responses. She noted two of the comments from council on this focus area were:

- "Misting systems on Pike Place for heat waves."
- "Any of this must be done with a sensitivity to the historic nature of these buildings!"

Hilary Noll pulled up the Miro Board which showed council survey responses organized on the pyramid of must have, nice to have and aspirations.

- Must have: upgrade windows; physical upgrades for energy efficiency; showcase sustainability elements for public education; investment in infrastructure; reduce energy consumption; explore programs to support resilience of producers, tenants, residents, vendors; resilience and adaptability plans that identify essential functions for operations; any of this must be done with a sensitivity to the historic nature of these buildings; easy to implement strategies, incentives, and education that contribute to energy and water performance.
- Nice to Have: solar panels; all electric; celebrate vendors that reduce carbon emissions; resilience assessment of hazards, shocks, stressors; misting systems on Pike Place for heat waves; climate resilience infrastructure to serve as a resilience hub; while we don't have large amounts of open indoor space, interested in a resilience hub strategy.
- Aspirations: Purchase carbon offsets

Paul Neal commented that he believes the Market can't get to the state and city goals without eliminating natural gas so he sees that as a Must Have. Hilary Noll responded yes, unless there is a hardship the Market qualifies for historic buildings.

Gundeep Singh asked if the response are verbatim or if they have been paraphrased. Hilary Noll responded some paraphrasing occurred in order for the responses to fit on the post-it and part of the workshop is to start to move some of these ideas and concepts around and to provide some clarity and definition.

Nick Setten commented that "showcase sustainability elements for public education" and "celebrate vendors that reduce carbon emissions" are part of a continuum. He sees "celebrate vendors" is a way to "showcase sustainability elements".

Paul Neal wondered if celebrate vendors includes creating incentives to get vendors to participate.

Gundeep Singh asked if purchasing offsets is still a practice. Hilary Noll responded Mithun works with clients to reduce emissions and purchasing offsets is always a last resort. Paul Neal noted that he

doesn't think purchase carbon offsets is an aspiration. Hilary Noll suggested that could move off the triangle.

Deb Guenther noted there may be local carbon offset programs beyond the viability of the program, such as urban and city forest programs.

Margaret Norton-Arnold wondered if there is a way to achieve some of these initiatives beyond signage. She is really focused on public education to get people engaged and involved. She gave the example of recycling and composting. Hilary Noll noted there are so many ways to influence behavior and gave some examples being used in new building construction.

Gundeep Singh added to the Great to Have of including the city in the planning and financing of some of these ideas. He gave the idea of a district cooling plant that the city helped create that benefits not only Pike Place Market but others in the area. Gundeep added that a Must Have is to ensure adjacent neighbors are part of the planning process.

Jan Hendrickson noted in the Nice to Have section are specific examples tied to Must Haves initiatives. She suggested tying the examples to the ideas more concretely rather than having them be separate in the pyramid.

There was discussion on the importance of upgrading windows and the challenges presented within the historic district.

Devin McComb thought about these questions in two ways: 1. Things the PDA is responsible for directly; 2. How would the PDA change other behaviors for vendors, tenants and customers?

Paul Neal would like the Pike Place Market to be an example of how these goals are achieved within the historical infrastructure we have.

JJ McKay discussed how the Market could be a leader for historic districts and gave the example of solar panels.

Hilary Noll added there is a big emphasis in the building industry on greening of existing buildings and the Market is poised to benefit from that research.

Hilary Noll shifted to the Food & Resources focus area and shared two of the survey questions and council responses. She noted two of the comments from council on this focus area were:

- "Select and/or prioritize farm and food businesses that source local products/ingredients."
- "Have eco-certifications such as Organic or Salmon-Safe."
- "Use innovative climate smart production practices, etc."

The pyramid of responses to the survey included:

- Must Haves: increase food access and equity; compostable disposable products no plastic goods; healthy, low-emitting non-toxic material finishes; select and/or prioritize farm and food businesses that source local products/ingredients.
- Nice to Haves: use innovative climate smart production practices; zero waste on site and off site among producers and vendors; enhance tenant and visitor waste management education; have eco-

certifications such as Organic or Salmon-safe; Reduction of carbon emissions in food sourcing; Select locally produced building materials; reduction of embodied carbon of construction materials.

- Aspirations: none listed.

JJ McKay noted that some people romanticize the Market and there are more economical ways that people purchase food than shopping at Pike Place Market so it's not necessarily a place for food access or a way to support farmers. He sees the Market as a value-plus option.

There was a discussion on the rent structure of the Market and the challenges facing high stalls and farmers.

With regards to the survey question "Continue to increase food access and equity," here was a discussion on if "food access" is about having food/produce/groceries available for purchase in the Market or ensuring low-income individuals access to produce and foods at Pike Place.

Hilary Noll suggested there are two ideas present in this section and we need to clarify and separate the different definitions. Hilary noted that food might need its own focus area.

Nick Setten noted there are Seafood Safe businesses in the Market and that may come with a higher price tag. Fresh Bucks can help low income people get access to those higher priced foods. He suggested looking into how food is brought into the city and referenced discussions around the Sammamish Farm, which was not approved by Council.

David Ghoddousi noted past research into the PDA owning farm land and the kitchen built by the PDA. He noted there are a lot of resources out there and a lot of organizations caring for farm land. He would like to see the Market partner with organizations that are saving farm land but he does not think the Market should own and operate farm land. He doesn't think expanding the business model of the market will result in success. He would like to see more educational opportunities for farmers.

Gundeep Singh noted installing refillable water stations in the Market is nice and there's a lot of examples of how to successfully do this. He countered that with wondering how many of our vendors rely on income from selling water. Hilary Noll added Market vendors could shift to selling refillable aluminum water bottles as an alternative.

Paul Neal noted his dream is that he will always be able to get groceries in the Market. He would like the supply lines on those items to be as short as possible and he would like the Market to agree on the roll it would play to make that happen.

Jan Hendrickson agreed with creating a section exclusively for food.

JJ McKay would like to see data on individual butcher and seafood vendors.

Hilary Noll transitioned into the Health & Wellbeing focus area. She shared two of the survey questions and council responses. She noted two of the comments from council on this focus area were:

- "I think providing local food without being tied to nutrition education should be an offering."

- "It is monumentally important to recognize the work of the Market Commons and the Pike Place Market Foundation in this arena. Any work done on this front without collaborating and/or acknowledging the Foundation's Healthy Community Model would be short-sighted and incomplete."

The pyramid of responses to the survey included:

- Must Haves: Nurture wellbeing through local food, including community programming; expand programs that are inclusive, accessible, and reach cultural income diverse people; explore being a resource for affordable, local food for a greater number of people in the region; important to recognize the work of the Market Commons and the Pike Place Market Foundation in this arena; I think PPM should be a key source for local food, but do not think PPM needs to be the (nutrition) educator.
- Nice to Haves: Make upgrades to buildings to provide greater occupant comfort; build effective and equitable connections between rural and urban locations of vendors; focus on the market being universally designed for all abilities; evaluate where Market can support healthy soils, water, tree canopy, and diverse wildlife habitat; adopt a “redlist” to only allow materials which are low-emitting and non-toxic; consider nature-based design to engage the sense and connect people to place and ecology; specify sustainable material selection to reduce hazards to workers and occupants.
- Aspirations: reduce traffic, improve ped safety (boarder both Nice to Haves and Aspirations”

Nick Setten noted he provided the comment about the Market Foundation above. He thought a lot about the health of the Market in the long run. He believes none of this work should be done in a vacuum and he’s been mindful of the work already being done in the community.

Devin McComb noted in the pyramid responses that councilmembers reacted strongly to areas directly tied to people. It will be important for the Market to think about how it partners with organizations directly to address a changing food environment.

Paul Neal commented what he’s taken away from this section is that councilmembers are suggesting to double down on the things the Market is already doing.

Gundeep Singh commented the Market doesn’t have a lot of biophilic designs incorporated in to the current layout. Hilary Noll argued that biophilic design includes concepts of spatial arrangements and patterns, not just about direct connection to natural elements. Gundeep Singh suggested in the case of new building design or renovation, the Market could consider pushing new ways of design that incorporates more directly biophilic elements.

Devin McComb wonders how people will feel about the Market’s connection to nature once the Overlook Walk is complete. He would be interested in understanding how people live and work in the Market.

Hilary Noll mentioned there may be recommendations moving forward about incorporating a Fitwell rating and she believes the Market may rate well on that scale. Rating would involve some outreach with the community but most of the work would be done by the PDA.

Hilary Noll transitioned into the Equity & Community focus area. She shared two of the survey questions and council responses. She noted two of the comments from council on this focus area were:  
- “Hire more people of diverse backgrounds for senior management and Council positions.”  
“All of the ideas identified above are of equal importance.”

The pyramid of responses to the survey included:

- Must Haves: Go beyond land acknowledgement; Explore ways to engage about local food and traditional ecological knowledge with tribal and indigenous communities; increase entrepreneurial

innovation and business start-ups with continued focus on BIPOC participation; continue to provide diverse, healthy, stable affordable housing; Hire more people of diverse backgrounds for senior management and Council positions; Native art museum – more culturally relevant and historically accurate than just the totem pole or an art gallery.

- Nice to Haves: Increase civi engagement through trust building, accountability, and space at the table; Succession planning for vendors desiring to pass their business to family or employees; incorporate multilingual signage, gender neutral restrooms, and other elements to create welcoming and inclusive spaces; create a mechanism for continued listening engagement, and measurement of success towards these goals; PM should have a target to partner on events that highlight specific foods such as artisan cheeses, and cultural events within the market; preservation and celebration of culture and history that is inclusive of historically underrepresented voices, cultures, stories.

- Aspirations: none on the pyramid.

Jan Hendrickson wonders if food access should be part of this focus area.

Paul Neal would like to know more about the Native Art Museum. Gundeep Singh noted that was his suggestion and the Market could do a better job of highlighting the Market's connection to Native art and he wondered about ways to active the space more for the community. An art museum is one example.

Nick Setten noted the strength of the Market is about doing not saying. He would like to see the Market authentically engage with Native producers.

JJ McKay suggested partnering with the Seattle Center on cultural programming.

Paul Neal noted those are great aspirational suggestions.

Gordie McIntyre believes it's necessary for the Market to create a new generation of people to come to the Market. He sees the Market as a mystery and he wants kids to experience that now.

David Ghoddousi would like to see the school program return and would like to see how to get more public schools to visit.

Hilary Noll transitioned to two examples of multi-benefits:

- Value of living roofs for Resilience and Health
- Holistic approach to indoor environmental quality – Balboa Upper Yard Apartments Affordable Housing in San Francisco.

Hilary Noll next synthesized the meeting and asked councilmembers to think about the following questions:

- Does this framework resonate?
- What's missing?
- What further information is needed?

Margaret Norton-Arnold supports having a food category and separating building supplies from people. It will be easier to see the synergies and multi-benefits. She agreed there were examples provided in the pyramid that correspond to Must Haves and would like to see that simplified. Margaret wonders if the council is clear in where it has influence and if more conversations are needed to clarify.

Hilary Noll suggested there may be spheres of influence to consider.

Margaret Norton-Arnold suggested a broader discussion regarding priorities and wonders if the PDA can afford to get granular or should the PDA focus on where we have more control, such as ensuring farmers have a good selling experience at the Market.

Russell Monroe noted the Market has so many businesses it would be hard to micro-manage the day-to-day practices of Market businesses.

David Ghoddousi referenced past experiences with the PDA trying to micro-manage and noted the example of the farmers showing up to Council when asked to recycle their green materials.

Paul Neal agrees with the framework but at this point doesn't have ideas on the synergies.

Gundeeep Singh wonders how the PDA evaluates the correct solutions in each category and at this point he doesn't know how to do that. He asked how the PDA can think about what is reasonable versus what is feasible.

Deb Guenther noted the Opportunities and Constraints workshop will provide a lot more context for how the Sustainable Action Plan moves forward. She encouraged councilmembers to send any thoughts and ideas to the consulting team.

#### **4. Concerns of Councilmembers**

Gundeeep Singh commented that today's conversation included ideas about solar panels and green roofs and those are examples of initiatives that may not be able to be done under the current governance structure. Today's meeting was a good example of the reasoning for exploring opportunities to change governance structure.

Paul Neal hopes the consulting team will tell the PDA and Councilmembers if they aren't getting the information they need. Margaret strongly seconds that comment.

Hilary Noll commented that as Round 1 of eco-charrette, the team got what they needed.

*JJ McKay left the meeting at 6:02 pm.*

David Ghoddousi disagrees with the comments about changes to the Charter. During MarketFront construction, the PDA worked with the historical commission to make that happen. He doesn't think the Charter needs to be changed for solar panels. He thinks a first step is to talk to the historical commission about options.

Nick Setten agreed with Councilmember Ghoddousi's comments. He thinks before changing the governance partnerships should be made, such as working closely with the Historic Commission.

Devin McComb thanked Mithun for their help today and all the work that went into the workshop.

**5. Adjournment**

The meeting was adjourned at 6:10 p.m. by Devin McComb, Chair.

Meeting minutes submitted by:

Karin Moughamer, Executive Administrator