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PIKE PLACE MARKET PRESERVATION AND DEVELOPMENT AUTHORITY ENCLOSING A PROGRAM PLANNING AND BUDGET PRESENTATION FOR 1974.

11-30-73 OMB.
5/1/74 prepare legis.

FILED NOVEMBER 26, 1973

C. G. ERLANDSON
CONTROLLER AND CITY CLERK

C. G. Erlandson DEPUTY

ACTION OF THE COUNCIL

REFERRED	TO
DECEMBER 3, 1973	PLANNING & URBAN DEV.
REFERRED	FIN-IDE
REFERRED	TO
REFERRED	TO
REPORTED	DISPOSITION
AUN 17 1974	ADOPTED as amended
RC-REFERRED	TO
REPORTED	DISPOSITION

REPORT OF COMMITTEE

Mr. President:

Your PLANNING & URBAN DEV.

FINANCE

Committee

COMMUNICATION

to which was referred the within
would respectfully report that we have considered the same and respectfully recommend that

THE SAME IS REPORTED AS AMENDED

PIKE PLACE MARKET PRESERVATION AND DEVELOPMENT AUTHORITY

PROGRAM PLAN

1974

THE DEVELOPER'S PRESERVATION PROGRAM

The Developer's Preservation Program will be a comprehensive statement of intent by the Pike Place Market Preservation and Development Authority; it will list the Authority's aims and objectives and describe the details of specific actions proposed by the Authority for the duration of the development/rehabilitation phase of the Pike Place Project. This, along with specific plans for Project financing, implementation phasing, and property acquisition and management, will be based upon the findings of, and practical directions found in, the Market Economic Strategies Analysis. The Developer's Preservation Program will also reflect the Authority's commitment to gradual, minimal change in the Market.

PROJECTS

It is not possible or practical to predict the precise nature of all action projects to be undertaken by the Authority in 1974. The number and exact nature of these projects is to a great extent dependent upon actions yet to be taken by the Pike Place Project Urban Renewal office and the City Council, particularly with respect to potential disposition of project area property. The projects listed below, however, represent a reasonable projection for 1974 independent of any possible property disposition.

Low-Income Housing

All Pike Project planning gives high priority to the development of low-income housing. The Authority will be ready to assume

a direct role in these projects. This may include the sponsorship of a local design competition to find the best single or combination of solutions to Pike Place housing needs. Emphasis will be given to housing projects which are capable of attracting a viable resident population, which provide social services and amenities, and which will restore a functional residential neighborhood to the Pike Place area.

Property Management

The Authority plans to fully develop its property management capability to provide a means for public management of the Pike Place urban renewal properties while they are in municipal ownership. The Authority will also be prepared to manage Pike Place area properties which may remain in city ownership. In its property management function, the Authority will find appropriate tenants, lease space, provide for routine maintenance, and implement rehabilitation projects in a manner that will afford an opportunity for residents, merchants and farmers to carry on their traditional Market activities and which will preserve Market functions, uses, and styles.

Local Farming

The Authority intends to develop programs aimed at encouraging local existing farmers to use the facilities of the Pike Place Market. Recognizing that the decline in farmer-use of the Market may be directly related to the encroachment of industry and suburban development upon local agricultural lands and negative incentives related to land use built into our present tax structure, the Authority will investigate land-use and land-use planning in King County and within the City of Seattle. The Authority will consider, inter alia, the practicability of direct incentives to existing and potential farmers through more sensitive zoning practices, tax incentives, producers' cooperatives, and marketing assistance. The Authority will work within the County to encourage agricultural use of open spaces, "City-farming" and "P-patches" in an effort to promote use of the Pike Place Market as an outlet for increased local food production.

CAPABILITIES ANALYSIS

Initiated in 1973 under contract with the Department of Community Development, the Capabilities Analysis will be continued into 1974 in order to attain definitive legal opinions regarding the Authority's bonding and general financial capabilities, and other operational features of public corporations. This analysis will help to determine the Authority's function in the Pike Place Project area and its broader relationship to the City.

MARKET ECONOMIC STRATEGIES ANALYSIS

The Authority will monitor this analysis to assure that the information it provides will help solve the problems of Market preservation. Specifically, the Authority must assure that the analysis will provide an accounting of critical Market elements slated for preservation, the cost of preserving these elements, and a strategy suggested for their preservation. The Market Economic Strategies Analysis will provide a practical basis for the Developer's Preservation Program.

CONSTITUENCY

Community review and input will receive much emphasis in 1974; the Authority perceives a Market community which extends beyond the geographical boundaries of the Market District and includes a city-wide constituency. The development and education of this constituency is essential to an effective program aimed at the preservation of the Pike Place Market. The basis for constituency development is found in the membership provision of the Pike Place Market Preservation and Development Authority Charter. Members, persons sixteen years of age or older who pay one dollar (\$1.00) per year, shall meet regularly to hear reports from the Authority Council regarding actions taken during the preceding quarter and actions proposed during the following quarter. The constituency shall have the right to review and comment upon these actions. Its concurrence is required for the adoption of amendments to Authority Charter and for some amendments to the rules and regulations. The constituency will elect one member per year to the Authority Council.

COMMUNITY ORGANIZATIONS

Close working relationships will be established with the following organizations as a result of their authority and responsibility pursuant to City law and the Authority's Charter: Pike Place Market Historical Commission, the Pike Place Merchants' Association and the Historic Seattle Preservation and Development Authority. The Merchants' Association is regarded as a critical element of the constituency within the Pike Place Project area and enjoys specific rights pursuant to the Authority's Charter.

In addition, the Authority will develop and continue its relationship with several organizations of a civic or professional nature including Friends of the Market, Allied Arts and the Seattle Chapter of the American Institute of Architects.

QUARTERLY REPORT

The Authority will report to the City each calendar quarter regarding actions taken during the preceding quarter and actions planned for the following quarter.

PROFESSIONAL STAFF*

Executive Director

Chief administrator and planner; responsible for the overall direction and administration of the Authority and the management of property owned or subject to the control of the Authority.

Program Analyst

Responsible for the analysis of Project proposals, testing feasibility, impact, consistency; project detailing and reformulation; determining optimal implementation strategies, phasing, and financing plans; monitoring progress of project activity and plan conformance.

*Some of the staff functions described herein may be contracted for rather than obtained through hired staff.

Community Programs Planner

Responsible for the planning and implementation of programs affecting Market residents, merchants, and farmers; and for the development of a city-wide constituency.

Secretary

Responsible for general secretarial and clerical duties.

Legal

The Authority has retained the law firm of Davis, Wright, Todd, Riese & Jones who will serve as General Counsel with respect to contract, financing (bonding) tax and other general legal matters.

PROPOSED MINIMAL OPERATING BUDGET - 1974

Director, Staff, and Secretary including Fringe Benefits		\$76,000.00
Office Expense	\$ 7,500	
Travel	5,000	
Printing	3,500	
Legal & Accounting Services	10,500	
Public Relations & Consultants	6,000	
	<u>\$32,500</u>	<u>\$32,500.00</u>
	Annual Total	\$108,500.00

PROGRAM PLAN

1974-1975

PIKE PLACE MARKET
PRESERVATION AND DEVELOPMENT AUTHORITY

Timothy A. Manring, Chairman

Frank Miller, Secretary

April 5, 1974

1.0 Introduction

The Pike Place Market Preservation and Development Authority (P.D.A.) was chartered June 30, 1973. Since that time it has organized into an effective policy- and decision-making body, addressing urgent issues related to the preservation of the Pike Place Market. Accomplishments to date include:

- i.) undertaking a capabilities study to determine definitive legal opinions regarding the Authority's bonding and financial capabilities together with other operational features of the Authority Charter.
- ii.) definition and adoption of Rules and Regulations governing the conduct of Authority business.
- iii.) establishing a "public presence" among those familiar with and involved in the preservation of the Market, including the initiation of approximately 162 meetings to represent the interests of the Authority and the Market.
- iv.) selection of an executive director.

It is the intention of the P.D.A. Council to continue to stress an open style of working with the public. Alternative methods for

Section 2.0: The Authority Preservation Program and Strategy for
1974-1975

Section 3.0: Specific Projects

3.1: Low-Income Housing

3.2: Soames-Dunn Seed Building Rehabilitation

3.3: Redevelopment of Other Properties

Section 4.0: Development of P.D.A. Capabilities and Services

4.1: Development Feasibility Analysis

4.2: General Administrative Services

4.3: Construction Management and Supervision

4.4: Property Management Services

Section 5.0: Administration and Program Management

5.1: Reports

5.2: Staffing

1.0 Introduction

The Pike Place Market Preservation and Development Authority (P.D.A.) was chartered June 30, 1973. Since that time it has organized into an effective policy- and decision-making body, addressing urgent issues related to the preservation of the Pike Place Market. Accomplishments to date include:

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- ii.) definition and adoption of Rules and Regulations governing the conduct of Authority business.
- iii.) establishing a "public presence" among those familiar with and involved in the preservation of the Market, including the initiation of approximately 162 meetings to represent the interests of the Authority and the Market.
- iv.) selection of an executive director.

It is the intention of the P.D.A. Council to continue to stress an open style of working with the public. Alternative methods for

options will be an overall objective of future work programs.

This proposal addresses those specific items of work for which an appropriation of City funds is being sought. It is anticipated that these funds will be, in essence, "seed money" with which the Authority can begin actual revenue-generating activities. The following items identify those activities which can reasonably be expected to be accomplished by December 1975, provided funds are appropriated during 1974. This lapse of one year reflects both the realities of development time lag and the effect of initial appropriations being augmented by latter revenue-generating activities. It is not unfair to regard this initial request for funds as accomplishing much more than those activities directly funded, and this "multiplier effect" is reflected in the following proposal.

Section 2.0: The Authority Preservation Program and Strategy for
1974-1975

Section 3.0: Specific Projects

3.1: Low-Income Housing

3.2: Soames-Dunn Seed Building Rehabilitation

3.3: Redevelopment of Other Properties

Section 4.0: Development of P.D.A. Capabilities and Services

4.1: Development Feasibility Analysis

4.2: General Administrative Services

4.3: Construction Management and Supervision

4.4: Property Management Services

Section 5.0: Administration and Program Management

5.1: Reports

5.2: Staffing

2.0 The Authority Preservation Program and Strategy For 1974-1975

The Preservation Program and Strategy will be a comprehensive statement of intent by the Authority. As such it will address three principal issues:

- 2.1 the need for a master approach to development within the Pike Renewal Project, and the advisability of naming the P.D.A. Master Redeveloper and/or Administrator of the entire project as an aid to the City of Seattle in carrying out the purposes of the amended Urban Renewal Plan. Toward this end, it is anticipated that a full definition of legally permissible and desirable functions of the P.D.A. role will be made and agreement negotiated with the City within this proposal.
- 2.2 the need for a Prospectus carefully outlining the capabilities of the P.D.A. in carrying out the preservation and development of the Market. It is anticipated that this prospectus will be useful in approaching developers, bondsmen and bankers, architects and contractors, as well as other professional and business organizations directly concerned with development in the Market.
- 2.3 the need for a detailed Operating Plan to cover the remainder of 1974 and 1975. The plan will identify

specific projects for preservation and/or development within the framework of the P.D.A. as Master Redeveloper. This will identify specific property acquisition, financing, and ownership alternatives for each parcel proposed for action during the next two years. This plan will reflect the Authority's commitment to gradual change in the Market.

3.0 Specific Projects (Already Identified for 1974-1975)

Certain parcels have already been identified by the Pike Project Office for early disposition and re-use. It is the intention of the P.D.A. to pursue these individual parcels as redeveloper until such time as the issue of the P.D.A. as Master Redeveloper has been settled. Toward that end, the P.D.A. intends to make proposals on:

- 3.1 the sponsorship of up to 210 units of housing to meet the needs of low-income single and elderly residents in the vicinity of the Market. It is anticipated that a full application for a project capable of attracting a viable resident population, together with social services and amenities, will be completed by 30 June 1974.
- 3.2 the redevelopment and ownership of the Soames-Dunn Seed Parcel.

3.3 other parcels to be disposed of during 1974 and 1975.

Parcels to be disposed of will be negotiated on a parcel-by-parcel basis until resolution of the issue of P.D.A. as Master Redeveloper.

4.0 Development of P.D.A. Capabilities and Services

One fundamental purpose of this proposal is to generate support for the general overhead of the Authority, which in turn will allow the P.D.A. to develop staff expertise. It is the intention of the P.D.A. to develop the capability to assist building owners, merchants, and others interested in development within the Market area, and to market these services on a limited basis. This marketing of services is not the primary objective of the P.D.A., but rather a recognition that services in the following areas are a vital means of assisting the Project Staff in carrying out the amended Urban Renewal Plan:

4.1 development feasibility and financial packaging services;

4.2 administration and management of architectural and engineering services to be provided by others;

4.3 construction management services on projects developed by others;

4.4 property management services to provide building maintenance and janitorial services, maintain rent roles, assist in relocation work loans, and undertake elementary business counseling to assist Market merchants in making decisions regarding their business needs.

5.0 Administration and Program Management

The Authority is building the organizational capability to become economically self-sufficient. While this initial request is seen as a major step toward that goal, other sources of income will have to be generated from projects. It is difficult to identify specific products to every sub-category of budget. However, effective and efficient use of any monies granted requires equally effective and efficient administration and program management. Toward this end it is proposed that:

5.1 the Authority report quarterly on the progress made during the preceding quarter, and lay out specific objectives to be accomplished in the coming quarter. This series of quarterly reports will go both to the City and to the constituency of the Authority.

5.2 the Authority maintain a minimum staff and overhead to carry out work proposed.

This staff will initially consist of an:

- i.) Executive Director who will be chief executive and administrator, responsible for overall direction and administration of Authority business as well as management of property owned or subject to the control of the Authority.
- ii.) Project Manager who will be responsible for analyzing project proposals and ensuring that they are completed on time, within the budget and responsive to P.D.A. Council objectives.
- iii.) Administrative Assistant who will be responsible for day-to-day administration of the office, assist in the substantive work of the Authority through such things as research and analysis, and maintain general secretarial and clerical duties.

Other staff will be added on the basis of need and at a time when specific sources of income can be identified to support their salaries and overhead. As an interim measure, certain technical services may be contracted for rather than obtained through hired staff.

6.0 Summary

The Pike Place Market Preservation and Development Authority is requesting initial operating funds to enable it to begin action programs. These funds will be used to detail an Authority Preservation Program and Strategy for 1974-1975, to undertake development of two specific projects; i.e., low-income housing and the Soames-Dunn Seed Building rehabilitation. In addition, funds will be used to build staff capabilities in the areas of Development Feasibility Analysis, General Administrative Services, Construction Management, and Property Management Services. To the extent that these services are marketable, and not required for carrying out the Authority's own business, the P.D.A. intends to generate additional income through assisting others developing property both within and outside the Market.

In order to carry out the work proposed herein, the Authority will administer and manage the program as defined. Reports on past progress as well as future objectives will be filed with the City on a quarterly basis. The Authority will use funds made available as a result of this proposal to maintain three initial staff members; i.e., an Executive Director, a Project Manager, and an Administrative Assistant. Other staff will be added as need and income dictate. This proposal covers work to be performed between April 1974 and December 1975.

SEATTLE CITY COUNCIL

'74 JUN 5 PM 1:30

PROGRAM PLANNING AND BUDGET PRESENTATION

1974

Pike Place Market Preservation and Development Authority

Submitted to Seattle City Council President Pro-Tem

Honorable Sam Smith

Timothy A. Manring, Chairman
Frank Miller, Secretary

November 21, 1973

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PROGRAM PLANNING AND EVALUATION MEMORANDUM

Objective: To create and establish a non-profit public purpose developer capable of ensuring the vitality and perpetuation of the Pike Place area, particularly the Farmers' Market and related uses, through economic, political, social and other appropriate action with a minimum of disruption and dislocation and a maximum of social benefit.

1(a) Human Problems Involved. The deterioration and subsequent threatened removal of the historic Pike Place Markets was and still is a City-wide, if not regional, problem, for the Markets are as much a part of daily life in this City as they are an irreplaceable element of our regional heritage. Even more concretely, the Market District is the focus of activity for over 700 merchants, employees and farmers and an average of 6,400 shoppers daily in the Market core (Pike Place). For these people, the preservation of the Market means preservation of a distinctive lifestyle and economic survival.

The Market is also the focal point of an historically viable residential community, although considerably shrunken through the forced closure of small hotels and roominghouses. The neighborhood must be rehabilitated and preserved along with the Markets, providing for more and better housing.

The Market is the social, as well as economic, headquarters of many farmers, merchants, and craftspeople, operating predominantly sole proprietorships and family businesses which depend upon a range of reasonable, low or moderate rents. A range of rents likely to encourage business starts and the flourishing of small independent businesses, the survival of low volume or undercapitalized enterprises and enterprises which serve low-income and ethnic groups, must be sensitively maintained.

A good summary of the human problems involved in the Pike Project may be found in the P.D.A.'s brochure, The Pike Place Market Preservation and Development Authority: a Public Corporation:

"The Historical District Ordinance, passed overwhelmingly by the people of Seattle, required that the City change the Pike Place Urban Renewal Plan from a traditional one involving massive demolition and new construction to an approach emphasizing the preservation of the Pike Place Market and its neighborhood. The Ordinance also calls for the preservation of a broad spectrum of Market-related uses within the

seven-acre Historic District it created. The thrust of the ordinance is to preserve activities which serve the people, especially those which meet the needs and requirements of low-income people -- shoppers, residents, and the farmers and merchants themselves who depend on the Market for their livelihood. At the same time, it will be necessary to improve many of the buildings within the Market Historical District. They must meet all code requirements and have a projected life of 40 years."

"The conflict is apparent: Save the Market -- its buildings with their historic associations, the uses and moderate rents, the people who depend upon the Market for their livelihood; yet undertake increasingly costly rehabilitation, restoration, and development."

"The threat to the Market still looms in the background. Who will spend the funds required to bring dilapidated Market structures up to City codes? Who will support the small farmer in his battle to stay on the land? Who can protect the merchant from high-rent strangulation and the consumer from forbidding food costs? Who will re-house the hundreds of displaced low-income residents of the Market area?"

1(b) Geographic Boundaries. The Charter of the P.D.A. does not strictly delimit its "service area", however the Authority's program does contemplate principal actions within the Pike Place Urban Renewal Project area bounded by First Avenue, Union Street, Alaska Way, and Lenora Street and the Historical District within these boundaries.

1(c) Persons Affected. Technically there are approximately 250 residents living in the target area. About 200 merchants and farmers conduct business within the target area. And about 6,400 shoppers use the Market core daily. However, since the Authority's program comprises nothing less than the preservation of a major urban and regional feature, countless local citizens and out-of-town visitors and tourists will be affected by the Authority's programs.

1(d) Characteristics of Target Population. If we consider the "target population" to be those who live and/or work in the target area, we would be best advised to separate the

population into two main groups: merchant/vendors and residents. The vendors represent a broad cross-section of ethnic groups, with an obvious representation of Italians, Jews, Japanese and Filipinos. Most of these are on a low or moderate income level, business proprietors or hired salespeople, both men and women. The resident population is predominantly aged single men on fixed incomes, mostly pensioners.

2(a) Number of Persons Who Will Benefit. The Authority is committed to public purposes within the Urban Renewal tract. This means that, in the absence of the "profit motive", proposed action will be evaluated by its potential for positive impact on rents, space allocation, use mix, and other factors which are critical to the preservation of the Market. All persons who use the Market in any number of ways, the present 790 merchants, employees and farmers, the 250 residents, and the 6,400 people who shop in the Market core daily, will directly benefit from Authority programs.

The Authority anticipates a property management program in 1974. In addition to the usual management functions, the organization may devise programs for attracting new businesses to the Market and for counseling present and prospective tenants.

As a part of the Authority housing program we will sponsor low-income housing and provide social services, and amenities which will add materially to the restoration of the local residential community.

2(b) Expected Achievements. Short range, the Authority expects to initiate a model property management program which will involve Market-area merchants directly in the administration of rents and the provision of services; a housing program which will begin the restoration of the residential neighborhood; and the formulation of a Developer's Preservation Program which will map the course of developer-action by the public development corporation.

Long range, we expect to provide a course of development which will restore the structure and social and economic life of the Market area in such a manner that the Markets will continue to serve the people of the City -- merchants, farmers, shoppers, visitors - unthreatened by incompatible development whether through public or private expedience.

2(c) Methods. Methodology and activities are covered fairly well above. Furthermore, the Authority Charter contemplates the creation of a public Constituency which will be able to influence the planning process through a review procedure. The Market merchants, an important element of this Constituency, are provided with an additional opportunity for review through a Charter provision requiring consultation with them in program planning and implementation.

The Authority anticipates proposing to the City Council that it be named the "preferred developer" for the Pike Place Urban Renewal Project. This would provide the basis for organizing the economic resources of the area in a manner designed to give maximum support to threatened activities in the Market to implement the spirit as-well-as the letter of the Urban Renewal Plan, the Historical Preservation Plan, and the Historic District Ordinance. The Authority can provide the means through which a variety of small profit and non-profit development groups may assume working responsibilities, allowing for a wide circle of enterprise and encouraging heterogeneity within a basic harmonizing administrative framework.

3(a) Accomplishments. Staff, which was provided solely through a Seattle Model City Program personal services contract, attended a total of one hundred and sixty-six meetings of direct relevance to the Market indicating that the Authority was actively represented in the course of the Urban Renewal Plan review process and other critical aspects of the Pike Project.

During this period, the citizens who participated in the early organizational efforts of the Authority regrouped into an official Steering Committee with Dr. Jack Bagdade as Chairman and O. Yale Lewis, Jr. as Counsel. Regular weekly meetings were held and minutes were kept. Early emphasis was on the selection of an initial governing Council and the development of a Charter Application. The Authority was chartered by Seattle Mayor Wes Uhlman on June 30, 1973.

Immediately following the receipt of its Charter, the Authority intensified its efforts in respect to a review of the proposed Amended Urban Renewal Plan for Pike Place. As part of this review the Authority developed a white paper on economic strategy which had a marked and pervasive effect upon the course of thinking and official action regarding questions

of economics and land disposition in the Urban Renewal area and the need for further economic study of the project area.

Great emphasis and much energy was focused upon the public role of the Authority. As can be seen from its Charter and Rules and Regulations, the role of a constituency, particularly the Pike Place Merchants' Association, was considered very seriously, providing the Merchants, a highly identifiable group, with the right of review of Authority plans and other safeguards.

In addition to the Charter and Rules and Regulations, the Authority developed informational materials describing basic goals and objectives, recounting the organization's history, and setting forth positions on critical issues.

Two other activities received major attention: (i) the development of the Authority's 1974 Program Plan and Budget, a pair of documents which anticipate major action programs for the coming year and which have served coincidentally as part of the review process for funding by the City Council and the Office of Management & Budget; and (ii) the launching of a nationwide "talent search" for the Authority's first Executive Director.

In addition, preparation began several months ago for a "Capabilities Analysis" which will include, among other studies, an investigation of the Authority's legal capacity to issue bonds, to borrow funds at low interest rates, and to qualify under Section 103 of the Internal Revenue Code. The Analysis will also document the Authority's legal capacity to function as a master developer for the Pike Place Urban Renewal Project. This work will be funded during the remainder of 1973 by the Department of Community Development under contract with the Authority.

In summary, the Pike Place Market Preservation & Development Authority over the past eight months, funded by the Seattle Model City Program, appears to have developed a public enterprise with a very high potential for assuming a leading role in the rehabilitation and redevelopment of Pike Place.

3(b) Similar Programs. There are no similar programs in the City or County. Indeed, research, correspondence and discussions with officials from other states and the Federal Government indicate that the task of the City in preserving the Markets may well be unique in the nation.

Although the recently chartered Historic Seattle Preservation and Development Authority's Charter and Rules and Regulations follow closely those of the Pike Place Market Preservation and Development Authority, its purposes and methods differ substantially.

3(c) & (d) Measures of Effectiveness and Efficiency. Measuring program effectiveness, especially over the short term in this type of project, is a very difficult task. Our 1974 housing program will initiate action for a contracted number of low-income housing units. The effectiveness of the entire Developer's Preservation Program will be measured by the extent to which it assists materially in the restoration and redevelopment of Pike Place Markets in a timely, economical, and feasible manner.

Urban Renewal projects nationwide are known to have taken from between five and fifteen years to complete. One cannot be sure when this one will be concluded and, although one's aim is preservation of the Markets, preservation, logically, is never attained, rather, it is a matter of historical continuity. It is intended to provide those material factors which will encourage this continuity.

Feasibility will relate to the Authority being able to find (i) financing for projects from both private and public sources, sources which are willing to share in the costs of preservation, and (ii) political units which are willing to underwrite certain risks for the public good.

The Authority's property management program must be able to produce clean, well-maintained buildings with a high rate of occupancy in which tenants have an effect on programs which affect them.

4(a) Other Agencies. In its programs, the Authority is cooperating with the Department of Community Development, *Development Division and the Pike Project Office*, the Office of Economic Development and the Mayor's Office, as well as the City Council and the Market Historical Commission.

4(b) Citizen Groups. The Pike Place merchants, the Market Historical Commission, the Friends of the Market, and Allied Arts have been instrumental in assembling the Authority. The original impulse to create a public-purpose developer for the Pike Project originated almost one and a half years ago, with the Market Historical Commission, which passed a resolution on April 12, 1972, calling for a committee to study the potential of a non-profit public developer for the Project. Several members of the Historical Commission have been involved intimately in the Authority since that time.

In late 1972, the leadership of the Authority Steering Committee received much guidance and assistance from the Mayor's Office and the Pike Project Office. In early 1973, as the Charter and Rules and Regulations were being drafted, the Pike Place Merchants' Association became actively involved. Their input assured their recognition in the Authority's Charter as a group from which several members of the governing Council would be selected and by which major action proposals would be reviewed prior to implementation by the Authority.

AGENCY BUDGET SUMMARY

Agency: Pike Place Market Preservation & Development Authority Address: 89 1/2 Pike Street, Seattle, Washington 98101				Responsible Person: Timothy A. Manring, Chairman Telephone Number: MU2-8770		
Object of Expenditure	"A" Total Budget	"B" General Revenue Sharing	"C"	"D"	"E"	
1100		\$59,400.00				
1300		8,910.00				
2100		700.00				
2300		500.00				
3100		10,500.00				
3110		5,000.00				
3200		2,500.00				
3310		4,690.00				
3400		1,000.00				
3500		3,500.00				
3700		500.00				
3900		500.00				
6400		2,300.00				
TOTAL		\$100,000.00				

PERSONNEL EXPENDITURE MEMORANDUM *

Position title	No. of Positions	Monthly Salary	Annual Salary	OMB Use
Community Program Planner	1	\$1,167	\$14,000.00	
Executive Director	1	\$2,292	\$27,500.00	
Program Analyst	1	\$1,333	\$16,000.00	
Secretarial Services	1 (or contracted out)	\$ 625	\$ 7,500.00	
TOTAL		\$5,417	\$65,000.00	

* The figures included here are projected annual salaries. It is not expected that all personnel will be under salary for the full twelve-month period, thus the actual expenditure as indicated in the Agency Budget Summary is less than the figures given here. It should be understood that the salaries are projected, and will be subject to negotiation with personnel to be hired.

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All Pike Project planning gives high priority to the development of low-income housing. The Authority will be ready to assume

(i)

a direct role in these projects. This may include the sponsorship of a local design competition to find the best single or combination of solutions to Pike Place housing needs. Emphasis will be given to housing projects which are capable of attracting a viable resident population, which provide social services and amenities, and which will restore a functional residential neighborhood to the Pike Place area.

Property Management

The Authority plans to fully develop its property management capability to provide a means for public management of the Pike Place urban renewal properties while they are in municipal ownership. The Authority will also be prepared to manage Pike Place area properties which may remain in city ownership. In its property management function, the Authority will find appropriate tenants, lease space, provide for routine maintenance, and implement rehabilitation projects in a manner that will afford an opportunity for residents, merchants and farmers to carry on their traditional Market activities and which will preserve Market functions, uses, and styles.

Local Farming

The Authority intends to develop programs aimed at encouraging local existing farmers to use the facilities of the Pike Place Market. Recognizing that the decline in farmer-use of the Market may be directly related to the encroachment of industry and suburban development upon local agricultural lands and negative incentives related to land use built into our present tax structure, the Authority will investigate land-use and land-use planning in King County and within the City of Seattle. The Authority will consider, inter alia, the practicability of direct incentives to existing and potential farmers through more sensitive zoning practices, tax incentives, producers' cooperatives, and marketing assistance. The Authority will work within the County to encourage agricultural use of open spaces, "City-farming" and "P-patches" in an effort to promote use of the Pike Place Market as an outlet for increased local food production.

CAPABILITIES ANALYSIS

Initiated in 1973 under contract with the Department of Community Development, the Capabilities Analysis will be continued into 1974 in order to attain definitive legal opinions regarding the Authority's bonding and general financial capabilities, and other operational features of public corporations. This analysis will help to determine the Authority's function in the Pike Place Project area and its broader relationship to the City.

MARKET ECONOMIC STRATEGIES ANALYSIS

The Authority will monitor this analysis to assure that the information it provides will help solve the problems of Market preservation. Specifically, the Authority must assure that the analysis will provide an accounting of critical Market elements slated for preservation, the cost of preserving these elements, and a strategy suggested for their preservation. The Market Economic Strategies Analysis will provide a practical basis for the Developer's Preservation Program.

CONSTITUENCY

Community review and input will receive much emphasis in 1974; the Authority perceives a Market community which extends beyond the geographical boundaries of the Market District and includes a city-wide constituency. The development and education of this constituency is essential to an effective program aimed at the preservation of the Pike Place Market. The basis for constituency development is found in the membership provision of the Pike Place Market Preservation and Development Authority Charter. Members, persons sixteen years of age or older who pay one dollar (\$1.00) per year, shall meet regularly to hear reports from the Authority Council regarding actions taken during the preceding quarter and actions proposed during the following quarter. The constituency shall have the right to review and comment upon these actions. Its concurrence is required for the adoption of amendments to Authority Charter and for some amendments to the rules and regulations. The constituency will elect one member per year to the Authority Council.

COMMUNITY ORGANIZATIONS

Close working relationships will be established with the following organizations as a result of their authority and responsibility pursuant to City law and the Authority's Charter: Pike Place Market Historical Commission, the Pike Place Merchants' Association and the Historic Seattle Preservation and Development Authority. The Merchants' Association is regarded as a critical element of the constituency within the Pike Place Project area and enjoys specific rights pursuant to the Authority's Charter.

In addition, the Authority will develop and continue its relationship with several organizations of a civic or professional nature including Friends of the Market, Allied Arts and the Seattle Chapter of the American Institute of Architects.

QUARTERLY REPORT

The Authority will report to the City each calendar quarter regarding actions taken during the preceding quarter and actions planned for the following quarter.

PROFESSIONAL STAFF*

Executive Director

Chief administrator and planner; responsible for the overall direction and administration of the Authority and the management of property owned or subject to the control of the Authority.

Program Analyst

Responsible for the analysis of Project proposals, testing feasibility, impact, consistency; project detailing and reformulation; determining optimal implementation strategies, phasing, and financing plans; monitoring progress of project activity and plan conformance.

*Some of the staff functions described herein may be contracted for rather than obtained through hired staff.

Community Programs Planner

Responsible for the planning and implementation of programs affecting Market residents, merchants, and farmers; and for the development of a city-wide constituency.

Secretary

Responsible for general secretarial and clerical duties.

Legal

The Authority has retained the law firm of Davis, Wright, Todd, Riese & Jones who will serve as General Counsel with respect to contract, financing (bonding) tax and other general legal matters.



THE CITY COUNCIL OF THE CITY OF SEATTLE

1106 SEATTLE MUNICIPAL BUILDING

600 FOURTH AVENUE, SEATTLE, WASHINGTON 98104

TELEPHONE 583-2640

1974 JUN 5 PM 1:30

RECEIVED	
NOV 1 1973	
COM. DEV. DEPT.	
DIV.	

October 30, 1973

LIEM ENG TUAI
PRESIDENT OF THE COUNCIL
583-2357

BRUCE K. CHAPMAN
CHAIRMAN
PARKS & PUBLIC GROUNDS
COMMITTEE
583-2364

GEORGE E. COOLEY
CHAIRMAN
FINANCE COMMITTEE
583-2359

TIM HILL
CHAIRMAN
TRANSPORTATION
COMMITTEE
583-2356

PHYLLIS LAMPHERE
CHAIRMAN
INTERGOVERNMENTAL
RELATIONS COMMITTEE
583-2755

WAYNE D. LARKIN
CHAIRMAN
UTILITIES COMMITTEE
583-2358

JOHN R. MILLER
CHAIRMAN
PLANNING & URBAN
DEVELOPMENT COMMITTEE
583-2365

SAM SMITH
CHAIRMAN
PUBLIC SAFETY & HEALTH
COMMITTEE
583-2367

JEANETTE WILLIAMS
CHAIRMAN
HUMAN RESOURCES &
JUDICIARY COMMITTEE
583-2366

James Braman, Director
Department of Community Development

Dear Mr. Braman:

The City Council has allocated 2.7 million dollars in Revenue Sharing funds for various programs. Of this amount, \$100,000 is for use in your Department for the following: Pike Place Market Development Authority

Before authorizing expenditure of these funds, the Council wishes to review program plans and budgets for Revenue Sharing projects. So as to utilize existing administrative mechanisms, we would request that you submit these plans and budgets to OMB for evaluation and then in turn will submit them to us for final action. Should you have any questions regarding this process, please contact Don Stark (5792) in OMB.

Sincerely,

JOHN R. MILLER, President Pro Tem
Seattle City Council

JRM:dk

cc: OMB

cc: Public Affairs



THE CITY OF SEATTLE
 EXECUTIVE DEPARTMENT
 OFFICE OF MANAGEMENT AND BUDGET
MEMORANDUM

TO James Braman, Director, Department of Community Development
 FROM R. W. [Signature] Budget Director DATE November 26, 1973
 SUBJECT 1974 Budget and Program Plans for PMPDA

Attention: Jack Tiemeyer, Director, Development Division

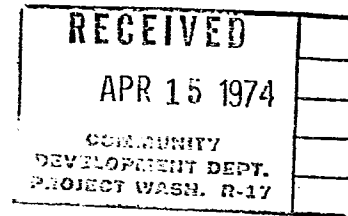
Attached is a copy of the 1974 proposed budget and program plans submitted by the Pike Place Market Preservation and Development Authority. OMB has been requested to make recommendations to the City Council on this proposal. I believe that it would be most appropriate if your staff prepared an analysis of this proposal, relating it to your own 1974 program plans for the Pike Project. As soon as this analysis is completed, a meeting of OMB and DCD staff should be arranged, as per Mr. Tiemeyer's earlier suggestion. If possible, I would like to hold this meeting sometime later this week. Please advise as to a suitable time.

RWW/MN/mo
 Attachment

DEPT. OF COMM. DEV. DEVELOPMENT DIV.	
REC'D.	
NOV 27 1973	
ACTION <input type="checkbox"/>	INFO. <input type="checkbox"/>
1.	
2.	
3.	

Pike Place Market The PDA is a public corporation empowered by City Charter to preserve, restore and redevelop the Pike Place area in order that its Pike Market may continue to serve the traditional needs of farmers and merchants, shoppers and visitors.
Preservation, Development Authority 1431 1st Avenue No. 10, Seattle, Washington 98101 Phone: 206-583-6026

April 5, 1974



Mr. Jack Tiemeyer, Director
Development Division
Department of Community Development
400 Seattle Municipal Building
Seattle, Washington 98104

Dear Jack:

Enclosed please find a draft rewrite of our 1974-1975 program plan. As you probably realize, this is an equivalent of the old program plan we reviewed at our last meeting at the Project Office and dovetails into the Office of Management and Budget program plan and budget presentation. We trust that you will want to read this revised program plan and offer your comments and suggestions before a final draft is prepared next week for submittal to the City Council soon thereafter.

You may want to get in touch with Tim or myself the first half of next week and perhaps plan to meet to discuss the draft.

Sincerely yours,

Frank Miller
Secretary

FM:cm

Enclosure

cc w/enc: Ms. Harriet Sherburne

73 NOV 23 PM 4:15

November 21, 1973

Honorable Sam Smith, President Pro-Tem
Seattle City Council
Municipal Building
Seattle, Washington 98104


Dear Sam:

Enclosed find a Program Planning and Budget Presentation for the Pike Place Market Preservation and Development Authority put together per instruction from the Office of Management and Budget in a letter transmitted to Authority Council Secretary, Frank Miller on October 30, 1973.

We hope and trust that it can be assigned promptly to the relevant committee(s) to allow ample time for thorough review before the first of the year.

Sincerely,

PIKE PLACE MARKET PRESERVATION
AND DEVELOPMENT AUTHORITY


Timothy A. Manring
Chairman

TAM/sy
enclosures

RECEIVED
DEC - 4 1973
OFFICE OF MANAGEMENT
& BUDGET

SEATTLE CITY COUNCIL

'74 MAY 1 AM 11:56



OFFICE OF THE MAYOR—CITY OF SEATTLE

Wes Uhlman, Mayor

May 1, 1974

The City Council
The City of Seattle

Honorable Members:

Attached is C.F. 277433 wherein the Pike Place Market Preservation and Development Authority requests the appropriation of \$100,000 from Revenue Sharing Funds. Action on this matter was delayed because of legal difficulties which have since been resolved.

OMB has reviewed the attached Program Planning and Budget Information dated November 21, 1973 and April 5, 1974. The Department of Community Development, at our request, has also reviewed both documents and in a letter dated April 19, 1974 recommended the appropriation. We concur with DCD's recommendations, noting particularly the responsibilities the PDA will assume listed in the April 5 document and that DCD and the PDA have worked out a highly satisfactory working relationship on this matter.

Sincerely,

Wes Uhlman
Mayor

by

Walter R. Hundley
Budget Director

WRH/DM/mo
Attachments

cc: Department of Community Development
Mayor's Office

'74 MAY 1 AM 11:57

CITY OF SEATTLE
DEPARTMENT OF COMMUNITY DEVELOPMENT

MEMORANDUM

April 19, 1974

To: Walter Hundley, Budget Director

From: James Braman *J.B. Braman*

Subject: 1974 Budget and Work program for Pike Place Market Preservation and Development Authority

Reference is made to a request from the Pike Place Market Development Authority for revenue sharing funds for 1974.

In response to an earlier request from your office for comment, we are now prepared to submit the following comments in support of the PDA's program.

The work program of the PDA is in concert with and in support of the overall objectives of the renewal program and is designed to develop capabilities which will enable the PDA to participate in development activities of the renewal project.

The undertaking of redevelopment and rehabilitation by the public corporation, we believe, is an essential ingredient in order to insure achievement and success of the project's goals and objectives. The constraints presented to private enterprise and certain facets of the Historical Preservation areas will require participation by a public investor. The economic study presently being conducted will support this need and will discuss the various aspects in detail. It will provide recommendations as to the degree and extent of participation of the public corporation.

Some of the major development roles as proposed by the PDA include, but are not limited to, the development of low income housing, property management, rehabilitation and ownership of "Market" properties, and redevelopment of commercial and residential areas outside the historic district.

PDA's request for funding is substantiated by a work program which has been reviewed by both project and Department staff. It has been modified from its original form to reflect an emphasis in critical areas of development and rehabilitation. The PDA's work program is consistent in timing and programing with the scheduled project activities for this coming year. Attached for your reference is a copy of the revised Program Plan dated April 5, 1974.

We respectfully recommend that the request for funding be approved.

If further information is desired, please contact John Tiemeyer, Development Division.

JB:eg
Attach.

PROGRAM PLANNING AND BUDGET PRESENTATION

1974

Pike Place Market Preservation and Development Authority

Submitted to Seattle City Council President Pro-Tem

Honorable Sam Smith

Timothy A. Manring, Chairman
Frank Miller, Secretary

November 21, 1973

CONTENTS

Program Planning and Evaluation Memo	1
Agency Budget Summary	8
Personnel Expenditure Memo	9
Attachment (Pike Place Market Preservation and Development Authority Program Plan - 1974)	i

PROGRAM PLANNING AND EVALUATION MEMORANDUM

Objective: To create and establish a non-profit public purpose developer capable of ensuring the vitality and perpetuation of the Pike Place area, particularly the Farmers' Market and related uses, through economic, political, social and other appropriate action with a minimum of disruption and dislocation and a maximum of social benefit.

1(a) Human Problems Involved. The deterioration and subsequent threatened removal of the historic Pike Place Markets was and still is a City-wide, if not regional, problem, for the Markets are as much a part of daily life in this City as they are an irreplaceable element of our regional heritage. Even more concretely, the Market District is the focus of activity for over 700 merchants, employees and farmers and an average of 6,400 shoppers daily in the Market core (Pike Place). For these people, the preservation of the Market means preservation of a distinctive lifestyle and economic survival.

The Market is also the focal point of an historically viable residential community, although considerably shrunken through the forced closure of small hotels and roominghouses. The neighborhood must be rehabilitated and preserved along with the Markets, providing for more and better housing.

The Market is the social, as well as economic, headquarters of many farmers, merchants, and craftspeople, operating predominantly sole proprietorships and family businesses which depend upon a range of reasonable, low or moderate rents. A range of rents likely to encourage business starts and the flourishing of small independent businesses, the survival of low volume or undercapitalized enterprises and enterprises which serve low-income and ethnic groups, must be sensitively maintained.

A good summary of the human problems involved in the Pike Project may be found in the P.D.A.'s brochure, The Pike Place Market Preservation and Development Authority: a Public Corporation:

"The Historical District Ordinance, passed overwhelmingly by the people of Seattle, required that the City change the Pike Place Urban Renewal Plan from a traditional one involving massive demolition and new construction to an approach emphasizing the preservation of the Pike Place Market and its neighborhood. The Ordinance also calls for the preservation of a broad spectrum of Market-related uses within the

seven-acre Historic District it created. The thrust of the Ordinance is to preserve activities which serve the people, especially those which meet the needs and requirements of low-income people -- shoppers, residents, and the farmers and merchants themselves who depend on the Market for their livelihood. At the same time, it will be necessary to improve many of the buildings within the Market Historical District. They must meet all code requirements and have a projected life of 40 years."

"The conflict is apparent: Save the Market -- its buildings with their historic associations, the uses and moderate rents, the people who depend upon the Market for their livelihood; yet undertake increasingly costly rehabilitation, restoration, and development."

"The threat to the Market still looms in the background. Who will spend the funds required to bring dilapidated Market structures up to City codes? Who will support the small farmer in his battle to stay on the land? Who can protect the merchant from high-rent strangulation and the consumer from forbidding food costs? Who will re-house the hundreds of displaced low-income residents of the Market area?"

1(b) Geographic Boundaries. The Charter of the P.D.A. does not strictly delimit its "service area", however the Authority's program does contemplate principal actions within the Pike Place Urban Renewal Project area bounded by First Avenue, Union Street, Alaska Way, and Lenora Street and the Historical District within these boundaries.

1(c) Persons Affected. Technically there are approximately 250 residents living in the target area. About 200 merchants and farmers conduct business within the target area. And about 6,400 shoppers use the Market core daily. However, since the Authority's program comprises nothing less than the preservation of a major urban and regional feature, countless local citizens and out-of-town visitors and tourists will be affected by the Authority's programs.

1(d) Characteristics of Target Population. If we consider the "target population" to be those who live and/or work in the target area, we would be best advised to separate the

population into two main groups. merchant/vendors and residents. The vendors represent a broad cross-section of ethnic groups, with an obvious representation of Italians, Jews, Japanese and Filipinos. Most of these are on a low or moderate income level, business proprietors or hired salespeople, both men and women. The resident population is predominantly aged single men on fixed incomes, mostly pensioners.

2(a) Number of Persons Who Will Benefit. The Authority is committed to public purposes within the Urban Renewal tract. This means that, in the absence of the "profit motive", proposed action will be evaluated by its potential for positive impact on rents, space allocation, use mix, and other factors which are critical to the preservation of the Market. All persons who use the Market in any number of ways, the present 700 merchants, employees and farmers, the 250 residents, and the 6,400 people who shop in the Market core daily, will directly benefit from Authority programs.

The Authority anticipates a property management program in 1974. In addition to the usual management functions, the organization may devise programs for attracting new businesses to the Market and for counseling present and prospective tenants.

As a part of the Authority housing program we will sponsor low-income housing and provide social services, and amenities which will add materially to the restoration of the local residential community.

2(b) Expected Achievements. Short range, the Authority expects to initiate a model property management program which will involve Market-area merchants directly in the administration of rents and the provision of services; a housing program which will begin the restoration of the residential neighborhood; and the formulation of a Developer's Preservation Program which will map the course of developer-action by the public development corporation.

Long range, we expect to provide a course of development which will restore the structure and social and economic life of the Market area in such a manner that the Markets will continue to serve the people of the City -- merchants, farmers, shoppers, visitors - unthreatened by incompatible development whether through public or private expedience.

2(c) Methods. Methodology and activities are covered fairly well above. Furthermore, the Authority Charter contemplates the creation of a public Constituency which will be able to influence the planning process through a review procedure. The Market merchants, an important element of this Constituency, are provided with an additional opportunity for review through a Charter provision requiring consultation with them in program planning and implementation.

The Authority anticipates proposing to the City Council that it be named the "preferred developer" for the Pike Place Urban Renewal Project. This would provide the basis for organizing the economic resources of the area in a manner designed to give maximum support to threatened activities in the Market to implement the spirit as well as the letter of the Urban Renewal Plan, the Historical Preservation Plan, and the Historic District Ordinance. The Authority can provide the means through which a variety of small profit and non-profit development groups may assume working responsibilities, allowing for a wide circle of enterprise and encouraging heterogeneity within a basic harmonizing administrative framework.

3(a) Accomplishments. Staff, which was provided solely through a Seattle Model City Program personal services contract, attended a total of one hundred and sixty-six meetings of direct relevance to the Market indicating that the Authority was actively represented in the course of the Urban Renewal Plan review process and other critical aspects of the Pike Project.

During this period, the citizens who participated in the early organizational efforts of the Authority regrouped into an official Steering Committee with Dr. Jack Bagdade as Chairman and O. Yale Lewis, Jr. as Counsel. Regular weekly meetings were held and minutes were kept. Early emphasis was on the selection of an initial governing Council and the development of a Charter Application. The Authority was chartered by Seattle Mayor Wes Uhlman on June 30, 1973.

Immediately following the receipt of its Charter, the Authority intensified its efforts in respect to a review of the proposed Amended Urban Renewal Plan for Pike Place. As part of this review the Authority developed a white paper on economic strategy which had a marked and pervasive effect upon the course of thinking and official action regarding questions

of economics and land disposition in the Urban Renewal area and the need for further economic study of the project area.

Great emphasis and much energy was focused upon the public role of the Authority. As can be seen from its Charter and Rules and Regulations, the role of a constituency, particularly the Pike Place Merchants' Association, was considered very seriously, providing the Merchants, a highly identifiable group, with the right of review of Authority plans and other safeguards.

In addition to the Charter and Rules and Regulations, the Authority developed informational materials describing basic goals and objectives, recounting the organization's history, and setting forth positions on critical issues.

Two other activities received major attention: (i) the development of the Authority's 1974 Program Plan and Budget, a pair of documents which anticipate major action programs for the coming year and which have served coincidentally as part of the review process for funding by the City Council and the Office of Management & Budget; and (ii) the launching of a nationwide "talent search" for the Authority's first Executive Director.

In addition, preparation began several months ago for a "Capabilities Analysis" which will include, among other studies, an investigation of the Authority's legal capacity to issue bonds, to borrow funds at low interest rates, and to qualify under Section 103 of the Internal Revenue Code. The Analysis will also document the Authority's legal capacity to function as a master developer for the Pike Place Urban Renewal Project. This work will be funded during the remainder of 1973 by the Department of Community Development under contract with the Authority.

In summary, the Pike Place Market Preservation & Development Authority over the past eight months, funded by the Seattle Model City Program, appears to have developed a public enterprise with a very high potential for assuming a leading role in the rehabilitation and redevelopment of Pike Place.

3(b) Similar Programs. There are no similar programs in the City or County. Indeed, research, correspondence and discussions with officials from other states and the Federal Government indicate that the task of the City in preserving the Markets may well be unique in the nation.

Although the recently chartered Historic Seattle Preservation and Development Authority's Charter and Rules and Regulations follow closely those of the Pike Place Market Preservation and Development Authority, its purposes and methods differ substantially.

3(c) & (d) Measures of Effectiveness and Efficiency. Measuring program effectiveness, especially over the short term in this type of project, is a very difficult task. Our 1974 housing program will initiate action for a contracted number of low-income housing units. The effectiveness of the entire Developer's Preservation Program will be measured by the extent to which it assists materially in the restoration and redevelopment of Pike Place Markets in a timely, economical, and feasible manner.

Urban Renewal projects nationwide are known to have taken from between five and fifteen years to complete. One cannot be sure when this one will be concluded and, although one's aim is preservation of the Markets, preservation, logically, is never attained, rather, it is a matter of historical continuity. It is intended to provide those material factors which will encourage this continuity.

Feasibility will relate to the Authority being able to find (i) financing for projects from both private and public sources, sources which are willing to share in the costs of preservation, and (ii) political units which are willing to underwrite certain risks for the public good.

The Authority's property management program must be able to produce clean, well-maintained buildings with a high rate of occupancy in which tenants have an effect on programs which affect them.

CITY COUNCIL TRANSMITTAL

TO:

C. F. # 200723
Date Sent: JUN 11 5 PM 2007
Reply Requested By:

FROM:

Subject: 17 JUN 5 PM 2:43
City Council Department: Planning & Development
City Council Office: 1000 Municipal Center, Room 1000
City Council Phone: (714) 947-1100

ACTION — required

Review and Return File With Your Answer to Sender
Review and Answer Petitioner, Return File and Copy of Answer to Sender
Review and Make Recommendations, Return File and Recommendations to Sender () In Duplicate
Prepare Legislation and Return File to Sender

Additional Information:

LDI - 110-5002 CS 2018

Signature

CITY COUNCIL TRANSMITTAL

TO:

City Council
City of Seattle

C. F. #

Date Sent:

Reply Requested By:

Subject:

17 JUN 5 01 2:43

FROM:

City Council
City of Seattle

ACTION
Required

Review and Return File With Your Answer to Sender

Review and Answer Petitioner, Return File and Copy of Answer to Sender

Review and Make Recommendations, Return File and Recommendations to Sender
() In Duplicate

Prepare Legislation and Return File to Sender

Additional Information:

LDI-110-5002 CS 20.19

Signature

CITY COUNCIL TRANSMITTAL

7591

TO: Office of Management & Budget
City of Seattle

FROM:

Joe R. Miller, Chairman
Planning and Urban Development Committee

C. F. # 277433

Date Sent: November 30, 1973

Reply Requested By:

Subject:

Communication of Pike Place Market Preservation and Development Authority enclosing a program planning and budget presentation for 1974.

ACTION
required

JUN 5 PM

	Review and Return File With Your Answer to Sender
	Review and Answer Petitioner, Return File and Copy of Answer to Sender
X	Review and Make Recommendations, Return File and Recommendations to Sender () In Duplicate
	Prepare Legislation and Return File to Sender

Additional Information:

DPF
JSD

DEC-1 1973

OFFICE OF MANAGEMENT

Joe R. Miller
BUDGET

Signature

7521

CITY COUNCIL TRANSMITTAL

TO:

Office of Management & Budget
City of Seattle

C. F. # 277433

Date Sent:
November 30, 1973

Reply Requested By:

FROM:

John R. Miller, Chairman
Planning and Urban Development Committee

Subject:
Communication of Pike Place Market Preservation and Development Authority enclosing a program planning and budget presentation for 1974.

ACTION
Required

RECEIVED
JUN 5 PM 1:30

Review and Return File With Your Answer to Sender

Review and Answer Petitioner, Return File and Copy of Answer to Sender

Review and Make Recommendations, Return File and Recommendations to Sender
() In Duplicate

Prepare Legislation and Return File to Sender

Additional Information:

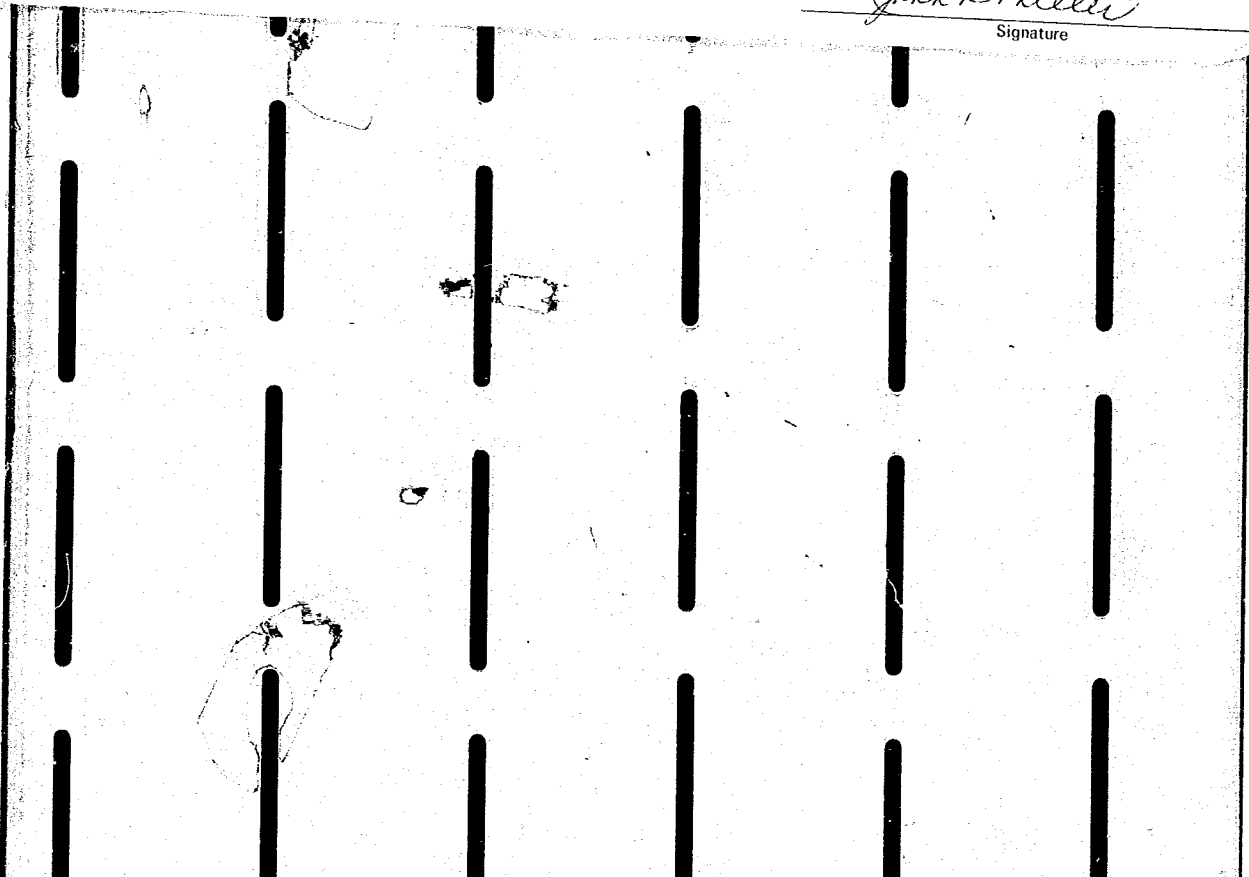
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NOV -1 1973

OFFICE OF MANAGEMENT & BUDGET

John R. Miller
Signature

LD1-110-5002 CS 20.19



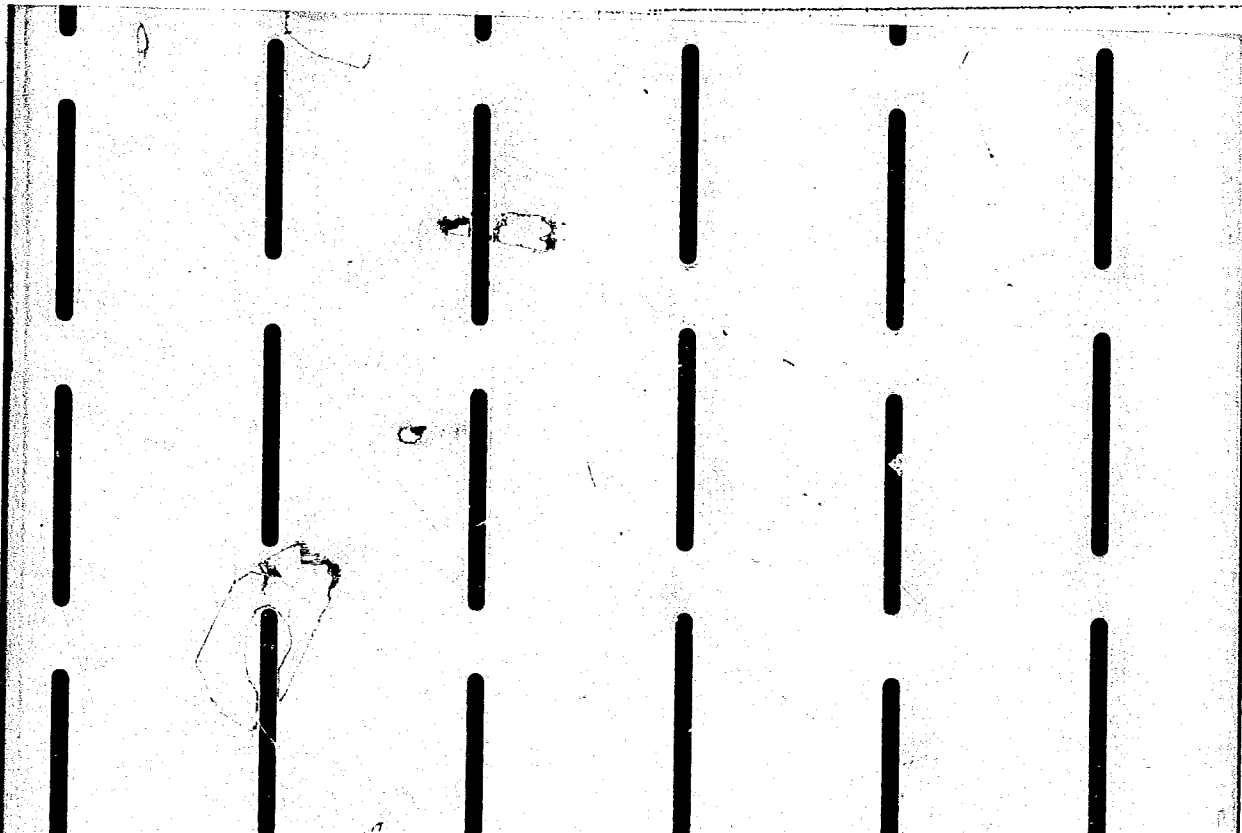
4(a) Other Agencies. In its programs, the Authority is cooperating with the Department of Community Development, Development Division and the Pike Project Office, the Office of Economic Development and the Mayor's Office, as well as the City Council and the Market Historical Commission.

4(b) Citizen Groups. The Pike Place merchants, the Market Historical Commission, the Friends of the Market, and Allied Arts have been instrumental in assembling the Authority. The original impulse to create a public-purpose developer for the Pike Project originated almost one and a half years ago, with the Market Historical Commission, which passed a resolution on April 12, 1972, calling for a committee to study the potential of a non-profit public developer for the Project. Several members of the Historical Commission have been involved intimately in the Authority since that time.

In late 1972, the leadership of the Authority Steering Committee received much guidance and assistance from the Mayor's Office and the Pike Project Office. In early 1973, as the Charter and Rules and Regulations were being drafted, the Pike Place Merchants' Association became actively involved. Their input assured their recognition in the Authority's Charter as a group from which several members of the governing Council would be selected and by which major action proposals would be reviewed prior to implementation by the Authority.

AGENCY BUDGET SUMMARY

Agency: Pike Place Market Preservation & Development Authority Address: 89 1/2 Pike Street, Seattle, Washington 98101			Responsible Person: Timothy A. Manring, Chairman Telephone Number: MU2-8770			
Object of Expenditure	"A" Total Budget	"B" General Revenue Sharing	"C"	"D"	"E"	
1100		\$59,400.00				
1300		8,910.00				
2100		700.00				
2300		500.00				
3100		10,500.00				
3110		5,000.00				
3200		2,500.00				
3310		4,690.00				
3400		1,000.00				
3500		3,500.00				
3700		500.00				
3900		500.00				
6400		2,300.00				
TOTAL		\$100,000.00				



PERSONNEL EXPENDITURE MEMORANDUM *

Position Title	No. of Positions	Monthly Salary	Annual Salary	OMB Use
Community Program Planner	1	\$1,167	\$14,000.00	
Executive Director	1	\$2,292	\$27,500.00	
Program Analyst	1	\$1,333	\$16,000.00	
Secretarial Services	1 (or contracted out)	\$ 625	\$ 7,500.00	
TOTAL		\$5,417	\$65,000.00	

* The figures included here are projected annual salaries. It is not expected that all personnel will be under salary for the full twelve-month period, thus the actual expenditure as indicated in the Agency Budget Summary is less than the figures given here. It should be understood that the salaries are projected, and will be subject to negotiation with personnel to be hired.

PIKE PLACE MARKET PRESERVATION AND DEVELOPMENT AUTHORITY

PROGRAM PLAN

1974

THE DEVELOPER'S PRESERVATION PROGRAM

The Developer's Preservation Program will be a comprehensive statement of intent by the Pike Place Market Preservation and Development Authority; it will list the Authority's aims and objectives and describe the details of specific actions proposed by the Authority for the duration of the development/rehabilitation phase of the Pike Place Project. This, along with specific plans for Project financing, implementation phasing, and property acquisition and management, will be based upon the findings of, and practical directions found in, the Market Economic Strategies Analysis. The Developer's Preservation Program will also reflect the Authority's commitment to gradual, minimal change in the Market.

PROJECTS

It is not possible or practical to predict the precise nature of all action projects to be undertaken by the Authority in 1974. The number and exact nature of these projects is to a great extent dependent upon actions yet to be taken by the Pike Place Project Urban Renewal office and the City Council, particularly with respect to potential disposition of project area property. The projects listed below, however, represent a reasonable projection for 1974 independent of any possible property disposition.

Low-Income Housing

All Pike Project planning gives high priority to the development of low-income housing. The Authority will be ready to assume

(i)

a direct role in these projects. This may include the sponsorship of a local design competition to find the best single or combination of solutions to Pike Place housing needs. Emphasis will be given to housing projects which are capable of attracting a viable resident population, which provide social services and amenities, and which will restore a functional residential neighborhood to the Pike Place area.

Property Management

The Authority plans to fully develop its property management capability to provide a means for public management of the Pike Place urban renewal properties while they are in municipal ownership. The Authority will also be prepared to manage Pike Place area properties which may remain in city ownership. In its property management function, the Authority will find appropriate tenants, lease space, provide for routine maintenance, and implement rehabilitation projects in a manner that will afford an opportunity for residents, merchants and farmers to carry on their traditional Market activities and which will preserve Market functions, uses, and styles.

Local Farming

The Authority intends to develop programs aimed at encouraging local existing farmers to use the facilities of the Pike Place Market. Recognizing that the decline in farmer-use of the Market may be directly related to the encroachment of industry and suburban development upon local agricultural lands and negative incentives related to land use built into our present tax structure, the Authority will investigate land-use and land-use planning in King County and within the City of Seattle. The Authority will consider, inter alia, the practicability of direct incentives to existing and potential farmers through more sensitive zoning practices, tax incentives, producers' cooperatives, and marketing assistance. The Authority will work within the County to encourage agricultural use of open spaces, "City-farming" and "P-patches" in an effort to promote use of the Pike Place Market as an outlet for increased local food production.

CAPABILITIES ANALYSIS

Initiated in 1973 under contract with the Department of Community Development, the Capabilities Analysis will be continued into 1974 in order to attain definitive legal opinions regarding the Authority's bonding and general financial capabilities, and other operational features of public corporations. This analysis will help to determine the Authority's function in the Pike Place Project area and its broader relationship to the City.

MARKET ECONOMIC STRATEGIES ANALYSIS

The Authority will monitor this analysis to assure that the information it provides will help solve the problems of Market preservation. Specifically, the Authority must assure that the analysis will provide an accounting of critical Market elements slated for preservation, the cost of preserving these elements, and a strategy suggested for their preservation. The Market Economic Strategies Analysis will provide a practical basis for the Developer's Preservation Program.

CONSTITUENCY

Community review and input will receive much emphasis in 1974; the Authority perceives a Market community which extends beyond the geographical boundaries of the Market District and includes a city-wide constituency. The development and education of this constituency is essential to an effective program aimed at the preservation of the Pike Place Market. The basis for constituency development is found in the membership provision of the Pike Place Market Preservation and Development Authority Charter. Members, persons sixteen years of age or older who pay one dollar (\$1.00) per year, shall meet regularly to hear reports from the Authority Council regarding actions taken during the preceding quarter and actions proposed during the following quarter. The constituency shall have the right to review and comment upon these actions. Its concurrence is required for the adoption of amendments to Authority Charter and for some amendments to the rules and regulations. The constituency will elect one member per year to the Authority Council.

COMMUNITY ORGANIZATIONS

Close working relationships will be established with the following organizations as a result of their authority and responsibility pursuant to City law and the Authority's Charter: Pike Place Market Historical Commission, the Pike Place Merchants' Association and the Historic Seattle Preservation and Development Authority. The Merchants' Association is regarded as a critical element of the constituency within the Pike Place Project area and enjoys specific rights pursuant to the Authority's Charter.

In addition, the Authority will develop and continue its relationship with several organizations of a civic or professional nature including Friends of the Market, Allied Arts and the Seattle Chapter of the American Institute of Architects.

QUARTERLY REPORT

The Authority will report to the City each calendar quarter regarding actions taken during the preceding quarter and actions planned for the following quarter.

PROFESSIONAL STAFF*

Executive Director

Chief administrator and planner; responsible for the overall direction and administration of the Authority and the management of property owned or subject to the control of the Authority.

Program Analyst

Responsible for the analysis of Project proposals, testing feasibility, impact, consistency; project detailing and reformulation; determining optimal implementation strategies, phasing, and financing plans; monitoring progress of project activity and plan conformance.

*Some of the staff functions described herein may be contracted for rather than obtained through hired staff.

Community Programs Planner

Responsible for the planning and implementation of programs affecting Market residents, merchants, and farmers; and for the development of a city-wide constituency.

Secretary

Responsible for general secretarial and clerical duties.

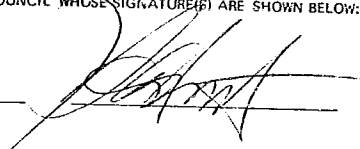
Legal

The Authority has retained the law firm of Davis, Wright, Todd, Riese & Jones who will serve as General Counsel with respect to contract, financing (bonding) tax and other general legal matters.

TIME AND DATE STAMP

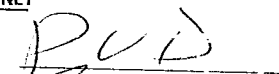
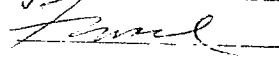
SPONSORSHIP

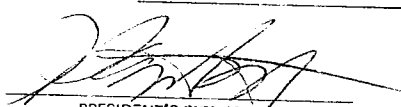
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PRESIDENT'S SIGNATURE

C S. 20.28