

Pike Place Market PDA Council Meeting Minutes

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

Date: Thursday, June 29, 2023

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

Location: Economy Building Classroom (1435 First Ave, 3rd 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, Margaret Norton-Arnold, Jan Hendrickson, Ray Ishii, Patrice Barrentine

Staff/Consultants Present: Mary Bacarella, Karin Moughamer, EJ Griffin, Sabina Proto, Madison Bristol, Ashley Conradi, Amy Wallsmith, Erica Bates, John Turnbull, Juan Medina, Mark Solorio, Brady Morrison, Deb Guenther, Rosemarie Gregoire, Hilary Noll, Sulin Carling, Ashley So, Maddie Immel, Allegra Calder, Evan Bourquard, Ben Han, Candace Damon, Mike Rubin, Will Cadra, Doug Sharp, Isa Hirata

Others Present: Chris Scott, Clint Bennett, Haley Land, Bob Messina, Joan Paulson, Heather Pihl, Hazel Lannin, Gina Karaba, Traci Calderon, and one other member of the public

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

1. Administrative

A. Approval of the Agenda

The agenda was approved as amended by acclamation.

2. Public Comment Including the Market Community

Haley Land commented he had shared a proposed resolution and Devin McComb would share it with Council. He also expressed concern over the phrase highest and best use and encouraged the adoption of his proposed resolution or another resolution removing the term highest and best use.

3. Discussion Items

A. Opportunities, Constraints & DEI Workshop

Devin McComb provided a brief introduction and he encouraged people to ask questions throughout the workshop. He reminded councilmembers to speak one at a time.

Mary Bacarella shared her excitement at the meeting and encouraged discussion over ideas. She said she hoped for an engaged conversation.

1. Intro, Goal Setting & Framing

a. Project Timeline

Candace Damon began by reviewing the Master Plan Timeline and what the next steps will be. She added this is the most frustrating part of the process for both parties as some may feel it is moving too quickly and others will feel not enough progress has been made. She encouraged a lively discussion and

stated the Master Plan was right on target for its timeline. Upcoming stages include Scenario Development, Stakeholder Engagement, and Draft Master Plan, with July, August, and September's Council Meetings serving as a chance for updates and Council input and additional meetings as needed.

b. Workshop Goals & Agenda

Candace Damon reviewed the schedule and acknowledged it may not match reality and would inform HR&A on what is important.

c. Master Plan Goals, 8 Roles, Opportunities & Constraints Framework

Candace Damon reviewed the Goals and Roles identified. She noted words were added for clarity. The eight roles were reviewed and it was noted the roles of Downtown Anchor and Local & Tourist Destination served as bookends of the roles, and an "ice cream sandwich" of roles and goals has been made to reflect previous conversations' ideas on what was important and how they interact.

Candace Damon stated the goals of the workshop, showing due diligence to date and gather feedback on interventions for the goals of the Master Plan to inform the creation of Scenarios. She reviewed how survey data would be displayed.

Candace Damon also noted the City of Seattle was one of the worst hit by the aftermath of COVID and the short and medium term recovery effort would be based on institutions around the water, such as the Market.

2. "What if PPM did X?"

a. Introduce PPM role and 5 interventions

Ashley So displayed the graph showing how council members ranked interventions based on their impact vs. time/effort required. Candace Damon noted survey respondents answered that all interventions proposed would have a significant impact, but none would require much time nor effort.

Mary Bacarella noted her surprise at the responses in regard to ideas on required time and effort.

JJ McKay expressed confusion on where in the process the plan is and wondered if there was more information and data available.

Jan Hendrickson asked for the definition of short and long term.

Ashley So answered short term was 2-5 years, but the thinking was more general over a specific number of years.

Paul Neal noted that he had thought tenanting plan was only the planning stage, not the implementation as well and there were other interventions he felt were unclear.

Devin McComb encouraged council members to note any questions they have on data to be passed along to the HR&A team. He also let the Council know survey results would be available after the meeting.

b. Discuss top interventions based on Council survey responses

Sulin Carling led a discussion and activity on Miro Board on councilmembers opinions on the impact and effort of each role.

Sulin Carling began with potential challenges facing the role of Local & Tourist Destination:

- Reliance on tourism, with tourists
- Seasonal & weekly visitation swings
- Uneven visitation

Sulin Carling showed the Council's estimated impact and required effort for identified interventions, which included:

- Create a tenant plan
- Offer local discounts
- Incorporate neighborhood services
- Offer public education & engagement
- Invest in under-visited areas of PPM

Candace Damon noted the creation of tenancing plan was voted to be an item that would take less time and effort. She acknowledged Paul Neal's earlier point on its wording. She also highlighted the placement of the intervention of invest in under-visited areas of PPM for conversation.

Nick Setten mentioned the efforts of Amy Wallsmith in programming in less populated areas of the Market and wondered about those programs' success and performance.

Mary Bacarella said this is investing in areas where a space is underutilized over events and programming. She commented it was thinking about having more intention in tenancing.

Nick Setten expressed discomfort at a tenancing plan when there is already a plan in place and a desire to maintain some of the haphazard nature of the Market.

Paul Neal asked what an updated tenancing plan might look like.

Mike Rubin clarified a tenancing plan might include consideration of the roles of the Market, for example Food Life Destination and creating an authentic experience. Curation would mean identifying potential threats and opportunities.

Gundeep Singh agreed a definition would be useful, but added a tenancing plan isn't saying there is anything wrong with the current tenants, but would seek a thoughtful analysis of potential areas of improvement. He expressed discomfort in winging it versus responding and adapting to the needs of tenants.

Margaret Norton-Arnold requested HR&A provide guidance on which interventions would be the most beneficial and include examples and data for the Council to use.

Candace Damon replied that the five interventions identified were among 25-30 other potential interventions that HR&A felt might be the most useful. She added it would be most helpful to learn what resonates with the Council and they would provide data and examples from there.

Gordie McIntyre asked how they might maintain the character of a place like Chinatown while instituting a tenancing plan. Sulin Carling answered that HR&A was working on a similar project and it was

important to balance the soul of Chinatown while incorporating new API businesses and creating a revitalized space. Margaret Norton-Arnold said she would like more examples like this.

Candace Damon requested the Council give a lot of feedback in order to shape their proposed interventions and scenarios.

JJ McKay noted adding certain businesses, such as drycleaners, might not make sense and having data on who the consultants see as the Market's future customer as would be useful.

Jan Hendrickson commented she hoped ideas weren't taken too literally and a broad range of businesses be considered, such as grocery stores and doggy daycares to meet the needs of young shoppers and downtown shoppers. She added she felt investing in under-visited areas is an important goal and would have a high impact on other interventions as well. She noted that incorporating neighborhood services would also be impactful.

Patrice Barrentine commented she would like to see the intervention of invest in under-visited areas of the Market moved up in impact. She also commented she felt local discounts and public education and engagement were less important.

Russell Moore asked if it was possible to have restaurants in the lower levels of the Market. John Turnbull answered in the past there were restaurants and it could be possible to put them back in certain locations.

Paul Neal asked how we invest in lower levels and what is possible given the physical limitations of that space.

Gundeep Singh noted the purpose of the Master Plan was to think big and listen to what people want in this space, curate, and build it. He added that having an indoor food space in Seattle that is constantly updating with pop up chefs is an incredible goal.

Candace Damon added the down under space could be seen as a secret space for locals.

Ray Ishii commented that having a comprehensive DEI intervention worked into the Master Plan in addition to having it built into each intervention to avoid having an inadequate plan. He asked if we'd like to provide land to farmers.

Mary Bacarella highlighted this is a Master Plan process and should be aspirational and inspirational. She encouraged members to think of big ideas and what could be possible.

Candace Damon began reviewing the potential challenges in Pike Place Market's role as a food life destination, which included:

- Reliance on few top performers
- Lack of physical space & clustering
- Structural shifts in dining

Ashley So shared the estimated effort and impact of the interventions, which were identified as:

- Create an evening destination

- Create a tenanting plan
- Create zones for dining
- Promote BIPOC & sustainable food businesses
- Create shared kitchens/distribution spaces
- Cause-based food events

JJ McKay expressed concern over lack of data and the romanticism of food culture at the Market versus reality.

Devin McComb wondered if these efforts would serve the average citizen or if a shared kitchen is possible given the limits on space.

Candace Damon suggested skipping Food Life Destination as a topic as it was all valuable and requiring more discussion and exploration.

Candace Damon then shared the challenges of the Market's role as a Farmer's Market & Ag Hub, including:

- Macroeconomic pressures & COVID impact
- Lack of revenue data
- Historic inequities & barriers

Candace Damon continued to describe potential interventions and their level of impact and effort they may require. These were identified as:

- Expand recruitment efforts
- Understand farmers' revenues
- Create a food access bridge
- Promote BIPOC & sustainable farmers
- Create additional satellite sites

Patrice Barrentine said she'd like to be bolder and focus on curation. She expressed an interest in having high quality, sustainable food available. She liked the idea of tying food to events and having restaurants purchase that ingredient. She said she sees that as the future of the Market and that the Market is not a farmers market. Mike Rubin added Patrice Barrentine was describing cultivation versus curation. This might include things like makers markets or pop up events. He mentioned interviewing farmers and some had expressed an interest in creating access bridges. Patrice Barrentine commented that she is not convinced, but has seen success in the CSA program.

Ray Ishii wondered how the term farmers market was being defined and if Pike Place Market could influence legislation to support local agriculture or purchase land to support farmers. He agreed with Patrice Barrentine's idea on holding events, but he wanted to think of other things to be done to support farmers. Mike Rubin noted there are challenges facing the agricultural industry, such as generational changes. He noted the amount of farmers have decreased.

Gundeep Singh asked if there was any collaboration in restaurants purchasing produce or products from vendors at the Market. He suggested a rule for tenants could be restaurants must use a certain percentage of product sourced from the Market. He noted some businesses will not come back, but businesses like flowers are doing well and it's important to note which businesses are doing well and how to protect that. Ashley So answered in conversation with farmers there was no infrastructure and

capacity for restaurants to buy from farmers, but there was a desire for it. JJ McKay suggested it would be useful to ask restaurants why they don't purchase from vendors at the Market. Candace Damon confirmed many markets do this, but aggregation is key.

Ashley So reviewed the identified challenges of the Market's role as a Makers' Market & Studio, which included:

- Declining attendance
- Rules do not recognize economic realities
- Lack of revenue data

Candace Damon clarified identified interventions and their potential impacts and effort needed, comprising:

- Expand guest vendor & pop-up opportunities
- Create a tenanting plan & expand recruitment
- Revisit Daystall rules
- Understand craftspeople's revenues
- Create work-sell studio space

Candace Damon shared her experience purchasing jewelry from the Market. She noted the cost and how tight the profit margins are for many vendors. She added how challenging it is securing a spot at rollcall. She suggested revisiting the daystall rules. Mary Bacarella clarified the daystall rules are important to maintain values and authenticity. She argued changing the rules could go against the meet the producer ethos of the Market and seniority plays an important role.

Mike Rubin added artisans struggle to make products that suit the buying habits of tourists versus locals.

Mary Bacarella agreed and said it's important to keep a high level of craftsmanship and remain profitable. She noted in the past there were artists that didn't reach the level of current crafters and it was a lot of work to reach the quality of artisans who are here now.

Margaret Norton-Arnold agreed prices are high and it is good to avoid being rigid in the strategic planning process.

Devin McComb suggested the daystall rules should be moved up for effort and impact.

Mike Rubin suggested creating working studio spaces like in Washington D.C. in order to make it a destination for artisans.

Gundeep Singh asked if this would go to BERK to calculate data from vendors. He wondered how this would shape deliverables, impact, and if there would be quantifiable data.

Paul Neal commented it is important to track what customers want and take the lens of serving a local audience.

JJ McKay argued it is key to follow buying patterns and tourists will still be a valuable audience who make up a big portion of sales. He felt this will always be the case and the summer tourists make up a large part of vendors' budgets.

Mike Rubin commented with the changes to the waterfront, it is likely the demographics of tourists will change to more day tourists from around the region. JJ McKay cited the changes in Atlanta and New Orleans as not creating great change in tourist patterns. He said these aquariums installed there were add-ons to the core.

Russell Moore commented that creating a workspace for craft is a good idea but wondered how that would be done. He noted there were spaces available, but wondered how difficult it would be to convert those spaces to craft spaces.

Ashley So noted there are spaces along Western Avenue that have store and craft space.

Ray Ishii asked what was meant by the term authenticity and authentic experience. Mike Rubin clarified he thinks of a place that is genuine and unique. He gave food life destination as an example. There are restaurants unique to the Market, making it a destination. Ray Ishii noted there are populations that do not visit Seattle and to some people they don't see themselves in the Market.

Candace Damon introduced the Market's role as a Retail Hub. The main challenge identified was a changing retail environment. She asked about inclusion in terms of who was represented in the retail sector of the Market. Potential interventions and the level of effort vs. impact was explored. These interventions included:

- Create a tenanting and recruitment plan
- Allow multiple vendors to share a lease
- Create work-sell stores
- Test programming & events
- Invest in AR & AI

JJ McKay asked if BIPOC businesses make the majority of their money off of tourists. John Turnbull said that data isn't ready but could be gathered. He said there is a big effort to bring in high quality products.

JJ McKay requested more time for these meetings in the future.

Patrice Barrentine would like to see work/sell spaces and to tie that to food processing and the restaurant scene. For daystall rules, she noted crafters are brought in because they're really good but this isn't the same for farm. She would like to see consistency across the board. She felt there are a lot of great multicultural foods and with Afghan and East African residents increasing, she would like to see those people represented in the businesses.

Ashley So reviewed the role of Small Business Incubator & Advocate and its challenges, mainly:

- Rudimentary business incubation and programming support
- Difficult leasing process, outdated systems & lack of data
- High cost of living

Ashley So explored potential interventions, such as:

- Provide more resources & coaching
- Create more pop-ups/rotational programming
- Develop processes to retain and grow businesses
- Streamline leasing process
- Partner with affordable housing developer

- Reestablish merchants' association

Nick Setten commented he likes seeing pop ups, but he knows there is conflict with outside vendors coming in. He referenced old festivals and events that could potentially be brought back. He felt the highest impact would be making a clear process on starting a business at the Market.

Devin McComb added the population of Seattle isn't represented in the Market. The City has been pushing to foster BIPOC businesses and perhaps that could be a connection.

Mary Bacarella noted the guest vendor spot has been very successful. Some of the pop ups have done well enough to start brick and mortar stores. She was unsure if that would work with food vendors. She would like to see if that would be possible. She also added vendors have been holding onto spaces and there may not be room for new businesses.

Devin McComb commented that the goal of the Master Plan was to think of possibilities and for the consultants to create a plan.

Mary Bacarella noted that the goal of being an incubator was moving businesses on to a bigger space. Nick Setten added in order to grow, many businesses have had to move out. Candace Damon commented that the goal of being an incubator is to help businesses grow and move on. Ashley So added businesses growing beyond the space the Market can provide could be used as a credit to the Market.

Russell Moore asked how streamlining the leasing process ties into the Market's role as an incubator. He asked if there was an issue with the process. Candace Damon answered the process takes a long time. Mary Bacarella added it was an easier process before COVID and it's not difficult for all leases. Devin McComb asked if there are other organizations that could be used as an example. Mike Rubin commented there are multiple types of leases and business needs.

Paul Neal commented that he had thought being an incubator was good business for the Market, but reading the materials made him question that. He said he feels it should also work for the Market. Patrice Barrentine agreed with councilmember Neal and said there should be a succession plan and a logo for businesses born out of the Market. Jan Hendrickson noted there could be other reasons to be an incubator over economic reasons. She suggested it could be focused.

Gundeep Singh commented there is a great deal of pride in Starbucks, but it was almost by accident and not an intentional action. If the Market was to be an economic supporter, it could be useful to analyze how Starbucks grew and succeeded and what role the Market could take in other businesses. He suggested helping businesses start up and collecting a percentage of future earnings as part of the leasing agreement.

Mike Rubin agreed with councilmember Singh and noted Pike Place's role as an accelerator could be informed by other organizations.

Ashley So shared the challenges facing the Market as a Downtown Anchor, which included:

- Slow Downtown recovery
- Disjointed access & wayfinding
- Limited seating

Candace Damon walked through potential interventions including:

- Enhance new entrances to/from waterfront
- Create more public open spaces & seating
- Incorporate accessibility strategies
- Identify ways to manage Pike Place
- Partner with City and other actors
- Anchor cultural & entertainment district

Jan Hendrickson felt being a Downtown Anchor and Tourist Destination were profound and this was a generational opportunity. This could be a jumping off point for where Seattle is headed and she felt the Master Plan will determine the role the Market will take. She felt partnering with the City and others should be higher in terms of impact.

There was a discussion on expanding the historical district and what role the Market might play. Russell Moore asked for examples of organizations like Pike Place Market expanding. Candace Damon commented there have been success stories like the Belt Line in Atlanta.

JJ McKay noted the cruise ship industry will tap out in Seattle. The tourist industry will change and the Market will become a destination. He felt that we will still be the anchor of downtown.

Mary Bacarella mentioned there was an article by David Brewster on the future of the Market and people are discussing the potential expansion of the District. She noted with the Downtown Activation Plan and efforts to revitalize the City beyond Third Avenue.

Devin McComb added many aspects of the mayor's activation plan are things already being done at the Market. He noted parts of the plan included a streetcar on First Avenue and pedestrianizing Pike Place, which were things he would like the Market to lead the conversation on and would require partnership with the City.

Nick Setten left the meeting at 6:02p.m.

JJ McKay wanted to clarify what the role in a partnership would look like. He suggested exploring taking a leadership role as part of being a downtown anchor.

Devin McComb noted the meeting had gone over the allotted time, but this did not mean the discussion was over. He asked how to best synthesize the day's meeting and how to cover what was missed.

3. Synthesis: Emerging Big Ideas and Themes

There was a discussion on a need for more time for discussion. Paul Neal requested another discussion ahead of scenario creation. Candace Damon acknowledged there were two more discussion items that needed to be discussed and there were some points to explore more deeply. Mary Bacarella suggested using one of the upcoming Council meetings or creating a special meeting. Jan Hendrickson commented the meeting could have been a full day and it was useful meeting in person.

Sulin Carling commented there would be regular updates from the HR&A team. Ashley So noted there was a lot of content from this meeting and it would be important to synthesize the ideas ahead of the next meeting. Mike Rubin suggested holding a retreat.

Devin McComb asked what councilmembers could do ahead of another meeting. He suggested HR&A present their thoughts and recommendations for the next steps. He asked the Council do the same and another meeting would be scheduled.

4. Public Comment

Joan Paulson shared she gets her grounding from the Market's history and the 1907 dedication from Seattle City Councilman Thomas Revelle. She gave the definition for the word grifter. She commented the Market is not broken and should be measured by character, spirit and purpose to Meet the Producer. She urged to cessation of the highest and best use process planning.

Bob Messina commented the meeting showed the thinking of the PDA Councilmembers. He felt it was good to have a robust discussion. He felt the creation of districts was a misdirection and did not like the use of the term food court to describe the Market. He added commercial has done a good job repurposing spaces. He felt the term intervention was negative and the Market is innovative and doing well. He supported Councilmember Setten's comments on tenanting plans and felt the Market takes care of itself with a plan already in place. He would like to hear what was wrong with the current tenanting plan.

Haley Land stated that he agreed with Joan Paulson and Bob Messina's comments. He did not feel he heard enough comments expressing humility. He commented to think all challenges can be solved with action is an arrogant position. He would like greater humility in reflections on what has been and what could be.

Heather Pihl confirmed her letter had been received following the last Council Meeting. She expressed an interest in bringing locals back to the Market. She suggested helping people navigate the Market since some feel it is too crowded by providing a map and telling people when to visit. She expressed concern over reduction in farmers and high stalls in the Market as they play an important role. She discussed talking with farmers at other farmers markets who were hesitant to sell at the Market.

5. Concerns of Councilmembers

Margaret Norton-Arnold commented she liked the blinds being open in the meeting room. Mary Bacarella added closing the blinds was for the sake of Zoom.

Paul Neal expressed gratitude for the expertise of his fellow councilmembers. He commented there should be consideration of the skills they'd like to see in future councilmembers as the Master Plan is developed and carried out.

Patrice Barrentine thanked the consultants for leading the conversation and echoed Paul Neal's comments on councilmembers' expertise.

Devin McComb noted the high attendance in person of the meeting and going forward it would be important to think about how to make these conversations valuable for attendees.

6. Adjournment

The meeting was adjourned at 6:23 p.m. by Devin McComb, Chair.

Meeting minutes submitted by:

EJ Griffin, Executive Administrator