

Pike Place Market PDA Special Council Meeting Minutes

Date: Thursday, August 17, 2023

Time: 8:00 a.m. – 10:00 a.m.

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

Join Zoom: Join Zoom: <https://us02web.zoom.us/j/84083835371?>

OR Dial 253-215-8782 (alternative number 253-205-0468), Meeting ID: 840 8383 5371

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

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

Staff/Consultants Present: Mary Bacarella, Sabina Proto, Brady Morrison, Karin Moughamer, Juan Medina, EJ Griffin, Amy Wallsmith, Erica Bates, John Turnbull, Deb Guenther (Mithun), Rosemarie Gregoire (Mithun), Evan Bourquard (Mithun), Ashley So (HR&A), Sulin Carling(HR&A), Candace Damon (HR&A), Maddie Immel (Berk), Allegra Calder (Berk), Ben Han (Berk)

Others Present: Skip Knox, Alex Rasmussen, Joan Paulson, Chris Scott, Clint Bennett, Arigin Sakda, Lillian Sherman, Pamela Hinckley, Annie Lannin, Mason Lowe, Angie Wood, Haley Land, Mark C Childs, John Brink, Gina Karaba, Patricia Gray, Christine Vaughan, Rei Hanscomb, Crystal Dixon, Claire McConnell, Heather Pihl, and two other members of the public.

The meeting was called to order at 8:02 a.m. by Devin McComb, Chair.

Devin McComb started by acknowledging it was the 116th birthday of the Market.

1. Administration

A. Approval of the Agenda

The agenda was approved by acclamation.

2. Public Comment Regarding the Master Plan

Joan Paulson commented there was no information about the day's Council meeting aside from the agenda. She argued it was in violation of the open public meetings act and requested the meeting be postponed until everyone could review the materials. She also commented that while it was good the word "community" was included, "community" is not a verb but a noun. She felt it was missing from the presentation. She thanked the PDA for recognizing the 116th Anniversary of the Market and to forget the anniversary was to lose/misunderstand the origin and history of the Market and continue its spirit.

Russell Monroe joined the meeting at 8:12a.m.

3. Master Plan: Social Services and Community Steward Discussion

Mary Bacarella expressed excitement as the Master Plan process moves forward. Devin McComb noted there was a change in the format of the discussion and that one of the consultants would be moderating

the discussion. He added this discussion would include where in the process the Master Plan is and a reflection on timing. He emphasized these discussions would include check-ins on the timeline going forward so concerns and questions of councilmembers were not lost.

1. Meeting Goals
 - a. Provide an update on Where We Are
 - b. Discuss Social Services + Community Steward Opportunities + Constraints
 - c. Share next steps

Candace Damon started with a short discussion on the process and then moved into a discussion on social services. She added the last meeting was the impetus to redirect and refine the process going forward and a strategic plan prepared by an external group would be challenging with an institution such as Pike Place Market. She expressed she felt today would be a chance to reset the relationship and requested cameras remain on for the meeting.

2. Where We Are
 - a. Master Plan Timeline
 - b. How We Will Work Together Moving Forward
 - c. Ongoing Workstreams

Candace Damon reviewed the timeline and next steps. She then reviewed what had been done so far including a framework, adoption and refinement of goals, and identification of strategic themes. She elaborated further sharing the theme of tenant curation and what concepts have emerged so far.

Sulin Carling discussed tenant curation and how this was identified as something to explore. She shared what informed their decision to consider this concept further and how this would be discussed further by the Council, partners, and consultant team.

Candace Damon shared how the consultant team will work with the Council going forward. This new approach would frame each discussion by where the Council is in the Master Plan process, the consultant team leading discussions, and the consultants offering their perspectives and recommendations. She also shared how the team intends to gather more frequently and informally in work sessions on specific topics.

Russell Monroe left the meeting at 8:27a.m.

Nick Setten commented Maddie Immel, Allegra Calder, and Ben Han had joined the Constituency in their August meeting. He noted there had been discussion on an external survey with the potential to extend the response deadline. He asked when the internal survey could be expected. Maddie Immel answered the majority of outreach has been done, with some tasks remaining. There would be analysis of the external survey and from there, the team would determine if there is a need to extend the survey deadline/reach. She added the PDA staff and Berk were preparing the internal survey with many open ended questions. She added there were plans for a potential walk through of the Market to interview vendors who don't use the internet and there was room for more discussion groups if it would be helpful.

Jan Hendrickson commented the process had improved and it was helpful to start meetings with the consultants to frame the discussions with what was heard and what would be discussed. Her other

comment was she'd like meeting materials at least 48 hours ahead of the meeting in order to review them.

Devin McComb commented the process of identifying themes slide was useful to see how Council discussions were being used in shaping the Master Plan. He asked how the ongoing survey work will inform the Master Plan process.

Candace Damon answered this round of surveying is to test guesses of the consultant team, for example what tenant curation might look like.

Paul Neal commented he felt seeing the outreach methods and themes running through was helpful context in framing the discussion. He added it was helpful to have the consultant team to curate the responses.

Patrice Barrentine joined the meeting at 8:37a.m.

David Ghoddousi commented he would like more quantitative materials. He asked if the Market was broken or if other markets around the world look to Pike Place Market as an example. He added in his experience attending a conference of Marketmasters, people noted the Market was a leader. He wondered why the consultants did not perceive the Market as being driven by food.

JJ McKay commented things don't have to be broken to be improved. He expressed he wants the consultants to provide advice based on what they're hearing and for the consultants to provide a framework to move forward.

Devin McComb commented this part of the process was when the Council would react to what was suggested so far. Paul Neal commented no final decisions have been made yet and the consultants are not bringing forward everything they hear, but only the most impactful and thought provoking.

Ray Ishii commented he agreed with Paul Neal. He expressed that food is the economic driver of the Market, but did not want to lose other aspects such as crafters.

Patrice Barrentine commented she felt it was now clear what was being done following discussions with Council and the consultants.

Devin McComb added the meetings are not the only way to share questions and feedback. He encouraged both Councilmembers and members of the public to continue to send in comments and questions after and ahead of meeting. Mary Bacarella agreed and encouraged comments and ideas to be shared.

Gina Karaba asked if the percentage of revenue from crafters is consistent or if this is just a post-COVID number. Mary Bacarella commented food has consistently been the top source of revenue. Ashley So added the number referenced was only looking at restaurants and food.

3. Social Services & Community Steward Discussion

a. Today's Discussion and Agenda

Allegra Calder reviewed the goals and roles and which role would be discussed. She reviewed how the Market serves as a Social Service Provider and Community Steward.

Nick Setten asked why the Foundation wasn't included. Mary Bacarella answered it was not one of the Five Families. Allegra Calder answered the Foundation would be featured in the upcoming slides and they were included as part of their work in the Food Bank and Senior Center. Gordie McIntyre added the Foundation was established in 1982 due to changes in funding and taxes and it is inherent in the work being conducted by the Foundation as a facilitator.

4. What We Heard

a. Five Families

Maddie Immel noted there were many people who served as experts in the outreach conducted to date in the room and thanked them for their input. She noted the consultant team heard these themes from the Five Families:

- Desire for further connection and partnership with the families and the rest of the Market.
- Desire for increased public visibility.
- Need for resources and funding for ongoing operations.
- Support for reorienting Pike Place to a local audience.
- Need for physical improvements.

Jan Hendrickson asked for examples of partnerships the Five Families would like to see. Maddie Immel gave some examples such as the PDA marketing the social services offered because many people were unaware of the resources available at the Market. Nick Setten added even those who benefit from the services don't know where they come from. Allegra Calder commented there is no shared framework and language to describe the work being done. Paul Neal commented he would like to know what partnership means to the Five Families.

Mary Bacarella added work was collaborative and many people don't understand how things work at the Market. She added there was confusion about what the entities are and what they do. Jan Hendrickson added she felt there wasn't a worry about credit for the work, but that the public understands its value and raising money for those services.

Maddie Immel commented while credit may not be important, awareness could uplift the services provided. Another example she provided was the food bank using local produce from the Market, but they also support a local farm that is outside the Market through the King County Farm Share program. She mentioned this was an opportunity for partnership and growth of services.

Ray Ishii asked for clarification in the PDA's role in supporting the Five Families as it relates to the Master Plan and social services. Maddie Immel answered there were opportunities to assist the Five Families. Allegra Calder added as a landlord, the PDA may need to put out a levy to improve the physical spaces used.

Ray Ishii asked how connection and partnership could go with the PDA. Allegra Calder answered it was important to clarify which organization plays which role in the Market.

Gordie McIntyre commented that the Market was one of the few to use Urban Renewal funds to preserve historic buildings over building new projects. He felt reaching out to Washington State's senior

Senators in Congress for federal funding. He felt it could be a potential source of funding that has not been tapped into as much as it was in the past.

Maddie Immel noted there was a strong desire to orient the Market to locals and wanted to highlighted that the Food Bank is in a private location, but there is a need for physical improvements.

b. Market Residents

Maddie Immel highlighted what was heard from Residents, including:

- Residents enjoy the location of their housing and its proximity to services and transportation.
- The Market is too expensive for residents without assistance.
- The food bank is a primary source of food for many residents.
- There are safety concerns of residents.
- Accessibility improvements are needed.

Maddie Immel highlighted the residential staff were very well liked by residents.

Mary Bacarella asked if residents attend lunch at the Senior Center. Maddie Immel answered yes, they use it on a regular if not daily basis. Gordie McIntyre added he knew many people who go every day.

c. Pike Place Market Foundation

Maddie Immel highlighted a few themes heard during outreach, such as:

- The Foundation's Model for a Healthy Community and the annual needs assessment should be considered as inputs.
- Lack of awareness and confusion with the PDA.

Jan Hendrickson asked if it was the community at large who said the Foundation should be at the table or the Foundation. Maddie Immel answered it was both and in external interviews social services were identified as something people wanted to know more about.

d. Interviews

Maddie Immel highlighted a few points from interviews, including:

- Social services offered by the Market are not well known to the public.
- There's a great multicultural richness that should be more visible.
- Lack of seating and ADA accessibility.
- Lack of break rooms and health insurance for tenants' employees.
- Workers needing healthcare and childcare.

Mary Bacarella commented the PDA cannot provide certain services to tenants, residents, and tenant employees, but she agrees some of these are things the PDA absolutely should be implementing. Allegra Calder noted that there was no topic explored that didn't have discussions on basic needs. Many respondents discussed housing and transportation as things on their minds.

JJ McKay added tenant employees are not employees of their PDA. Devin McComb agreed, but noted the PDA could set aside space for those needs and help find solutions. He suggested solutions could be promotion or funding. Mary Bacarella commented housing is one thing the PDA does. Jan Hendrickson commented the PDA could be a facilitator. She noted it was useful to have a list of items that would improve working conditions at the Market. Paul Neal commented this could potentially be an example of greater partnership.

Nick Setten asked if this could include visitors to the Market. Paul Neal answered he felt the greatest responsibility was to the vendors to make the best experience for those who choose to work at the Market.

5. What We Think: Social Services

- a. Strategy: Create a shared vision for social services
- b. Discussion

Allegra Calder reviewed the key challenges and opportunities in providing social services. She brought forward the suggestion to create a shared vision for Pike Place Market's social service provision model. Tactics identified included creating a shared vision for:

- Roles and partnerships
- Model – sustain or expand
- Target clientele – including within the Market.
- Services
- Capital improvement needs
- Fundraising needs

Gundeep Singh asked if there was a financial feasibility to subsidize these ideas further. He requested conclusions and guidance on how this could potentially be implemented. Allegra Calder replied this was the initial planning stage and guidance on implementation would follow once ideas that are identified of the highest interest and importance.

Mary Bacarella commented there may not be the funding at the moment, but steps could be taken to implement these plans as funding sources were identified and secured.

Jan Hendrickson commented this ties back to the idea of tenant curation. She noted there has been a decision to house social services in the Market. This is something ongoing in the Five Families and she added there was potential to grow and add to those services. She agreed with Ray Ishii in that there needs to be clear understanding of the roles that would be played.

Patrice Barrentine commented as a landlord, there should be considerations of the land used and ADA accessibility. She thanked the consultant team for the level of detail.

6. What We Think: Community access, health, wellbeing, sustainability

- a. Strategy: Improve physical accessibility by upgrading existing conditions

Rosemarie Gregoire reviewed the challenges and opportunities in access and mobility. She noted the Sustainability Action Plan would be a separate conversation due to its importance. She discussed potential tactics to address challenges in accessibility such as:

- Hire an accessibility consultant
- Make upgrades to ramps, stairs, elevators, etc.
- Improve wayfinding.
- Create more seating areas.

Nick Setten commented there have been times where upgrades have called for, but some objects such as chairs and rails are functional art. He wanted to make sure the character of these things weren't lost to utilitarian improvements.

Gundeep Singh commented there was potential to purchase neighboring land and buildings to grow affordable housing. John Turnbull replied that it was difficult with the Charter and more challenging to acquire more property. He added it's not impossible citing the Waterfront purchase, but it would not be easy. He further added it is worth the effort as the PDA is the only affordable property owner downtown. Mary Bacarella commented this is where we're dreaming because some crafters noted they cannot afford to live nearby. Jan Hendrickson commented this is not going to get cheaper over time. Gordie McIntyre added there are neighboring properties that could be purchased should they decide to sell. Rosemarie Gregoire added the plan also involved analyzing spaces for expansion smaller than a full building.

b. Strategy: Continue to create a sense of comfort and belonging.

Rosemarie Gregoire reviewed tactics addressing comfort and wellbeing including:

- Spaces for workers.
- Infrastructure to support needs of various populations.
- Conduct assessment of spaces with poor thermal comfort.
- Make indoor improvements to spaces.

Patrice Barrentine commented she is in support of gender neutral bathrooms and noted there are security issues in implementing something like European bathrooms where stall doors are tall.

Gundeep Singh left the meeting at 9:55a.m.

7. Next Steps

Devin McComb asked what the next steps would be given time constraints. Candace Damon answered she found the conversations fascinating and appreciated Gundeep Singh's questions. She requested strong reactions from the Council. She noted she and the consultants have their views, but it was critical to hear from those at the Market.

Sulin Carling commented a summary of the day's discussion and what was heard would be shared. She responded to Gundeep Singh's earlier comment on financial feasibility of projects and said it would be included in future conversations. She continued by noting the topics and ideas Council identified as interesting and important would go on to shape scenarios and be explored further.

Sulin Carling highlighted upcoming work sessions, including:

- Executive Committee Meeting, August 23rd – Food Life

- PDA Council Meeting, August 31st – Food Life
- Council Retreat, October 26th

She added more conversations would be scheduled as conversations develop.

Devin McComb asked if there were any questions on the next steps. Paul Neal answered he felt ready to engage in discussion on what he values the most following this conversation. Jan Hendrickson requested more meetings with this format.

Devin McComb asked how the Council should prepare for the Food Life Discussion. Sulin Carling answered there would be a preview at the Executive Committee and the slides should be ready ahead of the Council. The slides may be adjusted depending on feedback.

Nick Setten commented he felt it was most productive to have discussions in person.

4. Public Comment Regarding the Master Plan

Rei Hanscomb commented she enjoyed listening to the discussion. She urged seating availability and excessive heat be a point of consideration.

Heather Pihl commented historical guidelines encourage natural cooling systems. She voiced her support in subsidizing farmers. She urged councilmembers to remember ADA compliance was different for historical buildings. She asked when a discussion on traffic in the Market would take place.

Haley Land commented he was frustrated at the process and relationship being in disarray between the consultant team and Council. He encouraged proactive communication and better organization. He urged individuality in thinking and approach.

Bob Messina commented the role of Visit Seattle was overlooked in the wayfinding discussion.

Christine Vaughan commented JJ McKay's explanation of the value of a Master Plan was the most clear she had heard. She agreed the PDA cannot do it all in terms of roles, but it was important to determine what partnerships could be built and what was possible.

Gina Karaba commented she has shade cloths she uses that could be used inside the Market and it could be a solution for temperature regulation.

Paul Neal left the meeting at 10:11a.m.

Joan Paulson seconded Heather Pihl and Haley Land's comments. She added it was important to follow the breadcrumbs and that it was critical to follow the Charter. She felt the Master Plan undermined the Market community. She urged an approach that considers the locals and community first. She wanted the origin of the Market to be remembered.

Skip Knox commented gentrification should be avoided. He urged engaging the community and the locals beyond downtown.

Chris Scott commented there was a limited timeframe and that some ideas would require three years of planning. He asked if this was possible.

Patricia Gray commented the Market Foundation had turned 40 the year before and hoped the materials had been reviewed in the discussion on collaboration. She noted the love Seattle has for the Market was displayed during the pandemic. She hoped for authentic trust and collaboration going forward.

Pamela Hinckley expressed her excitement at her involvement. She wanted to share the daily work of the partners in the Market and wanted opportunities for others to see the work being done by partner organizations within the Market for a better understanding of the challenges and opportunities.

Mason Lowe commented a great deal of work proposed was already being done. He noted some ideas did not have to be high cost or high effort to be enacted.

Angie Wood commented that the PDA has a role beyond the scope of just being a landlord. Considering the Food Bank, there is a need for more low incoming housing, parking, and more. Additionally, there were a lot of impacts to the partner organizations in every decision made in the Master Plan process.

Skip Knox commented there is a misunderstanding of the governing documents. He would like for others to review the Charter and that it is not a suggestion, but directions.

5. Concerns of Councilmembers

JJ McKay this was a worthwhile way to spend the 116th birthday. He thanked staff for all of their work and thanked Amy Wallsmith and her team for their work promoting the anniversary of the Market. He thanked the Foundation as well.

Nick Setten thanked everyone for joining the meeting so early in the day.

Jan Hendrickson commented she enjoyed meeting those from the partner organizations who joined the meeting. She would like for them to join upcoming meetings and present as well.

6. Adjournment

The meeting was adjourned at 10:36 a.m. by Devin McComb, Chair.

Meeting minutes submitted by: EJ Griffin, Executive Administrator